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Appendix A – Subdivision Plan

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1. Introduction

1.1 Overview

GHD Pty Ltd has been engaged to seek development consent from Snowy River Shire Council for a 20 lot subdivision. The proposed subdivision is located on vacant land zoned for general residential/rural village. Once complete, the proposed development will allow for low density residential development, similar to that currently in East Jindabyne.

The proposed development is located on Lot 8, DP 240912 Jerrara Drive, East Jindabyne in the Snowy River Local Government Area (LGA). The aim of the Statement of Environmental Effects (SEE) is to describe the proposal, detail the construction activities associated with the development, and identify the environmental impacts resulting from the proposal and outline measures proposed to mitigate these impacts.

A Development Application (DA) is to be submitted to Snowy River Shire Council (SRSC) for approval under Part 4 of the *Environmental Planning and Assessment Act 1979* (EP&A Act). This SEE has been prepared to meet the requirements of the applicable planning and environmental legislation and associated regulations.

This SEE provides an assessment of those Matters for Consideration pursuant to Section 79C of the *EP&A Act*. It is concluded from the assessment that:

- The proposed development is consistent with the provisions of the relevant planning instruments applying to the site
- The potential adverse impacts arising from the development can be adequately managed
- The site is suitable for the proposed development and is in the public interest.

1.2 Applicant and landowner

The owner for the proposed residential subdivision is Australian Land Co. Pty Ltd, while the applicant acting on behalf of the owner is GHD Pty Ltd.

Please refer all contact to the main contact detailed in Table 1-1 below:

Table 1-1 Main contact details

	Details
Main contact:	Mr John Wearne – GHD Pty Ltd
Contact Address:	PO Box 560 BEGA NSW 2550
Phone:	61 2 6113 3396
Email:	john.wearne@ghd.com

The contact details of the land owner are provided in Table 1-2 below:

Table 1-2 Applicant contact details

	Details
Owner:	Terry Pillidge - Australian Land Co. Pty Ltd
Contact Address:	PO Box 162 JINDABYNE NSW 2627
Phone:	61 2 6451 4005
Email:	tpillidge@abmarshall.com.au

1.3 Structure of report

This SEE is structured as follows:

- Part 1 Introduction – Provides an overview of the proposed development and details of the applicant and landowners.
- Part 2 Property Description – Identifies the locality of the proposed development and provides a brief description of the natural and man-made constraints that have influenced the planning and design of the development.
- Part 3 Description of the Proposal – Provides a description of the various components of the proposal and explains the context of the development in relation to the facilities on the site.
- Part 4 Regulatory Framework – Provides detailed assessment of the proposal in relation to the various statutory and non-statutory planning controls applicable to the site.
- Part 5 Consultation – Provides a summary of consultation undertaken with various government agencies; listing the concerns identified and where they are addressed within the report
- Part 6 Environmental Assessment - Provides a detailed assessment of the proposal in relation to environmental issues, impacts and proposed mitigation measures.

2. Property description

2.1 Site location and description

The proposed site is located approximately 3 km northeast of Jindabyne Post Office, in South East NSW as shown in Figure 2-1 below.



Figure 2-1 Subject site

The site is bounded by Jerrara Drive to the east and Old Kosciuszko Road to the south. To the north is a single residential lot adjacent land owned by the Snowy Hydro Ltd which incorporates Lake Jindabyne.

2.2 Site history

The site has not previously been developed. It is understood to have been managed as open grassland for a long period. It is assumed that this land has been grazed by livestock at some previous time, however the condition of the existing fences suggest that the land has not been actively grazed for many years.

2.3 Title and zoning

Under the Snowy River Local Environmental Plan (SRLEP), the site is zoned RU5 – Rural Village.

The proposed development is located on Lot 8, DP 240912 Jerrara Drive, Snowy River LGA.

2.4 Existing development

There is no existing development except a fence that would appear not to run along the boundary. Some mature trees are present within the Jerrara Drive road reserve along the eastern end of the property.

2.5 Surrounding development and land use

The land surrounding the site comprises a large mix of the following land uses:

- Low-density/large lot residential
- Rural village
- Primary produce
- Special activity
- Private recreation
- Tourism.

East Jindabyne is characterised by a rural village and general residential development.

The dominant feature in the area is Lake Jindabyne, owned and operated by Snowy Hydro Ltd as a special activity. This lake is not only the main water source for the area, but also provides for recreational activity, and contributes greatly to the scenic value of the region.

The site is immediately bordered by the following land uses:

- North Special Activity (Lake) and Large Lot Residential
- East Large Lot Residential
- South General Residential
- West General Residential.

2.6 Landscape and topography

The land is located close to Lake Jindabyne on the low side of the adjoining streets, Old Kosciuszko Road and Jerrara Drive. The land slopes generally in a northerly direction at slopes of approximately 1 in 10. The surrounding lands to the east and south are higher than this site, so that the development of this site for residential purposes will not overshadow other lands nor intrude into the outlook towards Lake Jindabyne and the mountains beyond.

2.7 Winds

The site is exposed to winds from north, west and to a lesser extent from the south, with little protection from wind afforded by the surrounding terrain. Buildings to be erected on the subdivided lots must incorporate adequate structural measures to resist wind and snow loadings.

2.8 Access and traffic

The site is currently accessed from Jerrara Drive and has potential access from Old Kosciuszko Road.

It is proposed that 6 lots have direct access from Jerrara Drive, three lots have access from Jerrara Drive by battle-axe entry/easement for access.

11 lots will have access from Old Kosciuszko Road directly. Lots 15 and 16 will have boundaries adjoining both Jerrara Drive and Kosciuszko Road, with options to access from either frontage. For the purpose of this application, it is assumed that access to these lots will be from Old Kosciuszko Road.

2.9 Contamination

It is understood that this land not been previously developed and has only been used for some grazing of farm animals and therefore there is very low potential for contamination of the site from previous uses. A formal contamination assessment has not been undertaken.

2.10 Flora and fauna

The proposed site is cleared agricultural land consisting of open pasture. The proposed development will not result in the removal of any significant native vegetation, hollow-bearing trees, rocky outcrops, woody debris, or roost sites that could potentially be important habitat for threatened fauna and provides minimal fauna habitat. No threatened ecological communities are known to occur on the subject site.

An Environmental Management Plan (EMP) will be developed by the proponent and should be implemented before, during and after construction. An EMP must be developed by the proponent prior to construction that appropriately provides measures to minimise and avoid potential impacts and provides contingency measures should they occur. This EMP must be implemented during the construction phase and address issues such as sediment control, emergency clean-up equipment and threatened species management.

3. Description of the proposal

The proposed subdivision layout and design drawings have been included as Appendix A to this report.

3.1 The proposed subdivision

The proposed development consists of eighteen (20) lots of minimum 700 m² that are ideally suited for low density residential or other land-uses permissible within the RU5 Village zone. The lots are mostly of regular rectangular shape and are configured to maximise solar access and allow for the maintenance of the scenic quality of the area.

All of the lots have been designed to provide a good solar access on the gentle north-facing slope, with lots oriented either north-south or east-west to facilitate good passive solar design and shared access to views over Lake Jindabyne. All lots have a minimum square width of 17 metres.

3.2 Landscaping design intent

The intent for the landscape design of the development is to retain the existing avenue of trees along Jerrara Drive. Suitable feature street trees will be provided along the verge of Old Kosciuszko Road, within the constraints imposed by the existing overhead electricity supply to the Council's water pump station.

Verges will be seeded with grass of appropriate local species, and the street tree species will be selected for their suitability to the local climate.

3.3 Community facilities

This development proposal does not include any community facilities given the size of the development and its proximity to existing facilities in East Jindabyne and Jindabyne.

3.4 Movement, access and parking

The proposed development includes internal pedestrian access to foreshore of Lake Jindabyne via a private easement for access and services over lots 6, 7 and 8. This private easement also forms the primary access for three lots without direct road frontage.

It is proposed that mountable kerb and gutter and sealed road shoulders will be constructed along the adjacent side of Jerrara Drive and Old Kosciuszko Road to the frontage of the subdivision.

Parking for the proposed lots will be catered for within the lot boundaries when each is developed after release of the subdivision. Given the size of the lots, residential parking is assumed to be maintained within each lot and provided when each is developed after release of the subdivision.

3.5 Services / Infrastructure / Utilities

Indicative service layouts have been included on drawing 23-15601-C501 within Appendix A to this report.

3.5.1 Water

All lots are serviced from connections to either Jerrara Drive or Old Kosciuszko Road mains. For those lots without road frontage, a joint service will be laid along the services/access easement.

3.5.2 Sewer

It is proposed to service each lot via conventional gravity sewerage connections to sewer network laid within easements through the subdivision.

It is proposed that the gravity sewer flows to a new sewage pump station located in the western end of the subdivision. The sewage pump station and the land containing the pump station will be transferred to Council on commissioning. The sewage pump station will pump via a new rising main to Pump Station 3 which lies approximately 100 metres to the north of the subdivision.

As an alternative, a gravity sewer connection could be provided to SPS 3 with the agreement of both Council and Snowy Hydro Limited.

3.5.3 Stormwater

It is proposed to pipe stormwater flows from the existing culvert under Jerrara Drive along the battle-axe entry and across proposed lot 8 to discharge into the natural watercourse at the northern edge of the site, where stormwater will continue to flow in the natural watercourse across the adjoining lot 3 DP 599851. An energy dissipater will be incorporated into the outlet headwall to slow the water flows leaving the development site. An easement to drain water will be created over this drainage line in favour of Council.

The design of the driveway construction and a shallow swale in the easement in lot 8 will accommodate the potential for overflows from the piped drainage system, to convey these flows to the natural watercourse, without flooding proposed houses.

It is proposed that the stormwater for each lot is managed as follows:

- All lots that share a boundary with the foreshore land will drain to this boundary
- The lots that back onto the internal accessway/easement will drain to inter-allotment drainage (IAD) lines running through the easement and out to the foreshore
- The lots south of the accessway with frontage to Jerrara Drive will drain to the road
- Lots 8, 10 and 11 will drain to the stormwater easement across lot 8.

There is a small natural drainage gully that passes underneath Jerrara Drive and runs northwest through the site. This eroded gully is proposed to be replaced with a 450 mm drainage pipe and accompanying overland flow channel shaped to carry any surcharge or other surface flows from within the development. This line will also form the aforementioned IAD, and will be released via an appropriate outfall into the foreshore land to the north.

3.5.4 Electricity

All lots will be serviced with underground electrical supply to Essential Energy standards with connections off both street frontages and street lighting in the Jerrara Drive and Old Kosciuszko Road.

3.5.5 Communications

Telecommunications reticulation will be provided to serve each lot.

3.6 Construction activities

3.6.1 Construction plant and equipment

It is envisaged that standard earthmoving equipment will be used during approved working hours. It is not envisaged that blasting or rock hammering will be required.

3.6.2 Site compound and stockpile areas

These areas will be determined during the detail design for the proposed development. These areas will be contained within the subdivision site.

3.6.3 Construction hours

In accordance with the NSW Government's Noise Control Manual, construction activities would be carried out during standard working hours. These are:

- 7 am to 6 pm, Monday to Friday
- 8 am to 1 pm, Saturday
- No work on Sundays or public holidays.

If work were required outside these hours, they would be carried out in accordance with the NSW Government's Noise Control Manual.

3.6.4 Truck numbers and timing

It is envisaged that there will be minimal cut required and that trucks will bring imported fill to the site for re-grading works. Trucks will also cart road and building materials to the site during working hours.

4. Regulatory framework

There are a number of Acts, Polices and Planning Instruments that relate to the development. These are addressed briefly below.

All development in NSW is assessed in accordance with the provisions of the EP&A Act and the EP&A Regulation. The EP&A Act institutes a system for environmental planning and assessment, including approvals and environmental impacts assessment for proposed developments. Implementation for the EP&A Act is the responsibility of the Minister of Planning and Environment, statutory authorities and local councils.

Under Part 4 of the EP&A Act, the proposed development requires consent. Snowy River Shire Council (SRSC) is the relevant consent authority. The development application is therefore required to be assessed against the matter for consideration set out in Section 79C of the EP&A Act and Clause 36 of the EP&A Regulation.

4.1 Snowy River Local Environmental Plan 2013

4.1.1 Aims of the plan

The SRLEP aims to make local environmental planning provisions for land in the Snowy River in accordance with the relevant standard environmental planning instrument under Section 33A of the Environmental Planning and Assessment Act 1979 (EP&A Act).

The proposed development has been assessed against the aims of the SRLEP 2013 as provided in Table 4-1:

Table 4-1 SRLEP aims

SRLEP 2013 Aim	Planning/ Design response
<i>(2) (a) to protect and enhance, for current and future generations, the ecological integrity, natural resources and environmental significance of Snowy River;</i>	Complies. The proposed development is consistent with this aim. The proposed development will not impact on the Snowy River as it is on gently sloping cleared land which has been zoned for the type of development proposed. The development has been designed to require minimal earthworks and minimal impact on the surrounding environment as outlined below.
<i>(b) to protect agricultural land resources by:</i>	Complies. The proposed development is not on agricultural land nor adjacent to land used for agricultural purposes.
<i>(i) minimising the fragmentation of rural land</i>	
<i>(ii) encouraging agricultural land uses on prime agricultural land</i>	
<i>(iii) providing for a range of agricultural activities in locations and at a scale to avoid conflict with settlements and tourist activities.</i>	
<i>(c) to help reduce the negative effects of an ageing and declining rural population by supporting restructuring and succession through flexible subdivision controls,</i>	Complies. This development is creating new, attractive housing on manageable lots. This will promote the feel of a new, more vibrant suburban area – attractive to young families looking to enter the market or holiday-goers.

SRLEP 2013 Aim	Planning/ Design response
<p><i>(d) to plan and provide for settlement where it provides a diverse range of living opportunities and housing choices without compromising the environmental values of Snowy River, including its natural resources such as water, biodiversity and agricultural land,</i></p>	<p>Complies. This site has been zoned under the SRLEP for Village land use, which is consistent with the style of residential development it will allow. The surrounding area is a mixture of large lot residential, agricultural, recreation and tourism zones. The addition of some attractive, new low-density housing provides a very complementary aspect to an already diverse locality. Moreover, the development has been design to maximise the benefit of proximity to the natural resource of the lake and open space of the foreshore.</p>
<p><i>(e) to locate new urban development adjacent to existing urban areas to increase the accessibility and efficient use of infrastructure, facilities and services, public transport and employment opportunities,</i></p>	<p>Complies. As can be seen in Figure 2-1, the site is adjacent the existing residential area of East Jindabyne. The proposed subdivision boosts the population of East Jindabyne, enhancing the business case for local services and public transport. The infrastructure proposed to service this development will be provided as orderly efficient extensions of the existing utility services. The development makes additional use of existing public road reserves.</p>
<p><i>(f) to strengthen and support a year-round economy by encouraging a range of development and land uses, including tourism and agriculture, that respond to lifestyle choices, emerging markets and changes in technology in a socially and environmentally responsible manner,</i></p>	<p>Complies. The proposed development is consistent with this aim. The residential subdivision supports the year round economy by increasing the potential permanent population. The development has been designed to complement the existing development pattern and population of East Jindabyne with minimal impacts on the existing environment, as outlined below.</p>
<p><i>(g) to provide for small-scale tourism development in areas with access to appropriate tourist activities, services and amenity, such as adjacent to Kosciuszko National Park, Lake Jindabyne and Lake Eucumbene,</i></p>	<p>Complies. This development provides housing accommodation close to the foreshore of Lake Jindabyne, with pedestrian access to the foreshore open space. It is possible that some houses may be used for B&B style accommodation, subject to Council approval.</p>
<p><i>(h) to protect, preserve and enhance areas of high scenic landscape value and the open rural landscape, including maintaining separation between towns and villages,</i></p>	<p>Complies. This development constitutes an additional infill of an existing town that is isolated from the neighbouring towns by both land zoned as Rural and Lake Jindabyne foreshore, zoned as special activity. The development makes the most of the scenic landscape by maintaining private access to the major feature of the lake and foreshore.</p> <p>All of the proposed lots are relatively low in the landscape so that houses will not intrude into the skyline when viewed from public areas.</p>
<p><i>(i) to value, protect and promote the natural, cultural and archaeological heritage of Snowy River by careful management,</i></p>	<p>Complies. The proposed development has no known impact on archaeological and cultural heritage. The natural heritage is protected by appropriate site management during construction and occupation of the residential lots.</p>

SRLEP 2013 Aim	Planning/ Design response
<i>(j) to ensure good management of public assets and to promote opportunities for social, cultural and community activities,</i>	Complies. By maintaining access to the foreshore, this development is encouraging the idea that the foreshore and the lake are integral to the attraction and ongoing amenity of the housing, thus promoting its respectful use.
<i>(k) to retain, and where possible, extend public access to foreshore areas and link existing open space areas for environmental benefits, health benefits and public enjoyment,</i>	Complies. The development does not impact any existing situations or understandings regarding public access to Lake Jindabyne and foreshore land. The site is currently fenced private land and public access to these areas is via access roads and trails further along Old Kosciuszko Road. This development does, however, ensure ready access for the new lots to this land.
<i>(l) to provide safe and healthy public spaces, attractive neighbourhoods and centres and to ensure development embraces the principles of quality urban design.</i>	Complies. As previously stated, this development represents a sensible and sensitive use of the land with a goal to create safe and manageable, yet open and communal residential lots with good solar access and convenient lot design.

4.1.2 Zoning

The site is zoned RU5 – Village under the Snowy River Local Environment Plan 2013 (SRLEP). The objectives of the zone are outlined in Table 4-2 below:

Table 4-2 SRLEP zoning assessment

RU5 – Objectives of the zone	Planning / Design response
<i>To provide for a range of land uses, services and facilities that are associated with a rural village.</i>	Complies. As a residential subdivision, the proposed development will provide low-density housing to complement the existing rural village of East Jindabyne. Alternate land-uses may be considered where permitted by the LEP, where these are suitably located on lots of 700 m ² . These might include home occupations, local store, home businesses, B&B establishments, etc, all subject to separate development approval.
<i>To protect and conserve the historical significance, character and scenic quality of rural village settings.</i>	Complies. The proposed development will fit in with the character of the surrounding residential developments at East Jindabyne, with building forms and densities, to recent subdivisions along Kunama Drive. The scenic quality of the development is preserved because views of the surrounding terrain look over the site. There is no particular historical significance to this site that could be affected by the development.
<i>To encourage and provide opportunities for population and local employment growth.</i>	Complies. The development will provide the space for modern housing appropriate to the area and demand. This in turn encourages new investment in the area as a tourist destination and mountain retreat and the associated economy.

4.1.3 Lot sizes

The required lot sizes are set out on SRLEP Lot Size Map - Sheet LSZ_003AA, requiring a minimum lot size of 700 m². The subdivision has been configured so that half the lots are sized close to 700 m², with the remainder being in excess of 800 m² well over this figure.

4.1.4 Planning for flood hazards

The proposed development borders flood prone land. Accordingly the development is to have regard to the provisions of Clause 7.1 of the SRLEP (refer to below Table 4-3).

Table 4-3 SRLEP flood clause 7.1

SRLEP - Flood Clause 7.1	Planning / Design response
<p>7.1 (3) <i>Development consent must not be granted to development on land to which this clause applies unless the consent authority is satisfied that the development:</i></p> <p>(a) <i>is compatible with the flood hazard of the land, and</i></p>	<p>It is understood that the boundaries of the land held by Snowy Hydro includes all land affected by the 1 in 100 year flood level, therefore the proposed development creates lots that are all above the 1 in 100 year flood level.</p>
<p>(b) <i>is not likely to significantly adversely affect flood behaviour resulting in detrimental increases in the potential flood affectation of other development or properties, and</i></p>	<p>The proposed development has no significant effect on the flood levels in Lake Jindabyne which has a large catchment independent of this development site. Any change of runoff characteristics for this site are not significant in the context of the larger catchment.</p>
<p>(c) <i>incorporates appropriate measures to manage risk to life from flood, and</i></p>	<p>It is understood that the boundaries of the land held by Snowy Hydro includes all land affected by the 1 in 100 year flood level, therefore the proposed development creates lots that are all above the 1 in 100 year flood level.</p>
<p>(d) <i>is not likely to significantly adversely affect the environment or cause avoidable erosion, siltation, destruction of riparian vegetation or a reduction in the stability of river banks or watercourses, and</i></p>	<p>The development has no significant adverse effect on erosion of bank stability on the existing drainage gully. This gully will be directed through an appropriate pipeline accompanied with an overland flow path formed as concrete swale and stable grassed floodway. The underlying pipeline will be sized to account for expected maximum flows and periodic surface inlets will avoid significant overland flow except in large rain events.</p>
<p>(e) <i>is not likely to result in unsustainable social and economic costs to the community as a consequence of flooding</i></p>	<p>It is understood that the boundaries of the land held by Snowy Hydro includes all land affected by the 1 in 100 year flood level, therefore the proposed development creates lots that are all above the 1 in 100 year flood level and will not incur social or economic costs related to flooding.</p>

4.1.5 Riparian land and watercourses

The site of the proposed subdivision is touched in the corner by the shading of identified as containing "Watercourse" on the Riparian Lands and Watercourses Map. The relevant watercourse does not traverse the development site.

Notwithstanding that the watercourse does not affect the site, responses are provided to the provisions the consent authority must consider in determining a development application in the vicinity of the watercourse.

The relevant extract from LEP Map 7050_COM_WCL_003_160_20130828 is presented in Figure 4-1 below.



Figure 4-1 Extract of LEP watercourse map

The proposed development has been assessed against these provisions provided in Table 4-4 below.

Table 4-4 Riparian land and watercourses planning and design responses

SRLEP – Riparian Land and Watercourses	Planning / Design Response
<p>7.3 (3) Before determining a development application for development on land to which this clause applies, the consent authority must consider:</p> <p>(a) whether or not the development is likely to have any adverse impact on the following:</p> <p>(i) the water quality and flows within the watercourse,</p> <p>(ii) aquatic and riparian species, habitats and ecosystems of the watercourse,</p> <p>(iii) the stability of the bed and banks of the watercourse,</p> <p>(iv) the free passage of fish and other aquatic organisms within or along the watercourse,</p> <p>(v) any future rehabilitation of the watercourse and riparian areas, and</p>	<p>The development will not impede flows from Jerrara Drive across the site or runoff from the site towards the lake to the west. The surfaces over which stormwater flows pass will be stabilised to control erosion, so that water quality will not be adversely affected.</p> <p>The watercourse within the development site comprises shallow depressions with some variable grass cover, providing little habitat value for aquatic and riparian species. The development has no significant impact.</p> <p>The subdivision works will provide stable surfaces, with the watercourse passing underneath Jerrara Drive being piped underneath the internal easement with a combination of concrete and stable grassed swale with low-flow pipe.</p> <p>There is no apparent passage of fish or other organisms along this watercourse. The watercourse within the development site is dry except during storm flows.</p> <p>The watercourses will be incorporated into conventional drainage works within the subdivision, requiring no further rehabilitation.</p>
<p>(b) whether or not the development is likely to increase water extraction from the watercourse, and</p>	<p>The development does not involve any water extraction from the identified watercourses.</p>
<p>(c) Any appropriate measures proposed to avoid, minimise or mitigate the impacts of the development.</p>	<p>The subdivision works and stormwater drainage has been designed to provide concrete and stable grassed surfaces, with conventional stormwater drainage systems to minimise potential for degradation of the watercourses within the development and downstream.</p>
<p>(4) Development consent must not be granted to development on land to which this clause applies unless the consent authority is satisfied that:</p> <p>(a) The development is designed, sited and will be managed to avoid any significant adverse environmental impact, or</p> <p>(b) If that impact cannot be reasonably avoided—the development is designed, sited and will be managed to minimise that impact, or</p> <p>(c) If that impact cannot be minimised—the development will be managed to mitigate that impact.</p>	<p>The subdivision works and stormwater drainage has been designed to provide concrete and stable grassed surfaces, with conventional stormwater drainage systems to minimise potential for degradation of the watercourses within the development and downstream.</p>

4.1.6 Development within the Lake Eucumbene and Lake Jindabyne scenic protection areas

The development site lies within the designated scenic protection areas surrounding Lake Jindabyne.

Table 4-5 Scenic protection planning and design responses

SRLEP – Development within the Lake Eucumbene and Lake Jindabyne scenic protection areas	Planning / Design Response
<p>7.6 (3) <i>Development consent must not be granted to development on land to which this clause applies unless the consent authority is satisfied that:</i></p> <p>(a) <i>the development will not have an unacceptable visual impact on the scenic quality of the area when viewed from the relevant lake at its full supply level or from a public place, and</i></p> <p>(b) <i>the development has been designed to prevent any intrusion into the view from the lake at its full supply level.</i></p>	<p>Complies. The development site sits relatively low in the landscape on the eastern side of Lake Jindabyne where the subdivision works and resulting residential buildings will not intrude into the skyline when viewed from the lake, as the landform is higher to the south and east. Residential development on the lots will be visible from the adjacent foreshore area and from the adjacent bay. The controls of the appearance of specific residential buildings should be addressed in the assessment of those specific building works.</p> <p>Complies: The development site sits relatively low in the landscape on the eastern side of Lake Jindabyne where the subdivision works and resulting residential buildings will not intrude into the skyline when viewed from the lake, as the landform is higher to the south and east.</p>

4.1.7 Essential services

The subdivision will be serviced with all the normal urban utility services that are available within Snowy River Shire, including water, sewerage, stormwater, electricity and telecommunications.

Table 4-6 Essential services

SRLEP – Essential Services	Planning / Design Response
<p>7.6 <i>Development consent must not be granted for development unless the consent authority is satisfied that any of the following services that are essential for the development are available or that adequate arrangements have been made to make them available when required:</i></p> <p>(a) <i>the supply of water</i></p> <p>(b) <i>the supply of electricity</i></p> <p>(c) <i>the disposal and management of sewage</i></p> <p>(d) <i>stormwater drainage or on-site conservation</i></p> <p>(e) <i>suitable vehicular access.</i></p>	<p>Complies. Each lot will be serviced via a connection to the Council water mains along Jerrara Drive and Old Kosciuszko Road.</p> <p>Complies. Each lot will be serviced by underground electricity services operated by Essential Energy. Street lighting will also be provided.</p> <p>Complies. Each lot will have a conventional gravity sewer reticulation connecting to Council's sewer system. The subdivision design proposes a conventional sewage pump station located at the western end of the site, however the developer would prefer to connect to the existing SPS3 by gravity pipeline if suitable alignments can be agreed with Council and Snowy Hydro Limited.</p> <p>Complies. Each lot will be serviced via either connection to existing street drainage or an inter-allotment drainage line, or to the open space in the adjacent foreshore land.</p> <p>Complies. Each lot will have access either via existing street frontage or access to the internal access easement.</p>

4.2 State Environmental Planning policies

There are no State Environmental Planning Policies applicable to the proposed development.

4.3 Development control plans and policies

On 26 November 2013 the Snowy River Development Control Plan 2013 (SRDCP) came into effect. Section D of the SRDCP outlines Residential Development guidelines to support the strategic planning found in the SRLEP. This SEE only considers the proposed subdivision. The later development of residential buildings considered outside the scope of this SEE, and as such only the sections of the SRDCP relating to subdivision design will be addressed.

Section C of the SRDCP outlines General Controls for development within the Snowy River LGA. The relevant sections of the SRDCP are addressed below and over.

4.3.1 C1 Subdivision general subdivision requirements

Table 4-7 DCP requirements – C1

C1 Objectives	Planning / Design Response
<p><i>The objectives for the subdivision of land are:</i></p> <ul style="list-style-type: none"> <i>To ensure that subdivision patterns do not lead to unsustainable or undesirable environmental, economic or social outcomes that become an impediment to future growth of the Shire.</i> <i>To encourage environmentally acceptable residential subdivision and dwelling construction that supports the diversity of housing choices required by new and existing Shire residents.</i> <i>To ensure that dwelling construction provides quality outcomes for the built environment of the Shire</i> <i>To ensure that development of lots does not adversely impact on landscape features and amenity.</i> 	<p>Complies: The proposed subdivision creates attractive, regular shaped, serviced lots in an established residential area.</p> <p>Complies: The proposed subdivision creates attractive, regular shaped, serviced lots in an established residential area.</p> <p>Complies: The proposed subdivision creates attractive, regular shaped, serviced lots that will support quality building outcomes.</p> <p>Complies: The proposed subdivision does not impact on landscape features or amenity.</p>
C1 Controls	
<p>C1.2-1 Minimum Subdivision Lot Sizes</p> <p><i>The minimum subdivision lot sizes are identified in the Snowy River LEP 2013 and the accompanying Lot Size Maps.</i></p>	<p>Complies. All lots above the minimum of 700 m² for zone RU5 – Village.</p>
<p>C1.2-2 Subdivision Design</p> <p><i>(a) The subdivision design must consider the physical characteristics of the land including bushfire hazard and ensure the protection of key environmental features including significant vegetation, natural landforms including rocky outcrops, topographic features and watercourses (refer Chapter C7 – Natural Hazard Management).</i></p> <p><i>(b) Subdivision design must consider the orientation of future dwellings on the site to encourage north facing dwellings.</i></p>	<p>Complies. The land is well suited to the proposed development, managing stormwater flows across the site. No significant changes in the landform are proposed. The site is not assessed as having significant bushfire hazard.</p> <p>Complies: The proposed subdivision creates attractive, regular shaped, serviced lots that are aligned to optimise both solar access and access to the outlooks over Lake Jindabyne to the north and north-west. The lots are mostly aligned with the long access facing north-south, or east-west to allow optimum solar orientation.</p>

C1 Controls	
(c) Council may consent to the creation of a hatchet shaped allotment of land. Where this is proposed within Zone R1 General Residential, R2 Low Density Residential or RU5 Village the subdivision must not involve a lot being developed that is already a hatchet shaped allotment.	Complies:
(d) All hatchet-shaped allotments in Residential or Village zones must have a minimum access handle width of 6 metres.	Complies
(e) The minimum area requirements for all hatchet-shaped allotments are to be measured excluding the access handle.	Complies
(f) All allotments are to be of a regular shape.	Complies
(g) The allotments to be created must be designed to minimise any bushfire hazard and are to be designed in accordance with Planning for Bushfire Protection 2006 (refer Chapter C7 – Natural Hazard Management). Perimeter roads should be used to assist in minimising fire risk rather than clearing the site.	Complies
C1.2-5 Visual Protection	
(a) A visual impact assessment is to be undertaken for all proposed subdivision in the Lake Eucumbene or Lake Jindabyne Scenic Protection Area and Eastern Approaches to Kosciuszko National Park Scenic Protection Area.	Complies. The development site sits relatively low in the landscape on the eastern side of Lake Jindabyne where the subdivision works and resulting residential buildings will not intrude into the skyline when viewed from the lake, as the landform is higher to the south and east. Residential development on the lots will be visible from the adjacent foreshore area and from the adjacent bay. The controls of the appearance of specific residential buildings should be addressed in the assessment of those specific building works.
(b) The visual impact assessment is to be undertaken by a suitably qualified professional and is to demonstrate that: <ul style="list-style-type: none"> any proposed or future buildings within the subdivision will not be visible from Lake Eucumbene; or any proposed or future buildings within the subdivision will not have a negative visual impact on Lake Jindabyne or Eastern Approaches to Kosciuszko National Park Scenic Protection Area. 	Complies. The development site sits relatively low in the landscape on the eastern side of Lake Jindabyne where the subdivision works and resulting residential buildings will not intrude into the skyline when viewed from the lake, as the landform is higher to the south and east. Residential development on the lots will be visible from the adjacent foreshore area and from the adjacent bay. The controls of the appearance of specific residential buildings should be addressed in the assessment of those specific building works.
C1.2-7 Provision of Services	
(a) An electricity supply must be provided to each allotment in accordance with the requirements of the relevant electricity authority.	Complies. Each lot will be serviced by underground electricity services operated by Essential Energy. Street lighting will also be provided.
(b) The applicant must demonstrate that telecommunications (whether fixed line or mobile) can be provided to the site.	Complies: Telecommunications reticulation will be included in subdivision works. The site also enjoys good mobile phone reception.

C1.2-8 Access

(a) The subdivision must not create additional riparian access rights to streams, creeks, rivers or other waterways. Complies.

(b) All allotments created by subdivision (including boundary adjustments) must have coinciding legal and practical (properly constructed) access in accordance with Councils development design and construction specifications. Complies

4.3.2 C2 Design

Table 4-8 DCP requirements - C2

C2 Objectives	Planning / Design Response
<p>The objectives for the protection of scenic landscape values and landscape views within the Shire are to:</p> <ul style="list-style-type: none"> Minimise the impact of development on the visual qualities and scenery of the natural and rural landscape. 	<p>Complies. The development site sits relatively low in the landscape on the eastern side of Lake Jindabyne where the subdivision works and resulting residential buildings will not intrude into the skyline when viewed from the lake, as the landform is higher to the south and east. Residential development on the lots will be visible from the adjacent foreshore area and from the adjacent bay. The controls of the appearance of specific residential buildings should be addressed in the assessment of those specific building works.</p>
<ul style="list-style-type: none"> Preserve the amenity and rural character of a locality and maintain the visual integrity of rural skylines. 	<p>Complies. The development site sits relatively low in the landscape on the eastern side of Lake Jindabyne where the subdivision works and resulting residential buildings will not intrude into the skyline when viewed from the lake, as the landform is higher to the south and east. Residential development on the lots will be visible from the adjacent foreshore area and from the adjacent bay. The controls of the appearance of specific residential buildings should be addressed in the assessment of those specific building works.</p>
<ul style="list-style-type: none"> To ensure that dwelling construction provides quality outcomes for the built environment of the Shire 	<p>Complies: The subdivision creates lots suitable for construction of quality houses. The individual buildings must be assessed separately as the design of individual buildings is in the hands of the purchasers.</p>
<ul style="list-style-type: none"> To ensure that development of lots does not adversely impact on landscape features and amenity. 	<p>Complies. The development site sits relatively low in the landscape on the eastern side of Lake Jindabyne where the subdivision works and resulting residential buildings will not intrude into the skyline when viewed from the lake, as the landform is higher to the south and east. Residential development on the lots will be visible from the adjacent foreshore area and from the adjacent bay.</p>

4.4 Other relevant Environmental Legislation

4.4.1 Environmental Planning and Assessment Regulations 2000

The *Environmental Planning and Assessment Regulation 2000* has been considered as part of this assessment.

Section 6 of this assessment sets out the requirements of Clause 2(4) of Schedule 1 of the Regulation. This SEE has been prepared to address all these issues and look carefully at the environmental impacts of the proposal, how the impacts have been identified and the steps to be taken to lessen the harm to the environment. It is considered that the Statement and the appendices attached hereto are sufficient for the purposes of compliance with the requirements of Schedule 1 of the Regulation.

There are no other matters prescribed in the Regulation that are considered to apply to this proposal.

4.4.2 NSW RFS Planning for Bush Fire Protection 2006

No part of this site is deemed bush fire prone and thus there is no requirement for the proposed development to be assessed under the *Planning for Bush Fire Protection 2006* document (PBP).

4.5 Commonwealth legislation

4.5.1 Environmental Protection and Biodiversity Conservation Act 1999

The primary objective of the *Environmental Protection and Biodiversity Conservation Act 1999* (EPBC Act) is to "provide for the protection of the environment, especially matters of national environmental significance."

Environmental approvals under the EPBC Act may be required for an "action that is likely to have a significant impact on: a matter of national environmental significance; the environment of Commonwealth land (even if taken outside Commonwealth land); or the environment anywhere in the world (if the action is undertaken by the Commonwealth)"

Approval for such an action may be required from the Commonwealth Minister. An "action" is considered to include a project, development, undertaking, activity or series of activities. NES matters include:

- World Heritage areas
- National Heritage places
- Ramsar wetlands of international importance
- Nationally listed threatened species and ecological communities
- Listed migratory species
- Nuclear actions
- Commonwealth marine areas.

The EPBC Act Database was searched on 22 December 2015 and was completed for the entire 2627 postcode (results are provided in Table 4-9 below):

Table 4-9 EPBC database search

Item	Number
World Heritage properties	None
National heritage places	1
Wetlands of international significance	8
Commonwealth marine areas	None
Threatened ecological communities	4
Threatened species	42
Migratory species	10

The proposal is located on cleared land and does not require the clearing of any significant vegetation. No other NES Matters are likely to be affected by the proposal. Therefore the proposed has not been referred to the Commonwealth Minister for approval under the EPBC Act.

The EPBC Act Protected Matters Report is provided in Appendix B.

4.6 Integrated development

4.6.1 Water Management Act, 2000

The regrading of land around the existing watercourse and piping to convey stormwater flows is work requiring a Controlled Activity Approval from DPI Water. This development application therefore includes the Development Application Supplement seeking the general terms of approval from DPI Water for these works.

The stormwater pipeline will be designed to convey 1 in 20 year design flows, with surface levels shaped to direct excess flows safely along the easement to discharge into the natural watercourse on the northern edge of the site. It is anticipated that the stormwater pipe will be approximately 450 mm in diameter. The outlet headwall will incorporate suitable flow velocity dissipation measures so that the stormwater flows leaving the site are slowed to minimise risks of erosion within the downstream natural watercourse.

5. Consultation

The following stakeholders and entities have been consulted with in relation to the proposed development:

- Snowy Hydro Limited. SHL prefers that the proposed development have no impact on foreshore areas of Lake Jindabyne and has expressed a preference that a gravity sewer line is not provided across SHL land to the existing sewage pump station SPS3.
Response: The approach to providing a sewerage system for the subdivision includes the provision of a new sewage pump station, located at the western end of the site.
- Gordon and Debbie Wilson, owners of the adjoining land on the northern side of the site. They recognise that the land is available for development and prefer that the development cause no significant change to water flow patterns across their land or impacts on their privacy.
Response: The stormwater system across the site is planned to discharge into the natural watercourse within the subdivision site with the velocity of stormwater slowed using a suitable energy dissipater.
The existing trees along the southern boundary of their property can be retained
- Council's Water and Sewerage Engineers have expressed preference for a gravity sewer line to be routed to SPS3 via Jerrara Drive.
Response: As this is not a practicable route, this application proposes a conventional sewage pump station to service the 20 lot subdivision.
- DPI Water. Discussions with Bob Britten and David Zerafa about the piping of the watercourse across the site as part of the subdivision works. They advised that this watercourse is classified as a first order stream and that the proposed works will require a Controlled Activity Approval, thus requiring this application to be Integrated Development.
Response: This application includes the Integrated Development Application.

6. Environmental assessment

6.1 Impact on adjoining properties

6.1.1 Existing environment

Land in the broader surrounding area comprises of a mix of low density residential, agricultural, tourist, recreation and special activity uses. East Jindabyne and Jindabyne towns are characterised by low-density residential development, tourism accommodation and establishments, and Lake Jindabyne and associated recreational space.

6.1.2 Impact assessment

The proposed development will be consistent with the general nature of the surrounding area now and in the future. Much of the surrounding area is currently vacant cleared land with the same zoning, or residential land of comparable lot size.

6.1.3 Mitigation measures

The proposed development has been designed to be consistent with not only the existing adjoining properties but also the SRLEP. As a result, the proposed development is unlikely to have any long term adverse impacts on adjoining properties.

6.2 Impacts of previous uses on proposed development

6.2.1 Existing environment

The site was used long ago for small scale agriculture, however has simply been a vacant lot in recent times.

6.2.2 Impact assessment

The site has not previously been developed. It is understood to have been managed as open grassland for a long period. It is assumed that this land has been grazed by livestock at some previous time, however the condition of the existing fences suggest that the land has not been actively grazed for many years. The history of this site has therefore been assessed as not impacting the development.

6.3 Access, traffic, transport and parking

6.3.1 Existing environment

The site is currently accessed off Jerrara Drive and Old Kosciuszko Road, via Kosciuszko Road. An internal access easement is proposed as part of the development.

6.3.2 Impact assessment

Both during construction and operation, the development is expected to have a minimal impact on traffic flows on Jerrara Drive and on the performance of the intersections in the vicinity of the proposed development.

6.3.3 Mitigation measures

GHD understands that, given the speed limit of 50 km/h and the arrangement of existing residential lots, the existing road network is capable of taking new connections to Jerrara Drive and Old Kosciuszko Road where required.

6.4 Flora and fauna

6.4.1 Existing environment

The proposed site is cleared agricultural land consisting of open pasture.

6.4.2 Impact assessment

The proposed development will not result in the removal of any significant native vegetation. No hollow-bearing trees, rocky outcrops, woody debris, or roost sites that could potentially be important habitat for threatened fauna and provides minimal fauna habitat. No threatened ecological communities are known to occur on the subject site.

6.4.3 Mitigation measures

An Environmental Management Plan (EMP) will be developed by the proponent and should be implemented before, during and after construction.

An EMP will be developed by the proponent prior to construction that appropriately provides measures to minimise and avoid potential impacts and provides contingency measures should they occur. This EMP must be implemented during the construction phase and address issues such as sediment control, emergency clean-up equipment and threatened species management.

6.5 Air quality

6.5.1 Existing environment

The air quality at the proposed site and surrounding development is typical of a rural and village setting, with very few sources of air pollution present. There is a potential source of air pollution in the form of the sewage pump station to the north.

As the lots in the proposed development are located further from the sewage pump station than other existing residences, it is not expected that the residents of the proposed subdivision will be adversely affected by the pump station.

6.5.2 Impact assessment

The proposal has the potential to generate dust emissions during construction. In addition, during construction a number of heavy vehicles will affect the air quality of the local area. However, due to the short construction time-frame, this impact is considered to be relatively minor.

6.5.3 Mitigation measures

To minimise any potential impacts to air quality, the following is recommended:

- Any stockpile or material stores would be appropriately covered and screened by dust screens where appropriate
- Materials transported to and from the site would be appropriately covered to reduce dust generation in transit
- Tailgates of all vehicles transporting materials to and from the site would be securely fixed prior to loading and immediately after unloading
- Mud and other debris would be removed from the wheels and bodies of the haulage equipment on leaving the site and before entering public roads or sealed pavements or immediately removed from public roads or sealed pavements
- Reformed surfaces would be revegetated as soon as possible to minimise dust generation and topsoil dispersion
- All construction plant and machinery would be fitted with emission control devices complying with Australian Design Standards
- Plant and machinery would be turned off when not in use
- Local residents would be advised of hours of operations and duration of works and supplied with a contact name and number for queries regarding construction impacts and air quality
- No burning of any materials would occur on the site.

6.6 Construction impacts

6.6.1 Impact assessment

Excavation and construction activities can contribute to the pollution of waterways, impacting on water quality and increasing turbidity. By minimising erosion and site run-off, such impacts can be reduced. The proposed works are in close proximity to Lake Jindabyne itself, as well as a small drainage line draining to the lake. Accordingly, an adequate construction environmental management plan and adequate construction site management will be required to minimise sediment-laden runoff.

6.6.2 Mitigation measures

During construction, the following best management practices would be implemented:

- All erosion, sediment control and run-off diversion measures will be established prior to excavation and will be left in place throughout the works execution and until all surfaces have been fully restored and established
- Suitable areas for stockpiling of excavated material would be clearly identified and delineated before commencement of works
- Any stockpiles will be laced on flat ground well away from waterways and drainage lines
- All stockpiles are areas where excavated material is stored for extended period of time would be covered to prevent rainfall from transporting sediment and/or contaminants. The covers would be checked daily to ensure correct maintenance. No equipment would be placed within drainage lines or in other areas where it is likely to cause the onset of erosion
- All topsoil would be stockpiled and stored separately from subsoil
- Any weeds would be removed and disposed of to an EPA licenced waste disposal unit
- Where appropriate, upslope surface run-off would be diverted around working areas to prevent erosion
- The extent of excavation would be minimised
- Care must be taken that any diversion of surface drainage does not present further risks of erosion and/or other environmental impacts
- Linear silt stop fencing would be installed over/between drainage areas and channels, and down-slope of all areas subject to ground surface disturbance
- Site restoration would be undertaken immediately following completion of excavation
- Any excavated sediment that accumulated within erosion and sediment control structures would be reused in later site rehabilitation activities or dispose of to an approved facility in accordance with the EPA regulations
- All surfaces would be restored in a manner which does not encourage ponding of run-off or erosion.

Given the extent of excavation activities are to be minimised and also the implementation of good management practices as referred above, construction impacts to the local soils and landscape are not expected.

6.7 Waste management

6.7.1 Impact assessment

Solid wastes will be generated during the construction of the proposed subdivision. Where possible, these materials will be recycled or disposed of in an environmentally acceptable manner as part of the Construction Certificate documentation.

6.7.2 Mitigation measures

Waste management control measures are required to ensure that all waste materials are adequately classified before disposal and not mixed to form general waste. All materials capable of recycling are to be sorted into bins or temporary stockpiles and suitably disposed. Material that can be re-used on site should be identified early in the project.

Excavated rock and spoil will need to be stockpiled on site for a short period prior to being taken to a recycling or landscaping facility. All rock removed from site is to be recycled rather than taken to a landfill.

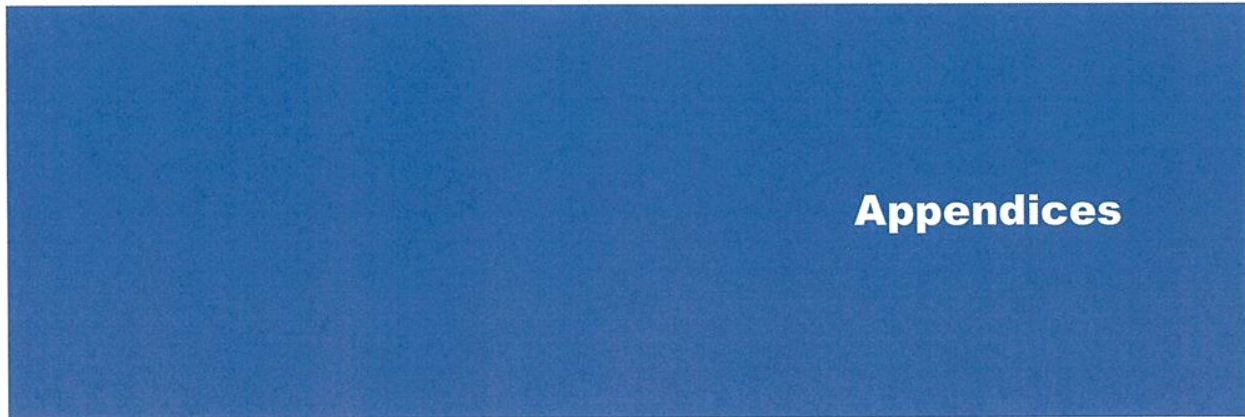
Any trees and other vegetation removed as part of the subdivision works will be chipped for re-use on site and will not be burnt.

General waste is to be collected on site in secure bins. All materials able to be recycled are to be sorted into bins or temporary stockpiles and suitably disposed.

6.8 Noise and vibration

6.8.1 Existing environment

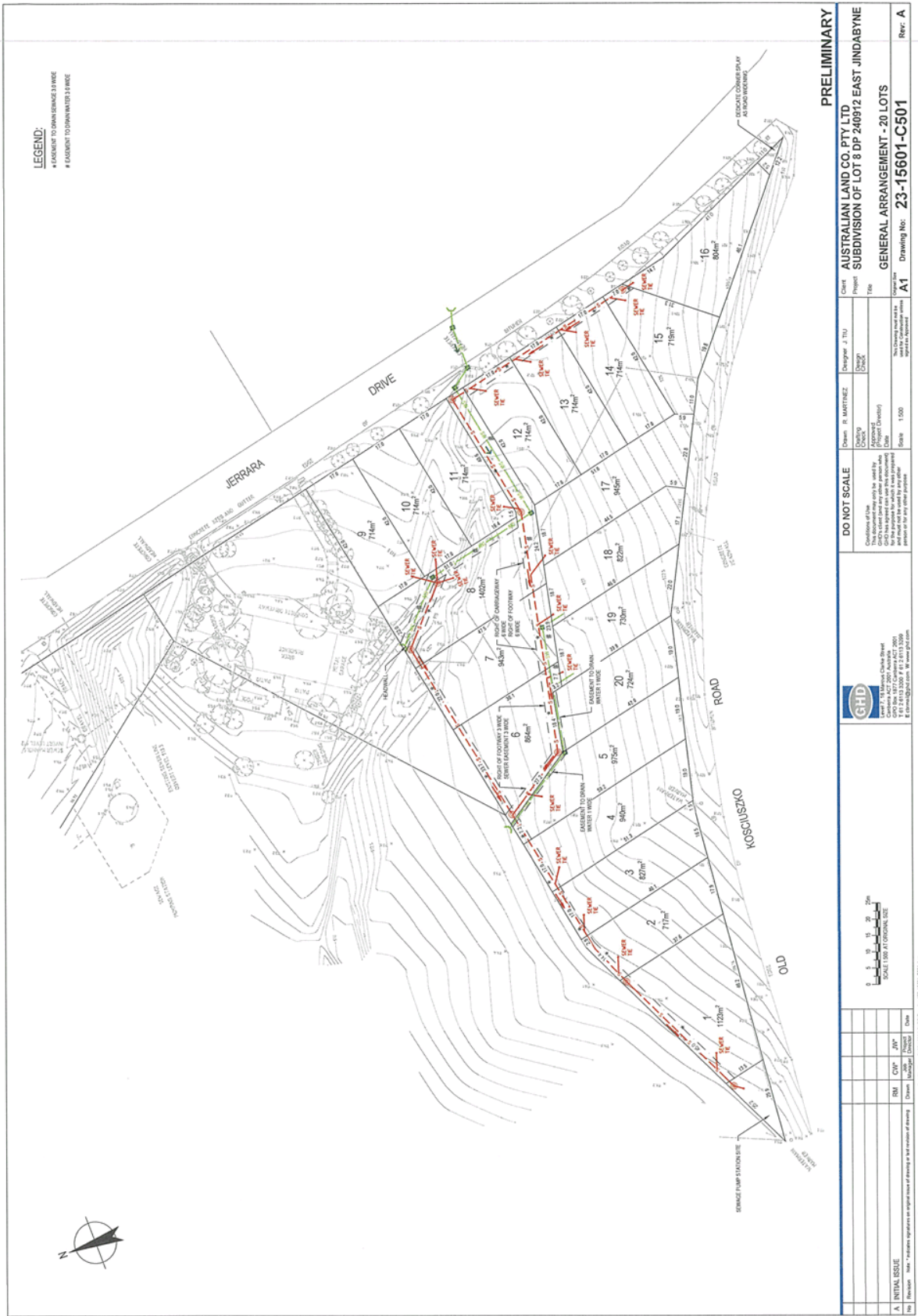
Given the mix of open space and residential development in the area, there is a relatively minor amount of noise and vibration pollution. However, the main sources of noise and vibration are evident from road traffic and operation. Sensitive receptors in the area include existing residential development to the north and northeast of the site.



Appendices



Appendix A – Subdivision Plan





Appendix B - EPBC Act Protected Matters Report

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Australian Government
Department of the Environment

EPBC Act Protected Matters Report

This report provides general guidance on matters of national environmental significance and other matters protected by the EPBC Act in the area you have selected.

Information on the coverage of this report and qualifications on data supporting this report are contained in the caveat at the end of the report.

Information is available about [Environment Assessments](#) and the EPBC Act including significance guidelines, forms and application process details.

POSTCODE 2627

Report created: 22/12/15 11:32:16

[Summary](#)

[Details](#)

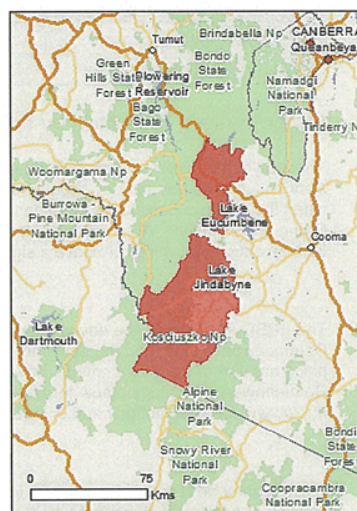
[Matters of NES](#)

[Other Matters Protected by the EPBC Act](#)

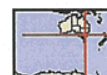
[Extra Information](#)

[Caveat](#)

[Acknowledgements](#)



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Summary

Matters of National Environment Significance

This part of the report summarises the matters of national environmental significance that may occur in, or may relate to, the area you nominated. Further information is available in the detail part of the report, which can be accessed by scrolling or following the links below. If you are proposing to undertake an activity that may have a significant impact on one or more matters of national environmental significance then you should consider the Administrative Guidelines on Significance - see <http://environment.gov.au/protection/environment-assessments>

World Heritage Properties:	None
National Heritage Places:	1
Wetlands of International Significance:	8
Great Barrier Reef Marine Park:	None
Commonwealth Marine Area:	None
Threatened Ecological Communities:	4
Threatened Species:	42
Migratory Species:	10

Other Matters Protected by the EPBC Act

This part of the report summarises other matters protected under the Act that may relate to the area you nominated. Approval may be required for a proposed activity that significantly affects the environment on Commonwealth land, when the action is outside the Commonwealth land, or the environment anywhere when the action is taken on Commonwealth land. Approval may also be required for the Commonwealth or Commonwealth agencies proposing to take an action that is likely to have a significant impact on the environment anywhere.

The EPBC Act protects the environment on Commonwealth land, the environment from the actions taken on Commonwealth land, and the environment from actions taken by Commonwealth agencies. As heritage values of a place are part of the 'environment', these aspects of the EPBC Act protect the Commonwealth Heritage values of a Commonwealth Heritage place. Information on the new heritage laws can be found at <http://www.environment.gov.au/heritage>

A permit may be required for activities in or on a Commonwealth area that may affect a member of a listed threatened species or ecological community, a member of a listed migratory species, whales and other cetaceans, or a member of a listed marine species. Information on EPBC Act permit requirements and application forms can be found at <http://www.environment.gov.au/epbc/permits-and-application-forms>

Commonwealth Lands:	2
Commonwealth Heritage Places:	None
Listed Marine Species:	13
Whales and Other Cetaceans:	None
Critical Habitats:	None
Commonwealth Reserves Terrestrial:	None
Commonwealth Reserves Marine:	None

Extra Information

This part of the report provides information that may also be relevant to the area you have nominated.

State and Territory Reserves:	10
Regional Forest Agreements:	3
Invasive Species:	35
Nationally Important Wetlands:	5

Details

Matters of National Environmental Significance

National Heritage Properties [\[Resource Information \]](#)

Name	State	Status
Natural		
Australian Alps National Parks and Reserves	NSW	Listed place

Wetlands of International Importance (Ramsar) [\[Resource Information \]](#)

Name	Proximity
Banrock station wetland complex	700 - 800km upstream
Barmah forest	200 - 300km upstream
Blue lake	Within Ramsar site
Gunbower forest	300 - 400km upstream
Hattah-kulkyne lakes	500 - 600km upstream
Nsw central murray state forests	200 - 300km upstream
Riverland	700 - 800km upstream
The coorong, and lakes alexandrina and albert wetland	700 - 800km upstream

Threatened Ecological Communities [\[Resource Information \]](#)

For threatened ecological communities where the distribution is well known, maps are derived from recovery plans, State vegetation maps, remote sensing imagery and other sources. Where threatened ecological community distributions are less well known, existing vegetation maps and point location data are used to produce indicative distribution maps.

Name	Status	Type of Presence
Alpine Sphagnum Bogs and Associated Fens	Endangered	Community known to occur within area
Natural Temperate Grassland of the Southern Tablelands of NSW and the Australian Capital Territory	Endangered	Community likely to occur within area
Upland Wetlands of the New England Tablelands and the Monaro Plateau	Endangered	Community likely to occur within area
White Box-Yellow Box-Blakely's Red Gum Grassy Woodland and Derived Native Grassland	Critically Endangered	Community likely to occur within area

Threatened Species [\[Resource Information \]](#)

Name	Status	Type of Presence
BIRDS		
Anthochaera phrygia Regent Honeyeater [82338]	Critically Endangered	Foraging, feeding or related behaviour likely to occur within area
Botaurus poiciloptilus Australasian Bittern [1001]	Endangered	Species or species habitat likely to occur within area
Grantiella picta Painted Honeyeater [470]	Vulnerable	Species or species habitat may occur within area
Lathamus discolor Swift Parrot [744]	Endangered	Species or species habitat likely to occur within area
Rostratula australis Australian Painted Snipe [77037]	Endangered	Species or species habitat likely to occur within area
FISH		
Maccullochella peelii Murray Cod [66633]	Vulnerable	Species or species habitat may occur within area

Name	Status	Type of Presence
<u>Macquaria australasica</u> Macquarie Perch [66632]	Endangered	Species or species habitat may occur within area
<u>Prototroctes maraena</u> Australian Grayling [26179]	Vulnerable	Species or species habitat known to occur within area
FROGS		
<u>Litoria booroolongensis</u> Booroolong Frog [1844]	Endangered	Species or species habitat likely to occur within area
<u>Litoria littlejohni</u> Littlejohn's Tree Frog, Heath Frog [64733]	Vulnerable	Species or species habitat may occur within area
<u>Litoria raniformis</u> Growling Grass Frog, Southern Bell Frog, Green and Golden Frog, Warty Swamp Frog [1828]	Vulnerable	Species or species habitat may occur within area
<u>Litoria spenceri</u> Spotted Tree Frog [25959]	Endangered	Species or species habitat likely to occur within area
<u>Litoria verreauxii alpina</u> Alpine Tree Frog, Verreaux's Alpine Tree Frog [66669]	Vulnerable	Species or species habitat known to occur within area
<u>Pseudophryne corroboree</u> Southern Corroboree Frog [1915]	Critically Endangered	Species or species habitat likely to occur within area
<u>Pseudophryne pengilleyi</u> Northern Corroboree Frog [66670]	Critically Endangered	Species or species habitat likely to occur within area
INSECTS		
<u>Synemon plana</u> Golden Sun Moth [25234]	Critically Endangered	Species or species habitat may occur within area
MAMMALS		
<u>Burramys parvus</u> Mountain Pygmy-possum [267]	Endangered	Species or species habitat known to occur within area
<u>Dasyurus maculatus maculatus (SE mainland population)</u> Spot-tailed Quoll, Spotted-tail Quoll, Tiger Quoll (southeastern mainland population) [75184]	Endangered	Species or species habitat known to occur within area
<u>Petrogale penicillata</u> Brush-tailed Rock-wallaby [225]	Vulnerable	Species or species habitat likely to occur within area
<u>Phascolarctos cinereus (combined populations of Qld, NSW and the ACT)</u> Koala (combined populations of Queensland, New South Wales and the Australian Capital Territory) [85104]	Vulnerable	Species or species habitat known to occur within area
<u>Pseudomys fumeus</u> Konoom, Smoky Mouse [88]	Endangered	Species or species habitat known to occur within area
<u>Pteropus poliocephalus</u> Grey-headed Flying-fox [186]	Vulnerable	Foraging, feeding or related behaviour may occur within area
PLANTS		
<u>Argyrotegium nitidulum</u> Shining Cudweed [82043]	Vulnerable	Species or species habitat likely to occur within area
<u>Calotis glandulosa</u> Mauve Burr-daisy [7842]	Vulnerable	Species or species

Name	Status	Type of Presence
		habitat likely to occur within area
Glycine latrobeana Clover Glycine, Purple Clover [13910]	Vulnerable	Species or species habitat known to occur within area
Haloragis exalata subsp. exalata Wingless Raspwort, Square Raspwort [24636]	Vulnerable	Species or species habitat likely to occur within area
Leucochrysum albicans var. tricolor Hoary Sunray, Grassland Paper-daisy [56204]	Endangered	Species or species habitat known to occur within area
Pelargonium sp. Striatellum (G.W.Carr 10345) Omeo Stork's-bill [84065]	Endangered	Species or species habitat likely to occur within area
Prasophyllum bagoense Bago Leek-orchid [84276]	Critically Endangered	Species or species habitat may occur within area
Prasophyllum innubum Brandy Marys Leek-orchid [83603]	Critically Endangered	Species or species habitat known to occur within area
Prasophyllum morgani Mignonette Leek-orchid, Cobungra Leek-orchid, Dense Leek-orchid [13804]	Vulnerable	Species or species habitat may occur within area
Prasophyllum petilum Tarengo Leek Orchid [55144]	Endangered	Species or species habitat may occur within area
Prasophyllum sp. Wybong (C.Phelps ORG 5269) a leek-orchid [81964]	Critically Endangered	Species or species habitat may occur within area
Pterostylis oreophila Blue-tongued Orchid, Kiandra Greenhood [22903]	Critically Endangered	Species or species habitat known to occur within area
Ranunculus anemoneus Anemone Buttercup [14889]	Vulnerable	Species or species habitat likely to occur within area
Rutidosis leiolepis Monaro Golden Daisy [21490]	Vulnerable	Species or species habitat known to occur within area
Rytidosperma pumilum Feldmark Grass [66716]	Vulnerable	Species or species habitat likely to occur within area
Thesium australe Austral Toadflax, Toadflax [15202]	Vulnerable	Species or species habitat likely to occur within area
REPTILES		
Aprasia parapulchella Pink-tailed Worm-lizard, Pink-tailed Legless Lizard [1665]	Vulnerable	Species or species habitat likely to occur within area
Cyclodomorphus praealtus Alpine She-oak Skink [64721]	Endangered	Species or species habitat likely to occur within area
Delma impar Striped Legless Lizard [1649]	Vulnerable	Species or species habitat may occur within area
Liopholis guthega Guthega Skink [83079]	Endangered	Species or species habitat known to occur

Name	Status	Type of Presence within area
Migratory Species [Resource Information]		
* Species is listed under a different scientific name on the EPBC Act - Threatened Species list.		
Name	Threatened	Type of Presence
Migratory Marine Birds		
<u>Apus pacificus</u>		
Fork-tailed Swift [678]		Species or species habitat likely to occur within area
Migratory Terrestrial Species		
<u>Hirundapus caudacutus</u>		
White-throated Needletail [682]		Species or species habitat known to occur within area
<u>Merops ornatus</u>		
Rainbow Bee-eater [670]		Species or species habitat may occur within area
<u>Monarcha melanopsis</u>		
Black-faced Monarch [609]		Species or species habitat known to occur within area
<u>Motacilla flava</u>		
Yellow Wagtail [644]		Species or species habitat may occur within area
<u>Myiagra cyanoleuca</u>		
Satin Flycatcher [612]		Breeding known to occur within area
<u>Rhipidura rufifrons</u>		
Rufous Fantail [592]		Species or species habitat known to occur within area
Migratory Wetlands Species		
<u>Ardea alba</u>		
Great Egret, White Egret [59541]		Species or species habitat likely to occur within area
<u>Ardea ibis</u>		
Cattle Egret [59542]		Species or species habitat may occur within area
<u>Gallinago hardwickii</u>		
Latham's Snipe, Japanese Snipe [863]		Species or species habitat may occur within area

Other Matters Protected by the EPBC Act

Commonwealth Lands [Resource Information]

The Commonwealth area listed below may indicate the presence of Commonwealth land in this vicinity. Due to the unreliability of the data source, all proposals should be checked as to whether it impacts on a Commonwealth area, before making a definitive decision. Contact the State or Territory government land department for further information.

Name
Commonwealth Land - Australian Postal Commission
Commonwealth Land - Australian Telecommunications Commission

Listed Marine Species [Resource Information]

* Species is listed under a different scientific name on the EPBC Act - Threatened Species list.

Name	Threatened	Type of Presence
Birds		
<u>Apus pacificus</u>		
Fork-tailed Swift [678]		Species or species habitat likely to occur within area
<u>Ardea alba</u>		
Great Egret, White Egret [59541]		Species or species habitat likely to occur

Name	Threatened	Type of Presence within area
<u>Ardea ibis</u> Cattle Egret [59542]		Species or species habitat may occur within area
<u>Gallinago hardwickii</u> Latham's Snipe, Japanese Snipe [863]		Species or species habitat may occur within area
<u>Haliaeetus leucogaster</u> White-bellied Sea-Eagle [943]		Species or species habitat known to occur within area
<u>Hirundapus caudacutus</u> White-throated Needletail [682]		Species or species habitat known to occur within area
<u>Lathamus discolor</u> Swift Parrot [744]	Endangered	Species or species habitat likely to occur within area
<u>Merops ornatus</u> Rainbow Bee-eater [670]		Species or species habitat may occur within area
<u>Monarcha melanopsis</u> Black-faced Monarch [609]		Species or species habitat known to occur within area
<u>Motacilla flava</u> Yellow Wagtail [644]		Species or species habitat may occur within area
<u>Myiagra cyanoleuca</u> Satin Flycatcher [612]		Breeding known to occur within area
<u>Rhipidura rufifrons</u> Rufous Fantail [592]		Species or species habitat known to occur within area
<u>Rostratula benghalensis (sensu lato)</u> Painted Snipe [889]	Endangered*	Species or species habitat likely to occur within area

Extra Information

State and Territory Reserves		[Resource Information]
Name	State	
Alpine	VIC	
Cobberas	VIC	
Davies Plain R.N.A	VIC	
FMA's in MONARO SOUTH	NSW	
FMA's in TUMUT	NSW	
Indi	VIC	
Kosciuszko	NSW	
Ngadang	NSW	
Paupong	NSW	
Suggan Buggan and Berrima Rivers H.R	VIC	
Regional Forest Agreements		[Resource Information]
Note that all areas with completed RFAs have been included.		
Name	State	

Name	State
East Gippsland RFA	Victoria
Gippsland RFA	Victoria
Southern RFA	New South Wales

Invasive Species [Resource Information]

Weeds reported here are the 20 species of national significance (WoNS), along with other introduced plants that are considered by the States and Territories to pose a particularly significant threat to biodiversity. The following feral animals are reported: Goat, Red Fox, Cat, Rabbit, Pig, Water Buffalo and Cane Toad. Maps from Landscape Health Project, National Land and Water Resources Audit,

Name	Status	Type of Presence
Birds		
Acridotheres tristis Common Myna, Indian Myna [387]		Species or species habitat likely to occur within area
Alauda arvensis Skylark [656]		Species or species habitat likely to occur within area
Anas platyrhynchos Mallard [974]		Species or species habitat likely to occur within area
Carduelis carduelis European Goldfinch [403]		Species or species habitat likely to occur within area
Columba livia Rock Pigeon, Rock Dove, Domestic Pigeon [803]		Species or species habitat likely to occur within area
Passer domesticus House Sparrow [405]		Species or species habitat likely to occur within area
Passer montanus Eurasian Tree Sparrow [406]		Species or species habitat likely to occur within area
Streptopelia chinensis Spotted Turtle-Dove [780]		Species or species habitat likely to occur within area
Sturnus vulgaris Common Starling [389]		Species or species habitat likely to occur within area
Turdus merula Common Blackbird, Eurasian Blackbird [596]		Species or species habitat likely to occur within area
Mammals		
Bos taurus Domestic Cattle [16]		Species or species habitat likely to occur within area
Canis lupus familiaris Domestic Dog [82654]		Species or species habitat likely to occur within area
Capra hircus Goat [2]		Species or species habitat likely to occur within area
Equus caballus Horse [5]		Species or species habitat likely to occur within area
Felis catus Cat, House Cat, Domestic Cat [19]		Species or species habitat likely to occur within area

Name	Status	Type of Presence
Feral deer Feral deer species in Australia [85733]		Species or species habitat likely to occur within area
Lepus capensis Brown Hare [127]		Species or species habitat likely to occur within area
Mus musculus House Mouse [120]		Species or species habitat likely to occur within area
Oryctolagus cuniculus Rabbit, European Rabbit [128]		Species or species habitat likely to occur within area
Rattus rattus Black Rat, Ship Rat [84]		Species or species habitat likely to occur within area
Sus scrofa Pig [6]		Species or species habitat likely to occur within area
Vulpes vulpes Red Fox, Fox [18]		Species or species habitat likely to occur within area
Plants		
Asparagus asparagoides Bridal Creeper, Bridal Veil Creeper, Smilax, Florist's Smilax, Smilax Asparagus [22473]		Species or species habitat likely to occur within area
Chrysanthemoides monilifera Bitou Bush, Boneseed [18983]		Species or species habitat may occur within area
Chrysanthemoides monilifera subsp. monilifera Boneseed [16905]		Species or species habitat likely to occur within area
Cylindropuntia spp. Prickly Pears [85131]		Species or species habitat likely to occur within area
Cytisus scoparius Broom, English Broom, Scotch Broom, Common Broom, Scottish Broom, Spanish Broom [5934]		Species or species habitat likely to occur within area
Genista sp. X Genista monspessulana Broom [67538]		Species or species habitat may occur within area
Lycium ferocissimum African Boxthorn, Boxthorn [19235]		Species or species habitat likely to occur within area
Nassella neesiana Chilean Needle grass [67699]		Species or species habitat likely to occur within area
Nassella trichotoma Serrated Tussock, Yass River Tussock, Yass Tussock, Nassella Tussock (NZ) [18884]		Species or species habitat likely to occur within area
Pinus radiata Radiata Pine Monterey Pine, Insignis Pine, Wilding Pine [20780]		Species or species habitat may occur within area
Rubus fruticosus aggregate Blackberry, European Blackberry [68406]		Species or species habitat likely to occur within area

Name	Status	Type of Presence
Salix spp. except S.babylonica, S.x calodendron & S.x reichardtii		
Willows except Weeping Willow, Pussy Willow and Sterile Pussy Willow [68497]		Species or species habitat likely to occur within area
Ulex europaeus		
Gorse, Furze [7693]		Species or species habitat likely to occur within area

Nationally Important Wetlands		[Resource Information]
Name	State	
Blue Lake (Kosciuszko)	NSW	
Monaro Lakes	NSW	
Rennex Gap	NSW	
Snowgum Flat	NSW	
Suggan Buggan and Berrima Rivers	VIC	

Caveat

The information presented in this report has been provided by a range of data sources as acknowledged at the end of the report.

This report is designed to assist in identifying the locations of places which may be relevant in determining obligations under the Environment Protection and Biodiversity Conservation Act 1999. It holds mapped locations of World and National Heritage properties, Wetlands of International and National Importance, Commonwealth and State/Territory reserves, listed threatened, migratory and marine species and listed threatened ecological communities. Mapping of Commonwealth land is not complete at this stage. Maps have been collated from a range of sources at various resolutions.

Not all species listed under the EPBC Act have been mapped (see below) and therefore a report is a general guide only. Where available data supports mapping, the type of presence that can be determined from the data is indicated in general terms. People using this information in making a referral may need to consider the qualifications below and may need to seek and consider other information sources.

For threatened ecological communities where the distribution is well known, maps are derived from recovery plans, State vegetation maps, remote sensing imagery and other sources. Where threatened ecological community distributions are less well known, existing vegetation maps and point location data are used to produce indicative distribution maps.

For species where the distributions are well known, maps are digitised from sources such as recovery plans and detailed habitat studies. Where appropriate, core breeding, foraging and roosting areas are indicated under 'type of presence'. For species whose distributions are less well known, point locations are collated from government wildlife authorities, museums, and non-government organisations; bioclimatic distribution models are generated and these validated by experts. In some cases, the distribution maps are based solely on expert knowledge.

Only selected species covered by the following provisions of the EPBC Act have been mapped:

- migratory and
- marine

The following species and ecological communities have not been mapped and do not appear in reports produced from this database:

- threatened species listed as extinct or considered as vagrants
- some species and ecological communities that have only recently been listed
- some terrestrial species that overfly the Commonwealth marine area
- migratory species that are very widespread, vagrant, or only occur in small numbers

The following groups have been mapped, but may not cover the complete distribution of the species:

- non-threatened seabirds which have only been mapped for recorded breeding sites
- seals which have only been mapped for breeding sites near the Australian continent

Such breeding sites may be important for the protection of the Commonwealth Marine environment.

Acknowledgements

This database has been compiled from a range of data sources. The department acknowledges the following custodians who have contributed valuable data and advice:

- [Office of Environment and Heritage, New South Wales](#)
- [Department of Environment and Primary Industries, Victoria](#)
- [Department of Primary Industries, Parks, Water and Environment, Tasmania](#)
- [Department of Environment, Water and Natural Resources, South Australia](#)
- [Parks and Wildlife Commission NT, Northern Territory Government](#)
- [Department of Environment and Heritage Protection, Queensland](#)
- [Department of Parks and Wildlife, Western Australia](#)
- [Environment and Planning Directorate, ACT](#)
- [Birdlife Australia](#)
- [Australian Bird and Bat Banding Scheme](#)
- [Australian National Wildlife Collection](#)
- Natural history museums of Australia
- [Museum Victoria](#)
- [Australian Museum](#)
- [South Australian Museum](#)
- [Queensland Museum](#)
- [Online Zoological Collections of Australian Museums](#)
- [Queensland Herbarium](#)
- [National Herbarium of NSW](#)
- [Royal Botanic Gardens and National Herbarium of Victoria](#)
- [Tasmanian Herbarium](#)
- [State Herbarium of South Australia](#)
- [Northern Territory Herbarium](#)
- [Western Australian Herbarium](#)
- [Australian National Herbarium, Atherton and Canberra](#)
- [University of New England](#)
- [Ocean Biogeographic Information System](#)
- [Australian Government, Department of Defence](#)
- [Forestry Corporation, NSW](#)
- Other groups and individuals

The Department is extremely grateful to the many organisations and individuals who provided expert advice and information on numerous draft distributions.

Please feel free to provide feedback via the Contact Us page.



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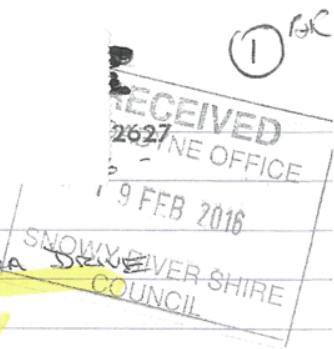
Rev No.	Author	Reviewer		Approved for Issue		
		Name	Signature	Name	Signature	Date
	L John	J Wearne		J Wearne		23/12/2015

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PLANNING DEPT SNOWY RIVER SHIRE COUNCIL.

PROPOSED 20 LOT SUBDIVISION JERRARA DRIVE
EAST JINDABYNE - DA 0104/2016



I AM A LONG TIME RESIDENT OF EAST JINDABYNE SINCE 1976.

DATE: I REFER TO THIS DEVELOPMENT APPLICATION

AND SUBMIT THE FOLLOWING FOR CONSIDERATION BY COUNCIL.

1) THE ORIGINAL DEVELOPMENT OF EAST JINDABYNE ALLOWED ALL BLOCKS TO BE 1/2 ACRE FOR RESIDENTIAL DEVELOPMENT,

AND ALLOWED FOR HENRY LUAN'S BOATSHEED & ACCOMMODATION NOW SIESTA VILLA.

I NOTE THE PLANS INDICATE SMALLER BLOCKS FACING JERRARA DRIVE ARE INCONSISTENT WITH OTHER PROPERTIES IN THE VICINITY.

2) THERE DOES NOT APPEAR TO BE PEDESTRIAN ACCESS TO THE LAKE AND EXTENDED FORESHORE WALKING CYCLING PATHWAY LINKING EAST JINDABYNE TO THRELEAN VILLAGE & TOWN CENTRE.

3) THE SECTION OF ROAD OF JERRARA DRIVE FROM OLD KOSCIUSZKO RD. TO KUNAMA DRIVE IS ALREADY TOO NARROW & VEHICLES FREQUENTLY FORCED ONTO VERGE - PARTICULARLY WHEN PASSING SCHOOL BUS SERVICES. IN ADDITION A DEVELOPMENT OF THIS SCALE WILL NEED TO HAVE ENFORCED VEHICLE PARKING AREAS OFF ROAD & JERRARA DRIVE MADE "NO PARKING" FROM SIESTA VILLA TO KOSCIUSZKO RD - TO ALLOW ACCESS FOR EMERGENCY SERVICE VEHICLES.

4) DEVELOPERS CONTRIBUTIONS SHOULD BE PUT TO THE EXTENSION OF THE SHARED WALKING/CYCLING TRAIL FROM EAST JINDABYNE TO THRELEAN VILLAGE VIA THE FORESHORE PUMPING STATION. OVER THE YEARS I HAVE LIVED HERE MANY SUCH DEVELOPERS

(4) CONTINUED :

CONTRIBUTIONS HAVE BEEN SPENT ON SPURIOUS
INITIATIVES.

(5) INSTALLATION OF HOW EVER LIGHTING WOULD ENHANCE THE
AMBIENCE OF EAST JINDABYNE.

(6) WATER RUN OFF: DURING MY TIME OF RESIDENCY (40 YEARS)

THERE HAS BEEN AT LEAST 2 OCCASIONS WHEN CATCHMENT

WATER HAS CAUSED FLOODING IN THE PRECINCT BETWEEN
SIESTA VILLA AND THE OLD ROSC. Rd. INCLUDING DAMAGE TO THE
PROPERTY CURRENTLY OCCUPIED.

THIS COULD LEAD TO COUNCIL BECOMING LIABLE IN THIS LITIGIOUS -
SOCIETY IF PERMISSION GRANTED WITHOUT ADEQUATE
STORM WATER DRAINAGE.

(7) IN VIEW OF THE INCREASING RESIDENTIAL POPULATION IN THE
AREA OF THORLEIGH VILLAGE, ALPINE SANDS, THE RIDGE ESTATE
AND EAST JINDABYNE AND KALKITE - HILLTOP - IT IS OVERDUE FOR

COUNCIL TO MAKE SUBMISSIONS TO LOCAL MEMBER JOHN BARRICARO

AND MINISTER FOR TRANSPORT FOR AN ADDITIONAL STOP FOR

THE TRAINLINK (COUNTRYLINK) OPTIONAL PICKUP/SET DOWN AT
BUS ZONE ADJACENT SNOWY VALLEY SERVICE STATION, THIS IS ALREADY
A DESIGNATED EXPRESS - EXIT LANE OFF KOSCIUSZKO Rd

IN ADDITION SEEKING AN INCREASE IN SERVICE LEVELS TO 7 DAYS A
WEEK - THERE IS NOW A SUBSTANTIAL INCREASE IN NUMBERS OF
STUDENTS AT UNIVERSITIES IN CAULDERA & WOLLONGONG, MANY
OF WHOM RELY ON A RELIABLE SERVICE TO AVOID GETTING LEFTS
WITH OTHER YOUNG STUDENTS.

NOT WITHSTANDING INCREASE IN AGED RESIDENTS WHO DO
HOWEVER WISH TO DRIVE.

8 IN ADDITION IT IS SUGGESTED COUNCIL CONSULT WITH
V-LINE (VICTORIAN RAILWAYS/COACH) SERVICE TO SEEK
ONE OF THEIR 2 WEEKLY SERVICES (3 DURING SCHOOL HOLIDAYS)
TO OPERATE BAINSDALE - CAULFIELD - BOMBALA THEN
VIA JINDABYNE TO COOMA & CANBERRA
AND THE REVERSE DIRECTION
THIS WOULD INCREASE TOURIST VISITOR NUMBERS TO BOTH
VICTORIA - NSW.

Yours Faithfully.

2



The General Manager
Snowy River Shire Council
PO Box 143
Berridale NSW 2628

Dear Sir,

Proposed Twenty Lot Subdivision Jerrara Drive East Jindabyne - DA 0104/2016

I am a resident of [redacted] [redacted], East Jindabyne.
I refer to the above development application and submit the following comments on the proposal.

- **Appropriateness of the development on the site**

The number of lots fronting Jerrara Drive is not consistent with the adjoining residential areas. These lots also have the smallest area and several contain significant drainage lines. The lots should be rearranged to account for drainage issues and create a more spacious urban feel consistent with the development on the opposite side of Jerrara Drive and the existing village setting.

The proposed easement through the middle of the site should be retained and allow general pedestrian access to the lake and future extended shared path.

- **Impact of increased traffic on safety along Jerrara Drive.**

Under current traffic volumes, the section of Jerrara Drive from Old Kosciuszko Road to Kunama Drive is dangerous for passing motor vehicles, pedestrians and cyclists because of the badly degraded state of the western road verge. Increased traffic brought about by this development and others will exacerbate an already unacceptable situation. Developer contributions should be put to creating a safe road verge particularly for pedestrians and cyclists.

- **Developer contributions**

Any developer contributions should go towards improvements in East Jindabyne. The most pressing needs are for extension of the shared trail from Siesta Villa to the water pumping station and creation of a pedestrian safe area between Old Kosciuszko Road and Kunama Drive as described above. It is not acceptable that developer contributions should be spent elsewhere when the impacts of the development will be in East Jindabyne.

- **Protection of street trees**

I am concerned about the potential loss of the avenue of street trees along Jerrara Drive which were planted by residents many years ago. These are now mature and form part of the attractive amenity of our village. If Council approves this development, controls must be put in place to ensure that these trees are protected.

- **Street lighting and night-time glare.**

I would prefer that streetlighting is not included in this development but if it is required, Council should mandate a less intrusive form of lighting than is currently practiced. Low level lighting as installed at Lake Crackenback resort is just as effective and does not produce the glare and light spill like conventional streetlights.

- **Drainage**

Catchment drainage from The Ridge passes through this site along two flowpaths and does not appear to be accounted for in the layout of the subdivision. Future development which is allowed for in the LEP will increase flows through this site. Future landowners could face significant costs in flood prevention or loss because of the unsuitability of some lots for locating structures.

Yours faithfully,

3

25 February 2016

The General Manager
Snowy River Shire Council
PO Box 143
Berridale NSW 2628

Submission by way of objection

Dear General Manager,

Proposed Twenty Lot Subdivision Jerrara Drive East Jindabyne - DA 0104/2016

I refer to the above development application and submit the following comments on the proposal.

- **Appropriateness of the development on the site**

Of concern is the impact overdevelopment will have upon the tourist industry.

Tourists do not want to see a mass of roof tops as they enter the gateway of Jindabyne. The view from the East Jindabyne Petrol Station is one that tourists stop and take photos of for tourists are mesmerised by the the lake and perceived untouched surrounds. The tourist attraction is the lake, the rural setting of open space and the ambience of it all. Roof tops as being proposed by Marshall will impact the view and I believe the tourist industry.

Overdevelopment, providing scenic views of roof tops, will impact the tourist industry.

Urban sprawl should not occur as has happened in Sydney. Better planning of density is required within Jindabyne itself.

- **Proposed overdevelopment not in keeping with existing lots**

The number of lots fronting Jerrara Drive is not consistent with the adjoining residential areas. These lots also have the smallest area and several contain significant drainage lines. The lots should be rearranged to account for drainage issues and create a more spacious urban feel consistent with the development on the opposite side of Jerrara Drive and the existing village setting.

The proposed easement through the middle of the site should be retained and allow general pedestrian access to the lake and future extended shared path.

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- **Street lighting and night-time glare.**
I/we would prefer that streetlighting is not included in this development but if it is required, Council should mandate a less intrusive form of lighting than is currently practiced. Low level lighting as installed at Lake Crackenback resort is just as effective and does not produce the glare and light spill like conventional streetlights.
- **Drainage and flood zone**
Catchment drainage from The Ridge passes through this site along two flowpaths and does not appear to be accounted for in the layout of the subdivision. Future development which is allowed for in the LEP will increase flows through this site. Future landowners could face significant costs in flood prevention or loss because of the unsuitability of some lots for locating structures.

Flood zone 1 in 100 year is applicable and needs to be considered. Development should be prohibited at the shore level as being proposed.

Points noted in my previous submission for DA 0094/2016 and Lot 9 DP240912 apply and I request they are considered and taken into account for this DA.

Yours faithfully

4

25 February 2016

The General Manager
Snowy River Shire Council
PO Box 143
Berridale NSW 2628

Submission by way of objection

Dear General Manager,

Proposed Twenty Lot Subdivision Jerrara Drive East Jindabyne - DA 0104/2016

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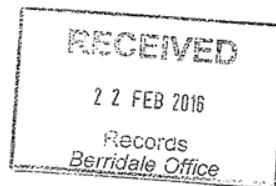
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- **Protection of street trees**
I am concerned about the potential loss of the avenue of street trees along Jerrara Drive which were planted by residents many years ago. These are now mature and form part of the attractive amenity of our village. If Council approves this development, controls must be put in place to ensure that these trees are protected.
- **Street lighting and night-time glare.**
I/we would prefer that streetlighting is not included in this development but if it is required, Council should mandate a less intrusive form of lighting than is currently practiced. Low level lighting as installed at Lake Crackenback resort is just as effective and does not produce the glare and light spill like conventional streetlights.
- **Drainage and flood zone**
Catchment drainage from The Ridge passes through this site along two flowpaths and does not appear to be accounted for in the layout of the subdivision. Future development which is allowed for in the LEP will increase flows through this site. Future landowners could face significant costs in flood prevention or loss because of the unsuitability of some lots for locating structures.

Flood zone 1 in 100 year is applicable and needs to be considered. Development should be prohibited at the shore level as being proposed.

Points noted in my previous submission for DA 0094/2016 and Lot 9 DP240912 apply and I request they are considered and taken into account for this DA.

Yours faithfully

5



The General Manager
Snowy River Shire Council
PO Box 143
Berridale NSW 2628

Dear Sir,

Proposed Twenty Lot Subdivision Jerrara Drive East Jindabyne - DA 0104/2016

We are resident(s) of East Jindabyne.
I refer to the above development application and submit the following comments on the proposal.

- **Appropriateness of the development on the site**

The number of lots fronting Jerrara Drive is not consistent with the adjoining residential areas. These lots also have the smallest area and several contain significant drainage lines. The lots should be rearranged to account for drainage issues and create a more spacious urban feel consistent with the development on the opposite side of Jerrara Drive and the existing village setting.

The proposed easement through the middle of the site should be retained and allow general pedestrian access to the lake and future extended shared path.

- **Impact of increased traffic on safety along Jerrara Drive.**

Under current traffic volumes, the section of Jerrara Drive from Old Kosciuszko Road to Kunama Drive is dangerous for passing motor vehicles, pedestrians and cyclists because of the badly degraded state of the western road verge. Increased traffic brought about by this development and others will exacerbate an already unacceptable situation. Developer contributions should be put to creating a safe road verge particularly for pedestrians and cyclists.

- **Developer contributions**

Any developer contributions should go towards improvements in East Jindabyne. The most pressing needs are for extension of the shared trail from Siesta Villa to the water pumping station and creation of a pedestrian safe area between Old Kosciuszko Road and Kunama Drive as described above. It is not acceptable that developer contributions should be spent elsewhere when the impacts of the development will be in East Jindabyne.

- **Protection of street trees**

I am concerned about the potential loss of the avenue of street trees along Jerrara Drive which were planted by residents many years ago. These are now mature and form part of the attractive amenity of our village. If Council approves this development, controls must be put in place to ensure that these trees are protected.

- **Street lighting and night-time glare.**

I/we would prefer that streetlighting is not included in this development but if it is required, Council should mandate a less intrusive form of lighting than is currently practiced. Low level lighting as installed at Lake Crackenback resort is just as effective and does not produce the glare and light spill like conventional streetlights.

- **Drainage**

Catchment drainage from The Ridge passes through this site along two flowpaths and does not appear to be accounted for in the layout of the subdivision. Future development which is allowed for in the LEP will increase flows through this site. Future landowners could face significant costs in flood prevention or loss because of the unsuitability of some lots for locating structures.

Yours faithfully

6

The General Manager
Snowy River Shire Council
PO Box 143
Berridale NSW 2628

26th February, 2016



Dear Sir,

Re: Proposed Twenty Lot Subdivision Jerrara Drive East Jindabyne - DA 0104/2016

I am a resident of East Jindabyne. I refer to the above development application and submit the following comments on the proposal.

- **Appropriateness of the development on the site**

The number of lots fronting Jerrara Drive is not consistent with the adjoining residential areas. These lots also have the smallest area and several contain significant drainage lines. The lots should be rearranged to account for drainage issues and create a more spacious urban feel consistent with the development on the opposite side of Jerrara Drive and the existing village setting.

The proposed easement through the middle of the site should be retained and allow general pedestrian access to the lake and future extended shared path.

In particular, the Snowy River Local Environment Plan (LEP) states the following aims:

1.2 (2)(d) to plan and provide for settlement where it provides a diverse range of living opportunities and housing choices without compromising the environmental values of Snowy River, including its natural resources such as water, biodiversity and agricultural land,

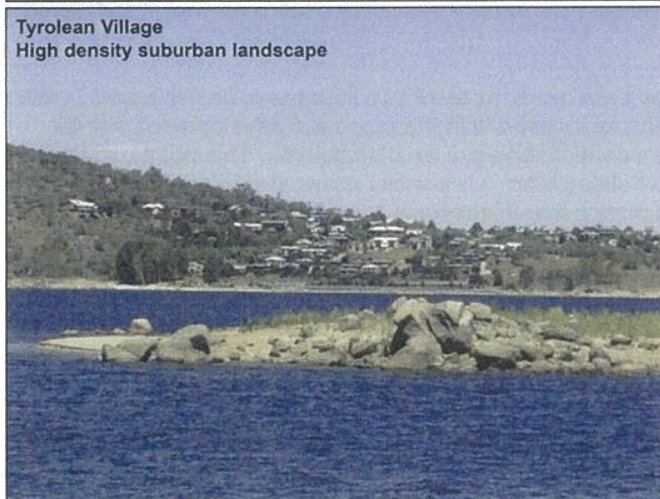
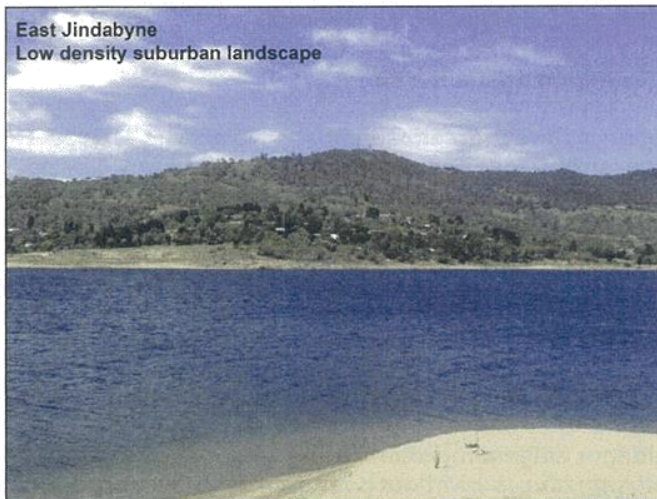
Higher density housing options are already present in Jindabyne township and Tyrolean Village. The density of housing associated with the proposed development is not in character with the existing residential setting of East Jindabyne. This point of difference (large residential lots and no holiday letting) is a major drawcard to residents of East Jindabyne and a deciding factor for many in choosing to live there.

Furthermore, this relatively high density housing proposal right on the shores of Lake Jindabyne, and immediately impacting several drainage pathways into the Lake, has the potential to significantly impact on the water quality and environmental integrity of the immediate area (which is used as a popular swimming destination for many local families in summer).

See below photographs illustrating the clear differences between housing density and residential landscape in East Jindabyne and Tyrolean Village. These photos were taken from out on Lake Jindabyne. In East Jindabyne (top image), housing density is at a minimum, and even accounting for the more mature vegetation, the existing East

Jindabyne village blends into the natural landscape and promotes a green, spacious and open feel. The higher density housing at nearby Tyrolean Village, however, is in stark contrast to this (see bottom picture, below). Even with mature vegetation in years to come, the visual impact of Tyrolean Village will always be in contrast to the surrounding landscape. The housing there is simply too dense to allow a seamless transition with the surrounding bushland.

The proposed Jerrara Drive development is in character with existing developments at Tyrolean Village, but is in stark and unwelcome contrast with the established residential landscape of East Jindabyne. A lower density development is warranted, with consideration of the established neighbourhood character and style of living. Although the existing R2 zoning allows for minimum block sizes of 700m², this does not mean that the minimum size should be viewed as a desirable target. Rather, the size and layout of the surrounding blocks should be used as a guide to maintain the character of the area.



1.2 (2)(h) to protect, preserve and enhance areas of high scenic landscape value and the open rural landscape, including maintaining separation between towns and villages,

The economic value of land in East Jindabyne directly corresponds with the presence of large residential blocks with westerly views across the Lake and over the mountains, particularly at sunset. A 20 block development right on the shores of Lake Jindabyne does not enhance this area of high scenic landscape value, conserve the open rural landscape or contribute to the preservation of separation between towns.

I ask the Council to consider increasing the block sizes of the development, and reducing the overall number of blocks, thereby increasing their individual value and maintaining the value and character of the existing neighbourhood.

1.2 (2)(k) to retain, and where possible, extend public access to foreshore areas and link existing open space areas for environmental benefits, health benefits and public enjoyment,

The proposed development will contribute to the inhibition of public access to the Lake foreshore, in an area which is popular with local East Jindabyne families for swimming, kayaking, fishing and walking.

1.2 (2)(l) to provide safe and healthy public spaces, attractive neighbourhoods and centres and to ensure development embraces the principles of quality urban design.

The proposed development is not in character for the existing development in East Jindabyne, and as such will mar rather than contribute to the attractiveness of the neighbourhood. It will thus contradict the principles of quality urban design, being higher density than elsewhere in the same locale. It is more in line with developments in Jindabyne township and Tyrolean Village. As stated previously, the major drawcard for many residents of East Jindabyne is the lower density housing, uninterrupted views of the lake, easy access to the Lake and lack of tourism letting.

Furthermore, I understand that the developer has personally informed a number of people (including residents of the East Jindabyne area as well as his own employees) that he intends to gain approval to further subdivide the 20 block development to a 30 block development. This would mean block sizes would be reduced below the minimum block size for the R2 zoning of the development. The developer threatened nearby residents that if they obstructed the development, he would make the block sizes smaller. An employee confirmed that this was his intention.

During my conversation with Rohan Graham in his capacity as Council Town Planner, Mr Graham confirmed that he had heard a similar story from other members of the community. He assured me that further subdivision to fewer than 20 blocks was not possible under the R2 zoning of the area, as the resultant blocks would be smaller than the allowed minimum block size.

I would like to receive written confirmation of that assurance in writing from Council. This is vital to ensure that the unique character of East Jindabyne, and its distinction from the crowded nature of Jindabyne and Tyrolean townships, is preserved.

- **Impact of increased traffic on safety along Jerrara Drive.**

Under current traffic volumes, the section of Jerrara Drive from Old Kosciuszko Road to Kunama Drive is dangerous for passing motor vehicles, pedestrians and cyclists because of the badly degraded state of the western road verge. It is common for vehicles to be forced off the verge and onto the adjacent grassy shoulder in order to allow room for oncoming traffic. Increased traffic brought about by this development and others will exacerbate an already unacceptable situation. Developer contributions should be put to creating a safe road verge particularly for pedestrians and cyclists as the traffic of both of these will increase with the existence of the proposed development.

- **Developer contributions**

Any developer contributions should go towards improvements in East Jindabyne. The most pressing needs are for creation of a pedestrian safe area between Old Kosciuszko Road and Kunama Drive as described above, as well as a children's park or play area to service the growing population of East Jindabyne. This latter will become increasingly important with the influx of young families that new developments commonly bring. East Jindabyne is already home to many families, being a preferable family environment to the tourist-centric and higher density areas of Jindabyne and Tyrolean Village. It is not acceptable that developer contributions should be spent elsewhere when the impacts of the development will be in East Jindabyne.

- **Protection of street trees**

I am concerned about the potential loss of the avenue of street trees along Jerrara Drive which were planted by residents many years ago. These are now mature and form part of the attractive amenity of our village. If Council approves this development, controls must be put in place to ensure that these trees are protected. This also applies to the 6 lot development on the eastern side of Jerrara Drive.

- **Street lighting and night-time glare.**

I would prefer that street lighting is not included in this development but if it is required, Council should mandate a less intrusive form of lighting than is currently practiced. Low level lighting as installed at Lake Crackenback resort is just as effective and does not produce the glare and light spill like conventional streetlights.

As an example, the streetlights used in Acacia Place produce excessive nighttime glare inside local residences which inhibits sleep even with closed curtains.

- **Drainage**

Catchment drainage from The Ridge passes through this site along two flowpaths and does not appear to be accounted for in the layout of the subdivision. Future development which is allowed for in the LEP will increase flows through this site. Future landowners could face significant costs in flood prevention or loss because of the unsuitability of some lots for locating structures.

Furthermore, the drainage lines feed directly into Lake Jindabyne, immediately adjacent to a popular family swimming location. Increased pollution within these drainage systems, related to this and other developments, will impact on water quality in this area and may have health implications for children swimming in the Lake.

It is appropriate that a stormwater management plan be developed for DA 0104/2016, in conjunction with the 6 lot development across the road on Jerrara Drive. For the 20 lot development, stormwater capture, filtration and rehabilitation needs to be included in the plan to avoid unnecessary environmental pollution. This is one of the requirements of the Snowy River DCP (C1 Subdivisions, 1.2 Design Considerations page 3):

“Every subdivision application lodged with Council will need to demonstrate that the following matters have been taken into consideration in the design of the subdivision.... Stormwater disposal, including impacts on upstream and downstream properties, waterways and lakes.”

Summary

In summary, I do not object to the existence of this development, and understand that it is an important part of economic growth in the area to continue promoting new development. However the development is not in character with the existing residential landscape of East Jindabyne. I ask that council consider decreasing the number of lots proposed, and increase their individual size. This will maintain a more pleasant outlook, and will be more in line with the environmental capability of the development site in terms of water ways and lake proximity.

I request the following in writing:

1. Written confirmation of receipt of this submission so that I can be assured it will be considered by Council
2. Written assurance that Council will not approve further subdivision of the proposed development

Yours Sincerely

7

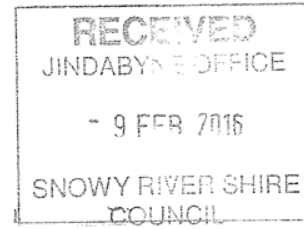
Jabyne NSW 2627

8th February 2015

General Manager,

Snowy River Shire Council.(SRSC).

PO Box 143 Berridale, 2628 NSW.



Re DA: 0104/2016 Lot 6

62-68 Jerrara Drive, East Jindabyne, NSW 2627.

Submission by way of Objection to DA :0104/2016.

We are the owners of Jinderboine.

We are resident's neighboring the Northern Boundary of the proposed development.

We are downstream of a shared stream.

We are presently reliant on a series of Kerb&Guttering, formed earth and concrete levies, stone drains and sumps for flood protection from sources south, south east of our residence that are now in the proposed developments lands. These physical barriers to surface water flooding were placed some time ago by the original common owner of both properties in response to a series of flooding events.

We are very concerned by this proposed development (and one across the road by the same developer) as it has been reported to us that our property has experienced flooding on five occasions.

We currently pay a special premium on of House and Contents insurances because we are considered by our insurer to be in a Flood Prone Location.

1. We seek assurance that any future development as a result of this DA (and SRSC approval) will not worsen or contribute to the flooding of our land and home.
2. We seek assurance that the SRSC will take full responsibility and financially compensate us in the event of increased runoff or flooding if the DA: 104/2016 is accepted by the SRSC in any form.
 - 2.1 This compensation would cover us for any shortfall for costs occurred from flooding or runoff events not covered by our insurance.
 - 2.2 The SRSC will cover us for all increased insurance premiums if the insurer increases premiums due to increased risk of flooding or water inundation.

2.3 The SRSC will act as our insurer should we not be able to access insurance coverage as a result of flooding or inundation and we are unable to acquire insurance coverage due to the insurer refusing to cover our property as a result of flooding or water inundation.

2.4 The SRSC will compensate us for any depreciation or loss in the property value of our premises due to flooding events following SRSC approval of this DA.

Our remarks refer to "*Section 3. Description of the Proposal*".

Section 3.2 Landscaping Design intent.

3.2.1 Has the applicant considered the mature stand of Poplar Trees on our shared boundary and creek?

3.2.2 Would Council make it a special condition of approval that these trees be retained for privacy, shade and to reduce wind erosion?

3.2.3 Would council make it a special condition of approval that the hedge of established Conifer trees on our shared boundary and that border our southern driveway be retained and protected from construction damage?

Section 3.3 Community facilities

We respectfully disagree with the statement that a development of this size doesn't have an obligation to provide community facilities.

The existing "village" zoning in this location lends itself to a conclusion that community facilities were very much on the mind of the original urban planners.

The development is at the gateway to East Jindabyne and is associated with the developer releasing residential sites across the road.

The developer should be required to elaborate on the statement "existing facilities in East Jindabyne and Jindabyne" and how he sees the 20 plus new residents accessing and utilizing these "facilities".

3.3.1 Request: SRSC make it a special condition that the developer sequester Lot 16 and provide off street parking, Children's Play Ground, Public Toilets and associated amenities.

Section 3.4 Movement ,access and Parking.

"Internal pedestrian access to foreshore of Lake Jindabyne" is not facilitated by the proposed development.

The development is proposing a three meter internal walk way and drainage system both exit at our shared boundary on the southern extreme of our property.

Existing contours suggest a probability that unless directed, the runoff water will either stagnate or drain back to our property.

3.4.1 Has the SRSC considered the effect of erosion and sedimentation from the proposed pedestrian and storm water easement?

The pedestrian flow unless directed will also be left some distance from the lake Foreshore and unless directed we may see people forced to enter our land to access the lake foreshore.

3.4.2 We request that as a special condition the developer in consultation with Snowy Hydro be required to place formed drains for all runoff water down to the Lake Foreshore.

3.4.3 We request that as a special condition the developer be required in consultation with Snowy Hydro to provide a formed, landscaped pedestrian path way be constructed from the development to the fore shore.

3.4.4 We request as a special condition the developer be required to maintain the pathway in perpetuity or make adequate provision for this to occur through adequate monies lodged with the SRSC or Snowy Hydro.

3.4.5 Comment: The SRSC and Snowy Hydro should be alert to the probability of residents 4WD and Trail motor bikes making multiple random access routes from this development to the lake foreshore for recreation and boat transport.

This has already happened in this foreshore area off Kosciusko Road with associated litter and erosion of the foreshore.

3.4.6 Fencing: We request,

1. The Council makes it a special condition of the development that the developer supplies and erects at his expense a post and wire dog proof rural fence along our shared boundary. This occurs before construction begins.
2. The Developer has a covenant ensuring all fencing costs along the boundary with our Lot3 DP 599851 to be the sole responsibility of the new developments Lot owners.
3. The Developer has a covenant ensuring all fencing along our shared boundary is of the same fencing material and color and repair.

Comment: The development is advertising as providing access to the foreshore of Lake Jindabyne.

3.4.6. (A) Unless fenced now, our privacy and quiet enjoyment of our property will be affected by potential buyers; construction and site works operators trespassing onto our grounds and premises.

3.4.6.(B) The inter lot Boundary is not geographically clear, particularly as there is a stream involved at the boundary.

3.4.6. (C). Immediate fencing will assist public safety and all parties in and outside the development. As resident land owners we witness the public accessing the lake foreshore through the lands marked for this development.

3.4.6.(D). Fencing immediately and prior to earthworks removes any potential public liability issues for the developer, us and Snowy Hydro for the public straying onto a complex development site.

3.4.7 Street Parking.

The developer is proposing a *"mountable kerb and gutter"* along the developments street frontages.

Given the dimensions of both roads; should vehicles park on the road in front of the proposed Lots they will effectively make the roads a single vehicle road.

Comment: Jerrara Drive provides the only recognized access and egress for the local community to the north of this and the adjacent development.

In the event of a Bush Fire it is possible to foresee Jerrara Drive becoming blocked by conflicting traffic flows: Residents attempting to evacuate and Emergency vehicles attempting to enter East Jindabyne.

3.4.7 (A). Request: The SRSC grants a special condition of the development that all Lots in the development facing Jerrara Drive be designated as a "No Vehicle Parking" Zone and appropriate signage be supplied and erected.

Section 3.5.3 Storm Water

As recipients of the majority of storm water from this proposed development and a linked development across Jerrara drive we are most concerned that the developer and the SRSC have a robust and verifiable plan for handling storm and runoff water.

We find the first two paragraphs in this section confusing and contradictory.

The developer appears to be proposing filling the existing water course, piping the existing stream and also establishing a potential directed water course above the piped stream.

It appears all storm water is now to be deposited onto our block in a manner that results in us effectively losing the amenity and safety of the existing landscaped stream bed.

Please note we have complied with a recent DA for tree removal and revegetation including stream bank stabilization in consultation and agreement of Snowy Hydro.

The proposed development negatively affects the purpose of that DA and our landscaping and retained Poplar tree stands.

The developer describes a proposed retaining "head" wall. He also indicates water will be draining from Lot 8 over the retaining "head" wall.

It appears we face the unquantified risk of discharge and water falling from this retaining "head" wall and its pipework. This places ourselves and our grandchildren at safety risk should we be in the stream area.

3.5.3 (A) Request: Can the developer explain if other drainage options were available, what these were and the reasoning and costing as to why they were not proceeded with?

3.5.3 (B). Is SRSC satisfied that the developer has exhausted all reasonable efforts to ensure our land usage, personal safety and enjoyment has been allowed for in the development?

3.5.3 (C) Requests:

- The developer please provides more details indicating the thought process, assumptions and calculations for handling of all run off water. This includes from each individual lot for DA 0104/2016, the lots (from 61-69 Jerrara Drive- DA 0094/2016)) feeding into the shared stream and the handling of storm water from road surfaces bounding the development.
- The developer provide the hydrological assumptions behind the provision of mountable kerb and gutters versus the existing Kerb and Guttering,
- In respect of Jerrara Drive; where the storm water runoff from Kerb and Guttering is being collected, where this is being discharged and how will our premises be isolated to ensure we are not flooded.
- Why a 450mm pipe running from the existing 1 meter culvert under Jerrara Drive is considered safe and adequate?
- Why all drainage from Lots 8, 10, 11 is not being conducted individually into the proposed 450 mm pipe.
- Why no details are provided for storm water drainage for Lot 9?
- What dimensions and materials are the proposed "energy dissipater and outlet headwall", what fencing and childproofing will be incorporated in the design, what provision is made for vermin and snake proofing, what sediment traps and pollution screens are incorporated, how will they be monitored, serviced and maintained?
- Has the developer considered the proposed "outlet head wall" could act as a dam should the adjacent lake Jindabyne fill to the level that covers all or some of Snowy Hydro foreshore land? This leaves the potential for us to lose the amenity of our land and increases personal safety risk to ourselves and grandchildren.

- Has the effect of running a 45 mm pipe from a 1.00 meter road culvert been explored? Will there be provision for water back up and damming at the road culvert? Will this water be directed down Jerrara Drive towards our premises?
- In discussions we suggested the developer provide a fixed levee and concreted spoon drain and sump along our vegetated shared boundary (Lot 9) to replace the proposed destruction of the existing storm water flow management works.
- We request the developer explore, and respect the patency of the existing drainage sump on our southern driveway that drains into environs of Lot 9.

3.5.3(D) Special provision: Would the SRSC make this a special condition of the development that the developer provides a fixed levee and spoon drain with an outfall sump on our shared northern boundary line?

That a drainage covenant be established that requires the owners of Lot 9 will ensure the drain is maintained, kept operational and respected.

Section 3.6 Construction Activities.

Background: The developers construction earthworks contractors have already breached this undertaking with grading, earth works and incineration of piled vegetation occurring from 6:30 am till 9:00pm at night on 61-69 Jerrara drive. We contacted the Shire but received no follow up from Shire officers.

3.6.3 Construction Hours.

We seek relief and an amendment of "Construction hours" for the development.

We are both elderly residents with chronic health medical requirements and will be most affected by the size and length of the development and its subsequent dwelling construction stages.

We request a special provision for the development by SRSC.

3.6.3. (A) We request that "Working Hours" be amended to:

1. 8:00am to 6:00pm Monday to Friday,
2. 9:00am till 1:00pm Saturdays.

Section 3.6.4 Truck Numbers and Timing.

3.6.4(a) We request SRSC require the developer to provide for public comment a Construction Management plan.

The extent, timing and risk of increased traffic flow for construction and dwelling construction should be advertised for public safety.

There is now no pedestrian access for residents, visitors and cyclists in East Jindabyne on Jerrara Drive but the roadway.

Heavy vehicles using Jerrara Drive will be a road safety issue and will effectively make the road a single lane carriage way.

3.6.4(B) Request: Council make it a special provision of the development that,

- A detailed traffic flow study is undertaken for East Jindabyne, including street widening, intersection design, cycle ways and formed pedestrian pathways and street lighting before the development is approved.
- That SRSC make it a special condition that all roadworks, sealing, road widening, pedestrian foot paths, cycle ways, Kerb and Guttering be placed by the developer before any site land works commence.

Thank You for your consideration,

BF ✓

8

The General Manager
Snowy River Shire Council
PO Box 143
Berridale NSW 2628



Dear Sir,

Proposed Twenty Lot Subdivision Jerrara Drive East Jindabyne - DA 0104/2016

We are resident(s) of [redacted] Street East Jindabyne.

We refer to the above development application and submit the following comments on the proposal.

- **Appropriateness of the development on the site**

The number of lots fronting Jerrara Drive is not consistent with the adjoining residential areas. They appear to be much smaller than has been the norm in this village, and will create a much denser and less aesthetically consistent gaggle of housing in what has always been a suburb of large bushy blocks. A block size of 1500 square meters would be closer to the village's existing standard of 2000 square meters.

Several of the proposed lots contain significant drainage lines. The lots should be rearranged to account for drainage issues and create a more spacious urban feel consistent with the development on the opposite side of Jerrara Drive and the existing village setting.

The proposed easement through the middle of the site should be retained and allow general pedestrian access to the lake and future extended shared path.

- **Impact of increased traffic on safety along Jerrara Drive.**

Under current traffic volumes, the section of Jerrara Drive from Old Kosciuszko Road to Kunama Drive is dangerous for passing motor vehicles, pedestrians and cyclists because of the badly degraded state of the western road verge. Increased traffic brought about by this development and others will exacerbate an already unacceptable situation.

Recently East Jindabyne has had many new residents, mainly young families. Young families, especially parents with strollers, are in danger of being hit by cars along Jerrara Drive in particular, as they have to walk along the road if they wish to reach the recreational areas of the Lake.

Developer contributions should be put to creating a safe road verge particularly for pedestrians and cyclists.

- **Developer contributions**

Any developer contributions should go towards improvements in East Jindabyne. The most pressing needs are for extension of the shared trail from Siesta Villa to the water pumping station and creation of a pedestrian safe area between Old Kosciuszko Road and Kunama Drive as described above. It is not acceptable that developer contributions should be spent elsewhere when the impacts of the development will be in East Jindabyne. East Jindabyne Residents have had no money spent on improvements in the 12 plus years we have lived here, despite our rates being levied for beautification. We are desperately in need of improved walking and cycling paths.

- **Protection of street trees**

We are concerned about the potential loss of the avenue of street trees along Jerrara Drive which were planted by residents many years ago. These are now mature and form part of the attractive amenity of our village. If Council approves this development, controls must be put in place to ensure that these trees are protected.

- **Street lighting and night-time glare.**

We would prefer that streetlighting is not included in this development but if it is required, Council should mandate a less intrusive form of lighting than is currently practiced. Low level lighting as installed at Lake Crackenback resort is just as effective and does not produce the glare and light spill like conventional streetlights.

- **Drainage**

Catchment drainage from The Ridge passes through this site along two flowpaths and does not appear to be accounted for in the layout of the subdivision. Future development which is allowed for in the LEP will increase flows through this site. Future landowners could face significant costs in flood prevention or loss because of the unsuitability of some lots for locating structures.

Yours faithfully

email : jcastellari@bigpond.com kerryjuknaitis@bigpond.com

2627

9



The General Manager
Snowy River Shire Council
PO Box 143
Berridale NSW 2628

Dear Sir,

Proposed Twenty Lot Subdivision Jerrara Drive East Jindabyne - DA 0104/2016

I refer to the above development application and submit the following comments on the proposal.

The proposed development is not consistent with the existing lot sizes. It represents a higher intensity development than currently exists in the area. This will visually impact on surrounding houses and also impact on drainage into Lake Jindabyne. The gradient of the proposed lots will mean that any disturbance on the ground will allow for sediment to flow downhill and potentially enter the lake. The small lots will also mean a larger hard surface area of roofs, driveways, terraces/patios per lot which will cause runoff to leave the site. Larger lots would allow for better on-site retention and absorption of storm water. The existing erosion gutters on the site already illustrate this problem and they should not be enlarged by this proposal. How to prevent the future residents of these blocks from creating multiple vehicle and boat access points onto the lake should also be considered. They will just form into erosion tracks affecting water quality.

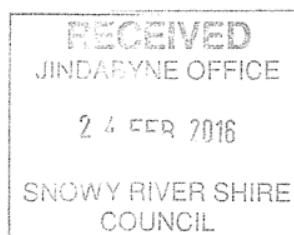
The subdivision will certainly increase traffic flows along Jerrara Drive and thought and funds should be allowed for a safe pedestrian and cyclist verge along the main access road into the suburb.

We would encourage Council to use any developer contributions from this development to extend the existing walking and cycle track that has been partially completed along the shoreline at East Jindabyne. The section that connects East Jindabyne to Tyrolean Village is just a goat track – very narrow and rocky. Building a graded, wide and smooth trail would be of tremendous benefit to the community and existing and future residents.

Planting more street trees along the front of the proposed development would also allow this area of East Jindabyne to blend in with the other roads and soften the impact of the development.

Yours faithfully,

The General Manager
Snowy River Shire Council
PO Box 143
Berridale NSW 2628



Dear Sir,

Proposed Twenty Lot Subdivision Jerrara Drive East Jindabyne - DA 0104/2016

I/we am/are resident(s) *DRIVE* East Jindabyne.

I refer to the above development application and submit the following comments on the proposal.

- **Appropriateness of the development on the site**

The number of lots fronting Jerrara Drive is not consistent with the adjoining residential areas. These lots also have the smallest area and several contain significant drainage lines. The lots should be rearranged to account for drainage issues and create a more spacious urban feel consistent with the development on the opposite side of Jerrara Drive and the existing village setting.

The proposed easement through the middle of the site should be retained and allow general pedestrian access to the lake and future extended shared path.

- **Impact of increased traffic on safety along Jerrara Drive.**

Under current traffic volumes, the section of Jerrara Drive from Old Kosciuszko Road to Kunama Drive is dangerous for passing motor vehicles, pedestrians and cyclists because of the badly degraded state of the western road verge. Increased traffic brought about by this development and others will exacerbate an already unacceptable situation. Developer contributions should be put to creating a safe road verge particularly for pedestrians and cyclists.

- **Developer contributions**

Any developer contributions should go towards improvements in East Jindabyne. The most pressing needs are for extension of the shared trail from Siesta Villa to the water pumping station and creation of a pedestrian safe area between Old Kosciuszko Road and Kunama Drive as described above. It is not acceptable that developer contributions should be spent elsewhere when the impacts of the development will be in East Jindabyne.

- **Protection of street trees**

I am concerned about the potential loss of the avenue of street trees along Jerrara Drive which were planted by residents many years ago. These are now mature and form part of the attractive amenity of our village. If Council approves this development, controls must be put in place to ensure that these trees are protected.

- **Street lighting and night-time glare.**

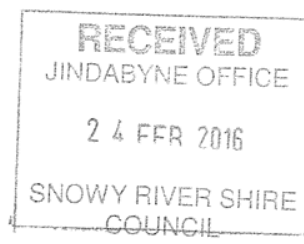
I/we would prefer that streetlighting is not included in this development but if it is required, Council should mandate a less intrusive form of lighting than is currently practiced. Low level lighting as installed at Lake Crackenback resort is just as effective and does not produce the glare and light spill like conventional streetlights.

- **Drainage**

Catchment drainage from The Ridge passes through this site along two flowpaths and does not appear to be accounted for in the layout of the subdivision. Future development which is allowed for in the LEP will increase flows through this site. Future landowners could face significant costs in flood prevention or loss because of the unsuitability of some lots for locating structures.

Yours faithfully /

File



The General Manager
Snowy River Shire Council
PO Box 143
Berridale NSW 2628

Dear Sir,

Proposed Twenty Lot Subdivision Jerrara Drive East Jindabyne - DA 0104/2016

We are residents of _____, East Jindabyne.

I refer to the above development application and submit the following comments on the proposal.

● **Appropriateness of the development on the site**

The number of lots fronting Jerrara Drive is not consistent with the adjoining residential areas. We feel the small size of these lots does not fit the urban feel of East Jindabyne and propose the development plan be modified to support those wanting to make East Jindabyne their permanent home.

We also support the easement through the middle of the site to allow general pedestrian access to the lake and future extended shared path.

● **Impact of increased traffic on safety along Jerrara Drive.**

Under current traffic volumes, the section of Jerrara Drive from Old Kosciuszko Road to Kunama Drive is dangerous for passing motor vehicles, pedestrians and cyclists because of the badly degraded state of the western road verge. Increased traffic brought about by this development and others will exacerbate an already unacceptable situation. Developer contributions should be put towards:

- Creating a safe road verge particularly for pedestrians and cyclists
- Managing vehicle speeds descending the hill onto Jerrara drive

● **Developer contributions**

Any developer contributions should go towards improvements in East Jindabyne (i.e. it is not acceptable that developer contributions should be spent elsewhere when the impacts of the development will be in East Jindabyne). In addition to the road improvements identified above developer contributions should go towards such things as:

- Improvements to the shared trail from Siesta Villa to the water pumping station
- Creation of a pedestrian safe area between Old Kosciuszko Road and Kunama Drive
- Picnic and park areas for East Jindabyne

- **Street lighting and night-time glare.**

We would prefer that low impact (i.e. low level) street lighting such as that installed at Lake Crackenback resort be included as part of the development design.

Yours faithfully

RECEIVED
JINDABYNE OFFICE
23 FEB 2016
SNOWY RIVER SHIRE
COUNCIL

8.

(12) 12/2

19 February 2016

The General Manager
Snowy River Shire Council
P O Box 143
BERRIDALE NSW 2627

Dear Sir

**Re: Proposed Twenty Lot Subdivision 62-68 Jerrara Drive, East Jindabyne NSW
DA0104/2016 Lot 8 DP 240912 Ph Jinderboine**

We are residents of [redacted] Jerrara Drive, East Jindabyne.

We refer to the above development application and wish to register our objection to the proposal in its current form. Our objection is based on the following grounds:

Impact of increased traffic on safety along Jerrara Drive

The existing road is narrow and the verges are non-existent.

Under current traffic volumes, the section of Jerrara Drive from Old Kosciuszko Road to Kunama Drive is dangerous for passing motor vehicles, pedestrians and cyclists because of the badly degraded state on either side of the road verge. Increased traffic brought about by this development and others will exacerbate an already unacceptable situation.

The intersections of Jerrara Drive with Kunama Drive and Kosciuszko Road is dangerous. The additional traffic travelling on Jerrara Drive will add to the potential for traffic accidents.

The school buses currently pick up and set down school children at this intersection (stopping mostly on the road) creating additional hazards of children on the road at a busy intersection and cars parking on the road side to pick up and drop off.

Appropriateness of the development on the site

According to the Council's Land Zone Map from the Snowy River LEP 2013 this land is zoned as RU5 Village which is aimed at protecting and conserving the character and scenic quality of the rural village setting and to ensure that development in the village area is compatible.

The lot sizes are inconsistent with the size of the lots within the existing village which is one of the attractions of living in East Jindabyne

The lots fronting Jerrara Drive also have the smallest area and several contain significant drainage lines. The lots should be rearranged to account for drainage issues and create a more spacious urban feel consistent with the development on the opposite side of Jerrara Drive and the existing village setting.

objection

1

The proposed easement through the middle of the site should be retained and allow general pedestrian access to the lake and future extended shared path.

Developer contributions

Any developer contributions should go towards improvements in East Jindabyne. The most pressing needs are for extension of the shared trail from Siesta Villa to the water pumping station and creation of a pedestrian safe area between Old Kosciuszko Road and Kunama Drive as described above. It is not acceptable that developer contributions should be spent elsewhere when the impacts of the development will be in East Jindabyne.

Protection of street trees

I am concerned about the potential loss of the avenue of street trees along Jerrara Drive which were planted by residents many years ago. These are now mature and form part of the attractive amenity of our village. If Council approves this development, controls must be put in place to ensure that these trees are protected.

Drainage

Catchment drainage from The Ridge passes through this site along two flow-paths and does not appear to be accounted for in the layout of the subdivision. Future development which is allowed for in the LEP will increase flows through this site. Future landowners could face significant costs in flood prevention or loss because of the unsuitability of some lots for locating structures.

It would be more convenient if development applications and the supporting documentation could be made available on the Council's website.

We would appreciate being notified by Council of any site inspections or meetings we could attend.

Yours faithfully

13



25th February 2016
The General Manager
Snowy River Shire Council
PO Box 143
Berridale NSW 2628

Dear Sir,

Proposed Twenty Lot Subdivision Jerrara Drive East Jindabyne - DA 0104/2016

I am the owner resident of East Jindabyne.

I refer to the above development application and submit the following comments on the proposal.

* Appropriateness of the development on the site

The number of lots fronting Jerrara Drive is not consistent with the adjoining residential areas. These lots also have the smallest area and several contain significant drainage lines. The lots should be rearranged to account for drainage issues and create a more spacious urban feel consistent with the development on the opposite side of Jerrara Drive and the existing village setting.

The proposed easement through the middle of the site should be retained and allow general pedestrian access to the lake and future extended shared path.

* Impact of increased traffic on safety along Jerrara Drive.

Under current traffic volumes, the section of Jerrara Drive from Old Kosciuszko Road to Kunama Drive is dangerous for passing motor vehicles, pedestrians and cyclists because of the badly degraded state of the western road verge. Increased traffic brought about by this development and others will exacerbate an already unacceptable situation. Developer contributions should be put to creating a safe road verge particularly for pedestrians and cyclists.

* Developer contributions

Any developer contributions should go towards improvements in East Jindabyne. The most pressing needs are for extension of the shared trail from Siesta Villa to the water pumping station and creation of a pedestrian safe area between Old Kosciuszko Road and Kunama

Drive as described above. It is not acceptable that developer contributions should be spent elsewhere when the impacts of the development will be in East Jindabyne.

* Protection of street trees

I am concerned about the potential loss of the avenue of street trees along Jerrara Drive which were planted by residents many years ago. These are now mature and form part of the attractive amenity of our village. If Council approves this development, controls must be put in place to ensure that these trees are protected.

* Street lighting and night-time glare.

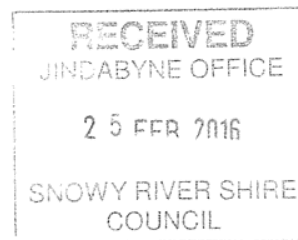
I/we would prefer that street lighting is not included in this development but If it is required, Council should mandate a less intrusive form of lighting than is currently practiced. Low level lighting as installed at Lake Crackenback resort is just as effective and does not produce the glare and light spill like conventional streetlights.

* Drainage

Catchment drainage from The Ridge passes through this site along two flow paths and does not appear to be accounted for in the layout of the subdivision. Future development which is allowed for in the LEP will increase flows through this site. Future landowners could face significant costs in flood prevention or loss because of the unsuitability of some lots for locating structures.

Yours faithfully,

The General Manager
Snowy River Shire Council
PO Box 143
Berridale NSW 2628



Dear Sir,

Proposed Twenty Lot Subdivision Jerrara Drive East Jindabyne - DA 0104/2016

I am a resident of East Jindabyne.

I refer to the above development application and submit the following comments on the proposal.

• **Appropriateness of the development on the site**

The number of lots fronting Jerrara Drive is not consistent with the adjoining residential areas. These lots also have the smallest area and several contain significant drainage lines. The lots should be rearranged to account for drainage issues and create a more spacious urban feel consistent with the development on the opposite side of Jerrara Drive and the existing village setting.

The proposed easement through the middle of the site should be retained and allow general pedestrian access to the lake and future extended shared path.

• **Impact of increased traffic on safety along Jerrara Drive.**

Under current traffic volumes, the section of Jerrara Drive from Old Kosciuszko Road to Kunama Drive is dangerous for passing motor vehicles, pedestrians and cyclists because of the badly degraded state of the western road verge. Increased traffic brought about by this development and others will exacerbate an already unacceptable situation. Developer contributions should be put to creating a safe road verge particularly for pedestrians and cyclists.

• **Developer contributions**

Any developer contributions should go towards improvements in East Jindabyne. The most pressing needs are for extension of the shared trail from Siesta Villa to the water pumping station and creation of a pedestrian safe area between Old Kosciuszko Road and Kunama Drive as described above. It is not acceptable that developer contributions should be spent elsewhere when the impacts of the development will be in East Jindabyne.

• **Protection of street trees**

I am concerned about the potential loss of the avenue of street trees along Jerrara Drive which were planted by residents many years ago. These are now mature and form part of the attractive amenity of our village. If Council approves this development, controls must be put in place to ensure that these trees are protected.

- **Street lighting and night-time glare.**

I/we would prefer that streetlighting is not included in this development but if it is required, Council should mandate a less intrusive form of lighting than is currently practiced. Low level lighting as installed at Lake Crackenback resort is just as effective and does not produce the glare and light spill like conventional streetlights.

- **Drainage**

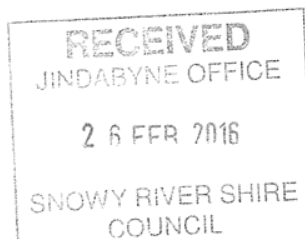
Catchment drainage from The Ridge passes through this site along two flowpaths and does not appear to be accounted for in the layout of the subdivision. Future development which is allowed for in the LEP will increase flows through this site. Future landowners could face significant costs in flood prevention or loss because of the unsuitability of some lots for locating structures.

Yours faithfully

PK

15

The General Manager
Snowy River Shire Council
PO Box 143
Berridale NSW 2628



Dear Sir,

Proposed Twenty Lot Subdivision Jerrara Drive East Jindabyne - DA 0104/2016

I am a resident of East Jindabyne and in reference to the above development application I submit the following comments on the proposal.

- **Appropriateness of the development on the site**

Whilst acknowledging that the minimum lot size is 700 sq m the proposal is an overdevelopment of land in the village setting of East Jindabyne. The number of lots fronting Jerrara Drive in particular is not consistent with the adjoining residential areas. These lots also have the smallest area and several contain significant drainage lines. Having this number of lots requiring access to Jerrara Drive is bad for traffic safety and will also put pressure on Council to have more street trees removed to improve lines of sight for those residents. The lots should be rearranged to account for drainage issues and create a more spacious urban feel consistent with the development on the opposite side of Jerrara Drive and the existing village setting.

The proposed easement through the middle of the site is supported and should be retained to allow general pedestrian access to the lake and future extended shared path.

- **Impact of increased traffic on safety along Jerrara Drive.**

Under current traffic volumes, the section of Jerrara Drive from Old Kosciuszko Road to Kunama Drive is dangerous for passing motor vehicles, pedestrians and cyclists because of the badly degraded state of the western road verge. Increased traffic brought about by this development and others in East Jindabyne will exacerbate an already unacceptable situation. Developer contributions should be put to making this road verge safe particularly for pedestrians and cyclists.

- **Developer contributions**

Any developer contributions should go towards improvements in East Jindabyne. The most pressing needs are for extension of the shared trail from Siesta Villa to the water pumping station and creation of a pedestrian safe area between Old Kosciuszko Road and Kunama Drive as described above. It is not acceptable that developer contributions should be spent elsewhere when the impacts of the development will be in East Jindabyne.

- **Protection of street trees**

I am concerned about the potential loss of the avenue of street trees along Jerrara Drive which were planted by residents many years ago. These are now mature and form part of the attractive amenity of our village. If Council approves this development, controls must be put in place to ensure that these trees are protected.

- **Street lighting and night-time glare.**

I am not in favour of increased streetlighting in East Jindabyne. The low level of street lighting in the older parts of East Jindabyne has an approximately 100 metre spacing and is ample. Increased density should not be imposed by Council. Many residents do not want streetlighting here as it spoils their view of our brilliant night skies, intrudes into their houses and is not in keeping with the low development feel of the village. People come to East Jindabyne because of this village feel and that it is not just another Jindabyne township - we do not want another Jindabyne created here. If Council must require streetlighting then limit it to a light at the intersection of Jerrara Drive and Old Kosciuszko Rd or low level lighting as installed at Lake Crackenback resort which is just as effective and does not produce the glare and light spill like conventional streetlights.

Council should also be considering the increased light bill we all have to pay with any increase in streetlights.

- **Drainage**

Catchment drainage from The Ridge passes through this site along two flowpaths and does not appear to be accounted for in the layout of the subdivision. Future development which is allowed for in the LEP will increase flows through this site. Future landowners could face significant costs in flood prevention or loss because of the unsuitability of some lots for locating structures.

Yours faithfully

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n.au

The General Manager
Snowy River Shire Council
PO Box 143
Berridale NSW 2628



Dear Sir,

Proposed Twenty Lot Subdivision Jerrara Drive East Jindabyne - DA 0104/2016

My mother and I live at [redacted] Avenue East Jindabyne and in reference to the above development application I submit the following comments on the proposal.

• **Suitability of the development**

Having this number of lots requiring access to Jerrara Drive is bad for traffic safety and will also put pressure on Council to have more street trees removed to improve lines of sight for those residents. The lots should be rearranged to account for drainage issues and create a more spacious urban feel consistent with the development on the opposite side of Jerrara Drive and the existing village setting.

The proposed easement through the middle of the site is supported and should be retained to allow general pedestrian access to the lake and future extended shared path.

• **Impact of increased traffic on safety along Jerrara Drive.**

Under current traffic volumes, the section of Jerrara Drive from Old Kosciuszko Road to Kunama Drive is dangerous for passing motor vehicles, pedestrians and cyclists because of the badly degraded state of the western road verge. Increased traffic brought about by this development will exacerbate an already unacceptable situation. Developer contributions should be put to making this road verge safe particularly for pedestrians and cyclists.

• **Developer contributions**

Any developer contributions should go towards improvements in East Jindabyne. The most pressing needs are for extension of the shared trail from Siesta Villa to the water pumping station and creation of a pedestrian safe area between Old Kosciuszko Road and Kunama Drive as described above. It is not acceptable that developer contributions should be spent elsewhere when the impacts of the development will be in East Jindabyne.

• **Protection of street trees**

I am concerned about the potential loss of the avenue of street trees along Jerrara Drive which were planted by residents many years ago. These are now mature and

form part of the attractive amenity of our village. If Council approves this development, controls must be put in place to ensure that these trees are protected.

- **Street lighting and night-time glare.**

Please be mindful of the impact of extra street lighting!
The low level of street lighting in the older parts of East Jindabyne is ample. We who live here do not want to spoil the view of our brilliant night skies – and masses of street lighting it is not in keeping with the low development feel of the village. People come to East Jindabyne because of the feeling of a village – the last thing we want is another Jindabyne created here. If Council insists on streetlighting then limit it to a light at the intersection of Jerrara Drive and Old Kosciuszko Rd or low level lighting as installed at Lake Crackenback resort which is just as effective and does not produce the glare and light spill like conventional streetlights.

Yours sincerely



12 October 2016

Rohan Graham
Town Planner
Snowy Monaro Regional Council
PO Box 143
BERRIDALE NSW 2628

Our ref: 23/15601

Your ref: DA0104/2016

Dear Rohan

**Development Application No DA0104/2007
20 lot subdivision of Lot 8 DP 240912 Jerrara Drive, East Jindabyne**

Further to various issues addressed through the assessment of this development application, I provide the attached revision of drawing 23-15601-C501. Other issues are discussed below.

Sewer main alignment

This drawing revision realigns the sewerage main between the subdivision and the sewage pump station so that no part of this sewer line lies outside the land owned by Snowy Hydro Limited. This alignment has the advantages of both shortening and lowering the sewer main, improving the cover over the sewer main in the vicinity of lots 2 to 7.

Keeping the sewer main out of lot 3 DP 1184903 (58 Jerrara Drive) necessitates the sewer from the subdivision connecting to the existing Council sewer on the western side of the sewage pump station, and requires that part of the sewer line is elevated across the watercourse on piers. This is consistent with NSW Public Works Department standard drawing ST505 and not dissimilar to the existing aerial sewer connection across this same water course connecting lot 3 DP 599831 (60 Jerrara Drive) to Council's sewer.

The elevation of the sewer across the watercourse results in no impact requiring approvals from DPI Water or Fisheries for the proposed works.

The sewer levels are above the Full Supply Level in Lake Jindabyne.

Advice has been received in the attached letter from Lopich Lawyers on behalf of Snowy Hydro Limited. Please see letter attached. This letter confirms conditional agreement from SHL to the sewer extension across SHL land to the sewage pump station.

As requested by Snowy Hydro Limited, the sewer line is also extended at the upstream (western) end between lots 1 and 2 to a manhole in the verge of Old Kosciuszko Road, to provide for future extension to service the land zoned for residential development on the southern side of Old Kosciuszko Road. That land is owned by Snowy Hydro.

Stormwater Management.

The subdivision does not increase stormwater flows in the existing natural watercourse across lot 3 DP 599831 (60 Jerrara Drive) on the northern side of this development.

The works associated with the subdivision of lot 9 DP 240912 on the eastern side of Jerrara Drive include the provision of a cut-off drain that diverts flows from the existing catchment to the east of that subdivision into the next catchment to the north. Also, the drainage works for that subdivision have included a new culvert across Jerrara Drive that discharges into the cut-off drain along the eastern side of lot 9 DP 240912.

The combined effect of these diversions is to redirect runoff from approximately 8.5 hectares upstream of lot 9 DP 240912 so that it no longer drains across lot 8 DP 240912. The catchment area remaining upstream of lot 3 DP 599831 will be approximately 3 hectares

The interallotment drainage system servicing lots 2 to 7 and 20 in the subdivision adds approximately 0.2 hectares of impervious area draining roof areas to this catchment. The interallotment drainage system is sized to convey roofwater only. Other surface water from these lots will flow as dispersed surface flows following the natural terrain, flowing northwards towards Lake Jindabyne without entering the watercourse in lot 3 DP 599831.

In summary, the reduction in catchment area draining to the natural watercourse in lot 3 DP 599831 will result in a reduction in flows in that watercourse, not an increase.

The increased catchment to the eastern side of lot 9 DP 240912 represent approximately 5% increase over the existing catchment area, and does not exceed the capacity of the existing culverts under Jerrara Drive and the adjacent watercourse. This change in catchment areas was approved as part of the subdivision of lot 9 DP 240912 under separate development approval. These works have been designed, approved, implemented and are nearing completion.

Other issues raised

Suitability or appropriateness of the development

The proposed subdivision is in conformity with Council's adopted planning strategies and land zoning for the site. The residential development of previously vacant land is a change in the neighbourhood. Some people in the neighbourhood may not want to see change, however it is important to pursue the development of the area, fulfilling the deliberate considered planning vision set by Council for this area.

Increased traffic

The proposed development will result in 20 residential lots, adding only about 7.5% of lots into East Jindabyne. The existing roads (Jerrara Drive and Old Kosciuszko Road) have ample capacity to accommodate the traffic that will be generated.

Developer contributions

It is expected that the development will be required to make developer contributions to Council to fund the public infrastructure that supports the development. The provision of this infrastructure also benefits other residents in East Jindabyne contributing to general improvement in the amenity of this area.

Protection of street trees

The existing street trees in Jerrara Drive will be retained as part of this subdivision. The recent subdivision works on the eastern side of Jerrara Drive for the same developer demonstrate the approach

to minimising impacts on existing trees. A similar approach will be taken in the roadworks for this subdivision.



Street lighting

The normal standards for residential development servicing include the provision of street lighting.

Street lighting is being provided to Jerrara Drive as part of the subdivision of lot 9 DP 240912 on the eastern side.

It is expected that basic street lighting will also be provided along the Old Kosciuszko Road frontage. Council will specify its requirements in the conditions of the development consent.

Housing Density

The density of housing expected is as permitted by the zoning under the SRLEP 2013.

The density of the development reflects the implementation of Council's adopted strategic planning for this neighbourhood.

Public Access to Lake

The subdivision proposal does not restrict any current publicly available access to the foreshore of Lake Jindabyne. Foreshore areas are owned and managed by Snowy Hydro.

The subdivision proposes to create a private right of footway along an easement at the western side of lot 6. This access is not provided for general public use.

Public access to foreshore areas adjoining Lake Jindabyne is available from Jerrara Drive further to the north of this subdivision and from Old Kosciuszko Road to the west of this subdivision.

Drainage

See discussion above under the heading "Stormwater Management".

Overdevelopment

The development proposed conforms to the relevant planning controls established by Council and does not exceed permitted development densities.

Consistency with existing lot sizes

The lot sizes proposed are consistent with the minimum 700 m² lot size prescribed under the SRLEP2013.

This site and the land to the south of this site is zoned for lots of 700 m². This is different to the land to the north and east which is zoned for lots of 3,000 m².

Pedestrian Access

Pedestrian access is available along Jerrara Drive and Old Kosciuszko Road.

See comments above about public access to lake.

Extend foreshore walking tracks

The foreshore land is owned by Snowy Hydro and does not form part of this development. The developer does not have the opportunity to extend foreshore walking tracks. Council may be able to negotiate track extensions with Snowy Hydro.

Flooding of Property

The development will not exacerbate flooding of any property.

See discussion above under the heading "Stormwater Management".

Additional Services for East Jindabyne

The subdivision contributes to population growth in East Jindabyne that progressively supports the growth in public services and private business opportunities, all of which benefits the existing population as well as the residents of the new subdivision.

Assurance that development will not cause flooding

The development will not exacerbate flooding of any property.

See discussion above under the heading "Stormwater Management".

Comments from DPI Fisheries in letter of 4 February 2016

The letter from DPI Fisheries expresses a preference that the existing watercourse across the development site should not be piped. The letter advises that this watercourse is not Key Fish Habitat, and therefore no permit from DPI Fisheries is required for these works.

The existing watercourse can be better described as a shallow gully that is barely stable and shows evidence of the watercourse changing course over time and different soils erode.

The residential development at the permitted density requires that the flow of water across the site is contained within a defined alignment and that potential soil erosion is properly controlled.

The reduction in catchment area and the velocity dissipater at the outlet of the piped drainage system will combine to reduce potential soil erosion impacts on the downstream property and further downstream.

The subdivision works should not have any adverse impact on fish habitat.

I trust that these responses address the issues raised by Council.

Please contact me by email at john.wearne@ghd.com or on telephone 02 6113 3396 if you have any questions in regard to this application.

Sincerely
GHD Pty Ltd



John Wearne
Principal Civil Engineer - Urban Development
61 2 6113 3396

Attachments: Drawing 23-15601-C501- Revision D
Letter from Lopich Lawyers on behalf of Snowy Hydro Limited.

our ref:- RAL:rr:SC2928/16
your ref:-

6 October 2016



Mr John Wearne
Principal Civil Engineer – Urban Development
Team Leader Civil Engineering GHD
GPO Box 1877
CANBERRA ACT 2601

Dear Mr Wearne

re:- SNOWY HYDRO LTD - & - AUSTRALIAN LAND COMPANY PTY LTD
PROPOSED EASMENT OVER LOT 21 DP 235881

We act for Snowy Hydro Ltd and are instructed to write to you concerning the request of your client, Australian Land Company Pty Ltd, for a sewer easement to be granted burdening our client's land, namely Lot 21 DP 235881 at East Jindabyne.

We are aware that you have received our client's letter of 18 October 2016 setting out its rejection of your earlier request however, notwithstanding our client's position in this regard our client is now willing to entertain your client's proposal subject to certain conditions being met and adhered to by your client throughout the project.

Our client requires in the first instance that Australian Land Company Pty Ltd provide the precise width of the proposed easement and confirmation that the easement sought is for the drainage of sewage (and for no other purpose). Snowy Hydro Ltd also requires confirmation that no pumping station or other structure is to be located within the proposed easement and that:-

1. Snowy Monaro Regional Council agrees as a condition to your client's development approval that it (the Council) shall be the prescribed authority in whose favour the easement is granted;
2. Snowy Monaro Regional Council shall be the body empowered to release, vary or modify the terms of the easement;
3. Snowy Hydro Ltd approve the terms of the easement prior to the preparation of the dealing creating the easement or the related section 88B instrument;
4. the easement be created in the location marked in red in the diagram attached and marked 'A';

...2/

[A Division of COLLABORATIVE LAWYERS PTY LIMITED ABN 67 002 875 550 – an incorporated legal practice under the Legal Profession Act 2004]

Locations:	Ground Floor, 3 Spring Street, SYDNEY NSW 2000	Suite 4a, Level 1, 125 Terralong Street, KIAMA NSW 2533	Ground Floor, 7 James Cook Parkway, SHELL COVE NSW 2529	Correspondence: P.O. Box 4191, SHELLHARBOUR NSW 2529
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Ph: 1300 783 634 Fax: 61 2 4297 5565 Email: info@lopichlawyers.com.au Web: www.lopichlawyers.com.au
Liability limited by a scheme approved under Professional Standards Legislation

6 October 2016
Mr John Wearne
Principal Civil Engineer – Urban Development

.2.

5. all pipes be located entirely within the easement;
6. all earthworks associated with the construction of the sewer pipeline take place within a period to be agreed to by Snowy Hydro Ltd;
7. any disturbance to the ground caused by or associated with the construction of the sewer pipeline be promptly remediated to the satisfaction of Snowy Hydro Ltd; and
8. Australian Land Company Pty Ltd shall bear the full costs of and associated with the granting of the proposed easement including (but not limited to) all administrative costs, survey, legal and other costs and expenses.

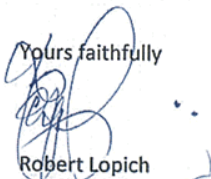
In addition to the foregoing, Snowy Hydro Ltd requires that the proposed easement be extended from the point at which it meets the boundary of Lot 8 DP 240912 to a point on the western boundary of Lot 29 DP 236875 through the road reserve of Old Kosciuszko Road in the location indicated by the yellow line shown in the diagram marked 'A'. The extension of the sewer easement, all necessary consents and that laying of the sewer pipeline be carried out entirely at the cost of Australian Land Company Pty Ltd within that proposed easement.

Our client also requires that your client shall submit a complete copy of its development application to our client prior to lodgement with Snowy Monaro Regional Council and that it will not seek to vary its development application or any subsequent development approval issued by the Council without the prior written consent of Snowy Hydro Ltd which consent may be withheld at the sole discretion of Snowy Hydro Ltd.

The foregoing terms and conditions are to be incorporated into a formal deed to be entered into between Snowy Hydro Ltd and Australian Land Company Pty Ltd and personally guaranteed by the directors of Australian Land Company Pty Ltd.

We look forward to hearing further from you.

Yours faithfully



Robert Lopich
Lawyer & Nationally Accredited Mediator
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cc: Ms Jenny Crowe, land & Property Adviser

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EAST JINDABYNE
Proposed Sewer Line
SNOWHYDRO

Sewer line - SHL
 Lake Levels derived from 1m LGA's grid -
 SHL Proportioning LGA's 2015
 Site Property - ASYL/LPI
 Roads - OpenStreetMap
 Created 4th October 2016

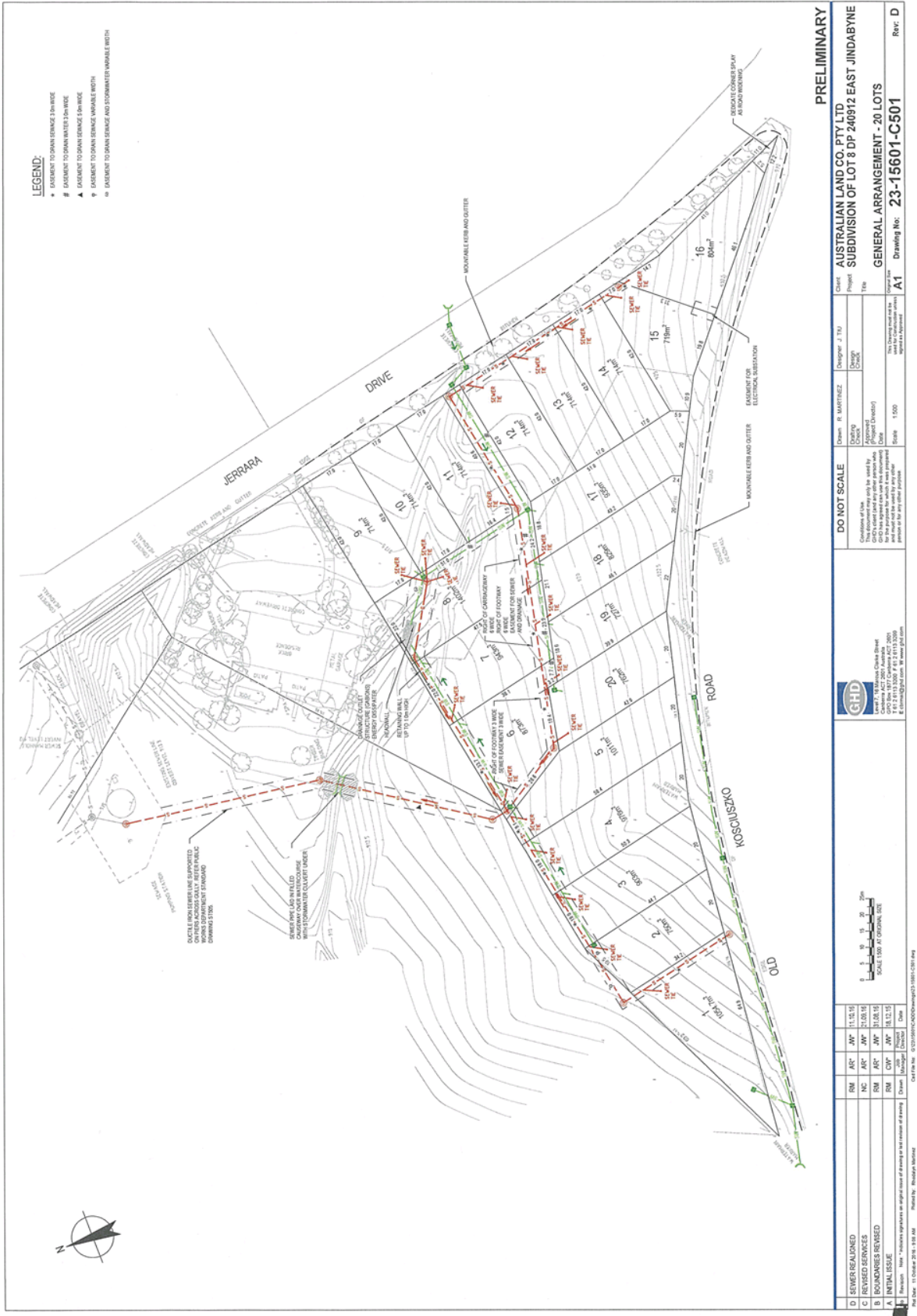
- Approximate Full Supply Level 911m
- Approximate Maximum Probable Flood 917m
- Proposed sewer line across SHL land
- Proposed sewer line across private land



Disclaimer: "This map is for general use only and Snowy Hydro Limited (SHL) gives no warranty or representation regarding the map's accuracy, completeness, reliability or suitability for any particular purpose. SHL excludes all liability to any person for loss or damage of any kind (however caused, including but not limited to by negligence)."



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Service Reviews - Final Report

November 2016



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1 BACKGROUND

As part of the Department of Premier and Cabinet (DPC) Phase 1 Roadmap requirements, Council has undertaken a full services review for the newly created Snowy Monaro Regional Council.

This service review undertaken by Council is an integral part to not only determining levels of service, but the organisational structure and locations at which these services will be performed across the Region.

The baseline review has been completed using key staff input per service across the former Council areas. The data capture process included an on-site interview by CAMMS from which a SWOT analysis and improvement actions were derived. All data has been captured in RevuMap, an online tool that enables a comprehensive service review process, including process mapping, links to workforce planning and action development.

The baseline review data collected has provided information to recommend a systematic approach for the next steps of the review process.

2 PURPOSE

The purpose of the service review process is to:

- To identify key characteristics of every service as it is being performed at each of the former Council areas
- To identify key opportunities for service improvement in each function
- To inform a permanent organisational structure
- To determine service levels options for consultation with the community in relevant service areas
- To enable the development of harmonised processes and procedures
- To help inform location of services to be provided across the Region
- To provide a benchmark against which business improvement can be measured
- Identify the efficiency and effectiveness of these services

3 METHODOLOGY

A total of 80 services were reviewed to identify characteristics of the service at each location, as well as improvement opportunities arrived from a SWOT analysis.

The 80 discreet services that were identified were analysed and reorganised into 76 functions which correspond to the functional organisational structure.

These functions were firstly categorised by the level of review that is recommended to be performed for each; this is defined and outlined in section 6.2.1.

Each function was then assessed against the potential cost savings and ease of implementation to help prioritise the review process; this is outlined in section 6.2.1

Other key factors influencing the prioritisation methodology:

- Number and significance of improvement actions as identified in Attachment 2
- Industry knowledge
- Previous service review recommendations
- Customer Satisfaction Survey Results – October 2016
- Number of employees affected
- Legislative requirements
- Corporate system requirements/limitations

4 RISK CONSIDERATIONS

Key risk areas relating to each service review have been assessed when analysing the ease of implementation of any changes resulting from the review process. The key risks are considered to be.

Workforce Risk

Potential Risk	Mitigating controls
Not effectively determining the appropriate staffing levels to deliver the service	<ul style="list-style-type: none"> - Plan each service review in accordance to size and complexity to allocate appropriate amount of time to accurately assess service information - Utilise CAMMS resource planner to assess multiple scenarios to determine levels accurately
Poor information received around service due to staff “service burnout”	<ul style="list-style-type: none"> - Set clear timelines and expectations through effective communications plans - Phase service reviews to avoid overloading specific staff - Peer review information received to test reasonability

Industrial Relations Risk

Potential Risk	Mitigating controls
Service review recommendations will require workforce changes that result in industrial actions	<ul style="list-style-type: none"> - Consult relevant unions throughout the process - Include industrial relations considerations in each service review - Obtain legal advice prior to implementing any workforce changes

Financial Risk

Potential Risk	Mitigating controls
Service review process costs more than expected	<ul style="list-style-type: none"> - Continuous review of cost against budget - Appropriate allocation of resources to each service review - Cost benefit of doing the review internally or externally is performed - Collaborate with other Councils where appropriate to gain economies of scale
Costs of implementing changes exceeds expected cost	<ul style="list-style-type: none"> - Accurate financial analysis is performed - Peer review is performed on costs to implement to assess accuracy

Reputational Risk

Potential Risk	Mitigating controls
Adverse reaction to the community on proposed recommendations for service	<ul style="list-style-type: none"> - Inform the community in accordance with the communications plan - Engage the community throughout the process - Produce accurate and easy-to-understand analysis for distribution with a focus on strong financial information

5 RECOMMENDATIONS

The following are key recommendations based on the baseline service review process completed to date:

- 1) Prioritise an in-depth service review and mapping of Roads Operations to be performed internally with an expected completion date of May 2017. This review would be used to inform community consultation on the level of service to be provided. Significant factors impacting recommendation:
 - Cost of service to the Council
 - Core service of Council
 - Size of the work force serving the function (will affect a large portion of the outdoor staff)
 - Importance to the community
 - Complexity of the function
 - Identified areas of improvement
 - Alternative service delivery options
 - Will impact other functions such as plant and fleet operations, and procurement
- 2) Prioritise an in-depth service review of Waste and Landfill Management services to be performed by an external consultant in conjunction with a Strategic Waste Management Plan. This would also inform harmonised fees and charges. Significant factors impacting recommendation:
 - Core service of Council
 - Significant potential for service harmonisation
 - Importance to the community
 - Some improvement actions may be easy to implement following a review
 - Will impact other functions such as plant operations and procurement
- 3) Prioritise an in-depth service review of Water and Sewer services to be performed by an external consultant. This would also inform harmonised fees and charges. Significant factors impacting recommendation
 - Core service of Council
 - Significant potential for service harmonisation
 - Importance to the community
- 4) Prioritise the review of the remaining top 10 service areas as outlined in section 6.4.
- 5) Assess the remaining services based on the determined prioritisation categories as outlined in section 6.2. Where relevant or most appropriate, consider the use of external parties. All remaining services would be expected to be completed by May 2019.
- 6) Utilise current strategic review engagements for Assets and Information Technology to influence services and structure for those services.

6 UTILISING REVMAP FOR DATA CAPTURE

6.1 *Phase 1 - Baseline Service Review*

6.1.1 *Methodology*

To determine Council's baseline, data was captured from across all three former Council areas for each identified service by:

1. Using merger working group work papers to complete basic descriptions and outputs in Revumap
2. Having working group members review this information to assess accuracy and completeness, and add any missing information
3. Using CAMMS consultants to undertake on-site interviews of the key members responsible for each service to
 - a. Review each service's SWOT
 - b. Generate service improvement actions
 - c. Prioritise service areas for in-depth analysis

Data captured included:

- Service description
- Service outputs
- Volumetric information
- Funding arrangements
- legislation/regulations/standards that affect the service
- Procurement arrangements
- Major assets required to perform the service
- Approach to delivering the service (internally or contracted out)
- Major barriers to service improvement and meeting customer expectations

Attachment 1 – RevuMap Service Review data

6.1.2 *Service Improvement Items*

The baseline service reviews identified 779 improvement items. Service improvement items were reviewed, analysed, assessed for their impact on future service levels and structure, and prioritised. This analysis was presented to the Executive Team in the attached report.

Those improvement actions that have been identified as items to take forward, will be pushed into CAMMS Global Collaboration tool so that responsible persons can execute these.

The improvement actions influenced the prioritisation and level of depth for the service review. Services where the actions identified mainly focused on process harmonisation or operational improvement, were deemed more appropriate for a targeted process mapping review. Those where high level strategic review actions were suggested, or had potential for structural influence, were identified as services on which an extensive service level review is more appropriate.

Attachment 2 – Report to Executive Team – prioritisation of SWOT service improvement items

6.2 Phase 2 - Prioritisation method

6.2.1 Matrix for prioritisation

To best determine the next phases of the service review process, each function was assessed for the type of review it will require, the potential cost savings and the ease of implementation of any service or process changes.

Level of Review

Each function on the functional structure was reviewed, analysed and assessed to determine the most appropriate level of review for the next steps as defined below.

Level of Review	Definition	Justification
Service Delivery Option review	Review function for its potential to be performed by an external provider.	<ul style="list-style-type: none"> Function is not assessed as part of Council's core business It has been previously identified as a function to be performed by an external provider It was identified for a business case review in a service improvement action
Extensive Service Level Analysis Required ("Deep Dive")	In-depth review of the function using RevuMap. Gap analysis of levels of service and associated assets, targeted process mapping, determination of most appropriate service delivery option and associated costs.	<ul style="list-style-type: none"> Function contained several strategic or business improvement actions Requires a thorough understanding of processes, procedures, and current levels of service Requires a thorough analysis of cost per output, including asset utilisation Requires a determination of options for levels of service and service location The former 3 areas perform functions very differently
Targeted Process Mapping	Undertake process mapping on prioritised processes for the service to determine	<ul style="list-style-type: none"> Function is highly legislated Function process is influenced by internal or external factors Process is relatively high value based on effort/volume/cost

Level of Review	Definition	Justification
	the most efficient ways of delivering the service	<ul style="list-style-type: none">• Little or no impact on service level agreements with the community
Minor review	Does not require a significant review.	<ul style="list-style-type: none">• Function either falls under an existing higher level function or forms a part of an employee's role• Level of service will stem from another function's review• May only require a policy or procedure

Potential Cost Savings

To further determine the order in which the service reviews should be performed, each function was analysed with respect to the potential cost savings (or revenue increase). This was based on factors such as:

- Change in workforce requirements
- Efficiencies from process improvements
- Change in reliance on external consultants
- Potential for additional revenue streams
- Savings from changes in assets held

Table 1. Potential Cost Savings

Score	Value of Saving
5	Greater than \$1M
4	Between \$500,000 and \$1M
3	Between \$100,000 - 500,000
2	Between \$10,000 - \$100,000
1	Less than \$10,000

Ease of Implementation

Ease of implementation was assessed based on the following factors:

- Time frame to implement changes
- Impacts on industrial relations
- Cost to implement the changes
- Likelihood of an adverse reactions from the community (potential for reputational risk)

A higher score indicates that the service review recommendations are likely to have little or no adverse effects with respect to the above criteria and therefore are considered easy to implement.

Table 2. Ease of Implementation

Score	Level of risk
5	Minimal complaints and risks
4	Minor risks
3	Significant risks
2	Serious risk
1	Extreme risk

Attachment 3 – Functional depth review

6.3 Phase 3 – Where to Next

The next step of the service review process will be based on the prioritisation process undertaken as outlined in section 6.2. This phase will achieve the following objectives:

Inform organisational structure

By undertaking a deeper understanding of a function's outputs and how many employees it currently takes to achieve those outputs (e.g. roads graded by one employee in a fortnight), we will be able to accurately determine if we are under or over-resourced for our levels of service, and whether any consequent changes need to be made to our staffing levels and locations.

Assessment of resources

This will identify what resources we are currently utilising for the levels of output we are producing and illustrate where capacity exists and where resources need to be adjusted to need. For example, it may be determined that we have excess capacity on a garbage truck as it's sitting idle for five days of the fortnight; this would inform the decision of whether or not to purchase another truck, increase our level of service, or increase its rate of utilisation.

Minimum specifications levels

It will identify what the minimum standards and legislative/compliance requirements are by the service or function (e.g. lighting requirements at the airstrip). This will inform whether we are meeting the minimum standards and enable the ability to shift resources to prioritise service delivery in the four year delivery plan (DP) outcomes.

Service Level Agreements (SLA)

The above information will inform the true cost of each service and allow the ability to model various service levels based on changing the resource allocations. Community engagement will be undertaken with the data to have conversation about agreed service levels.

6.4 Top 10 services to be subject of extensive analysis

Based on Attachment 3, 10 functions are recommended to be completed first. It is expected that these Extensive Service Level reviews be completed by September 2017. These functions were not only ranked highly based on the methodology above, but in most cases have an identified link to the Customer Satisfaction Survey Results – October 2016.

The priority will be on Roads and it is expected that all Roads Operations functions will be completed in the same review to be performed by Special Projects Office and completed by May 2017. It is recommended that Waste, Sewer and Water detailed service reviews are also performed concurrently using external consultants with an expected completion date of March 2017.

The remaining top 10 services will be reviewed by the Special Projects Office.



Function Name	Total score	Potential Cost Savings	Ease of Implementation	Service Review Level	Expected Completion date
Council land management	8	4	4	Extensive Service Level	Sep-17
Organisational procurement	8	4	4	Extensive Service Level	Sep-17
Sealed road construction and maintenance*	7	3	4	Extensive Service Level	May-17
Unsealed road construction and maintenance*	7	3	4	Extensive Service Level	May-17
Transport Contract Management (RMS)*	7	2	5	Extensive Service Level	May-17
GIS	7	3	4	Extensive Service Level	Sep-17
Plant management	7	3	4	Extensive Service Level	Sep-17
Landfill management**	7	3	4	Extensive Service Level	Mar-17
ICT	7	3	4	Extensive Service Level	Sep-17
Depots and workshops	6	3	3	Extensive Service Level	Sep-17

* To include all Roads operations

** To be performed as part of an overall Waste Services strategic plan review

6.4.1 Extensive Service Analysis

Each extensive review should be able to provide the below information to form the basis the SLA. This will provide the communications foundation when engaging the community on service levels. It will also include process mapping to ensure effective processes are employed going forward. An example of the extensive service analysis is below:

	Current situation	Gap	Cost and staff level required to meet the gap	Service delivery options and impact analysis
Minimum asset specification (resources)				
Minimum service specification (SLA)				

6.5 Plan to implement outcomes

Based on industry experience, an in-depth service reviews takes anywhere between 3-18 months per service to complete. This depends on the size and complexity of the service and resources allocated to the process.

It is recommended that a phased approach be taken to effectively and accurately complete this. The Special Projects Office working with staff and external consultants (where required) should be responsible for completing this.

The aim to complete all comprehensive Service Level Agreements by May 2019.

Stage 1 – November 2016 to September 2017

- Top 10 extensive service reviews as noted above
- Preparation of proposals for tender of services identified within the service option category

Stage 2 – September 2017 to May 2019

- Remaining functions are reviewed to determine if the prioritisation is still accurate
- Timeline for completion of each review is prepared in-line with the prioritisation matrix

7 MAXIMISING OPPORTUNITY

To achieve the recommended outcomes of the service review, Council can leverage off the following resources to maximise the potential of the process and its outcomes:

1. Utilise the asset audit performed by Morrison Low to shape the organisational structure of the Asset Management division and identify both the human and technological resources necessary to implement the recommended improvements.
2. Use the ICT Strategic Review performed by iPlatinum to inform the organisational structure for the ICT function.
3. Use NSW State Library free review service and tools to undertake the Library service review.
4. Collaborate with neighbouring Councils undertaking the same process to leverage information, tools and best practices. Currently both Queanbeyan Palerang Regional Council and Yass Valley Council are undertaking service reviews using RevuMap.
5. Use the baseline service review improvement actions to identify and implement quick wins; these are actions that are relatively easy to implement and are meaningful to both the function and the organisation as a whole.
6. Leverage corporate systems implementation to rationalise software and implement best practice processes and procedures.

8 LINKING OUTCOMES TO THE SNOWY MONARO REGIONAL COUNCIL IMPLEMENTATION PLAN

8.1 *Service Improvement Items*

A significant number of items noted in the baseline review identified the need for harmonisation of policies and procedures. This is also a key objective of the implementation plan. It is expected that the next stage of the review process, in particular the process mapping aspect, will identify a best practice process which can serve as the recommended harmonised process for SMRC.

A secondary outcome will be the assessment of the actions identified as having an impact on the organisational structure. Process mapping and levels of service considerations will determine whether the improvement actions centred on employee positions have merit and should be implemented.

A further benefit of committing to continuous business improvement through continuous service review analysis will enable Snowy Monaro Regional Council to work towards achieving a culture of innovation, integration and efficiency by providing evidence of service levels linked directly to the workforce required to deliver services into the future.



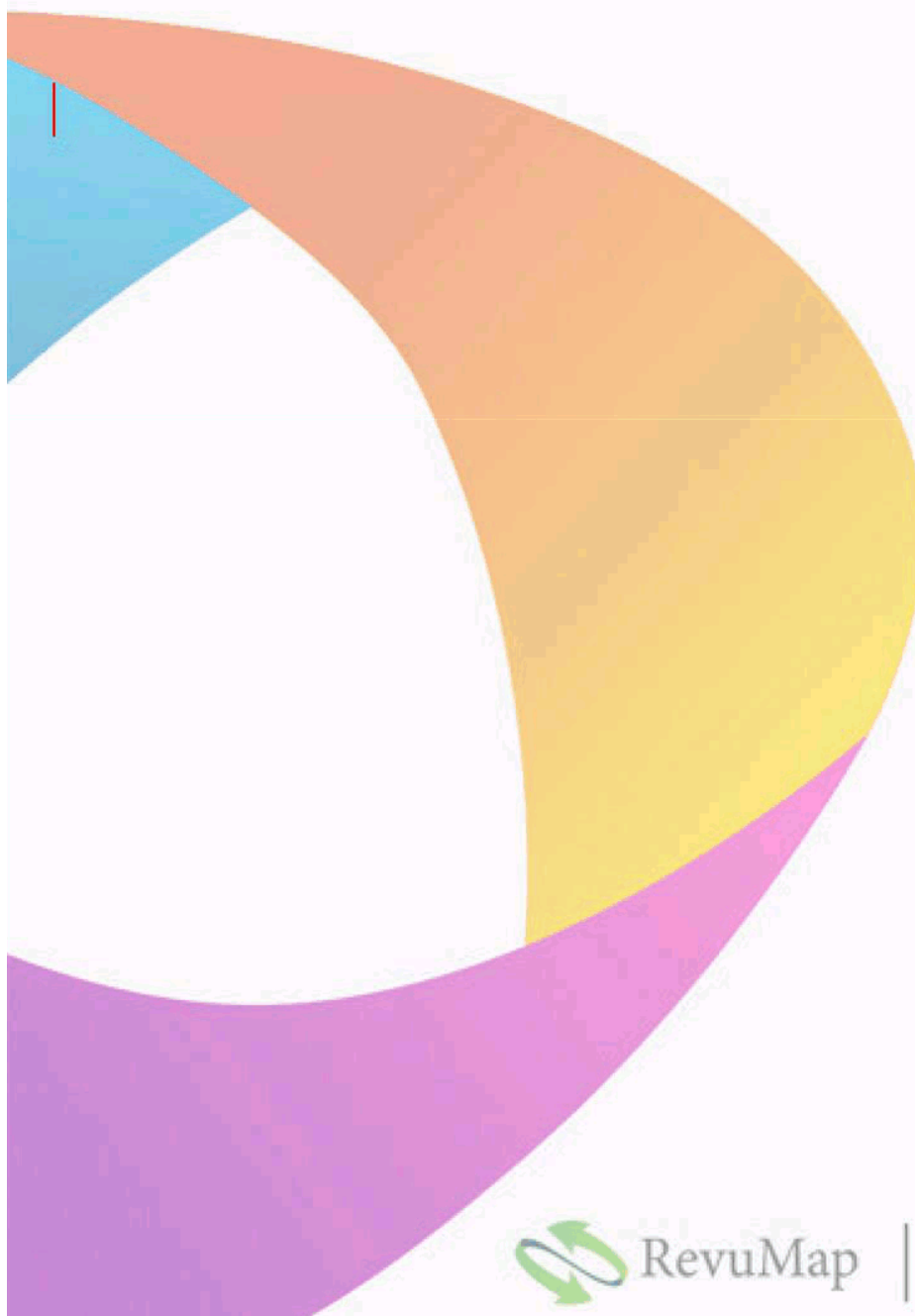
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ATTACHMENT 1

SUMMARY OF SERVICE REVIEWS AND SWOT ANALYSIS



SERVICE PROFILE DEFINITION

Name:	Airfield Management Service Review
Responsible Officer:	Suneil Adhikari
Description:	Management and maintenance of airfields
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Maintain a high standard of maintenance for incoming air craft to land • Manage the Bombala aerodrome (Grass runway) • Manage the Jindabyne Air Landing Area (ALA) licenced to the Jindabyne Aero Club (ALA is council owned) (gravel runway)
Volumetric Information:	<ul style="list-style-type: none"> • Bombala Airstrip • Jindabyne Air Landing Area (ALA)
Primary Outcome:	
Secondary Outcomes:	<ul style="list-style-type: none"> • 1.1. Healthy and sustainable waterways and catchments throughout the Region

SERVICE ATTRIBUTES

Identify customers and their expectations for the Service:	Community, Pilots, CASA and RFS and other government agencies conducting aerial inspections in the region.
Describe the current approach to delivering the Service:	Contract maintenance in Bombala, committee management in Jindabyne. Bombala - Maintenance of the grass runways in Bombala is conducted by a mowing contractor on a monthly mowing schedule with the option for more if the grass growth is exceptional. This is to maintain the required level of service for safe landing and takeoff.
Describe funding arrangements:	Fees and charges, operational budget, Jindabyne - Licence fee received from Jindabyne Aero Club annually
Identify the major barriers for Service improvement:	Bombala - Geographical location. Demand for a higher level of service is low. Jindabyne - Lack of government assistance to extend and seal the runway.
Identify major assets required to deliver the Service?	Runway, windsock, Land to Plant for mowing the grass runways
Identify legislation/regulations/standards affecting Service provision:	CASA regulations. Contract specifications to meet the required level of service.
Describe major issues facing the Council in meeting expectations:	Bombala - Honesty of aircraft using the run way, the caretaker to help police this problem, administration of the fees and charges, keeping the access road maintained. Infrequent users expectations of the level of service. Most pilots phone Council to get a condition report prior to their flight. Snowy (Jindabyne)- Operation of airfields is not core Council business. Lack of funding to maintain and upgrade the runway to meet community and emergency service expectationsTransfer ownership of the ALA to the Jindabyne Aero Club
Describe the current procurement arrangements:	Bombala - Contract maintenance for the mowing, all other maintenance is handled by Council. This service was put out for tender. Jindabyne - Licensee is responsible for maintenance and equipment at Jindabyne ALA

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Airfield Management Service Review

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Jindabyne Aero club issues a flying scholarship • Neighbour with knowledge of airstrip maintenance (Bo) • Provides a facility for recreational flying, commercial flying, hobby model flying, private training and emergency services • National Parks conducts surveillance from both aerodromes • Communication between JAC and air services • Current JAC provides good management of the facility • Proximity to the Jindabyne and Bombala townships respectively • Fly in fly out accommodation adjacent to the air strip (J) 	<ul style="list-style-type: none"> • Variable condition of grass runway (Bo) • Drainage problems on the runway (J) • No fencing (J,Bo) • No lights for night time landing (J, Bo) • Sharing of high cost of maintenance of the gravel runway (J)
Opportunities	Threats
<ul style="list-style-type: none"> • Partnership with NSW Sport and Recreation to fly in elite athletes for training • Council can sell balance of the land to the JAC • Council can subdivide part of the land • Potential promotion of Bombala aerodrome for tourism events e.g. Bombala races • Selling or leasing Bombala Aerodrome 	<ul style="list-style-type: none"> • Changing membership and views of the Jindabyne Aero Club committee • Extreme weather conditions with the mountain range; significant up-draft (J)

SERVICE PROFILE DEFINITION

Name:	Ancillary Infrastructure
Responsible Officer:	Suneil Adhikari
Description:	Provide construction, maintenance and cleaning services for the Council's other transport infrastructure such as bike paths, signage, bus shelters and street cleaning.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Asset Management Plan item • Assets maintained at a level of service acceptable to the community • Assets replaced when their design life is concluded • Assets upgraded as demand / expectations increase • Bus Stops and Shelters • Construction and maintenance of footbridge infrastructure • Street furniture and public art • Tourist/resident information and advisory signage
Volumetric Information:	<ul style="list-style-type: none"> • 2 Roadside Rest Stops • 4 Bus stops one is Country Link • Sign maintenance along 80 kilometres of Monaro Highway for the RMS • Street sweeper engaged at least quarterly and for special events throughout year
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Identify legislation/regulations/standards affecting Service provision:	Roads and Maritime Services Guidelines for works within specified distance of the Monaro Highway (Maybe Street) in Bombala. • Local Government Act 1993 No 30 • Local Government (General) Regulation 2005 • Roads Act 1993 No 33 • Roads Regulation 2008. • Work Health and Safety Act 2011 No 10. • Work Health and Safety Regulation 2011. • Environmental Planning and Assessment Act 1979 No 203 • Fisheries Management Act 1994 No 38 • Threatened Species Conservation Act 1995 No 101 • Threatened Species Conservation Regulation 2010 • Native Vegetation Act 2003 No 103 • Native Vegetation Regulation 2013 • Council Development Control Standards • Council Procedures. Relevant industry Standards and/or best practice manuals including RMS.
Describe the current procurement arrangements:	Quotations when works, materials are needed. Maintenance is conducted mainly in house on these assets. Procurement of major equipment i.e. culverts, headwalls, signage are achieved through either LGP contract or procured through local suppliers. Materials through Council's procurement officer. Contractors selected from Council's Approved Contractor Register. Plant via Council fleet or approved contractor's register. Hired Plant as required.
Identify customers and their expectations for the Service:	Rate payers and visitors – they expect safe services around their towns, Roads and Maritime Service. Residents, tourists, local businesses and freight. • Local Road Users – (visually appealing streetscape furniture, clear accurate signage, clean accessible shelters & facilities.) • Tourists – (visually appealing streetscape furniture, clear accurate signage, clean accessible bus shelters) • Business Owners/Operators – (visually appealing streetscape furniture, clear accurate signage) • Bus Companies – (clean accessible bus shelters, clear accurate signage)
Identify major assets required to	Staff, age of assets, budgets. Suitably qualified staff, light and heavy plant equipment,

deliver the Service?	depot, workshops, stores and procurement staff • Council Plant. • Hired Plant. Contractor's plant/operators as required.
Describe major issues facing the Council in meeting expectations:	Budgets, staff expertise and small workforce, Council has insufficient staff, resources and budget to continuously maintain the ancillary infrastructure and, as such, assets like bike paths and street cleaning are either contracted out or the subject of an MOU with the public i.e. Jindabyne bike paths. Maintenance of most ancillary infrastructure is seasonal i.e. higher levels of litter are experienced during Winter and large social events such as Dragon Boat Festival, Easter Lakelight Sculpture etc. An increase in social activities (outside of Winter) will require additional facilities/services to be provided. Limited Capital funding. Cost/Availability of specialist contractors
Describe the current approach to delivering the Service:	Regular inspections, pro-active maintenance and reactive maintenance • Street sweeping of Jindabyne main streets is currently contracted out and a casual street sweeper is employed from June to September to account for more frequent litter picking in Snowy River townships. • Bike paths in Jindabyne are maintained through a MOU with the biking clubs/community. • Signs are replaced as necessary. • Bus shelters are maintained (cleaned/repaired) as necessary. However grant funding is available for the upgrade/replacement/re-newal of bus shelters. Drainage i.e. Stormwater will shortly be the subject of a Development Service Plan whereby developers will be required to pay a contribution for Stormwater. Capital Upgrades/Renewals or New Asset • Inputs to Councils unfunded list of Capital Projects. o Asset inspections/reports. o Public notifications. o Asset condition reports. • Projects are o Identified and linked to the Asset register. o Projects prioritised based on? Public input? Asset condition? Environmental impacts.? Maintenance History / Cost.? Ability to achieve the required Scope. o The scope of works identified o Survey and preliminary designs completed o Part 5 Assessments undertaken.? Can identify Environmental constraints.? Can trigger an Environmental Impact Statement.? Can identify other permit requirements such as Fisheries permits, Dept Lands entry permits etc. o Designs reviewed with updated field data. o Design costed. • Managers review available fund sources and include the project in the Management Plan. • Council votes to allocate funding. • The project is scheduled. • Contractors identified and engaged in accordance with Councils Purchasing and Tendering Policy. • The work is programmed, the capital WO raised, public notification undertaken, materials ordered. • When completed the WO is closed if Capital & the schedule of the costing estimate reviewed. • Inform Assets of any changes required to be updated in the Asset Register. Maintenance. • Council carries out planned Asset Inspections in response to: o Customer Request/Notification. o Grading Schedule. o Asset inspection schedule. o Extreme Natural Event. o Notification by Staff • Routine maintenance is programmed in accordance with the Asset schedule. • Minor Asset maintenance is scheduled and if larger defects are identified, they are investigated and recorded. (safety signage put in place if required) • Major defects are reported to the Manager, recorded and an assessment of the scope and severity of the defect carried out. • Identified Capital works are listed on the unfunded project list. • Remedial actions within the scope of the maintenance budget are identified and the Supervisor or the Technical Officer will develop an itemised estimate for the repairs. • An assessment of the priority, scope of repairs required, available skills, resources, and available funding is discussed with the Manager. • Approval for additional funding sought if required. • Contractors identified and engaged in accordance with Councils Purchasing and Tendering Policy. • The repairs are programmed, the WO identified, public notification undertaken, materials ordered. Assets advised of any changes required to be updated in the Asset Register.
Identify the major barriers for Service improvement:	Age of assets, budgets, number of staff Priorities & Investment. Stormwater, because its underground has been largely ignored and other ancillary infrastructure can only be maintained when funding remains from the maintenance of core infrastructure (which is rare).
Describe funding arrangements:	Operational budgets, General Fund or Grant funding

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Ancillary Infrastructure

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Improvement of local amenity • Local social, cultural and heritage support • Support for tourism industry 	<ul style="list-style-type: none"> • Lack of maintenance which impacts on the effectiveness of ancillary assets • Some community funded assets do not have adequate consultation on compliance with Council's specifications
Opportunities	Threats
<ul style="list-style-type: none"> • Community funded ancillary assets • Better alignment of ancillary assets to community strategic and economic/tourism planning • Optimise the tourist experience through appropriate ancillary assets 	<ul style="list-style-type: none"> • Signage doesnt belong to Council and may become irrelevant in relation to the destination • Donated assets may not align with Council's asset management plans • Maintenance/inspection liability of privately funded ancillary assets installed on Council land

SERVICE PROFILE DEFINITION

Name:	Animal Management
Responsible Officer:	Peter Smith
Description:	Administer Ranger Services in compliance with state and local legislation to ensure safety and security of the local community
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • • Complaint investigation • • Impounding of dogs and livestock • • Re-housing of non-claimed and surrendered animals • • Represent Council in legal matters. • Arrange animal euthanasia with veterinarian • Companion Animal control management • Companion animals registration and microchipping • Issuing of fines for companion animals offencescat • Issuing of notices and orders – dangerous, menacing dogs; nuisance dog or cat • Manage animal pound facilities • Permits issued under Local Laws
Volumetric Information:	<ul style="list-style-type: none"> • 2 pound facilities for cats • 3 pound facilities for dogs
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Identify customers and their expectations for the Service:	Community, Police, RSPCA, Local Land Services, RMS, WIRES, LAOKA
Describe the current procurement arrangements:	Cooma: Small contract with Cooma RSPCA, Organisational procurement policy. Other branches have no procurement arrangements.
Identify the major barriers for Service improvement:	Cooma:1. Different service levels.2. , Inability to adequately provide minimum level of service across whole area – e.g. dangerous dog issues3. , Policies and procedures not aligned4. Time allocation and resources to carry out duties.5. Expectations of external organisations.6. IT communications.7. Inter-branch communication.8. Maintain skilled staff specific for role.Snowy:Snowy does not have an on-call ranger Ranger works weekends in winter, therefore missing ranger 2 days per week from June long weekend till october long weekend Parking Ranger is Animals Ranger Bombala: Different service levels, Inability to adequately provide minimum level of service across whole area – e.g. dangerous dog issues, Policies and procedures not alignedComplex and ineffective legislation
Identify legislation/regulations/standards affecting Service provision:	Companion Animals Act 1998, Impounding Act 1993, Roads Act 1993, Road Transport (General) Act 1999, Local Government Act 1993, Protection of the Environment Operations Act 1997
Describe major issues facing the Council in meeting expectations:	Inconsistent resources, vehicles, level of service, procedures, different on-call arrangements, Lack of centralised record capture, Differing standard of facilities, Different resourcing in each Council area; expectation of increased service delivery , No after hours arrangements in some areas, although can be crucial with stock issues on roads/highways, dog attacks etc., Lack of documented procedures for

	<p>some activities in some former Council areas , Each service level requires differing resources, Snowy:Do not have pound facilities for CatsParking Ranger is Animals RangerLack of resourcing Snowy has had regular issues with maintaining ranger staff. Since Sids' retirement we have had3 changes of staff with long periods of no ranger and RCU staff attempting to cover these servicesRanger vehicle is not 4WD and cannot be driven off road or during times of snow. Cages on Vehicle are not big enough for large breed dogsCages on Vehicle are not sufficiently covered for bad weather transportSnowy does not provide ranger with weapon for euthanasia purposes. Cooma:Three pounds operating concurrently. Major risks identified associated with the Cooma Pound facility with road traversing facility. Ability to develop a new Council's pound facilities in a new purpose built facility at main depot at Polo flat.,Re-alignment of delegation and roles to be developed.Ability to provide a more specialized role in managing the service in lieu of mixed role. Ability to improve service available. Alignment of service coverage for each branch.Alignment of level of service from the Office of State Debt Recovery Office i.e Premium vs Entry level.</p>
Identify major assets required to deliver the Service?	Microchip readers, Hydraulic Lifter – vehicle tailgate, Catch pole, Rifle (.22), NSW Companion animals register - access, Tranquiliser gun & darts, Mobile Phones, Cameras, Mobile laptop
Describe funding arrangements:	100% operational budget, Fees and charges, Fines
Describe the current approach to delivering the Service:	100% provided by council staff. Euthenasia done by veterinarians

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong local connection and goodwill of staff • Strong commitment of staff • Two rangers and having 24 hour a day coverage (former cooma) • Cross functional use of staff in animal care • Good customer service • Local knowledge and awareness • Staff compassion for animals • Good pound facilities (former Cooma) • High level of services for low cost 	<ul style="list-style-type: none"> • Profile of the service internally • Lines of responsibility and performance management around staffing requirements • Possible over-reliance on staff goodwill • Pound facilities in Berridale • Resource capacity and ability to be responsive • Impoundment costs can be significant • Customer service and response - constant training - additional channels of communications • Lack of documented policy and procedures in some areas • Ability to maintain service standards expected
Opportunities	Threats
<ul style="list-style-type: none"> • Ability to leverage best practices from across the new Council area • New Council opportunity to be less linked to the community for regulatory role • Larger pool of staff to be able to respond outside of hours for on-call (rotational roster capability) 	<ul style="list-style-type: none"> • Occupational Health and Safety of rangers • Not meeting mandatory reporting requirements • Centralised approach with limited local knowledge • Public perception that they will receive a 24/7 hour response • Legislative changes and regulatory limitations are inefficient • Financial and reputational risks for Council due to incident • Personal injury to residents or visitors

SERVICE PROFILE DEFINITION

Name:	Arts and Cultural Events
Responsible Officer:	Peter Smith
Description:	Facilitate provision of cultural activities, art projects and events for the community.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Art Escape workshops (Bombal) • Civic celebrations • Continue to work with partners to deliver projects/events • Cultural and arts strategy for region • Cultural planning • Engagement of Traditional Owners • Indigenous Engagement Strategy & Policy (clarified for all areas) • Liaison with relevant government agencies local and regional artists and Indigenous groups • NAIDOC Week Activities across region • Protocols and Policy of Indigenous engagement • Public art planning and projects • Regional and local coordination events • Roll out of Bundian Way project • Support for Indigenous Naming re Regional signage for Shire Entry/Exits (in development, to be confirmed) • Tied into strategic town planning into basic streetscape/redevelopment • Town entry signage • Work with services and community groups in the delivery of community arts events and projects • Work with services and community groups to support cultural heritage projects • Work with services and community groups to support festivals and events • Working with South East arts on regional arts projects and on regional art plans
Volumetric Information:	<ul style="list-style-type: none"> • # cultural plans • # of events • # of public art pieces • # policies and protocols • 1 contract with SEA • 1 PAAC running and involving public art advisor committee • Participation in 1 working group – Bundian Way, SEAR
Primary Outcome:	6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Describe major issues facing the Council in meeting expectations:	Recognition of the connection of this outcome to Tourism and economic development. Delivering this better through integrating with other area eg planning, tourism, economic development, youth, aged care, disability programs, visitor centers etc. Politics with indigenous engagement, identifying all and the correct stakeholders.No clear policy and protocols.Competing priorities.Need to develop a recognized brand for the region which takes into account cultural and historic attributes of the various localities, settlement etc this can then be used to more effectively market existing events and develop new ones.No community buy in for the logo for the region it was just told to the region
Identify major assets required to deliver the Service?	Human resources, ICT Community halls and other Council facilities including libraries, museums and art galleries, Bundian Way pathway
Identify customers and their expectations for the Service:	Community, NSW National Parks (NAIDOC week), South East Arts , NSW Regional Arts, Public Art Advisory Committee, schools, business communityAged Care, Disability, Youth Services. Art as therapy but not relevant to CombalaRegional artists and galleries, Indigenous groups, Office of Heritage and Environment, tourism operators Eden Local Aboriginal land Council and Bundian Way Advisory Committee
Identify the major barriers for Service improvement:	Policy needs to align eg no \$ for acquisition v's spaces for acquisition Review/develop new Indigenous Engagement Strategy & Policy: (covering all service areas). Council's role in supporting value of art & cultural services, to the contribution of community health & wellbeing, tourism, economic development. Review/Consolidate relevant Arts/Cultural Committees across shire. No brand, lack of resources, lack of public transport to encourage broad participation in events
Describe funding arrangements:	operational budget, one-off grant funding,some funding through Government Agency partners
Describe the current procurement arrangements:	NAIDOC – National Parks and Wildlife Service & external funding, Regional Arts NSW manage some of the fundings including the country arts fund
Identify legislation/regulations/standards affecting Service provision:	None that the group are aware of
Describe the current approach to delivering the Service:	Done internally. art work outsourced externally SEAR engaged to run programs in areaMix, staff, internally & externally with services, community groups & volunteers. SEAR & other groups engaged to run programs across the region. Assistance from relevant Government Agencies , Eden Local Aboriginal land Council, volunteers and community groups, some assistance from private enterprise

LEVELS OF SERVICE


Service Level	Description	Volume	Targets	FTEs	Total Cost
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Arts and Cultural Events

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong engagement with youth (ie competitions in primary schools) - (Excluding Bo) • Strong community connections (i.e. high levels of pride evident in the community regarding arts and culture) • Ability to promote and harbour a diverse community • Ability to contribute to town 'branding' in a positive manner • High levels of historical investment in public art (S, Bo) • Well established, major 'core' events which occur regularly and require little to no marketing • High levels of community participation • Ability to provide support to minority groups through Arts and Culture services. • Private art facilities (Excluding Bo) • Ability to support the local tourism industry • Strong ability to engage with traditional indigenous custodians of this land and the broader aboriginal community. • Strong relationship with arts community • Strong partnerships with external organisations (i.e. NPWS, South-East arts, local schools etc.) • Ability to add a level of 'vibrancy' to the town • Highly visible and recognised service within the community - (Excluding Bo) • Strong relationships with culturally diverse community groups • Strong and active arts community • Strong project management capabilities 	<ul style="list-style-type: none"> • Government funding now focussed on large scale funding, which inhibits opportunities for Arts and Culture services which are typically smaller scale. • Disparate approaches to indigenous community engagement across former councils • Ad hoc integration of public art opportunities in infrastructure project and other council projects. (i.e. public murals etc) • Lack of coordination of events between former councils. (Excluding Bo - who regularly release their events calendar to the former councils) • Allocation of funding for public art • Limited council acknowledgement of public art benefits • Disparity of marketing services • Difficulty in measuring benefit outcomes • Ad hoc maintenance (both of facilities and artwork) • Ability to communicate regarding arts and culture service offerings is sometimes hindered (i.e. lack of representation at visitor information centre in former Snowy) • Public transport infrastructure does not adequately support travel to different sites throughout the region. • Disparate facilities across former councils
Opportunities	Threats



<ul style="list-style-type: none">• As a larger entity, expand upon the strong existing business partnerships.• Capitalise on the increased pool of resources, to better utilise available council infrastructure• Ability to improve how the service is run and co-ordinated as one entity.• Turn the primary school site into an 'Arts Presinct' utilising both new and existing infrastructure. (Bo)• Facillitate increased levels of private art sales to increase economic activity within the region• Exploit the availability of additional grant funding to improve facilities and current event offerings in general across the new council.• Integreation with other departments to incorporate Public Art and Culture services into more projects• Develop a new 'town brand' for the region through appropriate community engagement.• Expand on indigenous relations through event engagement; with a particular focus on the Bundian way in Bombala	<ul style="list-style-type: none">• Continued vandalism of public art• Risk of community member injury, from climbing on public art sculptures etc.• Inadequate council consideration given in terms of budget allocation, inhibiting the process of improving the service offering.• Loss of indigenious and community group participation, due to lack of historical recognition• Extreme weather conditions resulting in costly restoration costs, or irreparable damage.• Changes in government policy inhibiting progression of public art and culture events
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SERVICE PROFILE DEFINITION

Name:	Asset Management
Responsible Officer:	Suneil Adhikari
Description:	Manage the Council's assets in accordance with asset management principles to meet a required level of service, in the most cost effective manner, through the management of assets and long-term plans Asset Management is the coordinated set of activities we undertake to ensure that we are making the best possible use of our assets in delivering the services required by the community, in a manner that is sustainable into the future.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Accurate and up to date asset register • Asset condition data • Asset depreciation cost data • Asset Management Registers • Asset Management framework – Asset Management Policy, Asset Management Strategy and Asset Management Plan • Asset Management reports • Asset Management to deliver the required level of service, whole of life cycle planning of Assets • Asset renewal projections • Asset unit rate/cost data • Asset valuation data • Data Management – Cyclic Asset Revaluations and meet AASB Financial Accounting Standards • Funding submission applications • GIS information update • Lifecycle cost data • Maintaining asset information systems • Preventative maintenance planning – Asset Condition and Monitoring • Project renewal modelling
Volumetric Information:	<ul style="list-style-type: none"> • # of Stratgic Asset plans
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Identify major assets required to deliver the Service?	ICT services Integrated Systems management, property, information and financial system software, GIS and condition monitoring equipment.
Describe the current approach to delivering the Service:	Mostly delivered internally. Some external consultants hired for various asset management plans and/or audit of current assets and conditions. At Snowy, managed services for GIS used for asset data capture and maintenance, database management. All services delivered by internal staff unless mandated otherwise (e.g. OLG requirement that Operational Land be valued by independent valuer)
Identify the major barriers for Service improvement:	Staffing levels Poor asset data quality at Snowy for some asset classes with little attribute information available for many asset classes Tech One AMS implementation not complete (financial data not yet there) and no review, documentation and improvement done yet. Asset GIS data in different data format with different attribute information across 3 old Councils, needs to be aligned. Lack of procedures for asset data maintenance and capture at Snowy. Asset Management not being regarded as a "whole of organisation" activity. Asset acquisition with insufficient consideration of the service to be delivered by the asset. Insufficient consideration of asset lifecycle cost
Identify customers and their expectations for the Service:	Internal and external customers. Current accurate information Internal and external customers. Current accurate information Internal Asset managers Current accurate information Access to pre-built reports on assets that can be run at any time Bi-directional link from AMS to GIS Submission standards for Developer Contributed Assets from Developer's Consultant's External customers Export of asset data in any GIS format for projects, designs, emergency management Internal customers - Senior Management, Service Managers, Finance Department, Elected Members, other council staff External customers – OLG, Ratepayers, Auditors, NSW Grants Commission, IPWEA Roads Directorate,
Describe funding arrangements:	Operational funds, fees and charges Approx 60% GIS budget (\$80K) related to Asset management in broadest sense
Describe major issues facing the Council in meeting expectations:	Requirement for a dedicated GIS officer. Need for a single system and work procedures, Variance in methodology for assessment of depreciation, infrastructure backlog, building valuation, asset life, asset breakdown structure. Fees and charges need to be aligned. Critical that asset management software can link with property information and financial system. Each area had their own method of managing procedures and forms establish one system. Council needs to develop strategic plans to allow the development of priority projects. Review of contract works undertake by Council, and ensure consistency of work. Requirement for dedicated GIS Officers – one for Assets and one for Planning. Need for a single system (Civica or Technology One) and work procedures, Variance in methodology for assessment of depreciation, infrastructure backlog, building valuation, asset life, asset breakdown structure. Lack of process for Annual Review of Work As Executed WAE Plans Capital Works completed (comes under Property Management) Lack of integration of WAE drawings for Developer Contributed assets Critical that asset management software can link with property information, financial system and GIS. Each area had their own method of managing procedures and forms establish one system. Council needs to develop strategic plans to allow the development of priority projects. Review of contract works undertake by Council, and ensure consistency of work. Backlog of data currently in Autocad drawings or legacy mapping systems and not available for GIS integration
Identify legislation/regulations/standards affecting Service provision:	Bombala Councils Asset Management Strategy 2016 Local Government Act and Regulations Financial Accounting Standards ISO International Standards for Asset Management 55000 Assessment Methodology NSW Local Government Act 1993 Australian Accounting Standards AASB 13, AASB 116, AASB 136 International Infrastructure Management Manual Australian Infrastructure Financial Management Guidelines ISO 55000:2014 – Asset Management – Overview, principles and terminology ISO 55001:2014 – Asset Management – Management systems – Requirements ISO 55002:2014 – Asset Management – Guidelines for application
Describe the current procurement	Council staff GIS Internal Open Spatial External service provider Local Government Fair

arrangements:	Valuations – External Contractor
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LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Asset Management

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good cooperation across Council asset management staff • Staff expertise in asset management and multidisciplinary approach • Good working relationship between engineering and finance people • Dedicated asset management team in Cooma • Contracted GIS/asset management expertise to ensure accurate data capture (S) • Strategic asset management plans (S,C) 	<ul style="list-style-type: none"> • Ongoing maintenance costs not always factored in to Council decisions on taking on new assets • Ageing asset base (eg buildings, bridges, pools) • Variation in the level and accuracy of asset management data across Council • Differing levels of asset management maturity • Equity of asset distribution across Council • Infrastructure maintenance backlog across Council • A focus on new assets at the expense of maintaining existing assets • Asset management system not seen as whole Council system ie not being accessed by all staff involved with assets • Lack of consistency in capturing developer contributions • Dont have a strategic asset management system • No long term financial investment in maintaining existing assets
Opportunities	Threats
<ul style="list-style-type: none"> • Change public perception that Council is only focused on major townships • Ensure a consistent property holding process • Partnering with other agencies or organisations for asset provision • Integrated infrastructure solutions on a regional basis (Victoria, ACT) • Engaging all Council staff with involvement in asset management • Adopting green initiatives to reduce ongoing costs and provide funding for further initiatives • Sharing of knowledge/learning across Council's asset management team • Better use of mobile solutions to improve asset data management • Improve understanding of asset management by decision makers in Council and improve relationship with the asset management team 	<ul style="list-style-type: none"> • Changing demographic demanding changes to infrastructure to meet their needs with associated costs to Council • Increased reliance on Federal and State funding to renew and maintain assets • Seasonal spikes in demand for asset level and usage and associated community expectation • Crown shifting responsibility to Local Government for Crown Land • Impact of more frequent extreme weather events on infrastructure • Demand on infrastructure with dispersed population • Community expectations may exceed the ability of Council to provide acceptable level of infrastructure to support services • Unknown asset liabilities • Time and cost of servicing a large geographic area • Asset management planning compromised by compressed timeframe under amalgamation

SERVICE PROFILE DEFINITION

Name:	Bridge Construction
Responsible Officer:	Suneil Adhikari
Description:	Bridge Construction - replacement, upgrade, renewal
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Annual capital works program funded in the management plan • Approvals for bridge works • Asset database with current condition assessments • Bridge Asset Maintenance Plan • Bridge construction plan and budget. • Bridge construction schedule • Bridges that provide service through a level of flow acceptable to the community • Bridges upgraded as demand/expectations increase • Construct new bridge • Identified level of service for each asset • Prioritised list of unfunded bridge replacement/upgrade projects • Procedures and ITP's required for bridge/bridge size culvert construction tasks • Replace existing bridge • Traffic management for bridge works • Upgrade existing bridge • Upgrade existing bridge
Volumetric Information:	<ul style="list-style-type: none"> • # bridges to be renewed • # bridges to be replaced • 1-2 bridges to be renewed or replaced per year
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Describe the current procurement arrangements:	Tendering Materials through Council's procurement officer. Plant via Council fleet or approved contractor's register.
Identify legislation/regulations/standards affecting Service provision:	IPWEA Bridge Construction Standards, NASPECLocal Government Act 1993 No 30Local Government (General) Regulation 2005Roads Act 1993 No 33Roads Regulation 2008.Work Health and Safety Act 2011 No 10.Work Health and Safety Regulation 2011.Environmental Planning and Assessment Act 1979 No 203Fisheries Management Act 1994 No 38Threatened Species Conservation Act 1995 No 101Threatened Species Conservation Regulation 2010Native Vegetation Act 2003 No 103Native Vegetation Regulation 2013Council Development Control StandardsCouncil Procedures.Relevant industry Standards and/or best practice manuals including RMS.
Identify customers and their expectations for the Service:	Car, bus and truck movements. A safe, fit for purpose bridge.School Bus Routes are a priorityPublic Cars (wide, smooth access, above average flood levels)HV contractors/transport Companies. (Trafficable in all-weather with adequate

	width)Bus/school bus Companies. (Trafficable in all-weather with adequate width)Fisheries Habitat requirements. (no impediment to waterways)
Identify the major barriers for Service improvement:	Cost, priorityAvailable Trained Personnel.Adequate Budgetary Funds.Growing Community Service Level/Expectations.Unplanned Storm/Vehicle Damage to existing bridges.
Identify major assets required to deliver the Service?	Plant and equipment, vehicle maintenance workshops. ICT services.Council Plant.Hired Plant.Contractors' plant/operators as required.
Describe the current approach to delivering the Service:	Inspections, scheduled maintenance and reactive maintenance. Local Wooden bridges are to be assess so that a priority scheduled can be made • Inputs to Councils unfunded list of Capital Projects. o Asset inspections/reports. o Public notifications. o Asset condition reports • Projects are o Identified and linked to the Asset register. o Projects prioritised based on? Public input? Asset condition? Environmental impacts.? Maintenance History / Cost.? Ability to achieve the required Scope. o The scope of works identified o Survey and preliminary designs completed o Part 5 Assessments undertaken.? Can identify Environmental constraints.? Can trigger an Environmental Impact Statement.? Can identify other permit requirements such as Fisheries permits, Dept Lands entry permits etc. o Designs reviewed with updated field data. o Design costed. • Managers review available fund sources and include the project in the Management Plan. • Council votes to allocate funding. • The project is scheduled. • Contractors identified and engaged in accordance with Councils Purchasing and Tendering Policy. • The repairs are programmed, the capital WO raised, public notification undertaken, materials ordered. • When completed the WO is closed if Capital & the schedule of the costing estimate reviewed. Inform Assets of any changes required to be updated in the Asset Register.
Describe funding arrangements:	Operational budgets. Grants.R2R Funding.RRRP for bridges on Regional RoadsFCR and various other Road and Bridge Grants
Describe major issues facing the Council in meeting expectations:	Inadequate Asset Depreciation FundsLimited Capital funding.Required Levels of Service not identified for all bridges.Lack of current condition historyTraining of specialist Bridge construction staff..Inconsistency with priority projects across the 3 areas.

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Bridge Construction

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Well constructed timber bridges support heritage and tourism in the Council area • Well constructed bridges provide an essential and safe link in the road network 	<ul style="list-style-type: none"> • Access to grant funding is dependant on design and construction costs and Council are reluctant to invest in a "shovel ready" design • Bridge replacement plan is not being followed • Large infrastructure replacement backlog • Ageing bridge infrastructure, particularly timber • Asset registers are not up to date • Limited timber bridge construction and maintenance skills
Opportunities	Threats
<ul style="list-style-type: none"> • Standardisation of bridge design to meet heavy vehicle traffic requirements • Council can develop and maintain the skill set for bridge construction • Identify and secure funding for bridge replacement • Upgrading to concrete structures would reduce ongoing maintenance costs 	<ul style="list-style-type: none"> • Removal of timber bridge replacement under RMS • Reducing availability and quality of timber for bridge maintenance/renewal/replacement • Increasing volume and weight of heavy vehicles requiring upgrading of bridges to standard • Environmental and historical legislation restricting/adding costs to works around waterways • Failure of bridges restricting community and commercial access

SERVICE PROFILE DEFINITION

Name:	Bridge Maintenance
Responsible Officer:	Suneil Adhikari
Description:	Bridge Maintenance
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Annual Maintenance Schedule funded in the Management Plan • Approvals for bridge works • Bridge Asset Management Plan • Bridge maintenance plan and budget. • Bridge maintenance schedule • Bridge/bridge size culvert inspection Schedule • Maintaining bridge /bridge size culverts in a fit for service condition for the design life of the asset • Meet Environmental requirements for waterway protection • Meet public safety expectations for asset use • Procedures and ITP's required for Bridge/Bridge size Culvert maintenance Tasks • Traffic management for bridge works • Update Asset Database and condition assessments
Volumetric Information:	<ul style="list-style-type: none"> • Bailey bridge: 1 (Cooma) • Concrete bridges: 29 (Cooma); 22 (Snowy); 28 (Bombala) • Timber bridges: 13 (Cooma); 50 (Bombala); 8 (Snowy)
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Identify legislation/regulations/standards affecting Service provision:	Local Government Act 1993 No 30Local Government (General) Regulation 2005Roads Act 1993 No 33Roads Regulation 2008.Work Health and Safety Act 2011 No 10.Work Health and Safety Regulation 2011.Environmental Planning and Assessment Act 1979 No 203Fisheries Management Act 1994 No 38Threatened Species Conservation Act 1995 No 101Threatened Species Conservation Regulation 2010Native Vegetation Act 2003 No 103Native Vegetation Regulation 2013Council Development Control StandardsCouncil Procedures.Relevant industry Standards and/or best practice manuals including RMS.IPWEA STDSWHSQualifications/certification
Identify major assets required to deliver the Service?	Plant and equipment. Plant, equipment and vehicle maintenance workshops.ICT services. Contractor's plant/operators as required.Telehandler, service truck, scaffolding, compressed air tools, truck crane
Identify the major barriers for Service improvement:	Available Trained Personnel.Adequate Budgetary Funds.Community Service Level expectations.Unplanned Storm/Vehicle Damage. Age demographic of staff i.e. nearing retirement and trainees are not yet qualified or experienced in the full scope of the positions. Travel distances.
Describe the current procurement arrangements:	Materials through Council's procurement officer.Plant via Council fleet or approved contractor's register.A quotes basis for materials needed to maintain bridges.
Describe major issues facing the	Inconsistency with priority projects across the 3 areas.Limited Maintenance

Council in meeting expectations:	funding. Standardise Levels of Service for all bridges. Collection of all required asset data for each bridge/bridge size culverts. Lack of current condition history. Training of specialist Bridge/asset inspection staff. Larger asset base with the merged councils'. Have to re-prioritize the assets.
Describe funding arrangements:	Operational budgets. Grants SMRC Operational budgets. R2R Funding FCR and various other Road and Bridge Grants
Identify customers and their expectations for the Service:	Car, bus and truck movements. A safe, fit for purpose bridge. Public Cars (wide, smooth access, above average flood levels) HV contractors/transport Companies. (Trafficable in all-weather with adequate width) Bus/school bus Companies. (Trafficable in all-weather with adequate width) Fisheries Habitat requirements. (no impediment to waterways) Car, bus and truck movements. A safe, fit for purpose bridge. School Bus routes, Higher Mass Limited Trucks, commercial truck deliveries, Ratepayers and tourists.
Describe the current approach to delivering the Service:	Council carries out planned asset inspections. Council inspects the asset in response to a Customer Request/Notification. Council inspects the asset in response to notification by Staff. Minor asset maintenance is performed and if larger defects are identified, they are investigated and recorded. (safety signage put in place if required) Defects are reported to the Manager and an assessment of the scope and severity of the defect carried out. Remedial actions are identified and the Supervisor or the Technical Officer will develop an itemised estimate for the repairs. An assessment of the priority, scope of repairs required, available skills and resources, and available funding is carried out by the Manager. Any Design works or Part 5 Assessments are carried out and required materials identified. Approval for additional funding sought if required. Contractors identified and engaged in accordance with Councils Purchasing and Tendering Policy. The repairs are programmed, the WO identified or a new one raised if any Capital upgrading results, public notification undertaken, materials ordered. When completed the WO is closed if Capital & the schedule of the costing estimate reviewed. Advise Assets of any changes required to be updated in the Asset Register. Inspections, scheduled maintenance, reactive maintenance

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Bridge Maintenance


No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Well maintained timber bridges support heritage and tourism in the Council area • Well maintained bridges provide an essential and safe link in the road network 	<ul style="list-style-type: none"> • Asset registers are not up to date • Large infrastructure replacement backlog • Limited timber bridge construction and maintenance skills • Bridge replacement plan is not being followed • Ageing bridge infrastructure, especially timber • Cost of maintaining low traffic volume bridges
Opportunities	Threats
<ul style="list-style-type: none"> • Identify and secure funding for bridge replacement • Effective replacement program would reduce ongoing maintenance costs • Upgrading to concrete structures would reduce ongoing maintenance costs 	<ul style="list-style-type: none"> • Failure of bridges restricting community and commercial access • Removal of timber bridge replacement under RMS • Environmental and historical legislation restricting/adding costs works around waterways • Reducing availability and quality of timber for bridge maintenance/renewal/replacement

SERVICE PROFILE DEFINITION

Name:	Building Services
Responsible Officer:	Peter Smith
Description:	Manage all aspects relating to the issuing and assessment construction certificates and plumbing and drainage approvals received by the Council as well as providing building and plumbing advice and guidance to stakeholders
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • • Advice to customers on plumbing and drainage matters • • Approvals for connection to Councils sewer, water and storm water infrastructure under s68 of the Local Government Act • • Assessment of alternative solutions under the BCA • • Inspections and issue of certificates where appropriate (construction, occupancy, occupation, building, fire safety, final compliance) • • Inspections in relation to approvals under the Local Government Act • • Issue Notices and Orders for non-compliant building related issues • • Issue Penalty Notices for non-compliant building related issues (unlawful works, development consent compliance, overcrowding) • • Issuing of Building Certificates • • National Construction Code compliance inspections. • • OPSM – Fist approval to operate • • OSSM – Application to install • • Process and issue construction certificates • • Process and issue occupation and compliance certificates • • Provision of Fire Safety Schedules as part of construction certificate approvals • • Swimming pool enclosure inspections and issuing of certificates relating to pool fencing requirements • • Undertake Mandatory Critical Stage Inspections of building work • Advice to customers on statutory building matters. • Approval and inspection of on-site waste water management systems. • Land clearing compliance • Plumbing inspections • Process certified building permits • Public building safety inspections • Sewer Water and Stormwater application approvals • State/Federal Government Reporting (LSL Returns, ABS construction data, BASIX Complete Certificates)
Volumetric Information:	<ul style="list-style-type: none"> • 100 s68 events • 12 s68 heaters • 123 construction certificates • 215 s68 sewer water and stormwater applications • 36 complying development certificates • 40 building certificates • 43 s68 manufactured homes applications • 970 inspections (including plumbing inspections) annually



Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none">• 6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors

SERVICE ATTRIBUTES

Describe major issues facing the Council in meeting expectations:	Snowy - Access to technical staff is limited due to staffing levels, Building staff in the Jindabyne office are only available for unscheduled telephone and counter planning enquires between 8.30-10.30 am after which they are available via email or for pre-booked meetings (lodgment of applications can be carried out at any time by support staff, these time limits are for more complex advice that needs to be provided by a qualified building surveyor) This is due to the limited staff numbers and the volume of applications that need assessment. This could be alleviated by additional assessment staff. • Distances required for travel to inspections • Remote communication for field staff • Limited staff means impacts on service delivery especially when staff are on leave Cooma - 1. Varying levels of service to the community i.e Availability of technical staff to the general public, inspection times and types of inspections conducted.2. Varying internal operating procedures.3. Remote communication for field staff.4. Non-alignment of IT services.5. Coverage of building inspections for expanded Local Government Area.6. Alignment of internal assessment criteria.7. Alignment of internal referral advice on Development Applications.8. Alignment of procedures for compliance investigations and enforcement actions.9. Inspection procedures and documentation of results to be uniform and enforcement of building related legislation.10. Maintain a broad- range of Building Professional Board (BPB) Accreditation Levels throughout Council.11. Budgeting for on-going professional development of accredited staff in line with BPB requirements.12. Uniformity of documentation i.e certificates, assessment reports and inspections reporting, endorsement of plans.13. Budget allocation for appropriate skilled and accredited staff.
Describe the current approach to delivering the Service:	Service is provided by internal accredited staff member and administration staff. Bombala uses external consultants at times.
Identify customers and their expectations for the Service:	Community, developers, builders, internal departments, government bodies, professional certification bodies, plumbers. All customers expect that inspections are completed within reasonable time frames i.e 48 hours, and certificates are issued on a timely basis.
Identify legislation/regulations/standards affecting Service provision:	Building Code of Australia, Australian Standards, National Construction Code Updates, Department of Fair Trading - Plumbing and Drainage Delegation, Building Professionals Board, Environmental Planning and Assessment Act 1979 and Regulation 2000 Local Government Act 1993 and various Regulations State Environmental Planning Policies. Relevant Local Government Policies Planning for Bushfire Protection Roads Act 1993 Building Professionals Act and Regulations Swimming Pools Act and Regulation Public Health Act and Regulations Protection of the Environment Operations Act and Regulations.
Describe funding arrangements:	operational budget, fees and charges (Non-regulated fees with fees able to be set to meet market demand)
Describe the current procurement arrangements:	SAI Global for NCCr
Identify major assets required to deliver the Service?	ICT equipment (including mobile devices such as tablets), light vehicles
Identify the major barriers for Service improvement:	Snowy - Having qualified certifiers available for work when the staffing level is limited to two building ?surveyors this has impacts for processing applications, proving advice and carrying out inspections. This is exacerbated when leave is required. Technology that is consistent in its provision Cooma - • 1. Alignment of services and costs of IT implementation. • 2. Area to be covered by building service expanded to meet customer expectations. Areas of improvement available. • 3. IT communications i.e inter-office communications. • 4. Allocated of resources to maintain professional development training requirements of BPB accreditation levels. • 5. Level of recording of assessment of applications and inspections. • 6. Maintaining a broad range of skilled staff with broad range of accreditation levels across the organization • 7. Service provided to be competitive in terms of cost and service level provided as measured against private sector. • 8. Minimal disruption of certification services in order to maintain or increase levels of certification services

	<p>provided by Council. • 9. Each former Council structure aligns delegations and roles to differing divisions i.e. enforcement actions for non-building related action. Alignment of delegations and roles critical to maintaining uniformity. • 10. Ability to provide specialized skills to each role in lieu of jack of all trades approach. Areas of improvement available. • 11. Philosophy and culture of current organization a huge benefit to maintaining service levels and segregation of information for staff. Bombala - Complex legislation primarily created to manage private certifiers</p>
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LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Building Services

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong knowledge of local industry • Multiskilled and qualified staff • High percentage of market coverage (Co, Bo) • Cross department knowledge and ability to communicate within existing councils • Significant expertise of staff • Responsiveness to demand • Strong accountability and process in place to the community • Broad range of staff experience • High level of staff accreditation • Strong inhouse expertise and a broad range of levels • Flexible and accomodatable staff • Strong IT platform for administrative purposes 	<ul style="list-style-type: none"> • Overloaded policies • Resource stretching affecting ability to specialise (ie building, compliance) • Inability to refuse works • Regent pricing structure • Balancing of community expectations • Inconsistency in provision of services across former councils • Communication across departments from external councils • Market share (S) • Inability to adequately apply inspection fees for cost recovery • Loss of staffing resources not being replaced

<ul style="list-style-type: none"> • Consistent documentation of inspections • Knowledge of building code requirements • Compliance with Australian standards • Strong dedicated budget for training (Co) • Strong reporting and procedure framework in place • Proper specification of vehicles • Strong customer service focus 	<ul style="list-style-type: none"> • Regulatory control • Disparity between private and public workload • Ability to balance service balance and delivery • Managing expectations of developers and community • No resourced trainee positions • Allocation of managers time to deliver services • Conflict in private certification • Disparity of technology resources • Disparity of selection of necessary equipment • Legislation restrains (national parks) • Necessity of looking in the "big picture" • Unaligned processes of former councils
Opportunities	Threats
<ul style="list-style-type: none"> • Provide efficiency through erosion of borders and resource sharing • Promote a unified body and a holistic approach • Increase market share accross new council • Provide an unified service • Ability to leverage different set of skills accross former councils, giving rights to recruite more staff • Continuos update of documentation to current legislative requirements • Growth in the building industry • Staff allocation accross council 	<ul style="list-style-type: none"> • Working in isolated areas causing safety issues • Undercutting from private entities • Council faces ledigation from providing service • Legislative changes altering • Fleet managers reduce vehicle capability • Drop in funding/income causing short fall in service delivery • Merger creating increase strain in resources • Competition from private entities • Decline in building industry • Lack of sufficient funds covering vehicle requirements • OHS risk caused by distance and geographical locations • Council undertaking legal action causing cost implications • Cut budget allocations (Co) • OHS side risks in remote areas due to lack of reception

SERVICE PROFILE DEFINITION

Name:	Camping Areas and Caravan Parks
Responsible Officer:	Suneil Adhikari
Description:	Manage, promote and maintain the caravan park and other facilities as well as the enforcement of the Caravan Parks and Camping Grounds Act where required.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Construct, manage and maintain the caravan park buildings and associated facilities. • Liaise with Lessees/Licensees for the management of Holiday Parks for Council as Trustees of Crown Reserves • Liaise with park lessees/licensees, residents, tourists and where applicable the Crown and Heritage advisors • Liaise with park residents and tourists • Promotion of parks • Supervise caravan park staff • Undertake a program of continuous improvement
Volumetric Information:	<ul style="list-style-type: none"> • 6 Caravan /Holiday Parks (1 caravan park at Nimmitabel, 1 holiday park in Jindabyne, 1 holiday park at Dalgety, 1 caravan park at Old Adaminaby, 1 caravan park at Bombala, 1 caravan park at Delegate)
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • 2.1. An adequate and accessible transport network within and beyond the Region. (Service and infrastructure)

SERVICE ATTRIBUTES

Describe funding arrangements:	Operational budgets. Leases and Licence Agreements Crown Lands NSW Primary Industries Department – Crown Reserves Reserves Funds
Describe the current approach to delivering the Service:	Depending on Lease/Licence arrangements/clauses Some repairs and maintenance completed internally by Property Maintenance Officer Some infrastructure repairs and maintenance completed by external contractors from Approved Tradespersons Register Major Capital Construction works through Tender process Consultation with Crown Lands Bombala employs on site Manager who is paid min. of 12 hrs per week collects rentals takes bookings and cleans and general maintenance. At Delegate we employ caretaker who collects payments and cleans. Advertise in Caravanning Aust. Member of Truo and on as many websites as possible. In consultation with Managers devise and deliver a program of continuous improvement
Identify legislation/regulations/standards affecting Service provision:	Local Government Act and Regulations BCA Building Standards WH&S Caravan Parks and Camping Grounds Act. Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulations 2005
Describe the current procurement arrangements:	Depending on Lease arrangements/clauses Internal Works completed by Councils Property Maintenance Officer Contract works on buildings and infrastructure for Approved Tradespersons – \$1000 - \$4999 2 verbal or email quotations \$5000 - \$14999 2 written or email quotations \$15000 \$49999 3 written quotations \$50000 - \$99999 3 written quotations & specifications Constructions Works through Tender Process
Identify customers and their expectations for the Service:	Visitors to the area, event organisers and members of the general community Provide safe, secure, clean serviceable facilities for visitors. Council staff, Lessees of Holiday Park, Patrons and visitors, local community
Describe major issues facing the	Alignment of fees and charges - This was aligned this year Staffing and funding levels

Council in meeting expectations:	to deal with types of infrastructure and quantity. Two of the Holiday Parks are Crown caravan parks in Trusteeship of Council and both are heritage listed Grant Funding applications
Identify the major barriers for Service improvement:	Age of facilities - Bombala have updated their facilities Funding to undertake the continuous improvements
Identify major assets required to deliver the Service?	Plant and equipment. ICT services. Plant, equipment and vehicle maintenance workshops, People who run the service Asset Manager, Property Officer, Crown Lands, Property Maintenance Officer, Contractors Clean well-appointed and maintained venues.. Currently we have 3 onsite cabins (additional cabins are planned) 1 on site van. (Bombala)

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> Natural environment is a tourist attraction Low cost (N, De) Having a good leasees (Da, OA, J) Not Bombala Well appointed and located parks attracting tourists to outlying towns; contributing to economic activity in towns Natural environment is a tourist attraction Strategic location to snow fields (I,N) 	<ul style="list-style-type: none"> Bombala and Delegate parks are subject to flooding B - Making sure that council maintain current levels of funding to allow for employment of staff Cost of management and operating (N, De) Free camping proposed in one area could leave to less patronage in other parks Ageing infrastructure
Opportunities	Threats
<ul style="list-style-type: none"> Set up a low cost camping area (N) - Bombala sees this as not a good avenue to pursue Grant funding for new assets and asset upgrading and renewal Development of a regional brand to drive tourism to the parks Better promotion of Parks driven from stronger brand awareness Establish limited designated RV parking in locations 	<ul style="list-style-type: none"> Restrictions on development with land tenure and heritage arrangements (S) River flooding of Bombala and Delegate Parks Free camping areas

SERVICE PROFILE DEFINITION

Name:	Cemetery Management
Responsible Officer:	Peter Smith
Description:	Cemetery Management including burials .
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Burial register maintained with up to date records as required by the public health regulation 2012 • Cemetery maintenance, plus non-scheduled maintenance including complaints arising from fences, animals, weeds etc • Genealogical enquiries • Inspection of Cemetery Sites • Issue an interment right • Issuing of burial permits and reservation paperwork • Maintenance of Cemetery Registers • Memorial applications • Ordering and fixing Plaques – by Council font office staff • Organisation of ashes internments • Organisation of Burials • Organization of backfilling arrangements graves • Organization of grave digging by highly trained Council staff (including Provision of information to work crews regarding burial information) • Placing Ashes columbarium. niche walls – Delegate and Bombala, Nimmitabel and Cooma • Placing Ashes columbarium. niche walls.
Volumetric Information:	<ul style="list-style-type: none"> • 1 cemetery planned for construction (C) • 1 niche wall under construction (Ji) • 1 private burail per year • 1 private burial per year • 100 Burials per year • 14 cemetery complaints • 16 cemeteries crown land owned ? • 22 operational Cemeteries • 26 Interment/burials of ashes per year • 3 approx genealogical enquires per week • 3 historical cemeteries • 6 Niche walls • 69 reservations per year (pre-purchase of a plot or niche) • 9 monument applications
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Identify the major barriers for Service improvement:	Bombala - Operational Budgets, staffing levels, unmarked graves in all cemeteries, geographical distances between cemeteries and depots, Snowy - Geographical locations and distance. Unmarked graves, poor mapping. Protected grasslands within cemeteries increases rabbit damage leading to complaints. Budgets, staff availability (depot), internal costs for burials are high (more than contractor cost) Cemeteries not built within ICT system = Paper records and electronic spreadsheets. Cooma - Unmarked graves, poor mapping of rural cemeteries, lack of consultation with relevant staff and upper management, Geographical distance between cemeteries across the council shire area
Describe funding arrangements:	operational budgets, fees and charges. grants Cooma has a self funded program with annual surplus paid to Cemetery Reserve Rural Cemetery 355 Committees receive a maintenance payment annually from Council Crown Land grant opportunities
Identify legislation/regulations/standards affecting Service provision:	DPI requirements, protection of native grasslands, Public health ACT 2010 and Public regulations 2012, Cemetery and Crematoria Act 2013 & Regulations 2014, certified staff and training, Headstones and Cemetery Monuments – Australian Standard 4204-1994, Above ground Burial Structures – Australian Standard 4425-1996. Cooma Cemetery Management Plan
Describe major issues facing the Council in meeting expectations:	Bombala - some cemeteries costing more to operate and maintain than revenue received, lack of resources for GIS mapping, travelling distances, pest animals such as wombats and rabbits, aging fencing assets in all cemeteries. Snowy - some cemeteries costing more to operate and maintain than revenue received, lack of resources for GIS mapping, lack of maintenance in rural and remotely located cemeteries. Budgets, staff availability (depot), Internal costs for burials are high (more than contractor cost), Cemeteries not built within ICT system = Paper records and electronic spreadsheets. Incomplete records, lack of IT resources Cooma - incomplete records. Cremations – increase in number reduce income from burials. Pest animals in the cemeteries causing damage eg wombats, rabbits. Ageing fences surrounding cemeteries. Large mature trees causing damage to headstones and placing the public at risk
Describe the current procurement arrangements:	Snowy - McMahan subcontracted for Adaminaby only. on as need basis for mowing and grave digging by depot staff. RCU does not become involved in this process. Cooma- contractor P Doughton 2 yr contract to provide burial and maintenance. Rural 355 committees burials & maintenance – private contractor to dig graves (specific to location). Council forwards an annual maintenance contribution to 355's. Council monitors all contract and volunteer work.
Identify major assets required to deliver the Service?	heavy plant, vehicles small plant, trucks, ict equipment, vehicle maintenance workshops, heavy plant: Mini excavator- vehicles: town truck, ute.-small plant: Jack hammers, hand tools, shoring equipment, planks, weed spraying equipment Cooma- Contractor or hires equipment, 355 committee uses own machines and maintenance funds help to service machinery
Describe the current approach to delivering the Service:	Bombala - all council staff provide a high level of service that the community is proud of Snowy - RCU staff, Roads/Depot, Parks and Gardens, Assets, contractor Cooma - Grave digging and backfilling graves. – undertaken in Cooma by Contractor and in rural areas by 355 committee arrangements. Ordering and fixing Plaques. – Cooma arranged by contractor, Nimmitabel by 355 committee. Council staff, contractors, volunteer group (355 committee), work together to provide an efficient cost effective service to customers.
Identify customers and their expectations for the Service:	Funeral Directors, Deceased, Families of deceased, Monumental masons, Australian cemeteries register on-line Snowy - They want reporting and record keeping. They want to be able to find relatives They want nice cemeteries. Mown, maintained, tidy and clean. They do not want dead patches of weeds left along side graves or piles of dirt left over from grave digging. They do not want to see wombat or rabbit holes in graves. It could be time for proper fences to restrict wildlife Bombala - Community expect a place of peace and reflection, to be kept neat and tidy for visitor's and community. Customers expect an efficient service handled with the up most understanding by staff, whom are committed to providing a well maintained

	cemetery with up to date administration records Cooma - Customers expect an efficient service dealt with by understanding staff that are committed to providing a well maintained cemetery with efficient and up to date administration
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LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Cemetery Management

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • In house maintenance (Bo) • 355 Council Committee for Cooma cemetery support operations and maintenance • Knowledgeable and skilled staff • Number of well maintained cemeteries (C, Bo) • Communication and empathy with customers • Running of own cemetery fund (C) • Cemetery management processes • Dedicated community/volunteer support 	<ul style="list-style-type: none"> • Ageing infrastructure (e.g. fencing, head stones, large trees) • Manual handling of data and records • High cost of internal grave preparation vs contracted (S) • Lack of communication between departments (i.e cemetery management, digging and maintenance) • Time and cost of covering large geographical area • Grave digging is below standards (S) • Maintenance is below standards (S) • Large mature trees damaging head stones and graves, and placing the public at risk • Incomplete records and mapping (e.g. unmarked graves)

	<ul style="list-style-type: none"> • Lack of care in grave preparation
Opportunities	Threats
<ul style="list-style-type: none"> • Automate cemetery management processes (S) • Consistency of application processes across all sites • Using geneological enquiries to update Cemetery Register • Have Council's cemetery data / information recorded in the Australian Cemetery Register • GIS Mapping of plots 	<ul style="list-style-type: none"> • Changes to legislation and regulations • Limited resources for pest animal management (Local Land Services, National Parks)

SERVICE PROFILE DEFINITION

Name:	Community Care and Support Services
Responsible Officer:	Peter Smith
Description:	Provide programs and services to meet the needs of the disabled and aged community
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Brokered services • Carers Week • Celebrate Ability Day • Commonwealth Home Support Program (in home care) which includes: meals, home maintenance, home modifications, social support group, social support individual, personal care, domestic assistance • Commonwealth respite service • Community care packages • Community liaison • Community services management. • Community transport • Disability Access and Inclusion Plan • Disability Support Services which includes promotion, case management, social support group, social support Individual, meals, home modifications & yard maintenance • Disability, Community Support program • Falls Prevention Sessions • Grant applications • Home care packages • International Womens Day • Seniors Week • Stepping On Program, 4-6 times per year • Volunteer Week
Volumetric Information:	<ul style="list-style-type: none"> • 125 Disability under 65, FACS ADHC Community Support Program (SRSC some clients receive support through Flexible Respite, CHSP until NDIS starts.) • 160 CHSP, Meals on Wheels • 23 CHSP, Social Support Group • 34 home care packages • 594 Aged care over 65, CHSP Commonwealth Home Support Programmes • 6 all ages compacks (COPS) • 72 packages 9 assessments, all ages compacks (COPS) • 778 community transport clients
Primary Outcome:	6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors
Secondary Outcomes:	<ul style="list-style-type: none"> • 2.1. An adequate and accessible transport network within and beyond the Region. (Service and infrastructure)

SERVICE ATTRIBUTES

Describe funding arrangements:	Federal and State government grant funding, customer contributions
Identify the major barriers for Service improvement:	?
Identify customers and their expectations for the Service:	community, State government bodies, Federal government bodies, media, direct customers
Describe the current approach to delivering the Service:	provided internally with extensive use of volunteers, especially for meals on wheels and transport
Identify legislation/regulations/standards affecting Service provision:	Disability National Standards, Commonwealth Home Support Programme, NSW Department of Family & Community Services, Disability, NSW Southern Local Area Health, Department of Health
Identify major assets required to deliver the Service?	ICT systems, light vehicles for delivery of transport, Council buildings
Describe major issues facing the Council in meeting expectations:	?
Describe the current procurement arrangements:	?

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Community Care and Support Services

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Range of funded services • Good communications • Continuous Improvement in all service areas • Good community reputation - seen as a quality provider • Loyalty and reliability of staff 	<ul style="list-style-type: none"> • Disconnection in some locations with other areas of Council • IT software barriers eg equitable access, internet, training • Lack of dedicated specific administrative staff resources

<ul style="list-style-type: none"> • Staff commitment to clients • Agency/brokerage staff and capacity to meet gaps • Council ongoing commitment to services 	<ul style="list-style-type: none"> • Disparity between policies and procedures across Council sites • Lack of facilities (Berridale, Jindabyne) • Oncosts, excessive (SRSC), impacts on service delivery • Missed training opportunities due to service delivery commitments • Time taken for recruitment putting pressure on other staff • Impact of the number of casual and part-time staff
Opportunities	Threats
<ul style="list-style-type: none"> • Develop fundraising arm • Attraction of clients • Working with Private Sector - growth of business, fee for service • Positive promotion of services • Council recognition of the value of Community Support Services • Joint projects/social group activities and outings • Council involvement in NDIS • Integrated approach to the service booklet • Review Services & restructure department, re merger • Become a Registered Training Organisation • Provide a regional hub for volunteers for Council and community • Responding to the needs of an ageing population 	<ul style="list-style-type: none"> • Constant funding changes impacting on staff security • Time, cost and risk of servicing a large geographical area • Changes to funding models, reduction of funding • Competition from other providers • Client needs exceed capacity to provide • Impact of legislative changes

SERVICE PROFILE DEFINITION

Name:	Community Development
Responsible Officer:	Peter Smith
Description:	Provide & facilitate range of programs, services, facilities and events to meet the needs of the various sectors of the community & support development of community groups & individuals, with the aim of building stronger, better communities
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Advocate & support access to & utilization of technology options (note: also work in partnership with other council depts (IT) to achieve this) • Advocate for outreach to small towns/villages • Advocate for required community (& council) facilities to support services, staffing, community • Advocate, plan and lobby for key community, service and council infrastructure • Advocating and facilitating education and ongoing learning opportunities • Advocating and supporting use and availability of technology • Build foundation for service delivery to the community • Collaboration with local multicultural group & members, & support for participation in events & activities • Community Awards Various (all levels govt, non-govt, community & work with other departments to support process) • Community consultation, engagement and liaison (for services, programs, reporting e.g Social Plan, Operational & Delivery Plan) • Community development programs & processes to develop (learning, cultural diversity, health & safety, women, arts, inclusion) and social justice groups • Community event organisation, (Examples: Mental Health Month Activities, White Ribbon Day, DV Reclaim the Night Events, Volunteer Week, RUOK Day, Out 'n' About, Celebrate Ability, NAIDOC Exhibition International Women's Day, Fire Side Chat) • Community Grants, assist where appropriate, community groups & individuals • Community liaison • Community Safety planning • Community Service Delivery, advocacy and support, for maintaining existing service levels & lobbying for increased services, eg. Youth services, access to legal aid • Coordinate Monaro Regional Interagency and strengthen connections between service providers, council to meet community needs. With goal of increased service capacity and delivery, partnerships, links to community and council (participants include govt, non-govt, services, community groups, volunteers, councils) • Developing & maintain partnerships with govt, non-govt & community services & groups • Development, support & training of council & community volunteers • Facilitate Indigenous participation in decision making • Facilitate, co-ordinate, support and promote community services and groups – eg Food relief • Improvements to Council facilities particularly recreational that encourage additional use and or offer additional opportunities for engagement

	<ul style="list-style-type: none"> • Outreach to small towns/villages, including regular engagement & assessment of needs • Social Planning • Social Planning, creating access to valuable, social & demographic data, assisting organisations, services & community members • Support & development of Council's service delivery, re youth services, aged care & disability • Support & promote Indigenous services through Koori Interagency, facilitate indigenous participation in decision making
Volumetric Information:	<ul style="list-style-type: none"> • # services • 12 plus events per year • 4 Koori Interagency Forums • 4 Monaro Regional Interagency Forums • Annual/Regular Events • Council/Community Committees & Working Groups • Indigenous stakeholder group • Publicity & Promotion of Sector & Services • Social plan
Primary Outcome:	6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors
Secondary Outcomes:	<ul style="list-style-type: none"> • 2.1. An adequate and accessible transport network within and beyond the Region. (Service and infrastructure)

SERVICE ATTRIBUTES

Describe funding arrangements:	Operational budget, grant funding partnerships & combined funding,
Describe the current approach to delivering the Service:	Mix, staff internally & externally with services/groups & in some areas, support from volunteers; also work with contractors from time to time. Community groups and NGO agencies
Identify legislation/regulations/standards affecting Service provision:	Various, some of the main legislations & standards are:-Local Government ActNSW Disability Inclusion Act & NSW Disability Inclusion Action PlanChildren & Young Persons (Care & Protection Act) NSW Mandatory ReportingOffice of the Childrens Guardian - Working with Children ChecksPolice ChecksDisability StandardsHome Care StandardsCarer Recognition ActThere is a raft of legislation
Identify customers and their expectations for the Service:	All community, including services, govt, non-government, council, community groups, education, businesses etc, potential new residents/business/industry, NGOs government agencies, schools, health providers, TAFE, Universities, churches
Identify major assets required to deliver the Service?	ICT assets, Skilled & qualified staff, Resources (funding), capacity & relevant infrastructure in each location. (eg. Offices, The Hub, Werri-Nina etc) . Council halls, volunteers, council facilities parks, gardens, in particular, libraries, human resources
Identify the major barriers for Service improvement:	Council Structure (community services) (not Bombala), Staffing resources & Capacity, geography, lack of public transport, adequate fundingRetraction of other government services,Scatter gun approach rather than consistently working to achieve greatest priority areas, driven by lack of funding
Describe the current procurement arrangements:	Memorandum Of Understanding SMNC (Snowy Mountains Neighbourhood Centre), YMCA MOU & Partnership, CDAT – Choices Seminar, NSW Health. Note: Consultants can be used for specific projects as required. There are also many partnership variables, with services & community groups.
Describe major issues facing the Council in meeting expectations:	Meeting expectations across locations, needs constant planning with ability to respond & be flexible. How do we represent the 'value' of our service, to the community? (Benefit to all & what is the benefit) Quantifying & qualifying what we do. Delivering services across large area without access to adequate transport options, how best to promote and communicate the range of services available and the success of these services. and programs, heavy reliance on volunteers, short term program funding from State and Federal gov., changes to way programs are delivered by State and Federal agencies and changes to funding on the whim of these governments, NGOs only offering outreach services from Queanbeyan or Wollongong which leads to a disconnect Ensuring all communities are considered. Prioritising investment in key community infrastructure. Adequately communicating council's role and position.

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Community Development

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Clear and consolidated view on community service needs within the Community Development business unit. (i.e. low levels of internal conflict) • Strong connection to and knowledge of community • Existence of an active volunteer network (above national average) • Ability to foster the growth of the overall community capacity • Able to provide a safe community • Adaptive and dynamic strategic plan tailored specifically to meet the changing needs of the community • Complimentary staff skills across all councils • Established visitor information center (Co & Bo) for both tourists and locals, providing avenue for communication and engagement of the community. • Ability to identify a particular need and lobby (both internally and externally) for funding to enable improved services. • High quality facilities (Co) • Ability to increase indigenous participation within the community. • Viewed mostly in a positive light by the community • Ability to develop and maintain strong community networks • Strong ability to communicate and engage with community • Strong cross-department functionality (i.e. ability to obtain assistance from other departments where necessary.) • Strong partnerships with NGO bodies and various community groups 	<ul style="list-style-type: none"> • Inhibited community access to technology (i.e. opening hours) • Physical accessibility to premises • Servicing a 'seasonal' population • Public transport infrastructure is lacking. • Lack of consolidated communication strategy • Struggle to adequately articulate, highlight and communicate the quantity and quality of the outcomes/benefits of Community Development's service offering (i.e. intangible) • Uneven distribution of resources across the former councils (i.e. more staffing in Bo, but better facilities in Co) • Standing of community development vs community services from within council (i.e. issue for resource and budget allocation) • Lack of ability to provide for regional youth development • Service requirements change extremely quickly. • Insufficient weekend child care services (particularly in high tourist seasons). • Community ignorance and stigma associated with issues such as domestic violence and drug/alcohol abuse • Lack of coordination across former councils • Geographically disperse, making servicing remote areas particularly difficult. • Servicing 'Seasonal' community members, who do not live in the region permanently. • Unable to establish strong relationships with proactive councillors • Equity issue across former councils regarding

<ul style="list-style-type: none"> • Dedicated staff (willingness to go 'over and above') • Ability to dynamically respond to community demands (responsiveness) • Robust national parks and wildlife agreement with indigenous custodians • Capacity of council to facilitate the delivery of child care services by external (private) entities. 	<p>facilities and access to technology</p> <ul style="list-style-type: none"> • Lack of employment of indigenous people • Role responsibility not well defined (i.e. each wear 'multiple hats') • Inadequate facilities (\$) • 'Seasonal' population causing antisocial and unsafe behaviour which stretches resources and burdens staff • Volunteer service is not coordinated • Disparity of affordable and suitable housing across the region • Inability to successfully break down the high barriers to employment for the indigenous community. • Lack of sustained employment opportunities (i.e. high levels of unemployment) increase the workload of staff • Fractured relationship with councillors making the provision of services difficult at times
Opportunities	Threats
<ul style="list-style-type: none"> • Ability to attract and grow the young family population, if increased employment opportunities can be developed. • Investing in libraries as integrated dynamic community spaces • Capitalise on NDIS movement • Develop a stronger relationship between councillors and community • Growing indigenous community across former council borders • Further development of the capacity of community groups, as now a larger scale operation as a merged entity. • Employment of indigenous rangers, in coordination with National Parks • Development of strong relationship with proactive councillors ensuring adequate alignment with service delivery • To explore, review and develop existing detailed community plans to feed into management/strategic plans • Recognition of community development in economic development and strategic planning of the council • Improve and resource 'Crime Prevention Strategy' • Linking the development of community services to tourism outcomes to generate economic benefits • Development of a community consultation website • Alignment and improvement of technology services • Create an indigenous employment pathway (Development/roll out of Bundian Way) • Upgrade the current social plan to incorporate former councils. • Develop an adaptable and affordable housing plan and secure appropriate funding/partnerships • Improvement of integrated work practices between departments • Develop a consolidated communication strategy 	<ul style="list-style-type: none"> • Broken relationship with indigenous community • Misleading expectations surrounding affordable housing (ie cheaper rent, but less services) Not accurate of Bomala • Changing nature of the Government funding programs including delivering programs from far away locations • Loss of legislative requirement to do a social plan, not accurate for Bomala who feel this is covered in the strategic plan • Community attitudes towards domestic violence and alcohol • Young family population leaving the area due to lack of job opportunities • Lack of funding around resourcing and valuing community service delivery • Lack of funding around resourcing and valuing community service delivery • Increased population during tourist seasons • State Government progression towards a 'hub and spoke' service allocation, impacting current ability to provide services over large geographical area • Community attitudes impacting on the ability to provide an inclusive service • Legislative changes (NDIS, lack of child services and schools)

SERVICE PROFILE DEFINITION

Name:	Corporate Governance
Responsible Officer:	GUTHRIE Robin
Description:	Provide good governance to the Council
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Administration support to Section 355 Committees • Coordination of Council policy • Coordination of legislative compliance • Delegations • Formal complaints investigation and management • GIPA (Government Information (Public Access) Act) requests • Liaison with other LGAs and Government departments • Maintain Gift Register • Manage website content • PID (Public Interest Disclosures) reporting every 6 months • PIPPA requests (Privacy and Personal Information Protection Act) • Process donation requests and coordinate responses • Processing of applications under various pieces of legislation • Promotion of Council at relevant government and regional bodies • Register Legal Documents • Secretarial Support to internal and external advisory committee meetings • Update Policies, Procedures and Forms on Council's Intranet (CO)
Volumetric Information:	<ul style="list-style-type: none"> • 1 Document Control Register • 1 Gift Register • 1 Public Officer • 11 (S) 14 (BO) 12 (CO) Section 355 Committees • 117 Organisational policies • 362 website content pages • 60 staff with delegations • Secretarial support for 1 external committees (LTC) • Secretarial support for 2 internal committees
Primary Outcome:	2.2. Transport infrastructure that is safe and sustainable and meets the changing needs of the community
Secondary Outcomes:	<ul style="list-style-type: none"> • 1.1. Healthy and sustainable waterways and catchments throughout the Region

SERVICE ATTRIBUTES

Describe major issues facing the Council in meeting expectations:	Staff training, Technology capability, Skills of customers using service, Manual delegation register, Communication to avoid duplication or incorrect information being provided to staff or customers, information on web pages is up to date and accurate; ensuring Section 355 Committees are aware of their obligations, understanding of Governance department from staff inside organisation, Communication, different EDRMS across three former councils,
Identify customers and their expectations for the Service:	Community, Administrator/Councillors, Council staff, Local Representative Committee members, State and Federal MP's, State and Federal government employees. volunteers (members of Section 355 Committees), GIPA applicants and/or complainants Expectations: Secretarial/administrative support to identified stakeholders Policies/procedures easily accessible once harmonised Help with governance/grant writing – Section 355 Committees Complaints to be handled in a timely and sensitive manner Requests for information to be handled in a timely manner Web Page information kept up to date and easily accessible
Identify legislation/regulations/standards affecting Service provision:	Local Government Act 1993 Local Government (General) Regulation Public Interest Disclosure Act 2013 Personal Information Protection Act 1998 Government Information (Public Access) Act 2009 Code of Conduct for Councils in NSW Privacy Code of Practice for Local Government Office of Local Government - Practice Note No 9
Identify major assets required to deliver the Service?	IT, training and Communications, photocopier, transport
Identify the major barriers for Service improvement:	Harmonising the different expectations, service delivery and communication styles of three former administrations Blending cultures, policies and procedures of three former Councils Different levels of service and support provided by three former Councils to Section 355 Committees and identifying the level of support to be given into the future Documenting/updating policies – who and how
Describe the current procurement arrangements:	No current requirement for procurement within the service
Describe the current approach to delivering the Service:	100% of service provided by operational staff
Describe funding arrangements:	100% operational budget

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Corporate Governance

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Meeting legislative reporting timelines for compliance with previously mentioned legislation • Policies and procedures across three former councils mainly similar across Corporate Governance area • Existing knowledge and understanding of the functions and responsibilities of Section 355 committees 	<ul style="list-style-type: none"> • Different service standards across the former three councils • Accessibility of SMRC adopted policies and procedures for all staff • Split of Section 355 Committee Responsibilities across two directorates - Delivery and Support • Existing delegation structure across the three former entities • Outdated policies requiring renewal • Differences in levels of support delivered across the 3 former councils for Section 355 committees • Different levels of services provided by the three former organisations for complaint management • Lack of formulated customer complaints charter across BO and CO
Opportunities	Threats
<ul style="list-style-type: none"> • Performance Management Policy and application across the complaints process • Improved understanding of policies and procedures through training program • All legal documentation to be moved onto existing EDRMS system • Harmonisation of existing policies and procedures and policy approval process 	<ul style="list-style-type: none"> • Updates to Local Government Act 1993 that require significant alteration to existing procedures • Differing community expectations and responses to complaint handling timelines

SERVICE PROFILE DEFINITION

Name:	Councillor Support Services
Responsible Officer:	GUTHRIE Robin
Description:	Provide support services for the Councillors, as required
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Action Reports from Council meeting • Arrange Citizenship Ceremonies and Civic Receptions • Arrange Council meetings and briefing sessions (including catering if required & advertising of meetings) • Arrange LRC, Section 355 committee meetings and briefing sessions. • Council agendas and minutes • Councillor induction and training • Councillor liaison • Election management • Manage website content • Organisation of travel and accommodation as necessary • Secretarial Support to Council and committee meetings
Volumetric Information:	<ul style="list-style-type: none"> • 1 Administrator • 1 Administrator to September 2017 • 1 election every four years • 11 Councillors from September 2017 • 12 Local Representative Committee Members • 3 Local Representation Committees • 40 LRC Meetings per year until September 2017 • 48 Special Interest Committee Meetings per year • Former Snowy Council Delivery and Operational Committee (DOC) and Ordinary Council meeting per month (total of 2 meetings per month) • Min. 2 extraordinary meetings per year • Minimum 11 Ordinary meetings of council per year
Primary Outcome:	2.2. Transport infrastructure that is safe and sustainable and meets the changing needs of the community
Secondary Outcomes:	<ul style="list-style-type: none"> • 5.1. Improved access to recreational services, areas and facilities

SERVICE ATTRIBUTES

Identify customers and their expectations for the Service:	Community, Councillors, General Manager, Executive Team, Employees, Office of Local Government, Administrator Expectations:-Agendas available on time and accessible to all community members/staff in a variety of mediums taking into account lack of reliable internet services in some areas and ageing demographic)
Identify major assets required to deliver the Service?	IT: Onsite computers, iPads x 12, TV and/or Projector and Screen, video conferencing facilities Mobile phone x 1 Photocopiers, Printer
Identify legislation/regulations/standards affecting Service provision:	Local Government Act 1993 Code of Conduct for Local Councils in NSW Procedures for the Administration of Code of Conduct for Local Councils in NSW Code of Meeting Practice
Describe the current approach to delivering the Service:	100% provided by employees
Describe the current procurement arrangements:	Council meetings and administration provided by operational staff, catering externally provided on ad hoc basis, training and professional development of councillors externally sourced ad hoc basis. NSW Electoral commission engaged for LG elections. InfoCouncil minute and agenda software.
Describe major issues facing the Council in meeting expectations:	Project Plan for transition of bringing three councils together for Councillor administration and management, Engagement with residents across the whole shire to promote inclusion and transparency Mix of hard and soft copies of documents being distributed (this needs to continue so that all members of the community have access to information), Size imitations on electronic documents sent out and put on website, Issues with accessibility at meeting locations, Not currently using software to its full potential (this could be overcome with training of relevant staff), Internal committees using different procedures and altering templates (not meeting the organisations standards/style guide) Conduct review panel option no longer available. Lack of visibility during transitional phase, Training of elected members for lpad use, Restricted internet and mobile access, Functionality and equipment for video conferencing in Bombala and Cooma offices.
Describe funding arrangements:	Operational budget, internal contribution income
Identify the major barriers for Service improvement:	Funding for improved video conferencing facilities,

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Councillor Support Services

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Recognition and understanding of required reporting formats across the different communities • Consistent meeting preparation procedure across 3 former councils and good understanding of this procedure by staff • Rotating of Council meetings between the former Council areas • Well documented reporting process tied in to staff induction at former Snowy • Streamlined minutes and agenda processing and development through using Info Council software • Council staff knowledge and experience of processes, procedures and legislative reporting requirements 	<ul style="list-style-type: none"> • Reluctance by operational staff to take up training on Info Council software across the former Bombala and Cooma • Lack of dedicated resource to manage website content • Lack of consistency across EDRMS systems (S ECM, C & BO TRIM) • Video conferencing facilities at the former Bombala and Cooma • Lack of appropriate printing and photocopying facilities in former Bomabala
Opportunities	Threats
<ul style="list-style-type: none"> • Provision of improved video conferencing for SMRC • Implementation of intranet framework across former Bombala and Snowy River for visibility of reporting timeframes and document templates • Unutilised functionality within new website framework 	<ul style="list-style-type: none"> • NBN roll out limitations in Bombala

SERVICE PROFILE DEFINITION

Name:	Customer Services
Responsible Officer:	Jo-Anne Mackay
Description:	Provide quality internal and external customer services for the Council
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Administrative support for other Council departments • All administrative support duties for DCU department (J) • Applications and certificate processing (Be) • Bank of Bins key Issue • Companion animal registrations • Courier Deliveries • Daily Banking Duties • Equipment hires • Facility hires • General File and Records Management • Inspection bookings and associated administration (J) • Issuing keys • Logging of Council Issues – Water/Sewer – Records of Conversations for Compliance (Ranger) • Management of face-to-face contact with each walk in customer to provide reception information, appointments, department referrals • Processing Certificate Applications into system (Berridale/Jindabyne) • Processing returned mail and address changes • Receipting • Roads, water, waste, Ranger, general complaints enquiries and associated administration for same • Sect 64 & 94 contributions (Be) • Service NSW Agency • Stationary Orders • Telephone service
Volumetric Information:	<ul style="list-style-type: none"> • 2 returned mail and address changes per week (J) • 25 receipts processed per day (J) • 25 walk-ins per day (J) • 45 (average) telephone calls per day (J) • n telephone calls per day • n walk-ins per day
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Describe the current approach to delivering the Service:	Southern Star Contact Centre contract (after hours calls) Internal staff Facility bookings through Cooma Visitors Centre Cooma Rates clerk now processes change of address and returned mail.
Identify customers and their expectations for the Service:	Community, staff, visitors, businesses, sales representatives, other councils, government bodies, everybody Expectations: Their enquiry is listened to and resolved or referred to someone who can assist
Describe funding arrangements:	Operational budget for expenses; income includes internal contributions, external support
Describe the current procurement arrangements:	Service NSW contract in Bombala
Identify major assets required to deliver the Service?	IT and Communications, Phone Headsets, Keyboard Wrist Pads, Security Cameras, Duress Alarm. Other Staff - availability of staff to ensure enquiries are attended in a timely manner (refer advising of out of office/leave etc.)
Identify the major barriers for Service improvement:	Jindabyne set hours for taking calls. Staff unavailable; local knowledge (now we have a broader area to cover); getting to know staff by name at the other branches.
Describe major issues facing the Council in meeting expectations:	Unable to transfer calls from Bombala to other Offices, Call Waiting Message, Test Phone Transfer between Offices, Call Transfer procedure, Cooma and Bombala CSO has one screen, CRM Complainant Name, CRM initial Entry, CSO update NAR, CSO access to all Systems, Finance to set up Regions Clearing Accounts, Finance to set up Receipting Charge codes for each region linked to clearing accounts, Planning calls , Change of Address Forms, Phone List, Service Reference Guide, Procedure for department to pick up calls if staff away, Staff availability, ABN to be updated on all manual receipts, ABN to be updated in all Corporate systems, Labels to cover existing info on receipt books, Who will order Stationery, Envelopes etc, Interoffice Banking, Forms, Customer Query referral List, Delegations Register, Petty Cash, Companion Animals Register, Cemetery Plaques, Confirmation of CSO responsibilities, Jindabyne CSO, Preparation of Banking, Preparation of Bank Rec, Customer Service under Service Planning in Interim Structure Report, Corporate Systems Harmonisation, Former Council Documents on Display at Council Offices, Phone Procedures, Different office operating hours, Bombala staff don't have direct lines (for external calls), so CSO continuously need to chase other staff. Cooma CSO envelope order complete and new envelopes issued to Jindabyne – Bombala did not require any at this stage/in stock at Cooma office – receipt books currently being ordered. Limited Local knowledge of other former shires, Keeping up to date of who is on leave from each branch or out of the office/in meetings,
Identify legislation/regulations/standards affecting Service provision:	Local Government Act 1993 State Records Act 1998 and associated standards, codes of best practice and retention and disposal authorities as listed under the Act. State Records Regulation 2010 Government Information (Public Access) Act 2009 (GIPA) Privacy and Protection of Personal Information Act 1998 (PIPA) Information Act 1998 AS ISO 15489 Environmental Protection and Assessment Act 1979 Crimes Act 1900 Evidence Act 1995 Records Amendment Act 2005 Ombudsman Act 1974 Independent Commission Against Corruption Act 1988 Public Finance and Audit Act 1983 Copyright Act 1968 Work Health & Safety Act 2011 Work Health & Safety Regulation 2011 Local Government regulations 2005 The Protected Disclosures Act 1994 Code of Conduct

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Customer Services

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good community relations • Generally good relations with other staff • Good support network at CSO level • Knowledgeable people with regard to council operations and local issues 	<ul style="list-style-type: none"> • Availability of staff to respond to enquiries due to transition responsibilities • Lack of effective backup for relief (S) • Lack of accountability of staff to the Customer Service Charter • Variability in processes and paperwork between all sites • Varying accountability structures • Lack of acknowledgment of the importance of CSO role • Incompatibility of phone systems between sites • Availability of operational staff to respond to enquiries due to poor coordination and time programming by managers • Poaching CSOs to operational teams after time invested in training (S) • Inability to track staff whereabouts • Being let down by other teams in follow ups • Over use of media releases (need to consider other methods e.g. brief radio or newspaper message) • Lack of staffing resources for records management (J) • Lack of documented CSO procedures and guidelines and lack of time to update • Failure of operational teams to notify CSOs of changes to processes, policies and procedures • Unrealistic expectations of CSOs by operational teams
Opportunities	Threats
<ul style="list-style-type: none"> • Education of managers and staff in the importance of customer service 	<ul style="list-style-type: none"> • Negative social media

- | | |
|---|--|
| <ul style="list-style-type: none">• On hold phone messaging for customers e.g. ring this phone number if it is a road enquiry; topical media grabs, etc• Being able to identify staff from other offices• Team building within the organisation | |
|---|--|



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SERVICE PROFILE DEFINITION

Name:	Depots and Workshops
Responsible Officer:	Suneil Adhikari
Description:	Run, maintain and update an efficient cost effective plant and vehicle workshop capable of thinking outside the box and delivering on other projects that are outside the normal realms of a vehicle workshop but that we are capable of delivering.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Annual Maintenance Plan and Budget. • Construction and maintenance of engineering infrastructure • Detailed Survey identifying Assets and Services. • Identified Capital Improvement Plan. • Keep and order in fast moving stock • Keep workshop clean and OH&S compliant • Liaise with other departments on plant required • Liaise with staff and sort training as required • Maintain area around workshop • Maintain stores and tool room • Manage Works Depot • Manage Works Depot • Recoverable works/reinstatements • Street/carpark/precinct cleaning including litter and street sweeping • Tender management • To deliver timely cost effective services to Shire and public as required • To keep workshop and tooling at an acceptable standard relevant to the job • Traffic management for roadworks • Write and post tender specifications
Volumetric Information:	<ul style="list-style-type: none"> • 3 Workshops (Berridale, Cooma, Bombala) • 5 Depots (Adaminaby, Berridale, Cooma, Delegate, Bombala)
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Identify customers and their expectations for the Service:	Management that the workshop is fit for purpose and safe. That staff are aware of the expectations placed on them and carry out work in a timely professional manner within budget• Council Staff. • Ratepayers/ Public. • Delivery Transport Companies. • Service Repair Tradesmen. Employees and contractors expect room to execute duties with easy, safe access
Identify legislation/regulations/standards affecting Service provision:	Work within OH&S legislation, Shire procedures and SOPS – abide by Australian Standards as required – keep workshop to MURIA standards – work within AIS & HVIS guidelines – work within ARCrtick guidelines – manufactures guidelines• Local Government Act 1993 No 30• Local Government (General) Regulation 2005• Roads Act 1993 No 33• Roads Regulation 2008. • Work Health and Safety Act 2011 No 10. • Work Health and Safety Regulation 2011. • Environmental Planning and Assessment Act 1979 No 203• Fisheries Management Act 1994 No 38• Threatened Species Conservation Act 1995 No 101• Threatened Species Conservation Regulation 2010• Native Vegetation Act 2003 No 103• Native Vegetation Regulation 2013• Council Development Control Standards• Council Procedures. • Relevant industry Standards and/or best practice manuals including RMS.
Identify the major barriers for Service improvement:	Snowy - Updates to workshop and equipment assessed and addressed when budget allows – try to improve an area each financial year. Have never been successful with more staff. Assistance from assets officer required at times. Short staffed – budget constraints – layout of building – lack of good software to run fleet and effective plant store. Cooma - • Coordination of levels of service across all depots. Available Annual Budget. Employees taking no responsibility, eg just dumping bulk materials, signs etc anywhere
Describe the current procurement arrangements:	Cooma - Materials through Council’s procurement officer. Plant via Council fleet or approved contractor’s registerBombala - Street cleaning contracted out through tender, traffic control is organized on an as needed basis (usually through LGP), everything else is in house
Identify major assets required to deliver the Service?	Snowy - Workshop – welding bay – parts store – tool room – office – large store area – wash down bay – outside storage area – tooling includes but not limited to 1 x 4 post and 1 x 2 post vehicle hoists – 1 x service pit – wheel aligner – 3 workshop toolkits – 4 benches 3 vices – 2 x metal cutoff saws – tyre changer – brake tester – light transmittance meter – head light aimer – steel rack – 2 x drill pedestals – lathe – mig – tig and stick welders – 2 x oxy accotyleneacetylene kit – welding bench – Kroll workshop heater – 1 x chain saw repair bench – 2 x porta power kits – puller kits – slide hammers – measuring gear – clutch aligns – tension wrenches – multimetres – battery charges – battery testers – 12/24 volt smart start – AVR meter – service breakdown truck fitted with tool kit, welder/generator set, compressor, Ffassi, 1.3 tonne vehicle crane, as well as fast moving parts – workshop uteUte with toolkit and vehicle mounted crane, to cover when truck is in use and for quicker response also fitted with winch for vehicle recovery when bogged or damaged.Cooma - • Council Plant, Contractor’s plant/operators as required. Snowy - Vehicles, buildings, plant, land
Describe funding arrangements:	Snowy -Describe funding arrangements: Funding is provided via plant fundBombala - Operational except for some fees received from hire of Delegate and Pipe depots
Describe the current approach to delivering the Service:	Snowy - 100% delivered internal staff - To keep workshop relevant and up to date, monitoer staff needs and train as required – monitor and assess what and how we do things and look for a better way of achieving thisCooma 100% delivered by internal staff- • Input from o Council staff and other Depot users.o Identification of new technology, methods of work or material handling.o Routine site safety Inspection by WHS Committee. • Identified Safety issues are costed and planned remedial action taken as soon as resources permit. • Routine Maintenance the Works Manager prepares and submits an annual maintenance budget. • For Capital improvements the o Works Manager consults with other Manager’s and affected staff to prioritise desired upgrades.o Desired works are designed and costed.o Funding sought for the project.o WO generated and work scheduled.o Contractors engaged & work undertaken.o WO Closed and Assets advised.Bombala - Delegate depot hired by electricity supply company, part of the Pipe depot used by Boral for

	their concrete plant, otherwise internal
Describe major issues facing the Council in meeting expectations:	Snowy - Area to be covered – budget constraints – short staffed – attitude to looking after plant and equipment – continual raiding of plant reserves when money is required somewhere else. Leading to plant being deferred. Departments getting what they want rather than what they need. Cooma - Adequate depot size, security, suitable storage areas (compounds, sheds, parking, etc), designated cleaning area, staff facilities, Outdated sheds and equipment. Budget limitations. Bombala - Wrong depots used to store bulk goods, employees attitudes towards cleanliness and responsibility

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Experience and flexibility of workshop staff to work outside of Council fleet and plant requirements • Currently having 3 workshops, and depots in the Snowy, Bombala and Cooma • Good asset structure for Depots and Workshops • Bulk emulsion (C) and fuel storage capabilities (Be) • Good response times to asset maintenance requirements with current locations 	<ul style="list-style-type: none"> • Limited depot operations management (S, Bo) • Lack of clarity on the future of Depots and Workshops • Time and cost of servicing a large geographical area • Manual recording of fuel usage (S) • Under utilisation of Adaminaby and Delegate • Some ageing infrastructure and associated maintenance costs • Conflicting management directions (S) • 3 different systems, procedures and expectations • Lack of a Capital improvement plan (S, Bo)
Opportunities	Threats
<ul style="list-style-type: none"> • Establish consistent standards across all Depots and workshops • Swimming pool maintenance • Water and wastewater pump maintenance (C) • Better coordination of workshop activities across Council • Upgrading Depot security (S, Bo) 	<ul style="list-style-type: none"> • Potential impact on level of service with closure of Depots and workshops • Changes to legislation, compliance and/or regulations e.g. petroleum storage

SERVICE PROFILE DEFINITION

Name:	Economic Development Services
Responsible Officer:	Peter Smith
Description:	Facilitate and promote economic development in the Council.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • • Provision of key infrastructure • • Welcome pack for new businesses • Advocacy for economic development • Advocacy for housing development • Business attraction and local business retention • Development and review of Economic Development Strategy • Devise promotional advertising campaigns, including research and market identification and ensure that what is promoted can be delivered. • Economic Development Strategies • Ensure processes re development are streamlined and delivered in a timely manner • Ensure that Council area is likely to meet expectations of community/industry/people looking to relocate • Ensure that Tourism and Economic strategies plans etc all link together and back to regional state and federal plans • Funding submissions • Information pack for potential new businesses • Liaising with tourism operators, regional tourism bodies and other relevant government agencies • Local business and industry engagement, liaison and support • Operation of VICs, Operation of Caravan Parks at Bombala Delegate • Public relations • Tourism development • Training programs for local businesses
Volumetric Information:	<ul style="list-style-type: none"> • 3 economic development strategies • 4 Chambers of Commerce (SRSC) • Local community groups in each village (Lions and Rotary)
Primary Outcome:	6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Identify the major barriers for Service improvement:	To date we have not had time to coordinated our approach to economic development and available skills have been fully ascertained. There is no clear direction from Council as to its preferred approach ie will there be financial incentives to relocate eg rate relief, will there be consideration for private/public project development , no branding workshop to develop appropriate and relevant branding for the region
Identify customers and their expectations for the Service:	Community, small business owners, industry, State and Federal government agencies, regional bodies, tourism operators, potential business owners, developers, those thinking to relocate
Describe the current procurement arrangements:	Procurement follows standard Council policy. Expertise engaged where required in relation to subject matter including data/statistical provision .ID program for statistical data
Describe the current approach to delivering the Service:	Percentage of General Manager's responsibilities, community committee providing advice, partnerships with CBRJO, Chambers of Commerce and State government departmentsParticipate in regional groups, member of councils supporting small business fund, work with Chambers of Commerce, Progress Associations, tourism input operators, and regional tourism bodies, input into strategic land use documents, liaise with relevant Government Agencies and surrounding Councils, directly liaise with industry sectors and individual businesses, provision of welcome pack, act as first point of contact for developers
Identify major assets required to deliver the Service?	Human resource needed, suitable training facilities across the Council area, improved technology eg broadband, mobile coverage, VICs and Caravan ParksICT
Describe funding arrangements:	Operational budget through salaries and wagesBudget and grants
Describe major issues facing the Council in meeting expectations:	The major issue is the time to work out what everyone is good at and use their skills more effectively. We also need to examine closely how the three Councils operated and pick the best processes and procedures out of each. We have the skills they just need to be recognized. Communications.
Identify legislation/regulations/standards affecting Service provision:	Building regulations, LEPs, other relevant Local State Federal legislation eg weeds, pollution, water etc.Local Government ActEP&A Act

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Economic Development Services

No Data Available

SERVICE PROFILE DEFINITION

Name:	Emergency Management
Responsible Officer:	Suneil Adhikari
Description:	Administer to plan, coordinate, and provide for emergencies to ensure the safety, security and recovery of the local community. Provide support to the LEOCON
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Compliance with relevant legislation, policies, codes, regulations. • Development and ongoing review of Local Emergency Management Plans. • Liaison with government agencies and non-government organisations. • Local Emergency Management Committee. • Prevention of loss of life/minimizing property damage/assisting in disaster recovery • Training in emergency management practices and response.
Volumetric Information:	<ul style="list-style-type: none"> • 1 Emergency Management Officer • 1 Local Emergency Management Committee
Primary Outcome:	6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Identify legislation/regulations/standards affecting Service provision:	State Emergency and Rescue Management Act 1989 State Emergency Management Plan (subplan to the SERM Act 1989)
Describe funding arrangements:	Internal
Describe major issues facing the Council in meeting expectations:	Identifying suitable areas to establish, equip and staff Emergency Operations Centres (EOC) when activated. There are currently two (2) within Snowy Monaro Regional Council; one in Cooma and one in Bombala. Funding prohibited the creation of an EOC within Snowy River and there was an informal agreement with National Parks to utilize the NPWS building in Jindabyne should the LEOCON decide to activate the EOC in response to an Emergency. However if National Parks were already activated in response to an emergency within their area, it had yet to be determined where an EOC would be created. Senior management have not given EM the importance or resources it deserves
Describe the current procurement arrangements:	?
Identify the major barriers for Service improvement:	The Snowy Monaro LEMC amalgamated in 2015 and the cultural barriers that separated Cooma, Bombala and Snowy River Emergency Services remain an ongoing concern. Representation from each of the previous Council areas has diminished since an amalgamated Committee was approved and the ability to function as an amalgamated entity has yet to be tested. Dedicated Primary LEMO
Describe the current approach to delivering the Service:	Snowy Monaro Regional Council currently • Chair the LEMC (General Manager) • provide the Local Emergency Management Officer (Executive support to the Local Emergency Operations Controller (LEOCON)
Identify customers and their expectations for the Service:	Emergency Services, Local Contractors, Public and Tourists.
Identify major assets required to deliver the Service?	There is potential for all Council Heavy Plant to be utilized, if necessary, in response to requests from the Emergency Services for assistance. In addition, Community

	Centres/Halls may be required should evacuation of the public be necessary. Human resources.
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LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Emergency Management

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> Established Emergency Management Committee for Council (prior to amalgamation) Established Local Emergency Management Committee policy, plan and procedures for the Council area Access to significant plant and equipment resources Trained and experienced staff, including with SES and RFS 	<ul style="list-style-type: none"> Lack of telecommunications coverage across a larger area No designated Emergency Management Centre in Snowy No whole of Council Emergency management policy, procedures and structure Current preparedness/readiness to respond to an emergency is currently unclear
Opportunities	Threats
<ul style="list-style-type: none"> Linking neighbouring Emergency Management Committees (Victoria, Canberra/ACT) Improve communications across the Council area eg 	<ul style="list-style-type: none"> Legislative changes with financial impact Perceived loss of local community identity and knowledge as a result of the merger of EMCs

<p>video conferencing</p> <ul style="list-style-type: none">• Review Local Government support to emergency management in the new Council area; includes LEMO, EOCs, Plant and Equipment	<ul style="list-style-type: none">• More frequent, extreme weather events eg rains/floods
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SERVICE PROFILE DEFINITION

Name:	Environmental Health Services
Responsible Officer:	Peter Smith
Description:	Provision of Environmental Health Services to ensure that the environment is maintained in a safe and healthy condition for the community and visitors within our Council Region. Improve environmental and community health via the compliance, education and enforcement of relevant legislation
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Annual Activity Reporting to NSW Food Authority • Annual Reporting to NSW Health on Regulatory Activities • Boarding Houses Annual Inspections • Caravan park inspection, registration and Operating approvals • Catchment Management – Participation in cross border working parties with ACT Government • Community and Business education e.g. Woodsmoke Program, “Scores on Doors”, Newsletters, training programs and media • Drinking Water Quality Monitoring program • Food premises approvals (including mobile food vans and temporary food events) • Food premises complaint investigations/inspection • Food premises inspections (including mobile food vans and temporary food events) with food sampling if required • Food Surveillance program to meet NSW Food Authority contract requirements of a Category B Contract • Investigate Notifiable Diseases on behalf of NSW Health when required. • Legionaella Control including registration and inspection program • Management of Cemetery and Burials • Notifiable diseases investigation and reporting • Participation in Regional Environmental health programs • Pollution Incident responses • Public order and notices relevant legislation, and Council Policy and procedures • Response to complaints • Skin penetration premises, registration and inspections • Swimming Pool inspections (Public) • Water sampling and assessment of aquatic facilities • Willow Tree Inspection on Bomabala water supply

Volumetric Information:	<ul style="list-style-type: none"> • (Co)110 (S) 128 (Bo) 16 food premises inspections • (S) 128 invoices issued for food premises inspections • 1 Pollution Incident responses (Bo) 3 (Sewer Spills) Pollution Incident responses (S) 40 Pollution Incident responses (Co) • 12 Skin penetration premises (listed on registers for 3 merged councils) • 15 Caravan parks (the 3 merged councils) • 2 registerable boarding house with NSW Fair Trading • 2 Water Supplies (Bo) 3 Water supplies (Co) 6 Water supplies (S) • 22 legionella controls premises (Co) 3 legionella control premises (Bo) • 30 Public swimming pools (the 3 merged councils) • 4 ACT and Regional Catchment Management meetings per year • 4 Food Activity Update Reports to NSW Food Authority per yer • 4 NSW Food Authority meetings per year • About 500 water testing samples per year (Bombala done by operations department) • Approx 240 food premises
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • 6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors

SERVICE ATTRIBUTES

<p>Identify legislation/regulations/standards affecting Service provision:</p>	<p>Environmental Planning and Assessment Act, State Environmental Planning Policy (Exempt & Complying Development Codes)2008, SRLEP 2013, SR DCP 2013Food Act 2003, Food Regulation 2010, Food Safety Standards, AS4674-2004 – Design, Construction an fit out of food premises Local Government Act 1993, and associated regsThe Protection of the Environment Operations Act 1997, POEO (Clean Air) Regulation 2010, POEO (Noise Control) 2008. POEOE (Waste) Regulation 2014Roads Act, Roads Regulation 2008Road Rules 2014, Roads Transport (General) regulation 2013, Boarding Houses Act 2012, Boarding Houses Regulation 2013Impounding Act 1993NSW Guidelines for Water Carters 2012 (NSW Health)Water Management Act Cemetery and Crematoria Act 2013 & Regulations 2014Public Health Act 2010 and Public Health Regulation 2012Headstones and Cemetery Monuments - Australian Standard 4204-1994Above ground Burial Structures – Australian Standard 4425 – 1996Swimming Pools Act 1992National Water Quality Management Strategy - Australian Drinking Water Guidelines 6Guide for submitting water samples to the Division of Analytical Laboratories for Analysis (NSW Health) Private Drinking Water Supply Guidelines</p>
<p>Describe funding arrangements:</p>	<p>Operational Budget, Internal contributions, Fees and Charges from Inspections, Fines, Grant Funding</p>
<p>Describe the current procurement arrangements:</p>	<p>Snowy: Inspections done internally. BEST (Consultancy) completes majority of Food premises inspectionsCooma - When required contract food inspections to BEST (generally 50%, BEST 50% Council services).Council is contracted to the NSW Food Authority to deliver the Food Surveillance service.(Bo) Casual staff member hired from Bega Valley Shire for water inspectionsMetro State Couriers for Council for transporting water supplies on an as needs basisBacto Labs supply of water sampling equipment on an as needs basis</p>
<p>Describe the current approach to delivering the Service:</p>	<p>Cooma: 95% services delivered internally with some food inspections contracted out on a rotational basis to ensure consistency in the inspection process and outcomes.Snowy: Inspections done internally. BEST completes majority of Food premises inspectionsBombala: Bombala have outsourced food premises to State Gov.</p>
<p>Identify major assets required to deliver the Service?</p>	<p>IT equipment (tablets, Cameras, phones), access to vehicles, Inspection equipment: Duplicate/Triplicate inspection pads, Water sampling equipment (bottles, photometer, bleach, flamer (butane), eskys and ice)Access to Plant, small and largeThermometers, septic sampling equipment, gloves, eye protection, PPE (jackets, boots)Noise monitoring equipment: Sound level meter,</p>
<p>Identify the major barriers for Service improvement:</p>	<p>Cooma: Lack of understanding internally of what Environmental Health is as a professionBombala: NSW Gov Food Authority are directing council in how to conduct food survialiancesurveillance. I recommend that SMRC do not sign up for the food regulation partnership, rather SMRC should take the approach that Bombala have ie off load the service. Resources currently used for food premises could be used to meet other shortfalls eg illegal dwelling enforcement..Snowy: Excessive workload. Ongoing work being managed but programs not increasing. Basic service are only being provided.Technology, lack of portable equipment Financing – Administration staff are completing finance tasks without qualifications or appropriate programs and delegations</p>
<p>Identify customers and their expectations for the Service:</p>	<p>Community Clean and Safe healthy environment in which they live,Visitors – clean and safe healthy environment to visit.State Government (NSW Public Health) – NSW Health – Public Health Act & Regulations Administered.NSW EPA – POEO Act & Regulations as the Appropriate Regulatory Authority administered.NSW Food Authority – Contract requirements metOLG – Local Government Act & Regulations administeredACT Government -proactive participation in Catchment Management working parties for the Upper Murrumbidgee catchment Co-ordination Committee,internal departments (Water/Sewer, Building Planning</p>
<p>Describe major issues facing the Council in meeting expectations:</p>	<p>Snowy & Bombala - Availability of staff. Distances of travel. Accurate registers of premises. Staff appropriately trained.Cooma: Availability of staff. Distances of travel. Accurate registers of premises. Staff appropriately trained.Different procedures and</p>

	processes between former Council areas Different levels of service to the community between the former Council areas. Geographical location & distances to travel Appropriately trained staff. Suitable corporate software to meet the service needs. Community expectation of the service but not wanting pay to for it.
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LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Environmental Health Services

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong collaborative relationships with State and Local Government departments • Strong cross Council collaboration in past years across food inspections and notifiable disease outbreaks • Competent human resources who understand the application of legislation across Environmental Health Services • High service level with responding to complaints and pollution incidents • Willingness to adapt, respond to the changing programs and develop new skills to rollout new Environmental Health programs 	<ul style="list-style-type: none"> • Former (S) Admin trainee conducting water supply sampling with minimal understanding of the consequences of wrongly conducting this task • Inconsistency in water supply sampling across the former councils with Bo operations department conducting the supply testing • Former (S) no current documented Legionella and skin pan registers • Inconsistency in the application and use of current software and its authority across Bo and Co and OneCouncil for S • Profile of former (Bo) low of Environmental Health department with Council subsequently affecting funding and resourcing

	<ul style="list-style-type: none"> Limited number of suitably trained staff to undertake water sampling Inconsistency in invoicing and debtor management for Environmental Health, provided by Environmental Health team (S) and Finance Team (Bo and Co)
Opportunities	Threats
<ul style="list-style-type: none"> Ensure more widespread training of operational staff to undertake water sampling Increasing the Legionella control service across the former (S) and (Bo) not previously implemented Ensure single corporate software solution implemented to meet the Environmental Health program Increased resources that are suitably trained to facilitate and ensure all components of service delivery are met 	<ul style="list-style-type: none"> The review of the Public Health Act which may result in increased Service Levels for the approval of private water supply NSW Food Authority ceases the provision of food premises inspection in the former Bombala region Audit conducted by state agencies on existing registers resulting in adverse findings

SERVICE PROFILE DEFINITION

Name:	Environmental Management Service
Responsible Officer:	Peter Smith
Description:	Management of vegetation and pests, including noxious weeds, across the Shire.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Advise on appropriate vegetation and general land management strategies (including management of invasive pests) on all lands to encourage competitive and sustainable pastures. • Compliance actions against landholders who don't meet their legal requirements to control noxious weeds. • Conduct trials on better management practices on weeds of significance, including biological control • Coordinate / cooperate with and participate in projects with other agencies (Monaro Regional Weeds Committee, South East Local Land Services, National Parks and Wildlife Service, State Forests, South East Regional Weeds Committee, Queanbeyan/Plaerang as the South East Weeds Weeds Action Program Lead Agency, Landcare Groups, Community Groups). • Develop, implement, co-ordinate and review noxious weed control policies and control programs • Development and distribution of extension materials to the community • Encourage the effective management of noxious weeds on public lands and pursue ministerial intervention where shortcomings are identified • Ensure that noxious weeds are effectively managed by private occupiers of land • Environmental compliance documents for the Operations and Water and Sewer Units (Snowy • Extension work to educate the public on noxious weeds, their management and the obligation to control noxious weeds on private • Maintenance on vegetation on road reserves and cemeteries • Management and improvement of remnant vegetation located on Council property. • Management of illegal dumping activities within council • Overarching Noxious Weed Policy updated every 3 years • Oversee the control of noxious weeds on Council managed lands • Participation in Environmental Alliance • Participation in Monaro Weeds Committee Forum • Vegetation management inspection schedule

<p>Volumetric Information:</p>	<ul style="list-style-type: none"> • (BO) 2 section 20 entry and control works per annum • Conduct • Conduct 1-5 Section 20 Entry and control works per annum • Conduct 1-5 weed prosecutions per annum • Conduct 5-10 section 20 entry and control works per annum • Conduct 5-10 weed prosecutions per annum • Develop and maintain broad sheet educational resources x 5 • Host noxious weed related field days and community events x 10 per annum • Inspect 1500 rural properties per annum for new invasive weeds • Inspect and manage noxious weeds and broader environmental management sites on 400 high risk sites per annum • Inspect and manage noxious weeds on 3,000kms of high risk pathways per annum (sealed and unsealed roads) • Issue 90 -100 Penalty Notices per annum • Provide education material (broad sheets and specific information to land owners) to private occupiers of land and community groups x 1500 • Reinspect higher priority rural properties (i.e. have been issued penalties notices, management plan developed by land owner) per annum x 300 • Report 3 x year to Monaro Weeds Committee • Report on progress to local noxious weeds Committee x 4 per annum • Report on progress to regional noxious weeds Committee x 4 per annum • Urban surveillance programs x 15 full days in total per annum
<p>Primary Outcome:</p>	<p>6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors</p>
<p>Secondary Outcomes:</p>	<ul style="list-style-type: none"> • 1.1. Healthy and sustainable waterways and catchments throughout the Region

SERVICE ATTRIBUTES

<p>Identify legislation/regulations/standards affecting Service provision:</p>	<p>• Noxious Weeds Act 1993 • Weed Control Order 2014 • Biosecurity Act 2015 to replace Noxious Weeds Act in 2017 • Weeds Regulation under the Biosecurity Act (Currently being drafted) • Native Vegetation Act 2003 • Native Vegetation Regulation 2013 • Pesticides Act 1999 • Pesticides Regulation 2009 • Threatened Species Conservation Act 1995 • EPBC Act 1999 • NSW Invasive Species Plan (Currently being drafted) 2016-2022 • SEWAP Weeds Management Plan • Planning Acts Local Management Plans, Strategies, Policies and Procedures Local Government Act 1993 Community Response Policy (BO)</p>
<p>Describe the current approach to delivering the Service:</p>	<p>Snowy: • Inspections and compliance is conducted according to the Noxious Weeds Act 1993 • Extension work conducted on the Radio, in Newspapers, On Council Websites, at field days and local events such as Ag Shows and Stock Sales. • In accordance with the DPI extension is moving from simple provision of information to Community Based Social Marketing with the explicit aim of behavior change. • Snowy Uses a single contractor to compete works withing the shire and the contract has been renewed for three years within the old snow boundary. • The Weed Control budget is maintained by The Weeds Department within Snowy • Weeds was within Operations at Snowy which made it easier to coordinate the management of roadside weeds and to access staff to make sure they adhered to councils plant hygiene policy and Councils Red Guide Post initiative. Bombala: To maintain an effective and efficient program to control noxious and environmental weeds on Council owned land and perform regulatory inspections on private and public land for compliance of the Noxious Weeds Act 1993 and the Bio Security Act 2015 New and small incursions covered by BO Volunteer and landcare groups, including Green Army and other various groups Cooma: • Property inspections, delivery of educational material, planning and policy development is provided internally • On ground noxious weed control is primarily contracted externally. Small jobs are performed by staff and community/volunteer services Community Volunteer Groups from Corrections facility and green army Weed control outsourced.</p>
<p>Identify major assets required to deliver the Service?</p>	<p>Light vehicles - 4 wheel drive (3 CO) 1 (BO) 3 (S), minor equipment including 1 quick spray unit 150m reel with 600L (BO and trailers with 20m/400L (CO and S) unit reel x 2 (S), depots for maintainance of equipment, stores of items in a compliant bunded area x 3 (chemicals), Biosecurity Information System Compliant Inspection recording software (Weed Tracer (CO and BO) WeedmapPro (S)), Computer Tablets with GPS for field inspections 3 C, 1 BO 4 S, Emergency Beacon per staff member (3 in total), Recover Equipment for vehicle,</p>
<p>Describe funding arrangements:</p>	<p>Operating budget, One-off grant funding, WAP Funding, offered for 5 years but not guaranteed from year to year</p>
<p>Describe major issues facing the Council in meeting expectations:</p>	<p>Bombala - Ongoing funding from the State Government, Continued support to address Noxious and Environmental weeds on Council controlled land, Delivery of BIS reporting format to the DPI, covering areas to be inspected on a regular basis Snowy: • Unrealistic expectations in some parts of the community • Insufficient Number of Officers to meet the Department of Primary Industry's (DPI's) funded expectations (new incursions) and the communities expectations (widespread weed compliance) • The containment of African Lovegrass to withing its current extent. • Meeting the DPIs BIS requirements • Insufficient funding to fully control all Noxious Weeds on Council Managed lands and Assets across the new Council? To effectively encourage landholders to control their weeds without expensive compliance action by Council it is essential that Council fully control all Noxious Weeds on its managed lands and assets • Differing Noxious Weed Control obligations between The Crown and other landholders.? Landowners resent controlling their weeds when the neighboring Crown Lands have not had their weeds controlled. • Insufficient funding from Crown Lands for Council to control Noxious Weeds on Vacant Crown Lands? To help resolve above Council applies for funding to control weeds on vacant crown land. The Crown rarely offers sufficient funding to fully control weeds on Vacant Crown Land. • Councils cannot give new prospective purchases of land the complete picture of the lands weed burden, their responsibilities and the potential cost.? Snowy provides a copy of the most recent inspection with a 149(2) and S64 Weeds Certificates in accordance with the Noxious Weeds Act 1993 Cooma • Implementing</p>

	<p>noxious weed control strategies that meet community expectations and are within the capabilities of landholders. Strategies can result in differing control requirements in different areas of the Shire. This can cause confusion amongst landholders. • Upgrading computing software to meet NSW DPI Biosecurity Information System requirements. • Anticipated implementation of the Biosecurity Act mid-2017. • Introduction of new invasive species into the region and associated increase in resource requirements. • Potential reduction in State funding • Current expansion in the distribution and prevalence of some noxious weeds and associated increase in control costs for all land manages, including Council.</p>
<p>Describe the current procurement arrangements:</p>	<p>All: South East Local Land Services - Upper Murrumbidgee River Restoration Project - Numeralla East, NSW DPI - Crown Lands, Numeralla Landcare, Federal Dept of Environment - Biodiversity funding, Biodiversity funding, NSW State Government Snowy: Weeds Software is provided by Rapid Map, however a move to Chartis is likely. All weed control is done by an external contractor in Snowy. Contractor still contracted for another 3 years to June 19/20 (exclusive). Cooma: . On-ground weed control is outsourced. Quotations for the delivery of weed control services are sought at the commencement of each financial year. Contractors are sourced for individual jobs dependent upon price, suitability of equipment, availability and proximity to the job. This arrangement enables Council to use the services of multiple providers at peak times and is working very successfully. Procurement of contractors on an ad hoc basis relevant to specific infestations. Bombala: 2 former contractors, 1 Northern and 1 Southern, both still contacted on an as needs basis.</p>
<p>Identify the major barriers for Service improvement:</p>	<p>Snowy: • Legislative restrictions on providing prospective land purchasers a complete picture of the weed burden on a property they may be considering purchasing. • Imposition of BIS reporting standards by the DPI and the increased time required to meet those standards. The DPI has not provided increased funding to meet this burden. • The impact of the Biosecurity Act 2013 and the Weeds Regulation will have on the ability of Weeds Officers to effectively regulate weed control is unknown. • Budgetary restrictions on the amount of weed control which can be conducted in the new Council area • How effective the South East Regional Weed Management Plan will be in the control of priority weeds in the region, especially African Lovegrass and Nodding Thistle • The number of Vegetation Management Officers limits the service capacity of the unit. More officers on the ground would allow the provision of a more comprehensive service • The lack of a guarantee of year to year funding from both the DPI and Crown Lands. The variability in Crown Funding is especially problematic Bombala: Funding restrictions from state and local government, Cooma: • Conflicting expectations between NSW DPI and the community and the lack of communication between the two parties • Differing noxious weed control requirements on public lands vs private lands. The lack of control on some public lands makes enforcement on adjoining private lands very complex. • Current resource levels are not adequate enough to meet the expectations of both NSW DPI and the community. There’s an increasing workload being placed on Council from NSW DPI with reduced funding. • Limited options in managing some noxious weed species. Questionable cost vs benefit of control. • Changing legislation, ie goal posts are continually moving. • Changing demographic and associated reduction in the capacity of landholders to manage their land effectively • Noxious weed control on Council roads is currently managed by Service Delivery staff, not staff within the Noxious Weeds Management unit. • Vegetation management on the verge of the Monaro Highway remains RMS responsibility. Current practices are resulting in the spread of noxious weeds into and throughout the region. These practices rely on maintaining line of sight; though have little consideration for managing locally important noxious weeds. As a result, Council has a moral obligation to undertake works over and above the program already implemented by RMS at its own cost. If Council accepted responsibility for the management of vegetation on highway verges throughout the Council area on a contractual basis it would implement a program of vegetation management that provides concurrent and effective noxious weed control to its financial benefit. • The lack of research into more effectively managing noxious weeds on a Statewide scale is identified as a major barrier. Overall changes to be made to Biosecurity Act 2015 - looser weed management requirements, less onus on land owners and change in government structure making it harder to prove non-compliance requiring more time</p>

	<p>by council to prove, specific funding by state not at the level it needs to be, lack of prioritisation by council for funding due to competing priorities</p>
<p>Identify customers and their expectations for the Service:</p>	<ul style="list-style-type: none"> • Local community. The community has an expectation that widespread noxious weeds are enforced to a high standard. Enforcement activities; however require significant resources. The community in general is under-equipped to deal with large scale noxious weed problems. It expects Council to provide assistance where possible. As a result Council hires out weed spraying equipment to assist these landholders in meeting their obligations. Council coordinates an annual aerial spraying program. The community expect this program to continue into the future. This group also expects for Council to hold funds if they do not meet the governance requirements for noxious weed control grants, To provide information on Noxious Weed Management at Group organised field days, To pursue non compliant landholders identified by the groups, To encourage landholders to take part in Group weed control programs • State Government. NSW DPI has instructed that State resources are to be allocated specifically to the detection and control of new invasive species. The surveillance and enforcement of widespread weeds is a role that is to be entirely funded by local Council. This message has not been well relayed to the community. They also expect to write letters of support for their grant applications. Forestry NSW, RMS (Roads Maritime Services) NSW, State Rail NSW, EPA (Environmental Protection Authority), Agricultural Groups, National Parks, • South East Regional Weeds Committee. State funding is channeled to Council through the South East Regional Weeds Committee. Council is contractually bound to this Committee to deliver agreed services. Failure to deliver may result in further reductions to funding. • South East Local Land Services (SELLS) provides agronomic and land management services to the community and has an increasing influence on noxious weed planning in NSW. It also provides funding opportunities for Council and the community. SELLS is a major landholder with very limited funding and enthusiasm to manage noxious weeds. To assist in the development of SELLS weed management plans and documents, to cooperate in field day delivery and To cooperate in weed control programs such as the Snowy River Catchment Woody Weed Program • NSW DPI - Crown Lands is a major public landholder with very limited funding and differing control requirements to private landholders. The Crown have an expectation that Council will apply for funding each year to undertake noxious weed control on vacant Crown lands. Council accepts this responsibility for the benefit of the community. To manage Crown Lands to the standard expected of a Local Control Authority (LCA) and to provide value for money with the funds they grant council to control noxious weeds on vacant crown lands To meet the goals of the SEWAP • Landcare and other community groups are significant partners in land management projects, including noxious weed control programs. the groups have an expectation that Council will assist in applying for, and having involvement in administering projects APVMA - Australian Pesticides Veterinary Medicines Authority Local Aboriginal Land Councils Rural Fire Services Snowy Mountains Forests Pty Ltd Monaro Farming Systems NSW Farmers Snowy River interstate landcare Solicitors Land Conveyancers ACT Government Utilisies Providers Landcare Community Groups Federal Department of the Environment – To meet the funding agreement for the Biodiversity Fund project Queanbeyan / Palerang Regional Council (lead agency) as the SEWAP (South East Weeds Action program) lead Agency– To meet the goals of the SEWAP • Snowy Hydro – To provide information on their legal requirements and to notify them when one of their lessees is not meeting their noxious weed control requirements • NPWS – To collaborate on weed control programs near the boundary of Kosciuszko National Parks • Landholders expect: Control weeds on Council assets bounding their properties, Persuade their neighbours to control noxious weeds, Take compliance actions against non compliant landholders, Provide information on how to best control noxious weeds, Provide information on how to identify noxious weeds, Lobby other government agencies to ensure that widespread weeds of concern continue to be actively managed.

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Environmental Management Service

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Involved with ACT and NSW EPA on illegal dumping programs • Access to relevant training programs and equipment • Coordination of control programs and community groups • Strong relationships with existing significant external agencies • Knowledge and understanding by other staff within council of weed control and incursion issues • Strong existing mixed media and education program • BO Free tip access, unlicensed facilities • Broad skill and knowledge of Noxious Weeds staff and their understanding of local issues • Previous collaboration of the 3 former organisations • Effective knowledge and attainment of relative grant funding • High level of customer service demonstrated by Noxious Weeds staff 	<ul style="list-style-type: none"> • Limited ability to take advantage of grant funding and run proactive community education programs due to the lack of dedicated staff member with knowledge of weed management • Lack of implementation and usage of technology to enable the current weed control program • Understanding of control of particular weeds relative to localities not outlined in a procedure manual • Identification of new and potential incursions that staff of former organisations haven't been involved with • Lack of awareness and understanding of species specific service levels • Lack of standardised policies (inc. Plant Hygiene, individual species requirements) • Not operating across one software system • Accuracy of data and mapping and consistency of information • Lack of training and understanding of frontline staff relative to endangered species • No provision of Quick spray units across former CO and S • Budget for weed control on major road related assets governed by infrastructure team rather than weed management team • Prioritisation and provision of operational funding by council to achieve the desired service level
Opportunities	Threats
<ul style="list-style-type: none"> • Educate staff on new and potential incursions that they haven't been involved with • Improved usage of other outdoor staff in identifying 	<ul style="list-style-type: none"> • Lack of ongoing Research and Development into control mechanisms for specific species • Increasing fees and charges by contractors

<p>and reporting weed issues</p> <ul style="list-style-type: none"> • Formalising a consistent approach to reserve management (slashing V boom spray) • Constructing broader procedure manual for control of particular weeds relative to localities • Standardisation of procurement arrangements of contractors • Better use of technology to enable remote reporting of outbreaks • Capitalise on new and existing grant programs for overall Environmental Management • More targeted weed management through provision of expansion of Quick Spay Units • Identification of ecological conservation areas in GIS software 	<ul style="list-style-type: none"> • Expansion of the lists of threatened species and ecological communities • Lack of State Funding for control activities conducted on Crown Land • New species incursions • Potential reduction in State Government Funding for DPI Weeds Action Plan • Conflicting priorities from local land holders and DPI, NSW relative to management of existing weeds and new incursions • Access to contractors due to availability during peak season (summer) • Implementation of the Biosecurity Act 2015, NSW • Lack of mobile coverage in the region
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RISK ANALYSIS

	Minor	Moderate	Major	Catastrophic
Unlikely	0	0	0	0
Possible	0	0	0	0
Likely	0	0	0	0
Almost Certain	0	0	0	0

SERVICE PROFILE DEFINITION

Name:	Financial Services
Responsible Officer:	Jo-Anne Mackay
Description:	Provide financial services for the Council, including budget preparation and monitoring, and financial reporting. Accounts payable and receivable will be covered in its own service review
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • (Bombala) - Insurance - claims, property registers liase with JLT • Contract register maintenance • Coordinate Fees and Charges • Finance and Property system administration and user maintenance • Grant administration • Internal audit • Investment and management of the organisation's funds (including loans, council credit cards) • Invoicing and collection of charges • Maintenance and reconciliation of council's ledgers and accounts • Maintenance of the Council's financial asset registers • Payment of the Council's creditors • Preparation of long term financial plan • Preparation of quarterly budget reports • Preparation of statutory reports (acquittals, surveys, data returns) • Preparation of the annual budget • Report on Infrastructure (Special Schedule 7) including backlog formulation • Tax returns • Training and coordination of support requests for Finance, HRP, Purchasing, Works, Assets and Fleet (NS Snowy: significant increase due to the current system implementation)
Volumetric Information:	<ul style="list-style-type: none"> • 1 annual budget (annual) • 1 FBT return (annual) • 1 long term financial plan (annual) • 1 set of Fees and Charges • 1 set of financial statements (annual) • 12 BAS (monthly) • 12 budget manager reports and ad hoc reporting (less during system implementation) • 240 average monthly debtor accounts • 3 quarterly budget reviews (quarterly) (Bombala does 3) • 5 credit cards • 8000 invoices paid annually (no information for Cooma provided) • 9 Loans (Westpac and NAB) - Snowy - Cooma • 980 commercial waste invoices issued quarterly • Snowy: 2 main ledgers – GL and Project, 4 subsidiary ledgers – AP & 3 works ledgers (Operating, Fleet and Capital, 9 Entities / Business units, • 110 Cost

	Centers across 30 Departments
Primary Outcome:	2.3. Region-wide access to high quality communication technologies
Secondary Outcomes:	<ul style="list-style-type: none"> • 2.2. Transport infrastructure that is safe and sustainable and meets the changing needs of the community

SERVICE ATTRIBUTES

<p>Describe major issues facing the Council in meeting expectations:</p>	<p>Short time frames (failure to meet deadlines), different ICT systems Snowy: Short time frames (failure to meet deadlines), different ICT systems, staff resistance to change, not following policies and procedures eg purchasing policy or correct order and receipt processing for timely payment of invoices, changes and duplication in government reporting requirements., Snowy River Branch Specific; Increase workload as a result of the data migration and system implementation of Finance, HRP, Assets and Property systems in 2016 in February 2016. Specifically;• Lack of a dedicated asset system resource / team has left a lot of the works system configuration, training and business process changes with finance. • New CiA timesheet system, works integration and staff changes in HRP has significantly increased finance support required for configuration and case management for the new payroll system • Clean up of data migration and poorly configured components by time pressured / inexperienced technology one consultants. Significant time dedicated to case management. Structural changes already impacting Snowy River Branch (Historically less finance support staff and dedicated accountant for Financial and one for Management accounting). In the process of restructuring roles and responsibilities with the addition of a Finance Support Officer, following the loss of the Management Accountant to the Special Projects Team. Bombala - changes in legislation. Non-compliance by internal customers to policy and legislation. One off non-essential Reporting requirements to external organizations and duplications of these reports. Bombala - Asset management system not maintained or data imputed</p>
<p>Identify customers and their expectations for the Service:</p>	<p>Community, External Audit, Internal Audit, Internal departments, State Government bodies, Federal government bodies, Financial Institutions. Expectation is to have reporting accurately completed within deadlines.</p>
<p>Identify legislation/regulations/standards affecting Service provision:</p>	<p>Australian Accounting Standards, Local Government Act 1993, Local Government Code of Accounting Practice and Financial Reporting, Integrated Planning and Reporting Framework, Financial Statements Submission to the OLG, FBT ACT – Annual FBT return, PAYROLL TAX ACT – Monthly, GST ACT – Monthly GST returns, Purchasing policy, Internal Audit reviews and requests ,Ministerial Investment Order, Local Government (General) Regulation 2005, Fuel Tax Act 2006.</p>
<p>Describe the current approach to delivering the Service:</p>	<p>Bombala statements only - All services are provided internally. Use of external software provider for preparation of financial statements, LTFP and fees and charges.</p>
<p>Identify the major barriers for Service improvement:</p>	<p>three different corporate system platforms Snowy -Three different corporate system platforms. Resourcing levels both internally and externally (access to good Technology One consultants). System capabilities outway resources to implement the most effective efficient system in the current Snowy River Branch structure. (The merged council system implementation is a significant opportunity to overcome this). Recommend one of the existing accountants is backfilled and dedicated 100% to the system implementation to ensure the system is working and fully integrated and all data migrated correctly prior to Go-Live. After Go-Live I believe there is a strong business case for a systems accounting role which should be more than offset by savings on consultant time, monitoring consultant performance and results and staff time savings across the organization.</p>
<p>Describe funding arrangements:</p>	<p>Operational budget, internal contributions - all funding is internal</p>
<p>Identify major assets required to deliver the Service?</p>	<p>Corporate IT systems</p>
<p>Describe the current procurement arrangements:</p>	<p>External Audit - Crowe Horwath, LG Solutions for Financial Statements, LG Solutions for Fees and Charges, LG Solutions for LTFP (Snowy). Banking with NAB (Cooma and Bombala), Westpac (Snowy). Loans with Westpac and NAB</p>

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Financial Services

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good relationship with the external auditor • Tax & BAS returns completed on time • All sites using the same external auditor which enables consistency of process regardless of location • Asset Accounting (Co) • Paperless office (S) • Have begun the tasks of sharing financial data to ensure consistency in processing eg bank details, batch frequency • Cash managed internally onsite across all sites • Good relationships across the organisation with key stakeholders in other departments • All sites using the same templates • Have begun to share process related information across sites with the aim of operating as one larger team • Data input always on time 	<ul style="list-style-type: none"> • Asset Accounting requires more resources and is not up to date at (So) and (Bo) • Business Intelligence tool changed and not implemented correctly (So) • General Ledger - Different structure across all sites • Fees & Charges still being paid via cheque for some clients • No banking facilities in Be (Banked twice weekly) • Grant administration - No central grants officer • Currently using different IT systems
Opportunities	Threats
<ul style="list-style-type: none"> • Look at skillset across the organisation • Use the same structure across all sites • Additional resources required in Grant Administration • Work with assets team in developing strategic asset management reporting • Drive paperless processing with AP, AR and HRP with best practice records management to cut down on forms, time delays, lost paperwork etc and streamline the audit process. • Asset Reporting structure to be made consistent across all sites and sharing of this knowledge • Policy audit & tracking with best practice 	<ul style="list-style-type: none"> • Currently working to three different policies which can lend itself to confusion • Working to three different budgets, with no real transparency between sites on overall budget • Decisions made at a higher level even for small requests so timeframe taken to make changes has increased • State Gov Legislation limiting some efficiency gains eg not being able to pay money into three separate accounts and therefore having work out how much to allocate to each site • Running 3 bank accounts • Remote location (Bo) can make collaboration harder

<ul style="list-style-type: none">• Focus on real-time reporting and cut down on data dumping and manual manipulation of data across the organization.• Merge finance across all sites• Work with assets team in developing strategic asset management reporting• Ensure the most efficient use of the technology, system administration, integration of products, report design for the automation of reporting obligations (not just for financial compliance and budget reports but asset, property and HRP reporting).• Steamline the policies across all sites• Invoicing - allow unders & overs quarterly with a monthly report to reduce required resourses• Set up a finance page on a council intranet with a go to place for e-learning for all staff so that finance training can be delivered in short specific videos by topic and relevant to our organization for training delivery any time anywhere• Ensure implementation of integrated contracts, and RFQ system, and Purchasing systems in-line with purchasing policy is enforced across the organization	<p>for these staff</p> <ul style="list-style-type: none">• Auditor lacks IT knowledge making what should be a quick checking of transactions a longer more time consuming paper process
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SERVICE PROFILE DEFINITION

Name:	Fleet Management
Responsible Officer:	Suneil Adhikari
Description:	Ensure Council has a safe reliable, sustainable and cost effective fleet through effective management and maintenance of vehicles, equipment and fleet. Including external hire of contractor plant.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Ad hoc contract plant and equipment maintenance • Ad hoc inspection of fleet • All maintenance carried out by Berridale, Cooma and Bombala Workshop • Fabrication workshop (Each workshop provides a different degree of fabrication) • Leaseback vehicles for staff • Plant Asset Management • Prepare annual and ten year operational and replacement budgets • Procurement and disposal of light and heavy vehicles • Vehicle fleet management • Vehicle fleet planning • Vehicle fleet planning – 10 year Plant Replacement Plan • Vehicle Registration and Insurance
Volumetric Information:	<ul style="list-style-type: none"> • 1 Novated Lease • 12 utility vehicles (Bombala) • 17 light vehicles (Cooma) • 23 utility vehicles (Snowy) • 25 utility vehicles (Cooma) • 3 HACC vehicles (Bombala) • 33 light vehicles (Snowy) (including 15 leaseback, 1 novated lease and 5 senior manager vehicles) • 56 light vehicles Cars • 6 HACC vehicles • 6 light vehicles (Bombala) • 60 Utility vehicles • Registration common expiry date 15th March
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Identify customers and their expectations for the Service:	Council staff - Major: Waste, Waste water, Water, Roads, Vegetation Management, Parks and Gardens, Environmental Service, HACC volunteers, Rural Fire Service (RFS)
Describe the current approach to delivering the Service:	Developed customer service plan identifying• Service delivery• Area serviced• Levels of service• Strategic analysis. Service delivery consists of• Purchase • Scheduled maintenance• Unscheduled maintenance• Disposal• Wh&s. Developed best practice management systems• Measure utilisation• Address low utilisation• Establish internal hire rates• Establish 10 year replacement program• Establish whole of life costs• Establish optimum replacement schedule• Monitor down time and maintenance costs• Manage downtime and maintenanceEffective communication with end users when preparing specificationsVehicle replacement management, daily start up procedures, service and maintenance procedures
Identify the major barriers for Service improvement:	Fleet asset management system to be decided – new system must integrate with Financial systemFor our workshop staff of one Plant Supervisor, Mechanic and Apprentice to maintain Council’s motor vehicles, plant and equipment effectively and efficiently in a fully staffed and equipped workshop which must remain in the Berridale Depot. Income generation – reliant on timesheet transactions, Staffing levels, commitment to maintain reserves in line with 10year replacement planOperational budgets, staff levels, location, procurement, travel
Identify major assets required to deliver the Service?	Fully equipped workshop in Berridale to maintain, repair, manage plant, equipment and motor vehicles.Asset Management System for Fleet
Describe major issues facing the Council in meeting expectations:	Asset Management System for Fleet integrates financial systemOrganisational image, process alignment between the three former entities
Identify legislation/regulations/standards affecting Service provision:	WH&SCouncil Policy and ProceduresLeaseback Policy and ProceduresLocal government Act 1993, RMS traffic regulations, WH&S Act and Regulation 2011, Protection of the environment Act 1997, Motor vehicle repairers Act 1980IPWEA, plant start up inspections, maintenance service records, accident reporting, appropriate signage
Describe the current procurement arrangements:	Purchasing and disposal of Council motor vehicles is completed by Berridale Branch Asset Management Officer through local dealerships from our 10 Year Fleet Replacement Plan (S) Purchasing and sales, registrations and insurance and insurance claims of Council motor vehicles is completed by Berridale Branch Asset Management Officer through local dealerships for General Fund, Roads, Water/Sewer, Waste and HACC DepartmentsChangeover of Light Vehicles 80,000kms or 2 ½ years – Diesel Vehicles 150,000kms or 5 yearsRepairs and maintenance of motor vehicles completed by Berridale Depot Workshop as per manufacturers recommendationsProvide the opportunity to attract staff to positions in our Shire by offering Leaseback facilityPlant Hire Rates SRCooma purchase and disposal of Council motor vehicles is completed by the Fleet Management Service Bombala purchasing and disposal of Council motor vehicles is completed by the workshop supervisor in consultation with Director Three quotations are obtained for the purchase of motor vehicles and approved by Director or General Manager.Sale of motor vehicles is through trade in or through advertising for quotations for the sale motor vehiclesBerridale locally sell or trade in Cooma and Bomala generally auction motor vehicles or local tender LGP, State contract pricing, other suppliers in line with purchasing and tendering guidelines, Local monthly running orders
Describe funding arrangements:	General Fund, Waste, Water and Sewer and HACC Operational budget. Fleet Reserves. Plant Hire RatesTender above \$150,000 -quotations

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Fleet Management

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> Existing Fleet is broad and varied in make and model to meet service requirements Management of funding for plant replacement Skill and knowledge base within existing staff in maintaining current Fleet profile relative to their application and age Existing workshop infrastructure across Bo, Berridale and Co Service personnel adaptable to a broad range of working environments and ability to provide a rapid response to maintenance issues Existing prioritisation and understanding of critical maintenance issues as they arise 	<ul style="list-style-type: none"> Singular mechanic in Bo workshop increasing WHS risks No single platform to generate and store maintenance work orders (Co) Fleetmex (S) TechOne (Bo) Authority Inconsistency in approach across former councils for leaseback and FBT (Fringe Benefits Tax) Governance of plant reserve funding (S) Shortage of qualified and experienced mechanics Inconsistent specification of workshop tooling, staffing, safety equipment across the previous three councils Inconsistent specification of workshop tooling, staffing, safety equipment across the previous three councils
Opportunities	Threats
<ul style="list-style-type: none"> Restructuring of the profile of the fleet (i.e. more vehicles in pool, aligning suitable vehicle with position needs) MVRIA licencing of Bo wokshop Leverage purchasing power to negotiate improved value for money on new Fleet contracts Provision of apprenticeship and training programs for Fleet Management, coordinated across workshops to cover off all varying levels of major repair Alignment of plant hire rates in order to cover the cost of maintenance and replacement Expand the scope of service offered within Fleet Management and the service level itself Adoption of common asset management software platform (Fleetmex) 	<ul style="list-style-type: none"> Local dealers reduce variety of vehicles or cease local operations Adverse winter weather conditions causing an increase in work to retro vehicles

SERVICE PROFILE DEFINITION

Name:	Flood Management
Responsible Officer:	Suneil Adhikari
Description:	Flood Management
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Adequate warning of possible flood events • An Inspection Plan for containment walls/levee, culverts, storm water outlet fixtures, and waterways relied on to dissipate flood waters • Annual Maintenance Schedule funded in the Management Plan • Defined ARI levels for Urban and Rural Roads • Flood studies • Flood warning systems and advice • Minimal flood damage during flood events greater than those designed for in the storm water systems • Planned Emergency Service and Council response in the event of a flood event • Preparation of an Urban Flood Management Plan • Procedures and ITP for all tasks required
Volumetric Information:	<ul style="list-style-type: none"> • ? designated dams (eg 1 at Delegate) • Flood zones: Cooma Creek, Cooma Back Creek, Bombala River, Delegate River, Snowy River
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Identify major assets required to deliver the Service?	Council Staff & Plant.Hired Plant.Contractor's plant/operators as required.Emergency Services during major flood events.
Describe major issues facing the Council in meeting expectations:	Existing attitude to waterway management.Legislative restrictions to working within a waterway.Available funding for work on a non-council asset.Blockages due to plantings of willows, poplars, etc within waterways.
Describe the current approach to delivering the Service:	Urban Flood studies have been carried out.Levee banks and walls constructed.Non-return fixtures fitted to drainage outlets.Flood level warning systems are in place on the Cooma Creek and Cooma Back Creek.Road closures put in place for urban and rural roads in response to notification of road/causeway overtopping's.Assistance with preparation of sandbags and temporary defenses.
Describe the current procurement arrangements:	Materials through Council's procurement officer.Contractors selected from Council's Approved Contractor RegisterPlant via Council fleet or approved contractor's register.Hired Plant as required.
Identify legislation/regulations/standards affecting Service provision:	Local Government Act 1993 No 30Local Government (General) Regulation 2005Roads Act 1993 No 33Roads Regulation 2008.Work Health and Safety Act 2011 No 10.Work Health and Safety Regulation 2011.Environmental Planning and Assessment Act 1979 No 203Fisheries Management Act 1994 No 38Threatened Species Conservation Act 1995 No 101Threatened Species Conservation Regulation 2010Native Vegetation Act 2003 No 103Native Vegetation Regulation 2013Council Development Control StandardsCouncil Procedures.Relevant industry Standards and/or best practice manuals including RMS.

Describe funding arrangements:	SMRC Operational budgets. Various grants for waterway improvements.
Identify customers and their expectations for the Service:	All Businesses and Residents within flood Zones. (Minimise damage, adequate warnings) Road Users and Pedestrians. (Minimal delays and safe access) Emergency Services. (Safe Access)
Identify the major barriers for Service improvement:	Area of flood management Council is required to cover. Blockages of Councils waterway assets due to native vegetation, and willow/poplar debris.

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Comprehensive flood studies (Cooma township, Bombala township) • Plant and equipment for response • Local knowledge and experience 	<ul style="list-style-type: none"> • Berridale and Jindabyne don't have a comprehensive flood study • Lack of flood monitoring stations • Lack of a Council wide flood management plan • Infrastructure not designed to withstand major flood events (eg causeways, culverts, timber bridges)
Opportunities	Threats
<ul style="list-style-type: none"> • Capture and utilise floodwater in a more efficient way (eg below ground storage) • Achieve a better understanding of flood zones and associated management 	<ul style="list-style-type: none"> • Impact on valuations of existing residences • Community litigation against Council • Most of the natural assets/features are not Council controlled (eg Fisheries, EPA, Water NSW etc) • Disaster recovery will only replace assets to pre-disaster condition

SERVICE PROFILE DEFINITION

Name:	GIS (Geographic Information Systems)
Responsible Officer:	Peter Smith
Description:	Capturing and maintaining accurate spatial information in GIS systems, and providing relevant spatial data and analysis to various stakeholders
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Capture and maintenance of spatial data relating to records in Corporate Systems (Assets, Land & Property, Customer requests) • Land Info should be solely held in the corporate system, land information in GIS for display only • Land information maintenance • Maps • Property address maintenance • Spatial analysis • Spatial software solutions and associated data
Volumetric Information:	<ul style="list-style-type: none"> • 10-15 external jobs amounting to 100-120 of externally issued maps • 15-20 hours of externally charged consulting time per annum • 80-180 new parcels records per annum
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Identify customers and their expectations for the Service:	<p>internal customers All Staff Spatial portal available to all staff displaying corporate and other GIS data to meet organization needs Training and induction of all new staff to spatial services Display of relevant rating, water connection, asset, customer service information in corporate database in map view through thematics and customized forms. Mail merge functionality from map view Customized maps for Council reports, website, presentations Spatial analysis Mobile mapping solutions Management of spatial data in database Access for selected staff across Council to full GIS and links to spatial data stores Planning Reliable and fast access information on planning constraints in map view and linked to Property and Rating information – owner details, contact information, land attributes Standard GIS reports on parcel/property displaying planning constraint data LEP and DCP mapping including data creation, map creation to meet set standards, plan amendments Access to/Links to state government data (heritage, threatened species etc) Spatial data analysis service (e.g. census data, development projections, biodiversity) GIS/Land Information support for online services like e-Housing Code Assets Management of data capture and improvement of asset data from WAE plans and mobile mapping solutions Maintenance of links between GIS asset data and AMS Rates/water billing Creation of land records in rating system from new registered plans on weekly basis (usually daily), including associated land attribute information from planning GIS data Maintenance of links between land/property records in rating system to cadastral mapping Creation and maintenance of property addressing including notifications to authorities and owners 5. Weeds Access to property/owner information linked to cadastral map Support for mobile weed mapping/inspection software Access to other corporate GIS datasets Water Sewer Management of data capture and improvement of water and sewer asset data from WAE plans and GIS amendment reports via managed service Spatial data store for WAE plans Maintenance of links between GIS asset data and</p>
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	<p>AMSRoadsManagement of data capture and improvement of asset data from WAE plans and mobile mapping solutionsMaintenance of links between GIS asset data and AMSSupply GIS data for mobile defect capture CommunityLEMC (Local Emergency Management Committee) support including availability to Emergency Operations room, advice on asset locationsProvision of urban and rural map books/posters for location of roads via download or hard copystate government departmentsSupply of GIS data for emergency management Supply of planning datasets created by Council according to standardsService DeliverySpatial data capture of assets from Works as Executed drawings and maintenance to link with Asset Management SystemSupply of spatial data to Council contractors under license arrangements Mobile mapping solutions for inspection and defect reportingGIS support for weed mapping and reporting softwareDisplay of asset information in GIS viewer (e.g. condition, defects, age) through thematics and customized formsService SupportCreation of land records in rating system from new registered including associated land attribute information from planning GIS dataMaintenance of links between land/property records in rating system to cadastral mappingCreation and maintenance of property addressing including notifications to authorities and ownersExternal clientsSpatial portal on Council website to display information on Council services and relevant property informationSupply of data and spatial services according to procedure "GIS Services to External Clients"LEMC (Local Emergency Management Committee) support including availability to Emergency Operations room, advice on asset locationsCreation and update of urban and rural map booksSupply of GIS data for emergency management according to ESSIL guidelines</p>
<p>Identify legislation/regulations/standards affecting Service provision:</p>	<p>ANZLIC Metadata standardsNSW Addressing StandardsNSW Planning Standard Technical Requirements for Spatial Datasets and Maps Emergency Services Spatial Information Library (ESSIL).</p>
<p>Describe major issues facing the Council in meeting expectations:</p>	<p>Physical connectivity between offices. Currently 2 different software solutions.Staff skillsWide range of technical abilities required to manage spatial services: software management, database management, remote sensing, project management, data capture, spatial analysis, graphic design, technical drawing. Some skills only required on occasional basis – case for using support services of some kind.Internet speedInternet bandwidth particularly in Jindabyne Office has lead to limitations in spatial work that can be undertaken in Jindabyne Office and lead to changes in choice of spatial portal. This will be significant challenge for providing spatial services across new Council area. Datasets are large, particularly imagery and DEM data.Internal Demand for servicesIncreasing demand for spatial services across all areas of Council, particularly for mobile solutions for data capture. Issues of connectivity in remote parts of Shire for mobile mapping solutions.Spatial information and support from other levels of GovernmentApparent reduction in support services from Land and Property Information – e.g. likelihood of needing to source own aerial imagery services as free service from state government may not be availableIncreasing demand for service in CommunityIncreasing demands from Community for online services including spatial services – finding out and viewing information about their property in relation to planning, services available etc. via website or at terminal at front counterFast changing technologyFast changing environment – increased use of WMS (web map services) and WFS (web feature services) is going to change data delivery from state and federal government and Council needs to prepare for this. Need to be part of regional and state-wide groups to keep abreast of changes.(SR)Increasing demand for spatial services across all areas of Council, particularly for mobile solutions for data capture.Distance between offices and need to provide support and training to all branchesDifferent software solutions in branches (Cooma and Bombala Pitney Bowes MAPs agreement, Snowy Managed Service with Open Spatial).Wide range of technical skills required to manage spatial services - software management, database management, remote sensing, project management, data capture, spatial analysis, graphic design, technical drawing. Some skills only required on occasional basis so there could be case for using support services of some kindInternet speed and bandwidth (particularly in remote offices) - datasets are large, particularly imagery and DEM data.Issues of connectivity in remote parts of Shire for mobile mapping solutions.Spatial information and support from other levels of Government decreasing – there is an apparent reduction in support services from Land and</p>

	<p>Property Information – e.g. likelihood of needing to source own aerial imagery services as free service from state government may not be available Increasing demands from Community for online services including spatial services – finding out and viewing information about their property in relation to planning, services available etc. via website or at terminal at front counter Fast changing technology – increased use of WMS (web map services) and WFS (web feature services) is going to change data delivery from state and federal government and Council needs to prepare for this. Need to be part of regional and state-wide groups to keep abreast of changes. Projection change upcoming in 2020 (change from GDA94 to GDA2020)</p>
Identify the major barriers for Service improvement:	<p>More training required for blending across offices. Backlog of data migration, data cleansing, documentation related to Tech One upgrade project Internet speed and bandwidth Combining data sets from 3 Council areas (different formats, standards of capture and accuracy, different attributes)</p>
Describe the current procurement arrangements:	<p>Ex SRSC In Year 2 of 3 year managed service agreement which includes Software as a Service (SAS) and 0.4 FTE of managed service hours that can be provided by any staff member (project management, database, data entry, strategic planning) MAPS agreement with Pitney Bowes for CMSC for software (Mapinfo and Exponare) was due to expire July 2016 MAPs agreement for Bombala with Pitney Bowes</p>
Describe funding arrangements:	<p>operational budget, fees and charges Managed Service Software as a service \$26,000 Staff time 0.4 FTE \$62,000 FTE Total \$85,000 GIS Staff cost \$85,000 \$3000 Other GIS software GIS Income \$2000 fees internal, \$2000 External MAPs agreement CMSC MAPS agreement Bombala</p>
Identify major assets required to deliver the Service?	<p>GIS software Spatial portal for all staff and limited view for public – easy to use, read-only, customized views for different customer groups, full integration with corporate systems (e.g. Currently Enlighten others include Exponare, Intramaps) Spatial data store – Open Source, able to be accessed from all GIS platforms Full GIS system for data creation, manipulation, spatial analysis and customized maps (e.g. QGIS, ArcGIS, Mapinfo) Mobile mapping solution – needs to be capable of off-line use, GPS enabled, rugged (e.g. for weeds, assets, compliance, inspections). Some applications have specific requirements e.g. weeds capture needs to meet BIS specifications Technical Design drawing software e.g. Autocad/Munsys Equipment Staff with access to Citrix desktop have access to Enlighten GIS Laptop with data library on separate device – for use in Emergency Management Mobile devices for field staff able to capture GPS locations, photos, form filling Survey equipment with access to CORS correction data and skills to operate or access to surveying services</p>
Describe the current approach to delivering the Service:	<p>Since 2012 ~70% of the service provided internally (1FTE position), 30% through managed service with Open Spatial (split by cost is around 60/40). 0.4 FTE of managed service hours that can be provided by any staff member at Open Spatial (project management, database admin, data entry, strategic planning) Land, Property and GIS Administrator (1FTE) manages GIS services and contract with Open Spatial, addressing, Land creation and associated land information, variety of data analysis jobs (eg Census data). In addition monitoring for Green team which takes roughly 0.5 days per fortnight. This officer generally works 4 days per week in Berridale Office and 1 day in Jindabyne though this may vary depending on workload. Some large projects (asset capture project, new LEP mapping, implementation of Asset Management software) have lead to long periods spent mostly on one project This position was in Strategic Planning group but work used to be managed through a GIS Group (staff across council with stake in GIS services) but GIS Group was “retired” as asset management group took over this role – however missing input from Planning. In order to save money to pay for Managed Service, MAPS agreement with Pitney Bowes which used to pay for SAS Exponare, Mapinfo and MapX Mobile was discontinued and QGIS (Open Source and free licensing) has replaced Mapinfo as GIS. Still a lot of legacy Mapinfo data to verify, move to database. GIS Software services outlined above currently provided are: 1. Enlighten – limited integration with Tech One 2. Oracle DB3. QGIS – some limited use of Mapinfo 4. GBM Mobile, Weedmap (based on Mapinfo MapX Mobile – need replacement), Enlighten Mobile – implementation just started 5. Autocad/Munsys Access to GIS software Access for all staff computer to Corporate system and linked GIS viewer (Authority/Exponare (C&B) or Tech one/Enlighten (S)) Access for selected staff to full GIS with read/write access to data stores (Mapinfo (C&B) and QGIS & Munsys (S)). Access to some</p>

	<p>engineering staff to Autocad for viewing / creating design drawings Staff support for GIS services Snowy - Land, Property and GIS Administrator (1FTE) , 4 days per week Berridale and 1 day in Jindabyne Office. Since 2012 around 30% of service delivery through managed service with Open Spatial (0.4 FTE) of service hours that can be provided by any staff member at Open Spatial (project management, database admin, data entry, strategic planning). Cooma - GIS services provided by Assets Technical Officer. Large projects outsourced to consultants. Some support services through Pitney Bowes Bombala - GIS services provided by Assets and Special Projects Officer and ICT Services. Occasional support provided by Cooma Staff. Large projects outsourced to consultants. Some support services through Pitney Bowes Public GIS Services Service requests managed through GIS/Assets officers on fee-for-service basis (fee exceptions are contractors working for Council and emergency services) according to procedures and licensing requirements Limited maps available for download from each of old Council's websites but no map portal in Council website for public.</p>
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LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> Corporate data managed in an open source database (S) GIS is utilised across operations (C,S) Competent GIS staff 	<ul style="list-style-type: none"> Different ways of dealing with the cadastre Lack of common IT infrastructure to support GIS GIS not utilised across operations (B) Limited local spatial information for the community Variation in actual location of underground assets versus mapped location Integrity of data may be compromised Variable maturity of GIS approaches across Council Drafting position at Cooma has not been filled Inconsistent approach to notification of GIS on works undertaken
Opportunities	Threats
<ul style="list-style-type: none"> Standardise the GIS system for Council More Council staff accessing spatial data Generate more revenue from GIS services Sharing of skilled GIS staff across offices Expand open source database across Council To provide a spatial system across Council in advance of the adopted corporate IT system Make property addressing a more efficient process 	<ul style="list-style-type: none"> Generate more revenue from GIS services Impact on Council's GIS data from Federal Government change in the projection of coordinates Constant changes in technology

SERVICE PROFILE DEFINITION

Name:	GM Transition
Responsible Officer:	Joe Vescio
Description:	GM transition into new entity, preparing for organisational transformation
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> Implementation plans bringing three former councils together
Volumetric Information:	<ul style="list-style-type: none"> 10 stream areas 4 Directorates
Primary Outcome:	6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors
Secondary Outcomes:	<ul style="list-style-type: none"> N/A

SERVICE ATTRIBUTES

Identify customers and their expectations for the Service:	Premier, Minister for Local Government, Administrator, Community, Staff to deliver more a efficient and effective Council that retains jobs
Describe major issues facing the Council in meeting expectations:	Number of appropriate and skilled staff to deliver the projects, Quality of plans and outcomes in time allocated, Three different operating systems
Describe funding arrangements:	\$5M implementation fund, supported by operational budgets
Identify legislation/regulations/standards affecting Service provision:	Local Government Act, Local Government (General) Regulation, Local Government (Council Amalgamations) Proclamation
Identify the major barriers for Service improvement:	Resistance to change by staff
Describe the current approach to delivering the Service:	Special projects office leading the project
Identify major assets required to deliver the Service?	IT
Describe the current procurement arrangements:	In accordance with existing policy

LEVELS OF SERVICE


Service Level	Description	Volume	Targets	FTEs	Total Cost
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GM Transition

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Staff Inclusion • Leader who wants it to succeed • Communication & engagement of staff • Expertise across sites • Have a plan and vision • Community open to change to support change • Appetite for change • Quality of the leadership team & SPO • Good relationship with the USU • Communication • Identified key people across the council • Administrator with a local government background • Risk management plan in place and prepared 	<ul style="list-style-type: none"> • Transparency around suggestions of staff • Burnout of good staff • Emotional intelligence of managers - intervention • Identifying the internal & external resourcing • Celebrate our wins • Communication blockages • Isolated from - Special projects, getting the balance right • Accountability & Ownership of management decisions • Staff engagement - Staff Buy in • Experience in managing a transition process • 3 Cultures • No agreed values • Improve the IT system & E-business • Resourcing issue - flexibility in the workforce • Age profile of workforce • Administrator being involved • Political interference • Constructive feedback and loop back • Unrealistic expectations • Utilising the right people
Opportunities	Threats
<ul style="list-style-type: none"> • Brand awareness • Expertise across sites & sharing ideas • Build the reputation of the brand between council & community • Strong Community fund • Centre of excellence • Staff engagement & Inclusion • Skills audit & seconding in to the project 	<ul style="list-style-type: none"> • lack of funding • changing state gov expectations • Rate freeze • Community backlash • Potential legal & industrial issues • Preception & judgement from the community • Customer service expectation - Community expectation



<ul style="list-style-type: none">• Accountable business units• Change Management awareness• ownership of outcome across management• IT Cloud• Effective governance model• Opportunity in the community• get the most out of the IT resources• Business Case procedure• Customer satisfaction survey now & then from DPC• Drive Continuous improvement• Employer of choice & Service provider• Forward planning of the council strategic plans• Health of the organisation & Staff (WHS)	<ul style="list-style-type: none">• communications to external parties• Administrator conduct• State Government message in the community on expectations• Financial accounting methodology• Scrutiny of performance• Award & Act Restrictions
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SERVICE PROFILE DEFINITION

Name:	Health Centre Management
Responsible Officer:	Peter Smith
Description:	Management of the Snowy River Health centre Funding of 5.5 million for the SRHC was applied for under the GP Super Clinics Program and awarded to Council for construction of a GP Superclinic. The SRHC is a one stop shop for health care, offering an integrated and fit for purpose facility to the community. It houses GP's, Nurses, Allied Health, Physiotherapy, Chiropractor, Pathology, Podiatrist, Exercise physiologist and more. Council leases permanent and sessional tenancies within the building at a reduced rate to provide health care services that were previously becoming financially unviable for private practitioners.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Allied health recruitment – areas of identified need • facility contract management • Health promotion • Integration of all services and staff within the SRHC • Maintenance of Facility • Meeting the Department of Health Funding Agreement requirements and 10 objectives of the GP Super Clinic programs • Multidisciplinary & Representative Committee Meetings • Property maintenance
Volumetric Information:	<ul style="list-style-type: none"> • 4 Maintenance contracts – Automatic doors, Air Conditioning, Alarm monitoring and Elevator • 4 permanent tenants with current Lease • 8 casual sessional room users
Primary Outcome:	6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Describe major issues facing the Council in meeting expectations:	Projected budget income – It is likely that rents will not be able to be raised to projected budget figures for the Level 1 tenant due to a second Medical Practice opening in Jindabyne. Not enough income – to provide for 'sinking fund' for replacement of Council owned Medical equipment or major building maintenance in next 5- 10 years.
Describe the current approach to delivering the Service:	100% internally managed with one 1 FTE facility manager. Maintenance (minor) required is booked internally Parks and Gardens maintain landscaped areas
Identify legislation/regulations/standards affecting Service provision:	Comply with the 10 Objectives of DoHA funding agreement, bi-monthly reporting, and annual reporting via DoH portal. Lease agreements with Tenants MOU & PPA being developed with the LHD for Health One construction
Describe funding arrangements:	Original funding of 5.5 million has been expended. Operational budget, fees and charges, always on the lookout for any grants Funded from Rent and recovery of operation costs for utilities
Identify the major barriers for Service improvement:	Occupancy of sessional rooms and meeting room. Lack of allied health and practitioners to rent sessional space. Visiting specialists usually travel from Canberra, Bega or Sydney. Cost of meeting room and sessional rooms can be a barrier. The need for additional administration/accounting services that can be provided by

	Jindabyne Medical Practice for a fee also increases the overall cost of room hire.
Describe the current procurement arrangements:	Lease of Premises - Village Dispensary, Lease of Premises - Snowy Mountains Physio, Lease of Premises - Capital Pathology , Lease of Premises - Jindabyne Medical Practice , Various building and construction warranties - Edwards Constructions, Automatic door maintenance - DORMA, Air Conditioning scheduled maintenance - Jindabyne Refrigeration, Security System monitoring of alarm - Secom, Lift Maintenance quarterly (1/2 cost to Level 2 tenant) - KONE,
Identify major assets required to deliver the Service?	Health Centre building, ICT equipment including server, light vehicles, Medical Equipment including Digital X-Ray and Slit Lamp.
Identify customers and their expectations for the Service:	<ul style="list-style-type: none"> • Community of the Snowy Monaro Regional Council LGA • Visitors to the region • Tenants and sessional room users • Department of Health • Federal Government • Local Health District – Health One • State Government Patients expect a high level of integrated health care that is easily accessed and preferably bulk billed. There is an expectation that the SRHC offers an expanded service compared to the Medical Centre available at Nuggets Crossing prior to May 2014.

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Health Centre Management

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Increasing visiting allied health and specialist services • Health Centre meets identified community needs • Future proofing GP services to Jindabyne through the provision of Council owned infrastructure • After hours access for related health services to the community 	<ul style="list-style-type: none"> • Projected budget income – It is likely that rents will not be able to be raised to projected budget figures for the Level 1 tenant due to a second Medical Practice opening in Jindabyne • Not enough income – to provide for ‘sinking fund’ for replacement of Council owned Medical equipment or major building maintenance in next 5- 10 years
Opportunities	
<ul style="list-style-type: none"> • Integration with State Government Community Health Services 	

SERVICE PROFILE DEFINITION

Name:	Heritage Management
Responsible Officer:	Peter Smith
Description:	Provide cultural and historical services the Council's community
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Cultural planning • Heritage incentive clause use in LEP • Heritage advisory services • Heritage strategy • Provide community information and engagement on heritage • Provide heritage input for relevant development applications • Provide recommendations for award of Local Heritage Places grants • Recommend heritage listings for inclusion in Local Environmental Plan • Run local heritage places grant scheme • Support cultural heritage projects • Support of committees and groups involved with cultural heritage
Volumetric Information:	<ul style="list-style-type: none"> • 1 aboriginal place of heritage significance (Cooma) • 10 heritage conservation areas (Cooma) • 2-3 new heritage places listed annually • 400+ heritage items listed in the 3 Local Environmental Plans • Approximately 20 DA's with heritage input per annum
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • 2.1. An adequate and accessible transport network within and beyond the Region. (Service and infrastructure)

SERVICE ATTRIBUTES

Describe funding arrangements:	internal, grant funding, funding partner with Office Environment and Heritage 2:1 ratio limited \$20K budget 2 separate advisor engaged currently, none for Bombala
Describe the current approach to delivering the Service:	Services provided internally by the town planning unit with support from heritage advisors. Heritage Advisor visits on average one day a month.
Identify the major barriers for Service improvement:	Dealing with the Office of Heritage and Environment, costs associated with maintaining heritage listed buildings. Culture of fear and misconceptions limit uptake of heritage listing and projects - expense of repairs is a barrier Being able to provide a quality and accessible heritage advisory service over an area the size of Snowy-Monaro without increasing heritage advisor costs Coordinating the delivery of heritage services between the 3 main offices of Council
Identify major assets required to deliver the Service?	ICT assets, vehicles, museums, heritage listed buildings
Identify customers and their expectations for the Service:	community, state government bodies, internal departments, visitors, private owners of heritage listed buildings. All expect to receive accurate and timely advice in relation to heritage matters and to be able to access the heritage advisor directly when required. The community expects local heritage places grants to be awarded in an objective and transparent manner
Identify	Environmental Planning and Assessment Act, 1979 Environmental Planning and

legislation/regulations/standards affecting Service provision:	Assessment Regulation 2000 Cooma-Monaro Local Environmental Plan 2013 Snowy River Local Environmental Plan 2013 Bombala Local Environmental Plan 2012 Cooma-Monaro Development Control Plan 2014 Snowy River Development Control Plan Bombala Development Control Plan Heritage Act 1977
Describe major issues facing the Council in meeting expectations:	Dealing with the Office of Heritage and Environment. Misinformation regarding heritage in the community Heritage can be a polarizing issue in the community, many either love it or hate it and this can be reflected in their views towards the service Impacting community attitudes to see the positive value of heritage
Describe the current procurement arrangements:	Heritage Advisors - P. Kabaila (Snowy), P Giovanelli (Cooma)

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Heritage Management

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Outstanding quality heritage items across the Council area • Easily accessible heritage service in Snowy and Cooma • Cooma and Snowy areas have knowledgeable heritage advisors • (B) Community groups look after some heritage services and council has strong relationships with them • (B) Strong awareness of heritage importance in the community • Local heritage places grant in Cooma • Access to a heritage advisor in Bombala 	<ul style="list-style-type: none"> • Covering a large geographical area (time and cost) • Heritage advisors only available once or twice a month • Cost of maintaining a heritage listed building • Lack of focus on aboriginal heritage

Opportunities	Threats
<ul style="list-style-type: none"> • Arrival of international flights to Canberra presents an opportunity to link more closely with cultural tourism • Opportunity to develop a heritage trail through the 3 shires • To share indigenous culture with the community through Bundian Way • Link the education schemes more closely with local historically significant buildings eg Duke of Edindurgh awards • Getting funding to enhance the main street of Bombala • Mobile apps for heritage item information by location for self guided tours • Linking heritage more with tourism 	<ul style="list-style-type: none"> • Heritage items may be lost through lack of priority of owners and managers • The service does rely on part funding from the Government which could be subject to change • Heritage can be a polarising issue in the community

SERVICE PROFILE DEFINITION

Name:	Human Resource Management
Responsible Officer:	GUTHRIE Robin
Description:	Manage human resources policies, procedures and services for the organisation including the payroll process
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Coordinate annual performance and competency review processes • Coordinate corporate training • Coordinate industrial and employee relations • Coordinate performance management • Coordinate recruitment and selection • Coordinate staff onboarding and offboarding process • Coordinate the development and review of position descriptions and job evaluations • Development and implementation of human resources policies and procedures • Equal Employment Opportunity Plan • Maintenance of staff personnel records and files • Process fortnightly payroll • Provide advice on organisational development • PWC Survey • Staff training • Workers Compensation Claims and Return to Work Co-ordination • Workforce engagement survey responses • Workforce Planning
Volumetric Information:	<ul style="list-style-type: none"> • 427 employees
Primary Outcome:	4.1. A strong thriving and inclusive community where people feel a sense of belonging and identity
Secondary Outcomes:	<ul style="list-style-type: none"> • 2.1. An adequate and accessible transport network within and beyond the Region. (Service and infrastructure)

SERVICE ATTRIBUTES

Identify major assets required to deliver the Service?	IT, skills and training of employees, transport, adequate number of HR staff to deliver the service
Identify the major barriers for Service improvement:	No corporate HR system – management of process done manually using spreadsheets, calendars etc Inconsistent policies / procedures Some staff in the wider organisation not open to / hesitant about change Unaware of ‘customer satisfaction’ Managers not raising staffing issues with HR in the first instance Limited HR risk assessments or business continuity plans Not getting adequate staff “buy in”. Staff misinterpreting communication from management therefore being subject to rumour and innuendo and causing friction amongst the workforce. Staff are concerned and perhaps a little anxious about the possibility of having to re-apply for their positions when the permanent structure is released. Three types of salary systems. Restrictions around hiring policies. Needs include: Consolidated HR corporate system Direct representation at Executive level Review delegations RE: authority to direct staff in HR matters or increased accountability for Managers in management of staff Manual HR systems Outdated or missing policies Functional salary progression system KPI’s for individual roles
Identify legislation/regulations/standards affecting Service provision:	Local Government Act 1993, Local Government (State) Award 2014, , Local Government Aged, Disability and Home Care State Award, Industrial Relations Act 1996, Racial Discrimination Act 1975, Sex Discrimination Act 1984, Human Rights and Equal Opportunity Commission Act 1986, Disability Discrimination Act 1992, Age Discrimination Act 2004, Work Health and Safety Act 2011, Community Relations Commission and Principles of Multiculturalism Act 2000, Anti-Discrimination Act 1977, Privacy and Personal Information Protection Act 1998, Long Service Leave Act, Fair work act,
Describe funding arrangements:	100% general fund used for operational budget. Some financial incentives received for new apprenticeships, funds go back into general funds. Rebates received from workers compensation and WHS insurance premiums go back into general funds
Describe the current approach to delivering the Service:	Recruitment - 100% internal, utilise website and council page for external advertising, Training - coordination 100% internal, delivery 90% external, Workforce planning - 100% internal, Employee surveys - 100% external (Internal facilitation and coordination), Industrial relations issues - 80% internal, 20% external (industrial lawyer), Payroll - 100% internal
Describe the current procurement arrangements:	Purchase of services through deeds of agreements and procurement policy
Describe major issues facing the Council in meeting expectations:	No structured project plan to bring the HR services together, data collected but not in a consolidated manner for mapping current professional development training and retraining options for new organisational processes and systems. Inconsistent messages through three organisations regarding application of policy and procedure and department messages, Existing vacancies being filled by internal candidates creating more vacancies, Multi-skilled staff across three offices providing advice using old and different policies, early stages of an integrated HR corporate communication plan to address issues in a consistent manner - need to ensure the same consistent message is getting out over the organization as a whole, Ensuring that staff without email access are receiving all relevant information, Position descriptions and delegations vary between branches Skill and capacity of current workforce not yet available, Inadequate information received back from employees for corporate training plan through performance management cycle, Workforce plan data collection and integrated planning across the organisation lacking, Three different competency systems, WIP to integrate competency and salary structure. Lack of formal succession planning, Manual performance review system - inconsistent processes and documentation, Inconsistent performance measures included in position descriptions, Still operating on 3 different reward and benefits systems. Three different training philosophies – differing management of training budgets, Gap in suitably qualified managers, including promotion of staff without adequate investment in management training, Three formalised and documented induction process requiring consolidation. Inconsistent policies / procedures and template documents, Inconsistent advice from external organisations – LGNSW,

	<p>unions etc Confusion around structure and reporting lines Lack of data reporting capability Addressing low staff morale and staff engagement Three different salary systems Need for HR strategy direction to provide input in next phases of corporate change management processes. Time constrained implementation of interim structure resulting in "Business as usual" with three discreet systems and means three discreet systems of management in three branches. Need for structured project plan to bring the services, including HR, together. Need for identification of HR role in corporate change management. Introducing learning and development and other HR concepts into day to day business</p>
<p>Identify customers and their expectations for the Service:</p>	<p>Customers; employees, members of the public, training providers, leadership team, member organisations, unions, consultative committee. Expectations; All customers will be treated fairly and in accordance with current industrial instruments. Policies and procedures are strategic in nature and contribute to the organisation achieving resourcing sustainability. Provide accurate, timely and consistent advice. Staff committees and team meetings. Regional Local Government (CBRJO) work groups Expectations; Provide on demand; accurate, timely and consistent .advice and support across Council. In HR, Payroll, WHS and Risk Management matters. All customers will be treated fairly and in accordance with current industrial instruments.</p>

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Human Resource Management

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Skills, knowledge and background of staff • Recruitment process • Ease of attracting candidates • Relationships within HR team • Industry best practice in basic HR functions 	<ul style="list-style-type: none"> • Gap between HR and executive team • Internal recruitment of internal positions creating more vacancies and is time consuming • Not well documented structure for decision making and approval processes • C and Bombala - Delay in decision making and approval process during interim structure. • No corporate HR system, manual processes • Three salary systems • Differing policies and procedures

	<ul style="list-style-type: none"> • C/Be Performance management issues not being raised with HR early in the process
Opportunities	Threats
<ul style="list-style-type: none"> • Use internal skills across the organisation • HR team specialisation • Implement access to remote systems • Bring back some training internally eg word, excel etc • Learn from diverse backgrounds and skills • C and Bombala - Bring Payroll into HR • C Recruitment through social media • Improve operational and strategic HR function • Consolidated IT and HR integrated system • Youth trainees and apprenticeships • C Industrial relations skills internally • Improved HR reporting and communications 	<ul style="list-style-type: none"> • Competing with private sector salaries and conditions • Competing with external HR providers to outsource corporate functions • Inconsistent advice from external organisations – LGNSW, unions etc • Decisions at a state and federal government level that impact HR • Fluctuating economy and housing market impacting employee attraction and current staff sustainability • External employment market impacting the available employee pool • Rate capping impacting budget allocations • On going changes to Legislation that require updates to HR process and procedures including the three year protection

SERVICE PROFILE DEFINITION

Name:	Information Communication Technology Services
Responsible Officer:	Stephen Molloy
Description:	Information and communication technology (ICT) services provide the infrastructure and support to enable all other services of Council. The ICT service supports and maintains all hardware, software and communications technology required by Council to enable service and function delivery to its constituents, government and private organisations.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Backup of critical applications and data • Implementation of new systems and hardware • Maintenance and support of data network • Maintenance and support of desktop applications • Maintenance and support of peripherals • Maintenance and support of phone system • Maintenance and support of server applications • Maintenance and support of Shire business systems and applications • Training of staff in using current systems
Volumetric Information:	<ul style="list-style-type: none"> • 110 virtual desktops • 12 physical servers • 140 mobile phones • 200 workstations • 26 mobile devices • 40 laptops • 6 production storage • 82 virtual servers
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • 2.2. Transport infrastructure that is safe and sustainable and meets the changing needs of the community

SERVICE ATTRIBUTES

Describe the current procurement arrangements:	Telecommunication System Administration - ShoreTel (VoIP), CountryTel (VoIP), Website support - CivicPlus, Copier Lease and Print Management Services - FX Business Machines, Macquarie Equipment Finance Master Lease Agreement, Deed of Telecommunications Infrastructure - Telstra (Cooma), NSW.net Library subsidised internet connectivity, Symantec MessageLabs and Symantec.Cloud Webs, various software licenses - most on annual agreements.
Identify the major barriers for Service improvement:	Limited Telecommunications infrastructure into BombalaTelecommunications upgrade (MPLS) required into CoomaPower instability in Berridale
Describe major issues facing the Council in meeting expectations:	Telecommunications solution to connect the three individual shires3 different corporate ICT systemsSuitable data links for staff from each council to access the systems (interim)Suitable integrated data links for migration & install all server computers from Berridale into Cooma, an integrated telecommunications design
Describe funding arrangements:	Operational budgets

Identify legislation/regulations/standards affecting Service provision:	Workplace Surveillance Act 2005 Local Government Act 1993 Government Information (Public Access) Act 2009
Identify major assets required to deliver the Service?	ICT assets – Servers, Storage, Workstations, Mobile devices (Laptops, tablets) Networking Infrastructure (switches, routers, cabling, modems) Wireless networking infrastructure (Access Points, receivers, transmitters, antennae) Buildings for storage of servers, storage, UPS and communications infrastructure for production and DR sites
Identify customers and their expectations for the Service:	Internal customers – Expectations - efficient and effective IT resources aligned to the organisations needs with high availability (minimal downtime) to enable service delivery. Community – Expectations - Cost effective, efficient service leveraging technology benefits to provide multiple methods of communication to simplify and accelerate their dealings with Council.
Describe the current approach to delivering the Service:	Services delivered internally.

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Information Communication Technology Services

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Knowledge, experience and skills of staff • Virtualised application environment as a delivery mechanism (S) • Good communication and cooperation across sites • Merged council email systems (part complete) • Specialists in areas of ICT • Councils Opex model works efficiently • Merged council website • Merged council helpdesk platform 	<ul style="list-style-type: none"> • Cooma council building is not compliant for lightning protection • 3 different telemetry systems (Water and Sewer) • No adequate council data centre • Limited telecommunications infrastructure into Bombala • 3 different vehicle radio systems • 3 different GIS systems • 2 different corporate software systems - Civica (Bo, C), Tech1 (Be) • 33 year old phone system (Bo) • Telecommunications upgrade (MPLS) required for Cooma

	<ul style="list-style-type: none"> • Complexity of merging 3 separate systems • Renting equipment from Bega Valley (Bo) • Risk associated with data migration and cleansing
Opportunities	Threats
<ul style="list-style-type: none"> • Provision of mobile services to outdoor staff • Vendors offering managed services • Digitising paper records • Seen as a digital and innovative council adopting new technologies for services delivery 	<ul style="list-style-type: none"> • Power instability (Be) • Delay in the decision making regarding ICT initiatives by the NSW State (eg. ICT strategy, MPLS, corporate systems, contracts) • Capacity of vendors to manage concurrent merger priorities

SERVICE PROFILE DEFINITION

Name:	Integrated Planning and Reporting
Responsible Officer:	GUTHRIE Robin
Description:	Provide strategic direction, management and administration of Corporate and Community Services
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Budget management • Community Engagement Strategy • Compliance with reporting against IPR framework • Coordination of resourcing documents • Devise layout & format for ISP documents • Executive team membership • Integrated Planning and Reporting framework management • Management of website content • Oversee and assist Managers with compiling of information required for Statutory Reporting • Procurement and probity • Staff management • State of Environment Reporting
Volumetric Information:	<ul style="list-style-type: none"> • 1 Asset management plan every four years • 1 Community Strategic Plan every four years • 1 Long term financial plan updated annually • 1 Operational plan annually • 1 Section 404 report every 6 months • 1 State of environment plan every four years • 1 Workforce plan every four years • 19 Managers with responsibility under the plan (Snowy) • 246 Operational Plan Actions for 2017 • 6 Managers with responsibility under the plan (Bombala)
Primary Outcome:	2.1. An adequate and accessible transport network within and beyond the Region. (Service and infrastructure)
Secondary Outcomes:	<ul style="list-style-type: none"> • 3.1. A diverse and strong year round economy

SERVICE ATTRIBUTES

Identify customers and their expectations for the Service:	Community, Councillors, General Manager, Executive Team, Managers, Employees Expectations:-Councillors fully supportive and engaged with the process All stakeholders fully consulted and informed re Council's plans Plans easily accessible for comment Plans meet community expectations and Council delivers on identified actions
Describe the current procurement arrangements:	Staff, consultants for comprehensive surveys and facilitation and resourcing strategies Consultant used to educate and inform Councillors of their responsibilities and fine tuned re-formatted plan
Identify major assets required to deliver the Service?	IT Photocopiers Easily accessible website Committed staff
Identify the major barriers for Service improvement:	Integration of three former Council areas Agreement on level of detail for actions and KPI's Ensuring appropriate communication channels are present between executive team and management
Describe major issues facing the Council in meeting expectations:	Prepare engagement strategy to represent all communities in the new council area, (this will be a big task & will require significant staff resources) Develop integrated network of staff across new council, Engaging residents without internet access/online ability, Identifying appropriate face-to-face consultation, Large council area, busy community, engaging people during working hours, KPI Development for actions and strategies, Not enough data in customer satisfaction surveys to inform IPR reporting that will identify current gaps throughout the community (Bombala carried out a comprehensive survey in 2014 with a good response, Managers met regularly with community organisations & members – any issues were communicated to MANEX team and Councillors. Councillors also met with community members/organisations on a regular basis & conveyed any issues or concerns to the GM &/or appropriate MANEX officer – Bombala Council was well aware of its communities concerns, issues and level of satisfaction with Council activities). , Community concerns leading into the merger not known (not in the case of Bombala Council), Integrity of data informing all strategic plans (not in the case of Bombala Council area), Manual monitoring of actions being completed (not in the case of Bombala – this was the responsibility of the MANEX team),
Describe funding arrangements:	Operational budget
Identify legislation/regulations/standards affecting Service provision:	Local Government Act 1993 s.402-404
Describe the current approach to delivering the Service:	Planning and reporting undertaken by staff, Facilitation of community engagement organised and delivered by Bombala Council staff

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Integrated Planning and Reporting

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> Partnerships with Government agencies Knowledge and experience of key staff Partnerships between all through councils and the community Able to deliver realistic plans in former Councils Format of IPR documents Good understanding of community needs through a thorough community consultation process 	<ul style="list-style-type: none"> Plans are often very technical in the terminology used is not understandable to all members of the community Difficulty in getting information from people? and time taken to manage this process No dedicated resource/person for IPR. Bombala comfortable that the new entity would have the resources to cover this Some core plans are not up to date eg asset management plans, workforce plans Inconsistent reporting to former Councils on performance against the Operational Plan KPI's are often not specific enough, need a measurable target Inconsistent quality of KPIs
Opportunities	Threats
<ul style="list-style-type: none"> Integrated network of staff across new council Look at current staff and then use an appropriate resource to key IPR and community consultation tasks Coordinated approach to delivering the DP and OP Use the data from previous community satisfaction services for KPIs and to inform the new plan Consistent approach to specification/level of actions in the Operational Plan Expanding on-line engagement with the community Engaging residents without internet access/online ability 	<ul style="list-style-type: none"> State government changes to IPR requirements Impact of the rate freeze on integrated plans in relation to delivering identified projects Impact of natural disasters on delivering against the plans Impact on Delivery Program of changes in grant funding Unknown impact of lack of Councillor input to the next Delivery Program Community expectations of benefits from the merger grant funding Keeping the community is well informed on councils progress and that this is in line with their expectations to ensure continued support of the council by the rate payers

SERVICE PROFILE DEFINITION

Name:	Land and Property Management
Responsible Officer:	Suneil Adhikari
Description:	Construct, manage, and maintain the Council's building assets
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Commercial leasing • Construction, management and maintenance of Council buildings • Construction, management and maintenance of staff housing • Leasing and licensing of Shire buildings • Liaise with and assist other Shire departments • Liaison with businesses and contractors • Liaison with community organisations • Property (land and tenancy) management • Tender and contract management
Volumetric Information:	<ul style="list-style-type: none"> • 1 art gallery • 1 childcare centre • 1 church • 1 heritage house • 1 leased hall • 1 library • 1 livestock selling centre and associated buildings • 1 medical centre • 1 multifunction centre • 1 visitors centre • 10 offices • 11 amenities buildings, toilets • 12 halls • 2 SES buildings • 29 public privies • 3 aged care facilities • 3 residential dwellings • 4 emergency management centres • 4 works depots and associated buildings • 5 residential flats • 8 rural fire sheds
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Identify legislation/regulations/standards affecting Service provision:	Crown Land Act Building Code of Australia Local Government Act Management Plan for Community Land Snowy River Shire Lake Jindabyne Southern Foreshore Management Plan Local Government Act and Regulations 1993 Crown Lands Act 1989 Roads Act NSW 1993 Relevant Council Policies and Procedures Jindabyne Action Plan BCA Building Standards WH&S
Identify the major barriers for Service improvement:	Budget constraints Section 355 Committees and Community groups Age of Facilities
Identify major assets required to deliver the Service?	Property Maintenance Officer, Property Officer Plant and equipment. ICT services. Plant, equipment and vehicle maintenance workshops. Plant, equipment and vehicle maintenance workshops, buildings and offices Customer Request System Asset Management System Contractors Cleaners
Describe major issues facing the Council in meeting expectations:	Types of infrastructure and quantity and quantity – staffing levels to deal with them. Inconsistent level of service, quality, and procedures between the 3 areas. Differences in fees and charges across the three areas. The need for community engagement establishment of priorities. Asset Management System GIS Customer Request System
Describe the current procurement arrangements:	Approved contractors for maintenance Lack of political will to manage some s 355 committees. Internal Works completed by Councils Property Maintenance Officer Contract works on buildings and infrastructure for Approved Tradespersons – \$1000 - \$4999 2 verbal or email quotations \$5000 - \$14999 2 written or email quotations \$15000 \$49999 3 written quotations \$50000 - \$99999 3 written quotations & specifications Constructions Works through Tender Process
Describe the current approach to delivering the Service:	Management of Community Halls by Section 355 Committees Leased selected property through Real Estate Agents Management of Community Halls by Section 355 Committees Leased property managed by Real Estate Agent Cooma Showground Caretakers Cottage leased to staff member – managed internally Management of services such as Library and Aged Care Facilities internal Maintenance Maintenance of Community Halls is largely reactive and improvements are generally identified by the S355 members. Maintenance of buildings is reactive and managed internally by engagement of approved contractors Cleaning of buildings by contractor Cleaning of public toilet amenities internal staff (Recreation Services) Management of maintenance and capital works for RFS and SES building assets Bookings Managed internally Community Hall bookings by S355 committees Art Gallery Leased - managed internally Varies wildly. Significant risk associated with some s355 committees maintaining council building stock, recommend a divestment program with support to empower our communities to take back control of their community assets. Current Asset Management systems not adequately delivering value in this area. This is further hampered by the inability of policy makers to understand the dynamics around building depreciation vs degradation/LOS.
Identify customers and their expectations for the Service:	Council staff, Section 355 Committees, schools and community groups/ members. Crown Lands That the buildings and facilities are safe, clean, serviceable and fit for purpose. Accessable facilities. Need again to ask our community what they are happy with. At Bombala our public building meet their needs (no complaints). The Waverly Council experience (700% reduction in backlog in 12 months) is typical of the abysmal state of policy in this area.
Describe funding arrangements:	Operational budgets, Fees and Charges, Grants Capital budgets/projects (where allocated by Council) S355 committees manage maintenance budget and hire fees (audited annually by Finance staff)

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Land and Property Management

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Remote location of emergency and community facilities during emergencies • Facilities support good community services • S355 committees managing community halls 	<ul style="list-style-type: none"> • Lack of security in customer service areas • Lack of supervision of community maintenance of S355 managed facilities • Managing and servicing remote facilities • Managing and resourcing a large number of properties • Budget does not meet asset management requirements • S355 advisory committees can be ineffective • Ageing infrastructure • Public liability and workers compensation risks with volunteers • Administration offices are antiquated (e.g. disabled access, staff facilities, meeting rooms, etc)
Opportunities	Threats
<ul style="list-style-type: none"> • Investigate opportunities to rationalise Council's land portfolio • Commercial leasing of Council properties • Council to look at commercial opportunities to increase revenue • Online booking of community facilities • Better utilise S355 committees in managing community buildings 	<ul style="list-style-type: none"> • No control over Crown land being devolved to Council • Community opposition to disposal of Council land and/or buildings • State Government taking back revenue generating property • Increasing compliance costs on Council managed Crown land • Increasing financial contribution to the Rural Fire Service through Council rates • Expectations of local Rural Fire Service brigades • Lack of community use of remote facilities



Sub-Service Reviews under Land and Property Management

1. Health Centre Management

SERVICE PROFILE DEFINITION

Name:	Health Centre Management
Responsible Officer:	Dennis Trezise
Description:	Management of the Snowy River Health Centre
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • ?
Volumetric Information:	<ul style="list-style-type: none"> • # tenants
Primary Outcome:	6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors
Secondary Outcomes:	<ul style="list-style-type: none"> • 1.1. Healthy and sustainable waterways and catchments throughout the Region

SERVICE ATTRIBUTES

Identify major assets required to deliver the Service?	Health Centre Buidling, ICT assets, light vehicles, minor equipment for maintenance
Identify legislation/regulations/standards affecting Service provision:	DoHA funding agreement, _____ accreditation
Describe funding arrangements:	grant funding, operational budget, fees and charges
Describe the current procurement arrangements:	Lease of Premises - Village Dispensary, Lease of Premises - Snowy Mountains Physio, Lease of Premises - Capital Pathology , Lease of Premises - Jindabyne Medical Practice , Various building and construction warranties - Edwards Constructions, Automatic door maintenance - DORMA, Air Conditioning scheduled maintenance - Jindabyne Refrigeration, Security System monitoring of alarm - Secom, Lift Maintenance quarterly (1/2 cost to Level 2 tenant) - KONE
Describe the current approach to delivering the Service:	100% internally
Describe major issues facing the Council in meeting expectations:	?
Identify the major barriers for Service improvement:	?

SERVICE PROFILE DEFINITION

Name:	Landfill Management
Responsible Officer:	Suneil Adhikari
Description:	Manage the disposal of incoming waste streams in the Council
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Education on waste management including recycling • Landfill contract management. • Landfill operations plan • OHE License Compliance • Site management and maintenance • Waste diversion (recycling)
Volumetric Information:	<ul style="list-style-type: none"> • 3 Recycling shipping containers/ skip facilities • 1 active landfill to become a transfer station • 1 Compost farm • 1 Dormant landfill • 1 Scrapmart (c) • 1 Secondchance buy back facility (J) • 2 Community Recycling centre under construction (Jindabyne and Cooma) • 2 Septic/grease trap disposal tank areas • 2 Weighbridge offices and weighbridges • 3 Workshops/ areas • 4 Landfills • 5 shipping containers • 6 site offices including transfer stations • 6 Transfer stations • 8 Waste oil disposal facilities • 9 Steel recycling area • 9 Stock pile green waste
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Describe funding arrangements:	Operational budget, rates, fees and charges capital works grants, grants general,
Identify legislation/regulations/standards affecting Service provision:	EPA Licencing, POEO ACT, Landfill PIRMP, WHYS Act, Legislation and Accreditations Solid Waste Guidelines, WARR Strategy RMS, Solid Waste Guidelines, WARR Strategy, Noxious Weed Control compliance on sites, Council Operating Procedures and Policies.
Identify customers and their expectations for the Service:	Community, ratepayers, government organisations, commercial bussiness's: To have a safe and well organised place of waste disposal and recycling.
Identify major assets required to deliver the Service?	Heavy plant, small plant, light vehicles,heavy vehicles, ict equipment , plant and vehicle maintenance workshop'sweighbridge & weighbridge offices,bins/crates and skips
Describe the current approach to delivering the Service:	With all council staff and contract services The service is operated by Council staff and contracted services to ensure that all aspects of waste management are undertaken in a timely and professional manner (C)
Describe the current procurement arrangements:	Enirgi Resource Recovery, Bettergrown Bathurst ,Burchalls Transport and Recycling, Wasteaway, Australian Oil Refineries, Hampshire, Nationwide Oil,Obitas Resource Recovery, Wasteaway, Australian Oil Refineries, Hampshire, Nationwide Oil, Traxion Tyres, EOI for Scrap Steel required, Remondis,Shoalhaven Recycling, Divalls Earthmoving (B)Divall's Earthmoving and Bulk Haulage, Shoalhaven Recycling, Ecowise Environmental (ALS), Southern cross University; Sulo, Biobag World Australia Pty Ltd; Mastec, AWS Scales & Weighing Systems ; N Freebody (dry hire of tractor for compost manufacturing), Chemclear (Household Chemical Collection), (C)
Describe major issues facing the Council in meeting expectations:	Lifespan of Landfills Growing communityEducating tourists and short-term residentsMeeting WARR strategy target diversion ratesStaff retentionWeather (wind, snow, ice) – safetyWHS / SafetyCash handling and or phone/internet/eftpos service in remote locationsCost of RecyclingEPA Reporting Requirements/Data collectionFuture extension to landfill site (Cooma) + budget requirements, Final capping of landfills and progressive cover +landfill restoration reserve budgeting requirements,Education of construction industry to recycle more construction material where possible, Material reprocessing business opportunities of Ewaste, mattresses and tyresEPA variation to license for Compost Manufacturing volume at Cooma site.Reporting requirements (EPA annual report and WARR report) collating required information/data collection (if reporting is to be done as one Council)Meeting EPA WARR strategy diversion target ratesWHS/Weather (wind, snow, ice) – safetyStaff retention and staffing level requirementsServicing growing communities for townships, villages and rural (extending kerbside services to villages etc.Servicing requirements for remote location – cash handling/phone/internet/eftposPlant required to carry out services in a timely and safe mannerBudget and Infrastructure/land requirements for possible set up of a future transfer station at MichelagoPreparation and implementation of new region waste/recycling contractPreparation and implementation of new regional waste strategyContinued improvements for waste diversion from landfill (saleable items to Scrapmart)Access to markets for recyclable materialsGeographical constraints
Identify the major barriers for Service improvement:	Suitable space for expansion of Greenwaste/organics processingIdentify new landfilling site(s)Resources for further staff training and community education Staffing to divert more from landfill to Second ChanceJindabyne Landfill site has limited spaceReplacement of infrastructureProcessing of recycling MRF CoomaSuitable space for expansion for green waste and organic collection and processingIdentifying possible new sites for landfill and transfer stationsStaff training and community education resourcesFurther diversion from landfill of materials and items for the buyback shops at landfillsLifespan of landfill sitesServicing growing communities for townships, villages and rural (extending kerbside services to villages etc).Cost of landfilling and recyaclingPromotion/marketing/sale of composted materialCommunication/IT systems – including for remote sitesConstruction of information hub/education/meeting rooms at Cooma landfill to accommodate increasing tours of site.Implementing infrastructure for the Servicing of growing communities for

	townships, villages and rural (extending kerbside services to villages etc).Approval for future extension to landfill site (Cooma) + budget requirements, Final capping of landfills and progressive cover +landfill restoration reserve budgeting requirements,Future markets for recyclable materials at a federal level and legislation inhibiting the development of reprocessing of materials.Continued partnerships with KNSWB and KNSWB Environmentors, SERRG, CBRJOLicensing constraints (EPA)
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LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Landfill Management

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong forward planning framework • Diversion of waste to landfill using shops • Growing community • Ownership of landfills • Composting (Co) • Report with contractors and external agencies • Up do date equipment • Well established and easy to access for residents • Skilled and knowladgable staff • Diversion methods to extend landfill life • Having a developed strong relationship with KNSWB • Two new CRCs • Current resource sharing • Established emergency procedures 	<ul style="list-style-type: none"> • Financial impacts - inability to plan for the future causing financial impacts • Disjointed fee structures • Poor communication levels in remote areas • Covering environemental costs • Staffing and costing implications of collecting and monitoring illegal dumping • Inadequate staffing levels to reach a full growth • Cost increase from growing community • Limited landfill life • Cost of recycling • Community expectations are high (ie "free services") • Staff retention • Current difficulty engaging regional/ rural members

<ul style="list-style-type: none"> • Procedures in place • Number of locations • Compliant with EPA requirements • Continuous improvement of infrastructure 	of the community <ul style="list-style-type: none"> • A potential oversupply of compost • Environmental liabilities • Funding for capping of landfills • High costs of transportation (recycling) • Cash handling procedures in remote areas
Opportunities	Threats
<ul style="list-style-type: none"> • Increase resource sharing (plant and staff) • Marketing compost (sales) • Increase staffing levels of monitoring and collecting illegal dumping • expenditure of current state government focus to increase funding • Plant equipment improvements • Development of overarching waste management strategy • Expand the composting process leverage Co • Improve landfill management - strategic planning • Improve remote location procedures • Implement educational programme for rural community • Improve infrastructure (landfill & in general) • Improve drop off centers points & install new transfer stations • Provide better costing options • Extend landfill life (FOGO) • "superside" • Maintain relationships with CBRJO SERRG to achieve efficient service delivery • Ability to have more ownership of recycling operations (ie logistics) • Technology improvements (environmental, plant and IT) • Provide education to community regarding use of facilities • Staff training and upskilling (ongoing) • Long term landfill investigation 	<ul style="list-style-type: none"> • Growth of community increasing levels of waste • Site and staff security (CDS) • Freight costing • Cost impacts • Environmental damage (ie working with dangerous goods) • Lack of consumers for compost • Overall budgeting operational requirements • EPA regulations • OHS threats to staff (wildlife, community members, extreme weather, general operational hazards, chemicals products) • Stretched resources • State legislation • Illegal dumping • Reduction and retraction of government funding projects

SERVICE PROFILE DEFINITION

Name:	Library, Education and Information Services
Responsible Officer:	Peter Smith
Description:	Manage and provide library information services
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • 24/7 online service including e-books & e-audiobooks • Branch library services • Childrens & Young Adult services & collections • Development of partnerships for service & programme provision • Education and training • E-resources • Home Library Service, Navigator project • Inter Library Loans • Lending services • Library administration • Management of staff, lease and service agreements for the library • Mobile library services • Outreach services • Public access to PCs and internet aresources • Reference and information dissemination • Regular storytimes, school holiday activities and events • Resource management • Specialist collections and services including Find Legal Answers, Druginfo@yourlibrary, HSC resources, Parenting collection, Local Studies & Family History • Value added services incl Fax, photocopying, meeting room hire • Wi-fi access • Workshops and educational & recreational programmes for all age levels
Volumetric Information:	<ul style="list-style-type: none"> • # data downloaded • # events per year • # room hire days per year • 1 deposit station • 1 mobile library truck • 106479 Loans • 2 static libraries • 45146 Collection • 7726 Memberships
Primary Outcome:	6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors
Secondary Outcomes:	<ul style="list-style-type: none"> • 1.1. Healthy and sustainable waterways and catchments throughout the Region

SERVICE ATTRIBUTES

Describe major issues facing the Council in meeting expectations:	Limited access to services throughout the region / geographical isolation of patrons for the delivery of services / Ability to attract visiting authors, illustrators & other guests / Staffing levels, development & training / Budget constraints / Government funding / Changing roles of libraries / Cost of electronic resources & subscriptions / Education of patrons & the community to use services & resources Mobile service not meeting community expectations. Striving to meet State Library 'adequate' service for some populations Changing faces of static 'libraries' – changing role to further use of ICT, education, meeting place, community hub requires a cultural shift and better understanding of the role and function of a static library
Identify major assets required to deliver the Service?	Cooma & Bombala Library buildings & internal fit out, Building, mobile library vehicle, truck, ICT resources, Book stock, Electronic resources, Staff, RFID, Library Management System
Describe the current procurement arrangements:	All book suppliers are LGP listed
Identify legislation/regulations/standards affecting Service provision:	State Library – Mobile & Outreach Library Models, NSW Regional Library Models, Building on the Bookend Scenarios, Early Literacy Project, NSW Public Local Studies Libraries Audit, Collaborative Library Service delivery, Public Libraries Annual Statistical Return, Enriching Communities – the value of public libraries, Socail capital, Digital Practice guidelines, RFID in Libraries Aust Public Lib Assoc (APLA) – National Standards & Guidelines / ALIA Disaster Planning Copyright Library Act (1939) Library regulation (2010) Library Council Guidelines - Internet Policy Guidelines, Childrens Policy Guidelines, Digital Practice Guidelines, Living Learning Libraries, People places: a guide for public Library buildings,
Describe funding arrangements:	Was funded by the 3 local councils based on each shires usage of the Mobile & Cooma Library. Local Priority Grant funding from State Government, Public Library Infrastructure Grants, Revitalising Regional Libraries Funding, Other successful grant applications
Describe the current approach to delivering the Service:	One static library based in Cooma. (open 41 hours per week) Mobile Library to service remaining smaller communities within the 3 shires (operates 72 hours per fortnight with 32 hours public access to services), small Branch Library at Bombala (open 13.5 hours per week), Deposit station at Jindabyne via the Snowy Mountains Neighbourhood Centre (12 hours per week) with limited services provided. [Snowy River Council conducted 3 separate reviews of the library service by 3 outside consultant agencies from approx. 2006- 2014]
Identify the major barriers for Service improvement:	Hours of operation, Number of libraries/service points. Availability of qualified and experienced staff, Opportunities for staff to travel to training, Cost of digitization and skilling staff, Level of salaries provides no competitiveness for attracting & keeping staff, No staff development within flat structure, Budget constraints, Attracting non-users. Distances to travel to network with other regional libraries and staff. Distances within region to travel to provide services & develop partnerships. Low populations of outlying communities Transition required from being partners to one collective service. Service and coverage on online resources Lack or immature partnerships with TAFE/School/universities to realise expanded opportunities as ongoing information/education/learning facilities. Requires to be designed and lead by team approach with partners of community, councilors, education providers.
Identify customers and their expectations for the Service:	Community expectation to have access to safe indoor spaces, access to physical collection and online opportunities, spaces for connection and activities, reasonable opening hours so its accessible to a broad range of users. Community – reliable & efficient service, collections to borrow, public access to wi-fi & computers, value added services, e-resources, research facilities and collections, adult, young adult & childrens programmes and workshops Staff – support, services as requested, research, partnerships, networking Other Libraries – Available resources for Inter Library Loans , partnerships, networking Schools – Supplementary programmes and collections to support curriculum Special groups – include preschools, multicultural, aged, disabled – collections, events and programmes to support literacy and learning



LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Library, Education and Information Services

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Access to library networks to increase services to the community • Targeting specific groups and needs on an ongoing basis • In house workshop sessions e.g. tech savvy senior sessions, pre-schools story time, rhyme time music • Qualified and experienced staff • Diversity of collections including a range of formats • Responsive customer service • Outreach services; mobile library, home library service, pre-schools, schools 	<ul style="list-style-type: none"> • Ability to attract visiting authors, illustrators and other guests (time and cost) • Lack of IT expertise which limits customer service • Physical design and layout does not cater for expansion and delivery of services • Limited hours of operational at Bombala • Limited available hours of local mobile library (loss of contact time due to travel) • Attraction of qualified and experienced staff (salaries, diversity of work, career paths etc)
Opportunities	Threats

<ul style="list-style-type: none">• Better understanding of community needs through personal and professional networks• Grant funding• Access to more electronic resources• Partnerships with schools, community services, Government agencies and others for program, promotion and delivery	<ul style="list-style-type: none">• Cuts to the Local Priority Grant funding• Expectations of community may exceed the ability of the library to provide (e.g. PC usage)• Geographical isolation of patrons for the delivery of services• Increase in cost of electronic resources comparative to available budget
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SERVICE PROFILE DEFINITION

Name:	Liquid Trade Waste Service Review
Responsible Officer:	Peter Smith
Description:	Manage the treatment and disposal of liquid trade waste and inspect all back flow prevention devices installed by accredited Plumbers
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Back flow Prevention Devices Certification and inspection • Liquid trade waste inspections
Volumetric Information:	<ul style="list-style-type: none"> • 255 Number of Inspections in total LTW (S) • 300 Backflow Prevention Devices (S) • 85 Number of Food shop inspections for LTW (S) • n unknown devices not recorded in council database (S)
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Describe the current approach to delivering the Service:	100% internal
Describe major issues facing the Council in meeting expectations:	Area to be covered in both Liquid Trade Waste and Backflow Prevention Devices within the Region. The area where the inspections to take place is large and is a limiting factor in completing all inspections and Certifications. Having trained personnel available to do inspections. Some of the devices do not need certification and there are unknown devices that have not been recorded in the data base held by Council. The towns of Delegate, Nimmitabel, Cooma and Bombala are not covered by Liquid Trade Waste and if they are it is only cursory at best
Identify the major barriers for Service improvement:	Trained personnel
Identify major assets required to deliver the Service?	ICT equipment, light vehicles, tools for the removal of lids on Grease Arrestors for inspection
Describe the current procurement arrangements:	Nil
Identify customers and their expectations for the Service:	State Government, DPI Office of Water, business operators in all towns connected to the Sewer, Internal departments.
Describe funding arrangements:	operational budget, fees & charges
Identify legislation/regulations/standards affecting Service provision:	Liquid Trade Waste Guidelines 2009 and the Local Government Act 1993, Local Government (General) Regulations 2005, Protection of the Environment and operations Act 1997

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Liquid Trade Waste Service Review

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Meeting LWU’s due diligence obligations and achieving improved environmental outcomes • Experienced person administering LTW Inspections and Enforcement • Full Cost recovery • Established inspection regime • Liquid Trade Waste Policy in place. • 98% of all businesses requiring inspections have been completed from 2005 - 2016 • Established database • Improved sewerage system performance • The Necessary Tools have been provided by Government agencies through Local Government Act/Regulations 1993 and training 	<ul style="list-style-type: none"> • Large geographic area to cover (time and cost) • Plumbing resource not replaced for inspections and database entry • Competing council priorities taking precedence over LTW
Opportunities	Threats
<ul style="list-style-type: none"> • Compliance with the best practice management guidelines • Expand LTW to cover Cooma, Nimmitabel, Bombala and Delegate • Improving sewerage performance over the Regional Council Sewerage Areas (Cooma, Bombala, Nimmitabel and Delegate • Reducing Annual Sewerage bills • Full cost recovery • Be able to meet LWU’s (Local Water Utility’s) due diligence obligations and achieve improved environmental outcomes • Opportunities for water recycling and bio-solids reuse • Increase income stream from inspections 	<ul style="list-style-type: none"> • Sanitary wipes causing fat blockages in sewerage systems which backs the sewer up, causing environmental damage • Compromise opportunities for water recycling and bio solids reuse • Businesses not adhering to the conditions of consent which causes environmental problems • Cause significant sewerage odour complaints • Adversely impact on the sewerage treatment works processes • Compromise work health and safety • Cause damage to Local Water Utility’s infrastructure assets • Cause harm to Public Health and Safety • Toxic substances dumped into grease arrestors entering into the sewage system

	<ul style="list-style-type: none">• Adversely affect the environment• Change in legislation/regulations for LTW and impact on time and cost• Significantly increase maintenance costs of Local Water Utility's infrastructure resulting in sewer chokes and blockages
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SERVICE PROFILE DEFINITION

Name:	On-site Sewage Management
Responsible Officer:	Peter Smith
Description:	Approval and inspection of on-site sewerage management systems
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Approval to operate is issued once installed – register information updated to preset dates for inspections and maintenance reports • Community education • Compliance with relevant legislation, policies, codes, regulations; including notification of entry • Issuance of transfers • Maintenance report monitoring for aerated wastewater treatment systems (AWTS) • OSSM approvals for installation– reports due on a quarterly basis – register to be updated when received at Council • OSSM inspections – in line with OSSM Strategy (Cooma) • OSSM inspections for operating approvals • Response to complaints
Volumetric Information:	<ul style="list-style-type: none"> • 100 notices of entry issued per year • 100 scheduled inspections per year for operating approvals • 110 new installations completed annually • 2063 ATWS – maintenance reports received on a quarterly basis. Service providers and/or owner are contacted if these reports are not received. • 40 inspections carried out on new installations a year • 4565 On-site systems requiring operating approvals and ongoing inspections based on risk – across the 3 branches • Approximately 40 inspections conducted per year following requests
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Identify major assets required to deliver the Service?	ICT systems, vehicles – inspection equipment such as cameras, sludge judge, GIS and mapping equipment, sampling equipment, PPE
Describe major issues facing the Council in meeting expectations:	The scale of this number of systems to undertake a monitoring program exceeds the current resources available. Inspections carried out on an adhoc basis. Only one (1) former Council area with a formal adopted strategy for On-Site Sewage Management. Data verification required for all former Local Government areas to determine total number of systems. Numerous fees and charges are in place within all former Councils adopted fees and chargesGeographical distance of areaRegister of current systems not up to dateCharging fees on the rates for services that the ratepayer does not receive.Incomplete, incorrect data in PnR (ie. Systems marked as approved, but approval has expiredData still being kept within Waste Water Manager Lack of historical data and record keepingFinancing – RCU Administration staff are completing finance tasks without qualifications or appropriate programs and delegations
Identify customers and their	Community – expects a service for what they are paying for on their rates. (2 former

expectations for the Service:	council areas only) Internal departments, State Government bodiesNSW Health Department – Expect that their accreditation of systems and approval conditions are being met through council approval processes.Upper Murrumbidgee Catchment Authority – expectation that a program is in place to protect the Upper Murrumbidgee Catchment Area from environmental impacts, ACT Government – expects that a proactive program is in place for monitoring of systems to protect their source water for drinking water supply from health impacts.
Describe the current approach to delivering the Service:	100% internally
Describe funding arrangements:	Operational budget, fees and chargesS608 LGA – fee for service for inspections (former Cooma area only)Various fees charged on the rates (former Snowy area Only)
Identify legislation/regulations/standards affecting Service provision:	Australian Standard 1547-2012, OLG Revenue Raising Manual, Local Government Act and General Regulation 2005, NSW Environmental and Health Protection Guidelines – On-Site Sewage management for Single Households.Protection of the Environment Operations Act 1997, and associated Regulations
Describe the current procurement arrangements:	Council undertakes inspections when requested and inspection fee paid.
Identify the major barriers for Service improvement:	Available experienced staffGeographical area to cover – vehicle.Lack of staff to undertake timely inspections. Not all systems are identified and captured within Snowy IT systemsExcessive workload. Ongoing work being managed but programs not increasing. Basic service are only being provided.Technology, lack of portable equipment

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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On-site Sewage Management

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good asset and equipment base (Co) • High level of community service for approval applications • Well trained staff • Adopted strategy (Co) • Knowledgeable and committed staff • Management of applications and approvals for new installs • Various exercises undertaken to determine total number of septic tanks (Co, S) 	<ul style="list-style-type: none"> • Significantly overstretched resources • Inconsistency between the operational plan and actual delivery • Inaccurate measurement of overall sewerage septic systems (Bo) • Inconsistent staff skills across councils • Service delivery to community is inconsistent across all areas • Lack of historical data and record keeping with regards to previous installations and inspections (i.e. location of tanks across region is relatively unknown) • Inconsistent fee structures and procedures within former councils (charges for service) • Ad hoc inspection process (S) • Lack of sufficient equipment for inspections (S, Bo) • Lack of ongoing maintenance • Significantly dispersed geographical location • Insufficient resourcing, leading to rate payers paying for services they are not receiving • Overstretched resources for service delivery • Administrative staff charged with responsibility to issue invoices, causing implications for dept recovery (S) • Lack of ongoing program (Bo)
Opportunities	Threats
<ul style="list-style-type: none"> • Update historical data through inspections • Improve relationship with external government agencies • Internal upskilling of staff who conduct inspections • Capitalise on larger organisation size in order to increase both the frequency and quality of inspections. • Cost recovery due to facilitating economies of scale • Staff training for inspections as part of ongoing professional development • Adoption of new regional council OSSM strategy • Further the levels of education of rural rate payers with OSSM facilities • Broader community education on how to correctly manage OSSM. • Undertake a review of the current inspection program for efficiency improvements. • Opportunity to clarify and review legal requirements with office of local government 	<ul style="list-style-type: none"> • Public health implications if service not adequately provided. • Decreasing levels of tourism due to uncertainty regarding public health. • Community members and visitors to the region fall ill from contaminated water supply • Council legislation changes • Negative environmental impact, cause from insufficient inspection and maintenance of facility. • Accountability of local government if town is polluted; causing vulnerability to litigation. • Environmental Pollution and resulting public health issues

SERVICE PROFILE DEFINITION

Name:	Parking Management
Responsible Officer:	Suneil Adhikari
Description:	Parking Management
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Annual Maintenance & Capital Works Program funded in the Management Plan. • Asset Database with current Condition Assessments. • Asset Management • Car parking for community facilities. • Car parking on and/or off road for local community access. • Car parking Policy and Plan identifying parking demand. • Car parking sites within CBD. • Identified level of service for each Asset. • Maintained on road parking within the CBD • Maintenance Schedules • Procedures and ITP's required for maintenance and construction Tasks. • Risk Assessment
Volumetric Information:	<ul style="list-style-type: none"> • 11 Carparks. (Cooma) • 11 Sporting or Facilities Carparks. (Cooma) • 7 Off-Street Carpark sites. (Cooma)
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Describe major issues facing the Council in meeting expectations:	Limited Capital funding.Required levels of service not identified for all urban areas.Lack of current condition history.Isufficient car parking spaces in key towns during peak tourism periods i.e. Winter.Maintenance of car parks is budgeted within existing funds. No mechanism for "paid" parking to offset the cost of maintenance.Car parks not line marked to maximize the space available for Disabled parking, trailers, caravans, delivery vehicles.
Describe the current approach to delivering the Service:	Capital Upgrades or New ProjectsInputs to Councils unfunded list of Capital Projects.Asset inspections/reports.Public notifications.Asset condition reportsProjects are Identified and linked to the Asset register.Projects prioritised based onPublic inputAsset conditionEnvironmental impacts.Maintenance History / Cost.Ability to achieve the required Scope.The scope of works identifiedSurvey and preliminary designs completedPart 5 Assessments undertaken.Can identify Environmental constraints.Can trigger an Environmental Impact Statement.Can identify other permit requirements such as Fisheries permits, Dept Lands entry permits etc.Designs reviewed with updated field data.Design costed.Managers review available fund sources and include the project in the Management Plan.Council votes to allocate funding.The project is scheduled.Contractors identified and engaged in accordance with Councils Purchasing and Tendering Policy.The project is programmed, the capital WO raised, public notification undertaken, materials ordered.When completed the WO is closed if Capital & the schedule of the costing estimate reviewed.Inform Assets of any changes required to

	<p>be updated in the Asset Register. Carpark Maintenance. Council carries out planned asset inspections in response to: Customer Request/Notification. Grading Schedule. Asset inspection schedule. Extreme Natural Events. Notification by Staff. Routine maintenance is programmed in accordance with the schedule. Minor Asset maintenance is scheduled and if larger defects are identified, they are investigated and recorded. (safety signage put in place if required) Major defects are reported to the Manager, recorded and an assessment of the scope and severity of the defect carried out. Identified Capital works are listed on the unfunded project list. Remedial actions within the scope of the maintenance budget are identified and the Supervisor or the Technical Officer will develop an itemised estimate for the repairs. An assessment of the priority, scope of repairs required, available skills, resources, and available funding is discussed with the Manager. Approval for additional funding sought if required. Contractors identified and engaged in accordance with Council's Purchasing and Tendering Policy. The repairs are programmed, the WO identified, public notification undertaken, materials ordered. Assets advised of any changes required to be updated in the Asset Register. Car parks are maintained when funds are available and when condition presents an unacceptable risk to the public.</p>
Identify customers and their expectations for the Service:	<p>General Public Cars - (minimal waiting for parking spaces, well maintained and defined, easy access/egress). Delivery Contractors - (Strategically situated parking zones, well maintained and defined, easy access/egress). Handicapped Persons - (Conveniently situated parking spaces, well maintained and defined, properly designed providing easy access/egress). Camping Tourists - (Adequate parking within the CBD for parallel parking with vans/trailers).</p>
Identify the major barriers for Service improvement:	<p>Adequate Budgetary Funds. Growing Community Service Level/Expectations. Funding and insufficient ground space to increase parking in major townships (the only way is up).</p>
Describe funding arrangements:	<p>SMRC Operational budgets. Developer Contributions.</p>
Identify major assets required to deliver the Service?	<p>Council Staff and plant. Hired plant. Contractor's plant/operators as required.</p>
Identify legislation/regulations/standards affecting Service provision:	<p>Local Government Act 1993 No 30 Local Government (General) Regulation 2005 Roads Act 1993 No 33 Roads Regulation 2008. Work Health and Safety Act 2011 No 10. Work Health and Safety Regulation 2011. Environmental Planning and Assessment Act 1979 No 203 Fisheries Management Act 1994 No 38 Threatened Species Conservation Act 1995 No 101 Threatened Species Conservation Regulation 2010 Native Vegetation Act 2003 No 103 Native Vegetation Regulation 2013 Council Development Control Standards Council Procedures. Relevant industry Standards and/or best practice manuals including RMS.</p>
Describe the current procurement arrangements:	<p>Materials through Council's procurement officer. Plant via Council fleet or approved contractor's register.</p>

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Parking Management

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Appropriately placed handicapped parking • Designated parking areas for vehicles and trucks 	<ul style="list-style-type: none"> • Lack of parking factored into future development plan • Insufficient parking to accommodate trailers and caravans (S,Bo) • No metered parking • Insufficient parking in the major townships and particularly in the winter tourist season
Opportunities	Threats
<ul style="list-style-type: none"> • External funding for township beautification projects to include parking • Setup self-funded parking system • Create more car parking in the CBD to capture tourist and delivery trucks 	<ul style="list-style-type: none"> • Tourists driving through townships because of lack of suitable parking • Some new developments are eating into parking areas eg Jindabyne Health Centre; sale of car parking spaces

SERVICE PROFILE DEFINITION

Name:	Parks and Gardens
Responsible Officer:	Suneil Adhikari
Description:	Management of the Council's parks, reserves, verges, trees, public open space, streetscapes and associated assets
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Amenity Cleaning • Capital Works Programs • Maintenance programs • Maintenance, improvements and renewals of assets • Parks maintenance and improvement • Public open space maintenance and improvement • Reserve maintenance and improvement • Street scape maintenance and improvement • Tree management in parks and verges within towns. • Verge maintenance, within town and village environments. • Weed control on public reserves and verges by Works Section
Volumetric Information:	<ul style="list-style-type: none"> • 12 public reserves Cooma, 21 B SR • 35 public parks, 23 Cooma • 54 gardens - Cooma • Agricultural showgrounds, 2 Cooma, 1 Bombala
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Identify legislation/regulations/standards affecting Service provision:	Signage, safety, policy,
Describe major issues facing the Council in meeting expectations:	Types of infrastructure and quantity – staffing levels to deal with them, Inconsistent level of service, quality, and procedures between the 3 areas. Differences in fees and charges across the three areas. The need for community engagement establishment of priorities. staff for this area old srsc is 1 supervisor 2 labours 1 apprentice we have to service 10 villages and 6 cementies and 4 sports ovals SR
Identify customers and their expectations for the Service:	Community and visitors. Well maintained and safe open spaces. Provide passive and active recreation areas that can be used 24/7 and at no direct cost to users Infrastructure such as toilets, picnic tables and barbecues appropriate to the use of the facility. Manage vandalism There parks and reserves to be mowed and tidy in their main town areas every week which is hard to achieve with current staff numbers.
Identify the major barriers for Service improvement:	Staffing levels Funding – currently level of service is dictated by current resources. Obtaining approval for activities from the Crown where council is trustee is time consuming and costly Lack of staff to cover are required to a level of service the community expects in peak season
Describe the current procurement arrangements:	Contract mowing villages out to tender, council staff, Bombala Maintenance by staff and specialist services by contractors. Specialist projects through tender

	procurement. Cooma Equipment replaced as per council plant replacement program SR
Describe funding arrangements:	Operational budget, Grants for capital improvements Operational budget, RFS, sport and rec, grants Bombala
Identify major assets required to deliver the Service?	Plant and equipment. ICT services. Plant, equipment and vehicle maintenance workshops. mowers, utes, trimmers, chainsaws, trucks, hand tools, trailers, traffic control signs 2 utes 1 truck 3 mower trailers 4 mowers and smaller equipment SR
Describe the current approach to delivering the Service:	Contract mowing, Council staff, Bombala Majority of maintenance services performed by internal staff. Level of Service is carried out to schedule that is dictated by current resources and funding. Specialist contractors when required. Cooma All services performed by internal staff and one contractor for Jindabyne for shore SR

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Parks and Gardens

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good variety of open spaces providing for a range of different activities • Staff group of staff who maintain the facilities • Centrally located • Existence of Community Gardens • Number of staff have completed a horticulture course - high level of upskilling • Parks and Reserves are maintained regularly to a high quality • Park surrounding river is a major attraction for Bombala • Trees are a big part of the town appeal and the community are protective of them • High level of community pride/ownership in the 	<ul style="list-style-type: none"> • High number of parks, with a lot to maintain • Previous planting of trees and plants now causing significant issues • Community expectation level is quite high • Very high cost • Aging infrastructure • Aging Trees, which require high maintenance and are costly to take down

<p>parks and reserves - which leads to higher quality of communication (i.e. reporting of damage) and therefore better quality standards</p> <ul style="list-style-type: none"> • Strong influence on levels of tourism and therefore increased economic benefits. • Fleet and Plant equipment are up to date and well maintained • Involvement of Community Groups (i.e. Garden clubs, etc) • Provide a high level of service to the community 	
Opportunities	Threats
<ul style="list-style-type: none"> • CBD Structure plan implementation • Contractors are currently developing a plan to upgrade the landscape of the town (Bo) • Tree planting strategy to ensure future sustainability 	<ul style="list-style-type: none"> • Weeds • Rabbits/Wombats/Vermon etc causing damage • Changes to budgets and funding • Levels of Damage • Extreme climate conditions • Vandalism

SERVICE PROFILE DEFINITION

Name:	Pedestrian / Shared Pathways
Responsible Officer:	Suneil Adhikari
Description:	Pathways construction and maintenance.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Annual Maintenance Schedule funded in the Management Plan • Develop a Footpath/Shared Cycle-way Asset Inspection Plan. • Developed Procedures and ITP for all tasks required. • Mobility impaired transition pathway construction and maintenance • Pathways construction and maintenance. • Preparation of a Roads Asset Management Plan including levels of service, intervention levels, and response times • Updated Asset Database and Condition Assessments.
Volumetric Information:	<ul style="list-style-type: none"> • .3Km Brick or paved pathways (C) • ?? No of footpath drainage gullies • ??Km of Gravel pathways • 1 bike path around the Riverside Park, Bombala (2.3 Kilometres) • 25.8Km of concrete pathways (C) • 7.62Km of bitumen sealed pathways (C)
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Describe funding arrangements:	SMRC Operational budgets. RMS Traffic Facilities Shared Cycle way Project funding.Developer Section 94 funds.Grants
Describe major issues facing the Council in meeting expectations:	Field inspection software constantly changing and not operational.Need to standardise levels of service and intervention levels.Insufficient adequately trained Staff.Standardisation of maintenance procedures.
Describe the current procurement arrangements:	Materials through Council's procurement officer.Plant via Council fleet or approved contractor's register
Identify major assets required to deliver the Service?	Plant and equipment. Plant, equipment and vehicle maintenance workshops. ICT servicesCouncil Plant.Hired Plant.Contractor's plant/operators as required.
Identify customers and their expectations for the Service:	Community expects pedestrians and mobility impaired transportation. Safe defect free footpaths, transition pathways and road crossing. General Public (for the majority of the network expect free access with minimum defects)School Children. (path design to focus one access to all school sites, coping with peak usage periods, traffic integration, and Senior Citizens. (paths focus on access to facilities, parking, walking assistance equipment, and wheelchairs.) Cyclists (developed cycle way plan, suitable width, safe road Xing'sAll users expect safe defect free footpaths and road crossing
Identify the major barriers for Service improvement:	Lack of Current detailed Asset inspection and condition data.Standardisation of design and construction procedures.Increasing Community Service Level expectations.
Identify legislation/regulations/standards	Local Government Act 1993 No 30Local Government (General) Regulation 2005Roads Act 1993 No 33Roads Regulation 2008.Work Health and Safety Act 2011

<p>affecting Service provision:</p>	<p>No 10.Work Health and Safety Regulation 2011.Environmental Planning and Assessment Act 1979 No 203Fisheries Management Act 1994 No 38Threatened Species Conservation Act 1995 No 101Threatened Species Conservation Regulation 2010Native Vegetation Act 2003 No 103Native Vegetation Regulation 2013Council Development Control StandardsCouncil Procedures.Relevant industry Standards and/or best practice manuals including RMS</p>
<p>Describe the current approach to delivering the Service:</p>	<p>Capital Upgrades or New ProjectsInputs to Councils unfunded list of Capital Projects.Asset inspections/reports.Public notifications.Asset condition reportsProjects are Identified and linked to the Asset register.Projects prioritised based onPublic inputAsset conditionEnvironmental impacts.Maintenance History / Cost.Ability to achieve the required Scope.The scope of works identifiedSurvey and preliminary designs completedPart 5 Assessments undertaken.Can identify Environmental constraints.Can trigger an Environmental Impact Statement.Can identify other permit requirements such as Fisheries permits, Dept Lands entry permits etc.Designs reviewed with updated field data.Design costed.Managers review available fund sources and include the project in the Management Plan.Council votes to allocate funding.The project is scheduled.Contractors identified and engaged in accordance with Councils Purchasing and Tendering Policy.The repairs are programmed, the capital WO raised, public notification undertaken, materials ordered.When completed the WO is closed if Capital & the schedule of the costing estimate reviewed.Inform Assets of any changes required to be updated in the Asset Register.Footway Shared Path Maintenance.Inform Assets of any changes required to be updated in the Asset Register.Council carries out planned asset inspections in response to:Customer Request/Notification.Grading Schedule.Asset inspection schedule.Extreme Natural Event.Notification by StaffRoutine maintenance is programmed in accordance with the schedule.Minor Asset maintenance is schedules and if larger defects are identified, they are investigated and recorded. (safety signage put in place if required) Major defects are reported to the Manager, recorded and an assessment of the scope and severity of the defect carried out.Identified Capital works are listed on the unfunded project list.Remedial actions within the scope of the maintenance budget are identified and the Supervisor or the Technical Officer will develop an itemised estimate for the repairs.An assessment of the priority, scope of repairs required, available skills, resources, and available funding is discussed with the Manager.Approval for additional funding sought if required.Contractors identified and engaged in accordance with Councils Purchasing and Tendering Policy.The repairs are programmed, the WO identified, public notification undertaken, materials ordered.Assets advised of any changes required to be updated in the Asset Register.</p>

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Pedestrian / Shared Pathways

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Recreational/shared pathways in Cooma and Jindabyne • Shared pathways plan for Cooma includes pedestrian access ramps etc • Streetscape plan for Bombala • Footpath plans for Berridale and Jindayne approved by Council 	<ul style="list-style-type: none"> • Don't actively identify and apply for grant funding for shared pathways • Lack of asset data (B) • Lack of pathway plan and lack of pathways/cross over infrastructure in Bombala and Dalgety • Maintenance budget does not meet asset management needs (asset backlog) • Failure of ageing infrastructure • Lack of pathway management • Trees with invasive roots that are planted near pathways (S)
Opportunities	Threats
<ul style="list-style-type: none"> • Develop Council wide shared pathways plan • Standardisation of shared pathways/footways design and construction 	<ul style="list-style-type: none"> • Litigation as a result of accidents from failing shared pathway/footway infrastructure • Expectation of the community exceeds the ability of Council to provide it

SERVICE PROFILE DEFINITION

Name:	Plant Management
Responsible Officer:	Suneil Adhikari
Description:	Identify, manage, repair, maintain and upgrade the Council's plant and equipment. Includes external hire of contractor plant.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Contract plant and equipment maintenance • Fabrication workshop • Plant modifications • Plant planning • Prepare annual and ten year operational and replacement budgets • Prepare annual and ten year operational and replacement budgets • Procurement of plant and equipment • Put together and carry out training courses, Chainsaw, Drivers Education, Induction to plant • Register of Heavy Plant for RFS utilisation • Repair and maintain RFS fleet (Red fleet) • Write specifications and tender for plant and equipment

Volumetric Information:	<ul style="list-style-type: none"> • 1 1.5 tonne excavator (Snowy) • 1 22 tonne excavator (Snowy) • 1 armco post driver (Snowy) • 1 Bobcat telehandler (Bombala) • 1 forklift (Snowy) • 1 garbage compactor (Snowy) • 1 grid roller (Snowy) • 1 heavy float trailer (Snowy) • 1 hydraulic drum tuner (Snowy) • 1 landfill compactor (Bombala) • 1 Landfill traxcavator • 1 mess caravan (Snowy) • 1 road patcher truck (Snowy) • 1 set traffic lights (Snowy) • 1 snow blade fitted to one of the trucks (Snowy) • 1 towable compressor (Snowy) • 1 Traxcavator (Snowy) • 1 vacuum litter picker (Snowy) • 1 weed spray trailer (Snowy) • 10 brush cutters (Snowy) • 11 Light trucks (Snowy) • 12 chainsaws-hedge trimmers-post borers (Snowy) • 12 trailers (Snowy) • 181 Minor plant items (Cooma) • 2 concrete mixers (Snowy) • 2 fuel pods (Snowy) • 2 guidepost drivers (Snowy) • 2 high pressure cleaners (Snowy) • 2 landfill loaders • 2 loaders (Bombala) • 2 post hole diggers (Snowy) • 2 road brooms (Snowy) • 2 slip on water tanks (Snowy) • 2 yard cleaners (Snowy) • 3 Buses (Snowy) • 3 quick cut concrete saws (Snow) • 3 slashers (Snowy) • 324 RFS vehicles and plant items (Cooma) • 4 fixed compressors (Snowy) • 4 garbage trucks (Snowy) • 4 submersible pumps and concrete vibrators (Snowy) • 4 swimming pool cleaners (Snowy) • 5 Excavators (2 Bombala)
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- 5 generator sets (Snowy)
- 5 heavy trucks (Snowy)
- 5 pole pruners (Snowy)
- 5 rock drills and jack hammers (Snowy)
- 5 salt spreaders (Snowy)
- 5 wacker packer and vibrating plate (Snowy)
- 5 weed spray units (Snowy)
- 53 RFS tankers and vehicles (Snowy)
- 6 fassi vehicle mounted cranes (Snowy)
- 6 Rollers (3 Bombala, 2 Cooma, 1 Snowy)
- 6 Tractors (2 Snowy; 1 Bombala)
- 7 Backhoes (3 Snowy; 2 Bombala, 2 Cooma)
- 8 Graders (3 Snowy - 2 with free rollers; 2 Bombala)
- 8 ride on mowers (Snowy)
- 8 water pumps (Snowy)

SERVICE PROFILE DEFINITION

Name:	Playgrounds
Responsible Officer:	Suneil Adhikari
Description:	Parks, playgrounds and gardens upgrades and maintenance.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Childrens playground equipment inspections monthly • Childrens playground equipment maintenance when budget allows maintenance ongoing • Parks, playgrounds and gardens upgrades when budget allows and maintenance ongoing • Reserves and playgrounds upgrades when budget allows maintenance ongoing
Volumetric Information:	<ul style="list-style-type: none"> • 27childrens playgrounds, 3 Bombala
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Identify major assets required to deliver the Service?	Plant and equipment. ICT services. Plant, equipment and vehicle maintenance workshops.
Describe the current procurement arrangements:	Quotes or tenderQuotes for replacement and upgrades, maintenance by Council staff Bombala
Identify the major barriers for Service improvement:	Lack of fundingLegislation
Identify customers and their expectations for the Service:	Community and visitors. Safe fit for purpose, equipment and facilities. Play grounds that are suitable for all ages and abilities and meet Australian standards
Describe funding arrangements:	Operational budgetGrantsCommunity fund rasing
Describe major issues facing the Council in meeting expectations:	Types of infrastructure and quantity – staffing levels to deal with them Inconsistent level of service, quality, and procedures between the 3 areasDifferences in fees and charges accross the three areasThe need for community engagement establishment of prioritiesPlay grounds old and majority do not meet Australian standards
Describe the current approach to delivering the Service:	All playground maintenance and upgrades are done internally.
Identify legislation/regulations/standards affecting Service provision:	As4685.6.2014 As4685.2.2014As4685.5.2014 As4685.3.2014As4658.4.2014 As4685.1.2014

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Playgrounds
 No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • High level of community care surrounding playground conditions • Service offered to a wide range of age groups • Staff upskilling • Wide range of well educated staff • Audits and maintenance generally well documented and reported • Long standing structures encouraging community ownership • High levels of staff pride with internal inspections • High level of accessibility for residents • High level of community engagement - well utilised 	<ul style="list-style-type: none"> • Lack of ability to cater for special needs • Aging playground infrastructure • Lack of equipment for playground audits • Conflicting maintenance/auditing processes across former councils • Potential for resource straining • Distance and time required to be travelled for staff to maintain the playgrounds
Opportunities	Threats
<ul style="list-style-type: none"> • Ability to implement playground structures which cater for the new Australian standards. • Potential sale of current playgrounds/land to private entity • Expansion to extend facilities to cater for disabilities and the like • Rationalise/consolidate current playground facilities; resulting in fewer playgrounds which are of a better quality (reducing maintenance costs etc) • Ability to expand service to surround landscape • Resource sharing across councils; for playground audits etc. 	<ul style="list-style-type: none"> • Australian Standards potentially not matched, which could cause issue in case of injury • Extreme climate causing potentially hazardous scenarios • Extreme climate resulting in significant wear and tear • Resident injury due to structure failure

SERVICE PROFILE DEFINITION

Name:	Public Relations and Communications
Responsible Officer:	GUTHRIE Robin
Description:	Provide media and communication management for the Council
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Communications strategy • Community engagement and liaison • Custodian of corporate style guide • Development and issue of annual rates notice insert • Development and issue of quarterly electronic newsletter • Liaison with council staff • Liaison with media • Marketing and advertising - including ensuring that hard copy brochures and Council information are up to date • Photography – collection of suitable images which represent the region & can be utilised in promotional material • Social media management • Speeches • The annual rates notice insert, which is a compilation of the annual rates & charges, and for which the format will not necessarily change from year to year, should be compiled and printing organised by the rates officers. The annual newsletter for insertion with the rates notices should be managed by the PR&C (as below). • Website content maintenance
Volumetric Information:	<ul style="list-style-type: none"> • 1 hard copy newsletter per year • 3 Facebook pages • 4 electronic newsletters per year • 6 individual websites with separate administrators • Ensure there is advertising in a minimum of 2 industry publications per year & that the area is represented on appropriate regional websites • Minimum 2 media releases per week • Monthly council news page in Snowy River Echo • Presence in 2 local papers • Weekly Administrator's Column • Weekly council news page
Primary Outcome:	5.1. Improved access to recreational services, areas and facilities
Secondary Outcomes:	<ul style="list-style-type: none"> • 6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors

SERVICE ATTRIBUTES

Identify customers and their expectations for the Service:	Community, councillors, employees, media, visitors, state and federal government, business and industry EXPECTATIONS: External Customers (1) to be kept informed on relevant Council issues in a variety of methods to cater for all age groups and accessibility requirements (2) information provided is accurate (3) information provided is timely (4) information provided is worded plainly with minimal jargon and acronyms (5) that Council is professional, trustworthy and knowledgeable (they seem to know what they are talking about) (6) that communications are two-way Internal Customers (1) to be consulted in relation to areas of staff concern to check the accuracy of information provided to the public
Describe the current approach to delivering the Service:	100% internally funded across a number of staff
Describe major issues facing the Council in meeting expectations:	Inconsistent branding (signage and style guide) which should be solved once a branding workshop has been undertaken style guide is being developed as I understand) Multiple administrators for website content, Decentralised communications management, shouldn't be an issue Different procurement policies (Policy has now been developed & is being presented to July Council Meeting), No project plan for transition of bringing three councils together for communications, engagement and PR service, No agreed customer service charter, (Is this needed, its a value)No link between CRM and community engagement tools ? Why would this be needed - BombalaLack of support from other departments to provide information and content for corporate communications. (B)since I have been doing the 2 pages I have not found this to be an issue Mix of online and offline communications that engage the broader community,(B) shouldn't be an issue it is what is required Large council area, busy community, engaging people during working hours, parents, etc. , No identification of community concerns leading into the merger, not so in the Bombala area Lack of procedures and process? – this can be resolved by communications strategy which clearly articulates who is doing what.Lack of staff education on the importance of good communication and public relations. (Not in Bombala)
Identify the major barriers for Service improvement:	Lack of qualified staffLack of photos and images to improve visual content for communications issued by CouncilBombala - I do not see these as issues rather we just need to establish a central repository for the images (which we have now done) and recognize the skills we have internally and utilize communication channels relevant to our communityBombala Barriers - 20,000 people, diverse, ageing and widely spread & in some cases limited mobile phone and internet access and little public transportThree different IT systemsSuggestion: Thought needs to be given to appropriate depts., eg, community development & tourism doing weekly radio spots (it is well recognized that while print media is losing ground, radio is maintaining and increasing its audience baseLack of staff education on the importance of good communication and public relations. Not one particular point of contact internally for communications e.g. media releases etc
Describe the current procurement arrangements:	100% operational budget; some community engagement contracted outPrinting of some material is outsourced
Identify legislation/regulations/standards affecting Service provision:	Local Government ActEnvironmental Planning and Assessment ActCopyright ActSpam ActPrivacy and Personal Information Protection ActState Records ActAnti-Discrimination ActDefamation ActGovernment Information (Public Access) ActTrademarks ActNSW Government Advertising Guidelines - December 2010 - Appendix 1 Relating to Social Media
Identify major assets required to deliver the Service?	Linked IT systems and CommunicationsStaff with specialised skills. Suitably qualified staff to write professional communication and public relations documents.
Describe funding arrangements:	Operational budgetProcurement policy when engaging consultants

LEVELS OF SERVICE


Service Level	Description	Volume	Targets	FTEs	Total Cost
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Public Relations and Communications

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Staff have good networks in the community and how to use them • Good relationships between the staff and media • Social media pages have a good reach and are well followed • Good understanding of stakeholders and how to message them 	<ul style="list-style-type: none"> • Council promoting things that do not exist - happened in Bombala • Lack of support from other departments to provide information and content for corporate communications. No Bombala - no issue • Line of communications between experienced staff and current executive team • No agreed customer service charter. Refer to previous comments from Bombala regarding no need for this • Lack of staff education on the importance of good communication and public relations. No Bombala - no issue • Inconsistent branding (signage and style guide) • Not having administrators for website content - This has now been fixed • Previous communication budgets did not allow the service to meet internal or external expectations. Bombala - decisions are being made with no input from people who have been doing it for years. Not the amount of money but the use of it • Lack of understanding on the benefits of branding a region as a separate task from council branding
Opportunities	Threats
<ul style="list-style-type: none"> • Review and improve the format and prioritisation of the information for the weekly 2 page Council newspaper article • Better utilisation of text messaging, emailing and the website for community notifications • Combine the 3 councils advertising budgets to cross promote once the brand has been created 	<ul style="list-style-type: none"> • Limitations of internet and mobile phone coverage across the Council area • Damage to Council's reputation from unedited communications going direct to the public from Council contracted suppliers



<ul style="list-style-type: none">• Opportunity to more effectively communicate with the community via either a newsletter or via media outlets• Link in with the Canberra region to better promote the snowy region• Better utilise communication mediums to meet community expectations• Consistent approach across Council to communications, engagement and PR service• Community awareness of how to better utilise Council's website• Develop an appropriate brand for the region in consultation with staff and the community	
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SERVICE PROFILE DEFINITION

Name:	Private Works
Responsible Officer:	Suneil Adhikari
Description:	Provide construction and maintenance services for residents/property owners/local businesses and government department as private works.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Additional income source for Council. • Maintenance, upgrading, construction of private assets, and/or Council assets maintained, upgraded, constructed by private funding. • Minimise Council assets damage by residents or contractors. • Private Works
Volumetric Information:	<ul style="list-style-type: none"> • All types of work consistent with Works Dept procedures • Existing rural driveways/private roads can vary from grading to rehabilitation • Roadworks to meet DA requirements. (dependent on DA N#) • Size and number of private works varies year by year • Traffic Control varies from development of TC plans to the supply of a full traffic control service • Urban driveways vary from patching to construction.
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Describe major issues facing the Council in meeting expectations:	Availability of staff and plant Primary role of Council is not to provide "private road works" for residents. These works, when requested compete against "Operational" requirements and often fail to recover the amount of funds expended on work as these do not capture the administrative burden on staff. In addition, the public expect that private works will be undertaken when staff and equipment are close to the area of work thereby saving costs; if private work was to be undertaken as part of a competitive market then costs would increase to ensure all funds were recovered. When private works are requested along a road bordered by several properties it becomes difficult gaining all property owners to agree to pay the cost of that work. However refusal by Council to undertake private works creates an additional strain on staff/public relations. Works schedule not able to fit private works in, cost effectiveness, admin support Bombala
Identify legislation/regulations/standards affecting Service provision:	Local Government Act 1993 No 30 Local Government (General) Regulation 2005 Roads Act 1993 No 33 Roads Regulation 2008 Work Health and Safety Act 2011 No 10 Work Health and Safety Regulation 2011 Environmental Planning and Assessment Act 1979 No 203 Fisheries Management Act 1994 No 38 Threatened Species Conservation Act 1995 No 101 Threatened Species Conservation Regulation 2010 Native Vegetation Act 2003 No 103 Native Vegetation Regulation 2013 Council Development Control Standards Council Procedures. Relevant industry Standards and/or best practice manuals including RMS
Describe funding arrangements:	fees and charges
Identify the major barriers for Service improvement:	Time Personnel Maintenance of the existing, Council owned, assets have to remain the priority and focus for operational staff. If this cannot be accomplished due to insufficient funds, shortage of staff and/or equipment and yet, Council subscribe to undertake private works, then public perception would question Councils commitment to maintaining public assets in favor of "making money". Councils

	business processes need reviewing to ensure all costs associated with private works are captured and reflected through fees and charges to ensure costs are recovered and the public are aware of the costs before work is undertaken. Staffing numbers, works schedules. Bombala
Describe the current procurement arrangements:	Materials through Council's procurement officer. Plant via Council fleet or approved contractor's register. Quotations requests
Identify major assets required to deliver the Service?	light vehicles, heavy plant Council Plant and contractor's plant/operators as required. Water materials
Identify customers and their expectations for the Service:	Work is requested by residents or contractors who expect works as soon as practical at minimal cost. Property owners, residents, local businesses and government departments. Ratepayers, High quality work within STD's, work when Council is in the area as to save costs Bombala
Describe the current approach to delivering the Service:	Request is received. Supervisor visits the site & contacts person instigating the request to develop a quotation of the work. A private works WO is generated with income and costing tasks. Smaller routine projects easily definable are quoted and work commences after payment is received. Larger project are quoted and work commences after receipt of a work order from larger companies or a written acceptance from smaller companies or ratepayers. Funds are logged to the WO at the counter if payed in advance, or an invoice request is raised and sent to finance.

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Private Works

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Variable rating depending on urgency • Supported by Council and the community • Covering costs and providing additional income for Council • People doing the work are part of the local community • Well maintained plant and machinery on hand • Local knowledge 	<ul style="list-style-type: none"> • Conflicting priorities between private works and Council obligations and managing expectations • Private works is sometimes confused with general maintenance • Problem of cost recovery on roads with multiple owners - communication issues (S)

<ul style="list-style-type: none">• Procedures comply with Council requirements eg OHS control, Environmental control, Quality control	
Opportunities	Threats
<ul style="list-style-type: none">• Money from expanded private works could enable business opportunities in servicing the road network• Fees and charges need to be kept competitive	<ul style="list-style-type: none">• Expectation that after a period of time a private works maintained road will be added to the road network



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SERVICE PROFILE DEFINITION

Name:	Organisational Procurement
Responsible Officer:	SULLIVAN Peter
Description:	Organisational Procurement
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> N/A
Volumetric Information:	<ul style="list-style-type: none"> N/A
Primary Outcome:	
Secondary Outcomes:	<ul style="list-style-type: none"> N/A

SERVICE ATTRIBUTES

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Organisational Procurement

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> Purchasing Power Good relationship with suppliers Existence of comprehensive delegations, supported by software systems Research and data collection on regional procurement processes (i.e. Arc Blue - external) NSW Procurement relationship (State Government), streamlining process i.e. ability to bypass tender 	<ul style="list-style-type: none"> Invoice splitting to avoid going to tender and quotation Disparate procurement policies across former councils Lack of knowledge of local contractor register Inability to enforce compliance with policy and procedure Knowledge of specific procurement procedures is

<p>process</p> <ul style="list-style-type: none"> • Maximisation of purchasing power by working collectively across former councils • Strong ability to support local business (local purchasing preference policy) • Local contractor registers • Local Government Procurement contracts • One 'draft' policy for purchasing and tendering • Supplier relationship and education (Co) • Specialised and separated service • Highly skilled and qualified staff 	<p>not consolidated</p> <ul style="list-style-type: none"> • Decentralised procurement process • Previously hand written orders, which now need to be converted to software (Bo) • Overall Tender Process (i.e. running of and acceptance) • Decentralised tender process • Lack of training and understanding of procurement policy • Probatey issues surrounding relationships with suppliers (i.e. bribery/corruption etc) • Contract Management • Lack of adherence to policies and procedures
Opportunities	Threats
<ul style="list-style-type: none"> • Investigate viability of electronic tendering process • Build relationships with external bodies to increase bulk-purchasing power • Cost recovery and savings through centralised procurement process • Opportunity to centralise procurement structure (i.e. singular stationary purchase) • Leverage existing good practices across former councils, into practices of new entity • Revision of resource allocation to streamline and provide an efficient service • Development of an approved supplier/provider for tendering • Staff training and upskilling • Increase supplier education (i.e. formal process of 'how to do business with council') • Raise the profile of procurement service within council • Improve education on procurement policy • Improve Tender process as a unified entity • Creation of one entity to manage contractor relationships 	<ul style="list-style-type: none"> • Contractors failure to comply with legislation • Contractor licensing, accreditation and insurances become out of date • External investigations to legislative requirements (ICAC) • Legislative Changes • Bankruptcy of suppliers • E-tendering failure interrupting tender acceptance process • Contract Management (i.e. ability to control contractor behaviour and output) • Contractor knowledge of council process and subsequent collusion • Contractors unaware of obligation whilst acting on behalf of council, reflecting negatively on the council

REVISED SERVICE ANALYSIS CONCLUSIONS

SERVICE PROFILE DEFINITION

Name:	Quarry Operations
Responsible Officer:	Suneil Adhikari
Description:	Quarry Operations
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Data base of all materials moved in accordance with EPA requirements. • Detailed Procedures and ITP's for all Tasks required. • Environmental Management Plans • Funded Operational program in the Management Plan. • Mine Management Plans • Natural gravels suitable for road maintenance. • Quarry Management Plans, including Environmental, and pit restoration plans. • Quarry materials for road construction. • Quarry materials for road construction
Volumetric Information:	<ul style="list-style-type: none"> • 1,379 Ton Rubble Cooma • 15 000 tones of fill material Berridale • 22,349 Ton VENM Gravels, Cooma • 3,172 Ton Screened Gravel, Cooma · 15 – 20,000 • 8000 tonnes of crushed 20mm Bombala • DGB 20 15000 tons Berridale • Mine Management Plans
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Identify legislation/regulations/standards affecting Service provision:	Local Government Act 1993 No 30Local Government (General) Regulation 2005Roads Act 1993 No 33Roads Regulation 2008.Mining Act 1992 No 29.Mining Regulation 2010.Work Health and Safety Act 2011 No 10.Work Health and Safety Regulation 2011.Environmental Planning and Assessment Act 1979 No 203Fisheries Management Act 1994 No 38Threatened Species Conservation Act 1995 No 101Threatened Species Conservation Regulation 2010Native Vegetation Act 2003 No 103Native Vegetation Regulation 2013Council Development Control StandardsCouncil Procedures.Relevant industry Standards and/or best practice manuals including RMSDepartment Of Industry Resources and Mines Safety
Describe major issues facing the Council in meeting expectations:	Residents' concerns over weed management.Haulage distance to areas not serviced by Council or Private Pits.Funding to develop new pits.BombalaCouncil only has one accredited site for extracting gravel, the remainder is sourced from local suppliers. Councils gravel extraction site adheres to all legislative and regulatory Acts including free from noxious weeds and/or contaminants. The same quality checks cannot be guaranteed from suppliers as they may sub-contract the supply of gravel for particular projects. Srisolated, timeframes for crushing, administration Bombala
Describe funding arrangements:	Quarries/Gravel Pits are setup as a Reserve fund and should be substantially self-funded.Council's operational budget where additional funds are required.Material is costed to each Project or private sale as used.Agreements for Private Royalty

	payments are included in the material cost when sold.
Identify customers and their expectations for the Service:	Council's Road Maintenance and Construction projects. Material must be fit for purpose, available when required, cost effective. Private Sales. Material must be fit for purpose, available when required, cost effective. Predominantly Council supplies gravel to RMS for road construction on the main roads. However the quality of gravel is so good that, providing sufficient can be extracted from Councils own quarry, its use will be extended to local roads. SR100% own use Bombala
Identify the major barriers for Service improvement:	Lack of identified sources of suitable material. Legislative restrictions on new pits. Major assets for gravel extraction are now owned by Council, these are contracted in which can place additional cost and time constraints upon the contract. The current quarry cannot supply gravel in sufficient quantity to meet demand. The extraction process and delivery to (construction) site has to be at a competitive rate comparable with local suppliers. This is sometimes difficult to achieve. No new site identified for when current site expires. taff, cost, administration ,training Bombala
Describe the current approach to delivering the Service:	Establish a new pit. Sites are identified where gravel haulage costs exceed material production costs, or landowners call Council to offer materials for use. If the location is required Material testing is carried out to check the suitability. Agreements written up and signed by the landowner. DA process undertaken to gain Development approval. Pit registered with Dept Mines. Pit Operation. Manager to develop a funded operational program in the Management Plan. General pit operational tasks include. Pit restoration. Weed and Vermin management. Fencing & signage. On site water sediment and run-off control. Site Safety Management and records. The Maintenance Supervisor will advise expected maintenance material requirements, and the Quarry Supervisor will engage contractors to win, screen, and stockpile the material. The Construction Supervisor will advise expected construction material requirements, and the Quarry Supervisor will engage contractors to win, screen, and stockpile the material. The material is loaded using only plant with scales fitted, and the material is costed directly to the project WO, and directed to the Pit's operational WO as income. Requests for private sales are met if material is available in existing stockpiles. Contract in specialist equipment. Ensure the quantity extracted is of sufficient quantity and quality to meet construction demands. Ensure the quantity delivered equates to a cost benefit to Council.
Describe the current procurement arrangements:	Materials through Council's procurement officer. Contractors selected from Council's Approved Contractor Register. Plant via Council fleet or approved contractor's register. Hired Plant as required. Any gravel that cannot be supplied by Councils own quarry operations is bought from local suppliers through either a Tender or Request for Quote. SR
Identify major assets required to deliver the Service?	Council Plant. Hired Plant. Contractor's plant/operators as required. Heavy Plant and Equipment, suitably qualified staff.

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Quarry Operations

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Ensuring a sustainable availability of road construction material • Extraction process is compliant with environmental and legislative requirements • Strong local knowledge (i.e. history of product performance) • Provision of a cost effective service • Continued operation of council owned pits • Production of high quality material • Ability to provide 'on-the-job' staff training and skill enhancement 	<ul style="list-style-type: none"> • No influence on profit redistribution, which remains at council discretion - providing an inability to reinvest profits. • Disperse geographical location • Damage to existing infrastructure as a result of long haulage routes • Difficulties to carry out quarry operations due to lack of sufficient resources • Historical lack of restoration, which has lead to a significant backlog • Historical knowledge not adequately recorded (i.e. knowledge kept in minds of those who hold it and transferred by word of mouth)
Opportunities	Threats
<ul style="list-style-type: none"> • Investigate viability of having greater council ownership of operations (i.e more trucks/ less contractors) • Revise fees and charges structure • Opportunity to compare internal costing and assess competitiveness (cost effective resourcing) • Investigate viability of plant and fleet upgrade which would be available for use accross council • Capitalise on DPI requirement for production manager at every site • Opportunity to utilise operational by-products to generate additional income; to be reinvested in the service • Review and identify areas for improvement of current process utilised to carry out quarry operations • Expand reserve funds to cover quarry operations • Consolidate practices accross former councils 	<ul style="list-style-type: none"> • Increased legislative control • Community member injury, caused by open pits, leaving council vunrable to litigation • OHS threats (i.e. injury caused by use of machinery) • Competing priorities of council impacting quarry operations • Security of ground pits (i.e. lack of fencing) • Bodies such as EPA enforce restoration changes, causing substantial financial burden. • Backlog of all outstanding restoration costs becomes relevant

- | | |
|---|--|
| <ul style="list-style-type: none">• Standardise processes, policies and procedures for quarry operations moving forward• Investigate the opportunity to identify new sources (i.e. new pits) | |
|---|--|



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SERVICE PROFILE DEFINITION

Name:	Ranger Services Service Review
Responsible Officer:	Peter Smith
Description:	Administer Ranger Services in compliance with state and local legislation to ensure safety and security of the local community.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Liaise and provide advice/educate community. • Liaison with government agencies and non-government organisations • Litter control • Local Law enforcement • Manage impounding facilities for vehicles and articles • Parking enforcement • Permits issued under Local Laws • Policy Guidance for Parking • Reporting of illegal dumping and enforcement • Rubbish Bin enforcement • Stock control, impound and management • Undertake inspections and investigations of compliance of legislation
Volumetric Information:	<ul style="list-style-type: none"> • 17 abandoned vehicle complaints since 08/02/16 • 3 Rangers S Co • 3 sites for impounded vehicles • Parking fines issued (2015/16) = \$87,247
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Identify customers and their expectations for the Service:	Community, NSW Police, RMS, RSPCA, WIRES, LAOKA, Office of State Revenue (NSW)
Describe the current approach to delivering the Service:	100% provided by council staff
Identify major assets required to deliver the Service?	Mobile Phones, Cameras, Mobile laptop, computer, hand held device for issuance of parking infringements, PPE -high vis jacket, body cameras.
Describe major issues facing the Council in meeting expectations:	Resources i.e. vehicles, level of service, procedures, different on-call arrangements, Centralised record capture, Differing standard of facility – e.g. provision for cats at Cooma, Different resourcing in each Council area, Lack of documented procedures for some activities in some former Council areas , Each service level requires differing resources, Parking enforcement officer duties, Inconsistent on-call arrangements for after hours and weekendsCooma: Alignment of delegations and roles required.Designated impounding yards/properties to be nominated to cover whole of Council area.Uniform procedures and advice provided to public.Assessment of vehicle assignment and fit for use layout and identification.Alignment of level of service from the Office of State Debt Recovery Office i.e Premium vs Entry level.Snowy: does not have an on-call ranger Ranger works weekends in winter, therefore missing ranger 2 days per week from June long weekend till october long weekend Parking Ranger is Animals Ranger

Identify the major barriers for Service improvement:	Cooma:• New Local Government Area difficult to provide coverage of service. • Alignment of level of service. • Limited resources i.e time, vehicles and staff. • On-call arrangement to be aligned. • Working with stock on roads issue to be addressed with external organizations to address high risk duties. Scope to improve services offered and to meet Council’s WHS requirements.Snowy: Parking Ranger is Animals RangerLack of resourcing Snowy has had regular issues with maintaining ranger staff. Since Sids’ retirement we have had 3 changes of staff with long periods of no ranger and RCU staff attempting to cover these servicesRanger vehicle is not 4WD and cannot be driven off road or during times of snow
Identify legislation/regulations/standards affecting Service provision:	Local Government Act 1993Impounding Act s.20Environmental Planning and Assessment Act 1979Protection of the Environment Operations Act, 1997Roads Act 1993Road Transport (General) Act 1999Rural Fires Act 1997Water Management Act 2000Public Health Act 1991, s72
Describe funding arrangements:	Operational budget fees and charges
Describe the current procurement arrangements:	NA

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Ranger Services Service Review

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> Existing relationship with other external stakeholders including the Cooma RSPCA Existing staff expertise of local laws and enforcement issues Existing 24 hour service provision Co 	<ul style="list-style-type: none"> Lack of appropriate service related assets (i.e. 4WD vehicle at former snowy) Currently no team based investigation of complaints and rangers are attending high risk incidents alone at times Lack of appropriate safety related equipment including emergency beacons (S, Bo) Lack of documentation around complaint response times and investigations (Co, S) Lack of definition of ranger roles and responsibilities that are consistent across all three of the former councils

	<ul style="list-style-type: none"> • No reporting structure to ensure the representation of rangers and enforcement officers on the traffic committee • No representation of rangers and enforcement officers on the traffic committee
Opportunities	Threats
<ul style="list-style-type: none"> • Provision of a common system and procedure to assess complaints • Provision of 'smart' technology to provide efficiency gains in the ticketing and enforcement processes • Application of a common complaints and investigations framework managed through the existing work orders system • Cadetship program to resolve lack of team based investigations 	<ul style="list-style-type: none"> • Seasonal tourism effects including increasing numbers of abandoned vehicles, illegal camping, parking etc.

SERVICE PROFILE DEFINITION

Name:	Rates and Valuations
Responsible Officer:	Jo-Anne Mackay
Description:	Provide rates and water billing management services for the Council that meet compliance and legislative requirements.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Adjusting levies and charges accordingly and where necessary generating supplementary rate notices • Balancing of end of financial year prior to roll over. • Customer service – provision of reprints, refunds of over payments, transaction listing & payment arrangements • Forecasting the allowable permissible income for the next financial year including the setting of the ad valorem rate in the dollar, minimums and base amounts where applicable • Generation of annual rates and instalment notices • Generation of interest charged on non-paid rates & water • Generation of reminder/overdue notices on non-paid rates & water • Generation of the report to Council for the adopting and making of rates & charges as per the advertised management plans & revenue policies • Issuance and updating of s 603 certificates • Issuance of water billing notices based on consumption as read (tri annually for Snowy River & Cooma regions & annual for Bombala Region • Liaison with other agencies for debt collection • Maintenance and updating of Land Valuation lists as provided by the Valuer General • Preparation for the annual rate levy including maintain of all modules relevant to successful levy of rates and charges • Processing & updating direct debit applications • Processing of changes of address applications & updating the NAR register or relevant Module if and when required • Processing of Notice of Sales including updating the Name and Address Register (NAR) as required • Processing of pension rebates including preparation of the annual claim to OLG in October • Processing of the General Revaluation as provided by the Valuer General every 3 years • Processing Sale for Unpaid Rates when applicable in accordance with Sec 713 of the Local Government Act 1993 • Processing Supplementary Valuation Lists as provided by the Valuer General which may include splits, consolidations, property description amendments, new entries, cancellations and subdivisions. • Receipting of & processing applications for 149 certificates (Bombala region • Responding to all enquiries relevant to rates, property & water including verbal & written replies either by letter, e-mail or fax • Special Schedule 8 (formerly Statement of Compliance) Calculation of allowable notional yield including establishment of any catch up/minus applicable for the coming year

<p>Volumetric Information:</p>	<ul style="list-style-type: none"> • Absenteeism Landholders 43% • Connections with no meters (B)N/A + (SR)91 +(C)N/A = 91 • Conservation agreements (B)6 + (SR)1 +(C)21 = 28 • Council rateable Properties (B)64 + (SR)64 +(C)60 = 188 • National Parks / forestry(B)14 + (SR)612 +(C)0 = 626 • No of Meters total (B)732 + (SR)3033 +(C)3879 = 7,644 • Non rateable properties (B)106 + (SR)1328 +(C)276 = 1434 • Non-residential meters (B)124 + (SR)321 +(C)554 = 999 • Notices of Sale (B)263 + (SR) 220 +(C)640 = 2,026 • Pension Rebates (B)263 + (SR)414 +(C)939 = 1616 • Postponed Rates (B)0 + (SR)0 +(C)20 = 20 • Rateable properties (B)1879 + (SR)5906 +(C)6339 = 14,124 • Residential Meters (B)608 + (SR)2712 +(C)3362 = 6,682
<p>Primary Outcome:</p>	<p>2.3. Region-wide access to high quality communication technologies</p>
<p>Secondary Outcomes:</p>	<ul style="list-style-type: none"> • 2.2. Transport infrastructure that is safe and sustainable and meets the changing needs of the community

SERVICE ATTRIBUTES

Identify legislation/regulations/standards affecting Service provision:	Local Government Act 1993, Best-Practice Management of Water Supply and Sewerage Guidelines
Describe the current procurement arrangements:	Printers - SEMA and Lane Print, Debt Recovery - Outstanding Collections, SR Law & Recoveries & Reconstruction. Water Billing - Itron (Snowy. Ray Pankhurst Water meter reader Snowy And Cooma. Printers Cooma Water - PML
Describe funding arrangements:	Operational Budget, Internal contributions - all funding is internal
Identify customers and their expectations for the Service:	Community, external auditors, internal departments, State government bodies, financial Institutions, media
Describe the current approach to delivering the Service:	Rating is done internally. External debt collection agencies used for debt collections based on internal input. Some printing performed in-house other printing is done externally. Water billing is done internally, with Cooma and Snowy using external water meter reader and Bombala performing this in-house.
Identify the major barriers for Service improvement:	3 different financial systems Policies and procedures are not aligned
Describe major issues facing the Council in meeting expectations:	4 year rate freeze, 3 different ICT systems
Identify major assets required to deliver the Service?	ICT systems, MVRS (Be)

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Rates and Valuations

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • General evaluations in Authority work well (Bo) • Strong network of rates officers regionally and across the State • Positive interaction with rate payers in general • Sharing of information through the Southern Tablelands Rating Group • Reporting is flexible and effective (Be) • Local knowledge and experience in the rating fields 	<ul style="list-style-type: none"> • Authority has increased time taken to undertake rating processes • Lack of coordination of communication • Lack of training in financial systems • No region specific authority for approval • Lack of training in water billing system procedure (Be) • Duplication and consistency for entries in the Name and Address Register (NAR) • Different interpretation of the Local Government Act in relation to rating across sites • Archiving rates records (Be) • Lack of training for new office software systems • Time required for saving TRIM records • Time management with increasing workload and demand from internal and external customers • No backup of rates officers across the department • Inefficient distribution and receipting of mail items • No timely notification of new properties (e.g. subdivisions) to water billing (Be) • Delay in receiving support for rating software issues that are stopping the process
Opportunities	Threats
<ul style="list-style-type: none"> • Improve the debt recovery process • Improve knowledge and skills of rates officers in software 	<ul style="list-style-type: none"> • State Government cost shifting to Local Government (eg. Emergency Services levy collection) • Uncertainty about rating policy of State Government • State Government increase in the minimum debt for rates recovery

SERVICE PROFILE DEFINITION

Name:	Records Management
Responsible Officer:	Stephen Molloy
Description:	Provide record management services for the Council that meet accessibility and compliance requirements.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Classification of archives in accordance with the Retention and Disposal Authority • Collection and distribution of daily postal mail • Corresponding with system consultants and services to fix any issues • EDRMS User Support/training and management • Ensuring the system remains compliant with legislative requirements • Freedom of Information requests • Keep the system running effectively and troubleshooting any issues that arise • Management of electronic document systems • Monitoring the council e-mail inbox • Ongoing improvement of the functions EDRMS provides • Property Information requests to view property files • Registration and Distribution of incoming correspondence • Registration and indexing of incoming and outgoing correspondence • Registration of building and planning applications • Retention and Disposal of Hardcopy and digital records according to state legislation • Retrieving, filing and archiving of files • Storage of State Records and retain permanent archives in accordance with State Records Act
Volumetric Information:	<ul style="list-style-type: none"> • 7 Map draws/hanging files • 1 off-site facility with 500 archive box storage space • 1.3TB shared drive storage • 1.8 TB EDRMS Document Storage Size (approx 1TB used) • 1683 Archive Boxes • 2 permanent storage rooms • 22,000 physical files • 3 safes for legal documents • 5 compactus • 5 non-permanent storage rooms
Primary Outcome:	2.2. Transport infrastructure that is safe and sustainable and meets the changing needs of the community
Secondary Outcomes:	<ul style="list-style-type: none"> • 2.1. An adequate and accessible transport network within and beyond the Region. (Service and infrastructure)

SERVICE ATTRIBUTES

<p>Identify the major barriers for Service improvement:</p>	<p>Bombala - Lack of suitable equipment to scan large plans and maps, Lack of suitable equipment to scan old files (building and DA Files), Financial constraints to purchase suitable equipment Cooma - • 3 Corporate Systems and EDRMS - Once the Corporate System review has been completed and implemented this barrier will be eliminated. Currently records are registered into the EDRMS that they are geographically relevant to. If matters are relevant to several branches they are registered into those relevant branches EDRMS also. This is causing duplications and replication of matters and information. This information and any other related information is inaccessible/unknown to staff in other branches unless they are aware of the matter being dealt with by another branch. This issue is particularly important for correspondence that is directed to both the GM and Administrator. Records staff are making notes on electronic records and in any emails documenting how the matter has been addressed by records, i.e. emailed to x branch for x. • Digitisation and Classification – Digitising archives would enable Records to provide an efficient service to staff and when retrieving documents for internal uses and information requests such as FOI and GIPA. Digitised documents would enable staff and the community, by way of an information request, to be able to view any document on the council network from any of the branches without delay. Currently there is a delay while retrieving the file from storage and ensuring all the requested information is identified and available for viewing. The documents would all be promptly assessable and classified for retention and destruction. • Classification of Archived Documents – archived documents are currently being stored unclassified. The documents need to be classified to allow for retention and destruction under the State Records Act. We got a quote from Grace Records in 2014 to undertake a digitization and destruction project but were unable to find the funds to cover the project. There are files that can be destroyed currently, by identifying and destroying these files we will be able to free up storage space and reduce the risk to Council. • Legacy Systems – RecFind is still a valuable resource for Records and staff. The information is not a full record of events previous to 2014 though what has been captured contains enough information to assist in searching for archived records. If a digitization project can't be undertaken it would be beneficial to bring this data across into the new EDRMS to allow for its continued use. Currently Cooma has 4 concurrent user licenses, with non Records staff using the web based platform for access. This is problematic due to Java updates causing access issues. • Movement of Internal Mail - Documents and items for transfer to other branches are not being moved as effectively as they could be. Email requests have gone out to staff requesting that they check with Records if there is any internal mail before movement to and from other branches. It may be several days before the internal mail is picked up. One reason for this is that staff aren't moving in office hours, it has been identified that mail needs to be moved direct to each branch during office hours. Records have a process of scanning and emailing any documents that we encounter to ensure that they can be actioned by the receiving ASAP, the hard copy if forwarded in the internal mail. • Cross Training between Branches – this will enable leave cover. If a CAG is externally available for each branch with Records staff having user access to each branch, we will be able to provide a service to all staff in all branches, from any location ensuring continuity of service is upheld at all times. We are currently running a joint helpdesk in conjunction with ICT between the three branches to enable records user support. • We are currently working on ways to improve the service we provide and to address issues as they arise, including the above matters. Our processes are continually evolving.</p>
<p>Describe funding arrangements:</p>	<p>operational budget, fees and charges</p>
<p>Describe the current procurement arrangements:</p>	<p>Off-site storage (Snowy)- Berridale Building & Joinery Pty Ltd, RecFind (Bombala legacy system), Grace for destruction of records (Snowy). Bombala - Recall for destruction of records – out of Canberra, TRIM is now used as EDMS.</p>
<p>Identify customers and their expectations for the Service:</p>	<p>internal customers, community, external customers, State Government bodies - anyone who has to deal with Council at any point. Expectations – to be able to find a record promptly (if it exists) & advise</p>

Identify major assets required to deliver the Service?	storage facilities compliant with NSW State Records , secure premises (safes), ICT equipment, printing/scanning equipment, EDRMS Application ECM, Eziscan in Jindabyne
Describe the current approach to delivering the Service:	Delivered internally with electronic document management systems. Outsourcing of the destruction of records. Snowy has off-site third party storage. Bombala - Delivered internally with electronic document management systems and handling of physical documents when required. Outsourcing of the destruction of records. Searching of old physical records when required. Cooma - Cooma Archives Storage area is non-compliant with the State Records Act. Documents stored in shared drives – documents saved in shared file locations do not comply with the State Records Act and need to be registered into the EDRMS by staff or as part of the implementation of the new corporate business system. It would be better to get this information into the current EDRMS's as staff are aware of the current structure and locations to store information. This can be corrected by making the current shared locations read only and enforcing a timeline for staff to enter this information. As staff move onto to other jobs or retire this corporate information will be lost with them. It is imperative that it is captured.
Identify legislation/regulations/standards affecting Service provision:	Local Government Act 1993 State Records Act 1998 and associated standards, codes of best practice and retention and disposal authorities as listed under the Act. State Records Regulation 2010 Government Information (Public Access) Act 2009 (GIPA) Privacy and Protection of Personal Information Act 1998 (PIPA) Information Act 1998 AS ISO 15489 Environmental Protection and Assessment Act 1979 Crimes Act 1900 Evidence Act 1995 Records Amendment Act 2005 Ombudsman Act 1974 Independent Commission Against Corruption Act 1988 Public Finance and Audit Act 1983 Copyright Act 1968 Companion Animals Act 1998 Work Health & Safety Act 2011 Work Health & Safety Regulation 2011 Local Government regulations 2005 The Protected Disclosures Act 1994
Describe major issues facing the Council in meeting expectations:	Snowy - • 3 different electronic document management systems in 3 different locations. • Property information that has not been digitized (property files – DA files etc) These are requested regularly by the planning department and also the regulation and compliance department for investigations. Snowy currently holds both types of files in Berridale and Jindabyne depending on the property locality – These files move daily between offices to assist departments meet their legislative timeframes. Management of these files regarding compliant storage, accessibility, retrieval and location tracking and ensuring information is not removed from files • Responsible officers are beginning to change re management etc – Information held in other systems cannot easily be accessed by the relevant officers meaning information is being e-mailed and actioned on but no audit history is then attached to the original records in the system as per the records act requirements or Business rules • Snowy is at capacity for archival storage, all Archives have been recorded on a register and Classified under the current GA39 retention and disposal authority. Concerns of complaint storage capacity if all archives are moved to one location. • Legal files are stored in Berridale Safe, these are all on a register, older documents ones have not been digitized, overdue for a destruction on legal documents • EDRMS User support, on-site support, user compliance, business rules to assist in expectation of users entering, registering all required information due early stages of new implementation

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Records Management

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Cooperation between sites • Responsive customer service support • Broad corporate knowledge • Legislative procedures (eg. retention and disposal, GA39) • EDRMS that enables easier access, auditing and management of data and information • System maintenance 	<ul style="list-style-type: none"> • State archive material currently un-catalogued and stored in a non-compliant environment • Archival storage limitations - at capacity with additional cost of external storage (Be), compliance (C) • Ineffective distribution of physical items between sites • Running 3 separate EDRMS's - issues with storage, duplication, access and compliance • Information in network shared drives which is not captured by the EDRMS • Non-compliance of storage of information and records on shared drive
Opportunities	Threats
<ul style="list-style-type: none"> • Digitise and classify hard copy records across the board • Cross skilling on corporate systems between staff in branches 	<ul style="list-style-type: none"> • Power blackouts can disrupt record management services

SERVICE PROFILE DEFINITION

Name:	Residential Aged Care
Responsible Officer:	Peter Smith
Description:	Residential aged care facilities and services
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Respite and care for aged residents
Volumetric Information:	<ul style="list-style-type: none"> • 1 Respite bed (SR Hostel) • 13 full time beds (SR Hostel) • 40 beds (Yallambee)
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • 6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors

SERVICE ATTRIBUTES

Describe major issues facing the Council in meeting expectations:	Funding of expansion (currently own the service station site but are there funds to build?) Increase in costing of Hostel being a small enterprise. Not generating enough \$ financial returns from residents care fees / Medicare income. If higher residents are to be received into the hostel then staff levels would need to be incorporated into more staff to cover Afternoon and Night shifts (increase in on cost and wages would need to be sought. And Aged Care workers to be worked as care staff and need to employ laundry / cleaners and cooks separately (as mentioned below) Not enough revenue to expand the hostel onto the council land next to hostel purchased by council for that purpose of expansion.
Identify customers and their expectations for the Service:	aged care residents, community, funding bodies (State and Federal Government), internal Affordable high quality aged care services aged care residents, community expectations in provision of care to their elderly family members keeping placement local to each specific area, funding bodies (State and Federal Government)
Identify major assets required to deliver the Service?	Buildings, vehicles, ICT equipment, medical equipment, medical / wound care supplies. If high care residents identified living in care: Incontinence aides to be included.
Describe the current approach to delivering the Service:	All services delivered internally
Identify legislation/regulations/standards affecting Service provision:	Australian Aged Care Quality Agency (Federal) NSW Food authority regulations (State) Other: Liquid trade waste / Workcover
Describe funding arrangements:	Residents contributions, fees and charges, operational budget, Government Subsidies
Describe the current procurement arrangements:	Tempus eTools, Berridale Pharmacy, Orana Care Planning (Snowy), Podiatrist (Snowy), Fire Safety Checks, Podiatrist, Physiotherapist, Thermostat heating / cooling contractor
Identify the major barriers for Service improvement:	Lack of registered nurses Time and money needed to expand facility to meet demand for places Small facility, lack of own transport: Car / Bus. Issues with adequate rostering for Aged Care workers/ laundry/ cleaners/ cooks (as per Yallambee). Aged care workers do the jobs of laundry / cleaner / cook. Recruitment of registered Nurses / Enrolled nurses. Manager / Registered nurse work load shared between council work / Resident care / wound care / allied health in peak times. Lack of number of beds with the possibility to improve opportunities for residential care / respite beds within this area.



LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Residential Aged Care

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Upskilling staff • Support from Council is a strength (e.g. Information Technology) • Provide a good service recognised within the community • Strong and positive reputation • Increased scale with the new Council has better coverage • Functional design of facilities • Provision of community care (in-home care) • Increases in high care patients makes it more competitive 	<ul style="list-style-type: none"> • IT Network Access • Recruitment of staff for residential aged care is too long • Small facility in Berridale • Attracting registered nurses • Increases in high care patients • Current number of rooms to meet demand • Staffing to meet demand (Berridale)
Opportunities	Threats

<ul style="list-style-type: none">• Transitional care or respite care• Wallis Report• Own land to expand capacity• Capitalise on increasing demand	<ul style="list-style-type: none">• Changes in Government Legislation• Staffing Constraints• Distance from emergency services• Negative Impact to residents• Residents being forced to leave the area• Maintaining operations within staff constraints• Reductions in Government Funding
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SERVICE PROFILE DEFINITION

Name:	Rural Fire Service
Responsible Officer:	Joe Vescio
Description:	Provide assistance to RFS Hazard Reduction and equipment maintenance initiatives when requested.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Assistance to bushfire emergency response and management • Compliance with relevant legislation, policies, codes, regulations. • Emergency Management Committee chair, LEMO and emergency operations centre • Liaison with Department of Fire and Emergency Services • Maintenance of RFS support assets
Volumetric Information:	<ul style="list-style-type: none"> • (Bombala) Peter Sullivan • 324 vehicles and plant Cooma • 53 vehicles and plant Berridale
Primary Outcome:	2.1. An adequate and accessible transport network within and beyond the Region. (Service and infrastructure)
Secondary Outcomes:	<ul style="list-style-type: none"> • 6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors

SERVICE ATTRIBUTES

Describe the current procurement arrangements:	Council provides services to RFS as part of the contribution. B little work done on Red Fleet
Identify the major barriers for Service improvement:	Management of budgets for state government authority, amalgamation of councils - operations size increase, flow on effect to reduction in infrastructure and staff
Identify legislation/regulations/standards affecting Service provision:	Rural Fires Act, State Emergency Management plan (SEMP), SERM Act, (Local government)
Describe major issues facing the Council in meeting expectations:	Council managing RFS assets for which we have no control over; no input in the fleet management (replacement fund etc) Council responsible for disposal of old assets (plant / trucks) Council managing the budget, however have no control or authority over expenditure. Council is required to track expenditure annually. Reallocation of funds from local services to head office Reduction in capacity to support volunteers B Disconnect between volunteer and employed resources B Disconnect between volunteer responsibilities eg protection of plantation and parks RFS called as back up when required to emergency motor vehicle crashes
Describe funding arrangements:	State government funded Council pays 11.5% contribution to RFS (Due to change shortly)
Identify customers and their expectations for the Service:	RFS – that Council will manage all finances, and some assets of RFS in a timely and efficient manner Community – that RFS will provide a critical service to the community.
Describe the current approach to delivering the Service:	000 task the relevant authorities, council becomes involved only when RFS requests, chair and administrator for emergency management committee, financial support
Identify major assets required to deliver the Service?	Buildings, Plant (Truck firefighting equipment), Staff, Volunteers, Workshop



LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Rural Fire Service

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Volunteer base • Manage fires • Good relationship and communication between council and RFS • Relationship with community through contribution to events • Good facilities, plant, equipment • Good relationship between local government and RFS 	<ul style="list-style-type: none"> • Management of build assets - rural brigade sheds - volunteer management • Volunteer ageing and youth unable to quickly progress • Financial management • Lack of training of council staff in fire procedures • Questions around transparency of governance purchases and maintainance • B Failure to recognise hazard reduction funding and other funding schemes • Tanker replacement program under threat from budget • Complex plant procurement eg if van isnt on supply vehicle list, cant claim rebate

	<ul style="list-style-type: none"> • Spread of lovegrass council owned properties
Opportunities	Threats
<ul style="list-style-type: none"> • Hazard reduction funding and other funding schemes • Give RFS more independence • Set up RFS reserves • New funding arrangement for more flexibility with financial arrangement • State government to take RFS government back 	<ul style="list-style-type: none"> • Continuing spread of love grass non council owned properties • Incur costs now, paid 18 months later S44 • Depopulation in rural areas • Plantations and reforestation act • Continued downgrade presence of NSW Forest Corporation • Little authority over National Parks

SERVICE PROFILE DEFINITION

Name:	Risk Management
Responsible Officer:	Linda Nicholson
Description:	Provide advice and support on the management of risks to the Council.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Conduct risk assessments in accordance with Council enterprise risk management framework • Coordinate Councils annual risk management action plan (RMAP) • Corporate risk profile and risk register • Enterprise risk management framework including new council appetite for risk • Insurance portfolios • Integration with other council information systems • Internal audit of enterprise risk management framework • Key performance indicators, target and objectives for Risk Management Performance • Manage Councils incident management system • Process mapping with documented risk exposures of all categories of risk in enterprise risk framework • Risk Management awareness and education both internal and external • Site specific risk assessments • Support business continuity planning, consolidated Business Continuity Plan and Disaster Planning • Weekly due diligence reporting to Executive Team
Volumetric Information:	<ul style="list-style-type: none"> • 1 workers compensation policy • 10 insurance policies • 16 risk categories • 190 documented risks • 5 x 5 risk matrix • n business continuity plans • n disaster recovery plans
Primary Outcome:	2.2. Transport infrastructure that is safe and sustainable and meets the changing needs of the community
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Describe the current approach to delivering the Service:	100% service provided by staff
Identify the major barriers for Service improvement:	Commitment from all levels within the organization – there are some people that don't take Risk Management seriously until something actually happens. Proactive Risk Management needs to be embedded rather than reactive. Lack of risk understanding or understanding is inconsistent. Not enough staff to monitor implementation
Identify legislation/regulations/standards affecting Service provision:	Australian Standard AS/NZS 4360:2004 Risk Management, HB 436:2004 Risk Management Guidelines, Companion to AS/NZS 4360:2004 (2004-superceded)ISO 31000:2009 Principles and Guidelines on implementationISO 31010:2009 Risk Management – Risk Assessment techniquesISO Guide 73:2009 Risk Management VocabularyAustralia National Audit Office Business Continuity Management: Building resilience in public sector entitiesStatewide Best Practice ManualsRisk Management Toolkit for the NSW Public SectorComcover Better Practice Guide – Risk management
Describe the current procurement arrangements:	100% provided in-house, C review of Risk is integrated at lower level, BE Risk register on Excel
Describe major issues facing the Council in meeting expectations:	Procurement procedures and required documentation not available for contractors on website, Poor contract management, Cooma Council Chambers accessibility to the public, Consolidate risk registers, Staff not trained in enterprise risk policy and procedures, Lack of business continuity plans for new organisationMight be an idea to look at using Statewide's CIMS (Contractor Insurance Management System) to handle the Public Liability aspect of Contactors Insurance. Contractors have to register and pay \$50 to join and then all Council employees have to do is log on to see if the insurance is current and up to date rather than relying on Contractors.Reliance on spreadsheets for data collection analysis and reports due to no integration with corporate IT platform. Inability of corporate platform to do risk management eg no risk management moduleMoving risk management beyond WHS consistent with ISO 31000Enterprise Risk management not embedded in decision making framework or consistently applied in project managementPoor risk assessment in tender assessment and contract managementRisk register review procedure not established, should be reviewed monthly to ensure mitigation measure are still relevant, active and working, and any risks that are obselt are removed.Risk register is a document, but it needs to live in the open, all staff need to understand the major risks of the council business, the mitigation measureRisk seems to be a 'stand alone' practice, needs to be intergrated into all work practices.Lack of understand of what Risk really is, and how it effects operationsLack of understanding of how managing Risk can be advantageous to the Council, and improve opportunities to grow.Lack of training
Describe funding arrangements:	Operational budget. Internal contribution income, performance rebates back into consolidated pool, same with mutual excess refunds, C risk reserve fund
Identify customers and their expectations for the Service:	Staff, Public, Executive team, managers, State and Federal government, Worksafe NSW, StateCover, StateWide/Jardine Lloyd Thompson, Solicitors and investigators appointed to claims by JLT; expectation that council manages risk consistently
Identify major assets required to deliver the Service?	IT integration, internal staff

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Risk Management

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Compliant with international standard • C Understanding of where risks are - lower level procedures include risk • Risk Register Matrix is well developed • Good internal risk knowledge - done well 	<ul style="list-style-type: none"> • Multiple versions of Risk systems • Three different policies and procedures • Business continuity through transition process • Review of risk policies • Follow through with risks • Overall lack of understanding of what risk is • Not used in all councils • No employee succession plans
Opportunities	Threats
<ul style="list-style-type: none"> • Formalised business continuity in new council • Integrated IT system • Visibility of risk impact on other business units • Emergency management as a function of risk • Specialised position to concentrate on risk • Greater, widespread risk understanding 	<ul style="list-style-type: none"> • Changes to legislation • Current International Review of ISO 31000

SERVICE PROFILE DEFINITION

Name:	Saleyards Management Service Review
Responsible Officer:	Linda Nicholson
Description:	Management and maintenance of Council owned saleyards
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Maintain saleyards • Manage saleyard operations and collect fees • Manage transit stock and collect fees
Volumetric Information:	<ul style="list-style-type: none"> • 2 saleyards
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Identify legislation/regulations/standards affecting Service provision:	Comply with animal welfare regulations including Australian Model Code of Practice for Livestock Saleyards and Lairages
Identify major assets required to deliver the Service?	Saleyards, light plant, Effluent Treatment facility, Truckwash
Describe the current procurement arrangements:	Outdated agreement with Cooma Associated Agents to manage the regular sales Maintenance carried out by council staff or selected contractors through a tender process
Describe funding arrangements:	Fees and charges from users of the saleyards, operational budget
Identify the major barriers for Service improvement:	Lack of stock numbers Cost of effluent management Bio-security issues
Identify customers and their expectations for the Service:	Rural community To provide a well maintained Saleyards with sufficient buyers to return a fair price Buyers need sufficient numbers of stock
Describe the current approach to delivering the Service:	2 facilities with conflicting goals, Cooma provides a well maintained facility to enable Cooma Associated Agents to conduct regular sales.
Describe major issues facing the Council in meeting expectations:	Effluent management Funding for essential upgrades Managing suitably qualified staff to deliver councils services, Outdated truckwash, Opening of a new Saleyard in Yass.

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Saleyards Management Service Review

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Both centres have truck wash facilities • Strong local engagement • Both Yards have dual function as a transfer point (for transit stock) • Multi-function facilities (i.e. ability to be used for impounding, private weighs etc on top of saleyard) • High quality facilities • Supporting local business' and producers • Regional Selling Centre (Co) • Generate levels of activity for the local area (economic) • Location of the local Abattoir • Ability to generate income 	<ul style="list-style-type: none"> • adhoc reporting of maintenance issues; 'reactive' change • OHS issues with facilities • Over utilisation of casual staff, which can issues with consistency and reliability • Aging infrastructure in need of repair and significant maintenance
Opportunities	Threats
<ul style="list-style-type: none"> • Attainment of increased funding for improvements to facilities • Increased levels of marketing for Bombala • Combined Business Plans of both Saleyards • Current tender out to increase capacity • Increased levels of marketing for Bombala 	<ul style="list-style-type: none"> • Changing legislation for livestock reporting (livestock exchange etc.) • Aging infrastructure causing risk of employee injury (particularly in Bombala) • Wagga and Yass have bigger markets and therefore are able to offer better prices (increasing levels of competition) • Less stock retention due to the bigger buying power of big entities such as Coles/Woolworths (Bo)

SERVICE PROFILE DEFINITION

Name:	Sealed Road Construction
Responsible Officer:	Suneil Adhikari
Description:	Sealed Road construction - replacement, upgrade, renewal
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> Asset Database linked to a list of outstanding Capital Upgrades/Rehabs required. Detailed Procedures and ITP's for all Tasks required. Funded construction program in the Management Plan. Preparation of a Roads Asset Management Plan Sealed Roads reseal inspection procedure and schedule.
Volumetric Information:	<ul style="list-style-type: none"> 900.36 Km of sealed roads various widths Cooma
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> 6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors

SERVICE ATTRIBUTES

Identify customers and their expectations for the Service:	Public Cars (smooth trafficable pavement)HV contractors/transport Companies. (Adequate pavement width, minimal Heavy Veg overhang.)Bus/school bus Companies. . (Adequate pavement width, minimal Heavy Veg overhang.) A safe defect free road surface
Identify the major barriers for Service improvement:	Available Trained Personnel.Adequate funding to meet Asset replacement schedules.Adequate construction Quality Management and Testing.Inadequate site investigation and preplanning capability/resources.
Identify legislation/regulations/standards affecting Service provision:	Local Government Act 1993 No 30Local Government (General) Regulation 2005Roads Act 1993 No 33Roads Regulation 2008.Work Health and Safety Act 2011 No 10.Work Health and Safety Regulation 2011.Environmental Planning and Assessment Act 1979 No 203Fisheries Management Act 1994 No 38Threatened Species Conservation Act 1995 No 101Threatened Species Conservation Regulation 2010Native Vegetation Act 2003 No 103Native Vegetation Regulation 2013Council Development Control StandardsCouncil Procedures.Relevant industry Standards and/or best practice manuals including RMS
Describe funding arrangements:	SMRC Operational budgets. R2R FundingRMS RRRP funding for Regional Roads.RMS Traffic Facilities Project funding.FCR and various other Road and Bridge GrantsDeveloper Section 94 funds.
Describe the current procurement arrangements:	Resealing Contracts via tender or LGP.Materials through Council's procurement officer.Plant via Council fleet or approved contractor's register.
Describe major issues facing the Council in meeting expectations:	Lack of software package to allow field application for asset management, inconsistent level of service, quality, and procedures between the 3 areas, The need for community engagement establishment of priorities and service levels Insufficient adequately trained StaffLack of Current detailed Asset inspection and condition dataStandardisation of design and construction proceduresIncreasing Community Service Level expectations
Describe the current approach to delivering the Service:	Inputs to Councils unfunded list of Capital Projects.Asset inspections/reports.Public notifications.Asset condition reportsProjects are Identified and linked to the Asset register.Projects prioritised based onPublic inputAsset conditionEnvironmental impacts.Maintenance History / Cost.Ability to achieve the required Scope.The scope of works identifiedSurvey and preliminary designs completedPart 5 Assessments

	undertaken.Can identify Environmental constraints.Can trigger an Environmental Impact Statement.Can identify other permit requirements such as Fisheries permits, Dept Lands entry permits etc.Designs reviewed with updated field data.Design costed.Managers review available fund sources and include the project in the Management Plan.Council votes to allocate funding.The project is scheduled.Contractors identified and engaged in accordance with Councils Purchasing and Tendering Policy.The repairs are programmed, the capital WO raised, public notification undertaken, materials ordered.When completed the WO is closed if Capital & the schedule of the costing estimate reviewed.Inform Assets of any changes required to be updated in the Asset Register
Identify major assets required to deliver the Service?	Plant and equipment. ICT services. Plant, equipment and vehicle maintenance workshops.Council Plant.Hired Plant.Contractors plant/operators as required.

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Sealed Road Construction

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Availability of a range of specific skills in road construction • Ownership of quality of work by local staff • Contracted through RMCC so standards are at a regional/State level • Local experience and knowledge in road construction (eg weather, conditions, materials) • Keep abreast of technology and latest methods of road construction 	<ul style="list-style-type: none"> • Asset management of the sealed road network is poor ie asset renewal backlog • Insufficient funding from State and Australian Government for road construction renewal
Opportunities	Threats
<ul style="list-style-type: none"> • Improve the road network through capital renewal to support community safety and economic 	<ul style="list-style-type: none"> • Ongoing increase in number of heavy vehicles and heavy vehicle mass allowances and consequent impact

<p>opportunities</p> <ul style="list-style-type: none">• Development of material resources for road construction• Capital renewal projects can free up Council's maintenance budget• Attract additional funding for road construction projects eg RMS• Value for money Council road construction service	<p>on road assets</p> <ul style="list-style-type: none">• Removal of road construction service from Council
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SERVICE PROFILE DEFINITION

Name:	Sealed Road Maintenance
Responsible Officer:	Suneil Adhikari
Description:	Sealed road maintenance
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Determine Levels of Service and Intervention levels • Develop a Sealed Road Asset Inspection Plan. • Developed Procedures and ITP for all tasks required • Environmental Management Plans • Preparation of a Roads Asset Management Plan • Risk Assessments • Sealed road maintenance schedule of works and budget • Traffic Management Plans • Updated Asset Database and Condition Assessments.
Volumetric Information:	<ul style="list-style-type: none"> • 900.36 Km of sealed roads various widths (C), 500km of sealed roads (Be)
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • 6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors

SERVICE ATTRIBUTES

Describe major issues facing the Council in meeting expectations:	<p>Lack of software package to allow field application for asset management Inconsistent level of service, quality, and procedures between the 3 areas. Detailed Asset inspection and condition data. Standardisation of design and construction procedures. Increasing Community Service Level expectations. Neither system (Civica or TechOne) have the Strategic Asset Management Module within Enterprise Asset Management installed; this makes accurately predicting maintenance schedules difficult and relies upon basic condition assessments i.e. what you can see, along with risk assessments i.e. if the condition is poor and the risk is high then the road is maintained, the only method of predicting maintenance schedules. There's insufficient funding to maintain all gravel roads annually or bi-annually. This means that community expectations and or "level of service agreements" are not achieved during any financial year. The impact is the "backlog" in road infrastructure maintenance steadily increases as each year passes. Community expectation is to have a gravel road that can be driven, safely, at 100 kph. Given the climate and seasonal traffic flows, this is an unreasonable expectation and one that is financially unachievable. No Strategic Asset Management software available to effectively plan for the replacement of the gravel road network. No current ability to extend the IT System into the field for Work Orders, Project Updates, Financial Tracking, Defect Capture/Resolution, email and/or timesheets. Levels of Service (agreed with the community) cannot be achieved due to insufficient funding/investment. Infrastructure backlog so big it would be difficult and lengthy to bring Asset Condition Levels to match service level agreements. The intention of Crown Lands is to transfer ownership of Crown Unsealed Roads to Council; should that happen and the network length increase without a proportionate increase in funding then the issues is previous bullet points become more relevant</p>
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Identify major assets required to deliver the Service?	Plant and equipment, Plant, equipment and vehicle maintenance workshops, ICT services.Council Plant.Hired Plant.Contractors plant/operators as requiredStores (Materials), Small (Minor Works) Contracts.
Describe funding arrangements:	SMRC Operational budgets. R2R FundingRMS Block Grant funding for Regional Roads.RMS Traffic Facilities Project funding.FCR and various other Road and Bridge Grants.RRRP (Regional Roads), Block Grant, RMCC (Main Roads)
Describe the current procurement arrangements:	Materials through Council's procurement officer. Plant via Council fleet or approved contractor's register.Heavy reliance upon grant funding to support infrastructure maintenance programs/schedules. Cooma
Describe the current approach to delivering the Service:	The current approach is to use the data gathered through the 2015 road re-valuation study plus data gathered through regular traffic counter placement to determine which roads accommodate the most traffic (or diverse range of traffic) and based upon basic condition assessments, risk assessments and funding levels the gravel roads are placed in a hierarchy that determines which roads are maintained and the frequency of maintenance i.e. a priority one road is guaranteed funding for one (1) maintenance grade per year.Council carries out planned asset inspections in response to:Customer Request/Notification.Grading Schedule.Asset inspection schedule.Extreme Natural Event.Notification by StaffRoutine maintenance is programmed in accordance with the schedule.Minor Asset maintenance is schedules and if larger defects are identified, they are investigated and recorded. (safety signage put in place if required) Major defects are reported to the Manager, recorded and an assessment of the scope and severity of the defect carried out.Identified Capital works are listed on the unfunded project list.Remedial actions within the scope of the maintenance budget are identified and the Supervisor or the Technical Officer will develop an itemised estimate for the repairs.An assessment of the priority, scope of repairs required, available skills, resources, and available funding is discussed with the Manager.Approval for additional funding sought if required.Contractors identified and engaged in accordance with Councils Purchasing and Tendering Policy.The repairs are programmed, the WO identified, public notification undertaken, materials ordered.Assets advised of any changes required to be updated in the Asset RegisterEffective Asset Management Plans identify levels of service, value and renewal/replacement of each gravel road. Providing Asset Management principles and recommendation are followed and that funding is available, gravel roads are scheduled for re-sheeting every 10 years. SR
Identify legislation/regulations/standards affecting Service provision:	Local Government Act 1993 No 30Local Government (General) Regulation 2005Roads Act 1993 No 33Roads Regulation 2008.Work Health and Safety Act 2011 No 10.Work Health and Safety Regulation 2011.Environmental Planning and Assessment Act 1979 No 203Fisheries Management Act 1994 No 38Threatened Species Conservation Act 1995 No 101Threatened Species Conservation Regulation 2010Native Vegetation Act 2003 No 103Native Vegetation Regulation 2013Council Development Control StandardsCouncil Procedures.Relevant industry Standards and/or best practice manuals including RMS.
Identify customers and their expectations for the Service:	Public HV contractors/transport Companies.Bus/school bus Companies.A safe, fit for purpose road free from defects.Developers, Asset Managers (Renewal), Residents/tourists expect a gravel road to be constructed and maintained to ensure traffic safety at a speed appropriate to the road. SR
Identify the major barriers for Service improvement:	Lack of software package to allow field application for asset management, inconsistent level of service, quality, and procedures between the 3 areas, The need for community engagement establishment of priorities and service levelsDetailed Asset inspection and condition data.Standardisation of design and construction procedures.Increasing Community Service Level expectations.Funding, staffing levels, plant and equipment, depot locations, climate and seasonal variations.

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Sealed Road Maintenance

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Ownership of quality of work by local staff • Local experience and knowledge in road maintenance • Availability of a range of specialist skills in road maintenance • Keep abreast of technology and latest methods of road maintenance 	<ul style="list-style-type: none"> • Number of sealed roads not constructed to Council owned road alignment/reserves • No clear road corridor strategy • Infrastructure backlog is too great to maintain the network at agreed levels of service • Consolidated infrastructure backlog position is unknown
Opportunities	Threats
<ul style="list-style-type: none"> • Larger Council with more work can achieve better contract outcomes • Consistent sealed road maintenance levels of service, condition assessments and risk analysis • Stronger position to take advantage of grant funding 	<ul style="list-style-type: none"> • Impact on sealed road network of more frequent extreme weather events and natural disasters • Cost impact of increasing environmental restrictions • Addition of Crown roads to list of Council's maintained roads • Limited supply of suitable quality of seal materials • Noxious weed spread along road network • Community expectation for levels of service • Large sealed road network to maintain relative to Council population and budget

SERVICE PROFILE DEFINITION

Name:	Sewer Infrastructure
Responsible Officer:	Suneil Adhikari
Description:	Manage sewer infrastructure - replacement, upgrade, renewal, system extension, operate and maintain
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Adherence to the Water Management Act, and /or Local Government Act and Regulations, Protection of the Environment Operations Act (POEO) • Annual license Return to the EPA under the POEO Act for 3 treatment plants Berridale • Annual Performance Reporting to DPI Water for total of 5 sewerage areas Berridale • Annual Review of Financial Plans including Pricing and 30 year Capital Works Programs • Annual review of pollution incident response management plans (PIRMP) to comply with POEO regulations • Asset Management including 4 yearly Fair Value asset re-valuations and regular updates to system data information • Best Practice Sewerage management plans - Strategic Business Plans (SBP), Pricing, Development Servicing plans(DSP), Integrated Water Cycle Management (IWCM) Plans and IWCM Strategies, • Construct new Sewerage infrastructure including S60 approvals for treatment plants • Consumer service maintenance and operation • Five yearly review of Development Servicing Plans for 5 sewerage drainage areas. • Four yearly review of IWCM and SBP in rotation • Manage the Sewerage reuse program to meet Environmental Standards • Management of Developer provide Assets Developer Contributions and Works as Executed Drawings • Monitoring and Telemetry upgrade and replacement • NSW EPA WW Annual License Return • NSW office of Water (DPI Water) Annual Performance Reporting • Renew /Replace/Upgrade Sewerage network and pump stations and treatment plants as required • Renewal / replacement / augmentation of Gravity mains, rising mains, pump stations and treatment plants based on condition and performance • Review of Annual Financial Reporting for Special Schedules 5 and 6 • Sewerage collection & transportation system condition assessment • Sewerage infrastructure • Sewerage management plan • Sewerage ponds • Strategic Plans Long term servicing plans including capacity analysis • Wastewater infrastructure upgrade and replacement plan

Volumetric Information:	<ul style="list-style-type: none"> • 2,821 Residential Customers (S) • 2866 consumer services & WD riser installations • 3324 Sewer access hole chambers • 353 Non-residential customers (S) • Pumping Stations 7 (C) 5 (Bo) 18 (S) • Rising and gravity mains 104km (C) 31 (Bo) 95 (S) • Treatment facilities 2 (C) 2 (Bo) 4 (S)
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Describe major issues facing the Council in meeting expectations:	Types of infrastructure and quantity. Adequately trained and qualified staffing levels to deal with statutory, council and customer expectation and requirements. Number of sewer service areas. Availability of adequate resourcing plant and materialage of asset, insufficient budget to maintain or upgrade infrasturesDifficult to attract and retain skilled staffHigh cost of engagement of Consultants and Contractors due to remote location Peak winter population and management of projects during this periodProviding infrastructure to meet peak winter demand - redundant assets at other times of year resulting in requirement for odour management
Identify customers and their expectations for the Service:	Properties connected to the waste water drainage networks receive a reliable service that meets NSW Office of Water, DPI Water quality standards & Environmental Protection Agency, NSW Health and Council quality standards.
Describe funding arrangements:	Operational budgets, grants, fees and ChargesOperational budgets from sewerage access charges and non residential usage charges, Developer contributions, grants and loans
Identify major assets required to deliver the Service?	Qualified staffTreatment facilitiesPump stationsRising mainsGravity sewersAccess chambersRadio telemetry & monitoring equipmentICT servicesPlant and equipmentData for statutory reporting and for design and best practice plans requires an integrated data management system incorporating the following elements:ICT systemTelemetry / SCADA Reporting serversAsset Management including maintenance management and condition monitoring Equipment for data collection on the fieldGIS with assets mappedCustomer Request Billing and Financial Reporting
Describe the current procurement arrangements:	LGP, RFQ, Contract Tendering, Service Agreements, Invitation to provide services using local and imported contractorsMix of Open Tender and LG Procurement through the Vendor PanelQuotes from Specialist Consultants and Contractors
Identify legislation/regulations/standards affecting Service provision:	POEO Act, Local Govt Act & Regulations, NSW Environmental Planning Act, Telecommunications Act (DB4UD) WSAA Sewerage Code & CCTV Conduit inspection code, Best Practice Management of Water and Sewerage Guidelines, Wastewater Development Standard, Developer Servicing Plan, NSW Office of Water Developer Charges Guidelines for Water and Sewage Pollution Incident Response Management Plan, Water Directorate codes, guidelines and technical notes, NSW Environmental Protection AuthorityWater Management Act, and /or Local Government Act and Regulations, Protection of the Environment Operations Act and RegulationsWSA Sewerage Code of Australia and Sewerage Pump Station Code of Australia Plumbing Codes AS 3600 seriesAuspec Development Design and Construction Standards for sewerage DPI Water Best Practice Guidelines including Annual Performance Reporting
Identify the major barriers for Service improvement:	POEO Act, Local Govt Act & Regulations, NSW Environmental Planning Act, Telecommunications Act (DB4UD) WSAA Sewerage Code & CCTV Conduit inspection code, Best Practice Management of Water and Sewerage Guidelines, Wastewater Development Standard, Developer Servicing Plan, NSW Office of Water Developer Charges Guidelines for Water and Sewage Pollution Incident Response Management Plan, Water Directorate codes, guidelines and technical notesDifficult to attract and retain skilled staffHigh cost of engagement of Consultants and Contractors due to remote location Peak winter population and management of projects during this periodProviding infrastructure to meet peak winter demand - redundant assets at other times of year resulting in requirement for odour management
Describe the current approach to delivering the Service:	Cooma's approach has been reactive, transitioning to a proactive service delivery. Service delivery has always been focused on providing the best possible outcomes for council and the community with regard to respective legislation and best practiceScheduled inspections and reactive maintenanceTypes of infrastructure and quantity – staffing levels to deal with them, Number of sewer service areas spread over a wide geographic area,Asset Locations - location of key infrastructure in close proximity to the lake requiring extra vigilance/storage infrastructure for prevention of sewer spills to the lake Varying billing methods – 3 different billing methods of the former council areas need to be unified for the regional Council to

	<p>comply with DPI Water guidelines and communicated to Customers prior to adoption of any changes. Best Practice Plans - Varying stages of Best practice Plans for the 3 areas Fees and Charges - different rates and structures to be reviewed based on Financial plans and Capital works programs for the merged entity Connections - Varying procedures for water connections in 3 areas to be unified for all areas and avoid customer dissatisfaction Development - Unified Development Specifications for merged entity Liquid Trade Waste - Implemented only in Snowy River areas and review of staffing levels required to implement in Cooma and Bombala areas Mix of in-house staff and specialist Contractors and Consultants</p>
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LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Sewer Infrastructure

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good Supervisory Control And Data Acquisition (SCADA) systems and telemetry (S,C) • Backup power at pump stations (C) • Planned capital works have reduced the number of pollution incidents • Improved effluent quality (S,C) • Qualified staff • Capacity for future growth (C) 	<ul style="list-style-type: none"> • Lack of capacity for future growth (S) • High reliance on pump transfer (S) • Lack of overflow storage in Jindabyne with close proximity to Lake Jindabyne (environmental and health issues) • Sewerage infrastructure close proximity to Lake Jindabyne • Varying billing methods and fees and charges • Lack of backup power at pump stations (S) • Terrain results in larger number of pump stations and consequent high energy costs • Liquid Trade Waste regulations not implemented in Cooma and Bombala • Infiltration problems with sewer system

	<ul style="list-style-type: none"> • Aged reticulation systems • Old sewer mains under residential and commercial properties • Ageing infrastructure and high cost • Fragmented rural residential development resulting in inefficient use of infrastructure
Opportunities	Threats
<ul style="list-style-type: none"> • Sale of recycled water • Copy/paste all issues from Water Infrastructure *** 	<ul style="list-style-type: none"> • Peak season population putting load on infrastructure (Jindabyne) • Change of Sewerage Treatment Licenses from load base to risk base (S,Bo)

SERVICE PROFILE DEFINITION

Name:	Sewer Operations
Responsible Officer:	Suneil Adhikari
Description:	Operations and Maintenance of Sewerage infrastructure and Regulation of the disposal of liquid trade waste
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • 185 Number of Inspections in total LTW • Installation of new connections to the Sewerage network system • Monitoring , Telemetry operation and maintenance • Monitoring and testing of the effluent in the Sewerage reuse program • Monitoring of effluent quality at discharge points to the creek to comply with EPA licence requirements • NSW EPA WW Annual License Return • NSW Office of Water (DPI Water) Annual Performance Reporting • Operation and maintenance of wastewater treatment infrastructure • Operations of Sewage treatment facilities including testing chemical dosing, sludge management and effluent management. • Operations Quality testing • Regulatory sample collection and analysis • Sewerage collection and transportation system, maintenance and repairs of Sewerage infrastructure including sewer mains and manholes • Sewerage infrastructure, installation of new connections to the Sewerage network system • Sewerage management plan • Sewerage reuse program, monitoring and testing of the effluent in the Sewerage reuse program • Statutory reporting of effluent discharge quality testing results on Councils website to comply with POEO Act and Regulations • Water sampling and statutory reporting
Volumetric Information:	<ul style="list-style-type: none"> • 185 Number of Inspections in total LTW (Bo) • 185 Number of Inspections in total LTW (S) • 2366 of commercial sewer connections (C) • 500 of domestic sewer connections (C) • 85 Number of Food shop inspections for LTW (Bo) • Sewage treatment plants 2 (C) 2 (Bo) 4 (S) • Sewer pump stations 7 (C) 5 (Bo) 18 (S) • Sewer rising mains and gravity mains km 112 (C) 31 (Bo) 95 (S)
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

<p>Identify the major barriers for Service improvement:</p>	<p>Adequate trained and qualified staffing levels, resourcing, plant and materials Dispelling the misconception that buried assets require minimal intervention and maintenance to remain viable assets Unreliable power supply with frequent power surges affecting and damaging control and monitoring equipment. Power outages may cause sewage overflows leading to environmental pollution. Different control systems/equipment in the former councils now merged under one council Lack of in-house electrician/fitters required to carry out preventative maintenance resulting in high cost of engagement of Contractors and poor maintenance plans and strategies for mechanical and electrical installations Difficulty in accessing sewer infrastructure in private property in an emergency due to Development standards in SEPP which allows minimum width for building setback and restricting access to plant and equipment Age of the assets, training for staff, Unreliable power supply with frequent power surges affecting and damaging control and monitoring equipment. Power outages may cause sewage overflows leading to environmental pollution. Different control systems/equipment in the former councils now merged under one council Lack of in-house electrician/fitters required to carry out preventative maintenance resulting in high cost of engagement of Contractors and poor maintenance plans and strategies for mechanical and electrical installations Difficulty in accessing sewer infrastructure in private property in an emergency due to Development standards in SEPP which allows minimum width for building setback and restricting access to plant and equipment</p>
<p>Identify major assets required to deliver the Service?</p>	<p>Treatment facilities, Pump stations, Rising mains, Gravity sewers, Access chambers, Radio telemetry & monitoring equipment, Sewer Jetter, ICT services</p>
<p>Describe the current approach to delivering the Service:</p>	<p>Types of infrastructure and quantity Qualified and adequate staffing levels and appropriate plant and equipment to deal with them. Statutory, council and customer expectations and requirements. Number of sewer service areas across whole of council LG area. Develop LTW program and agreements Ensuring all operators of treatment plants are appropriately qualified and other staff are appropriately trained Maintenance of ageing infrastructure leading to high maintenance costs and WHS risks Several mechanical and electrical installations in the asset base and total reliance on Contractors for mechanical and electrical maintenance Risks associated with loss of local specialised Contractors and staff through retirement/change of business locations - succession planning Provision of sewerage services to Businesses with high visitor influx in peak winter period requires reliable infrastructure that has been well maintained and renewed as required The high cost of maintenance resulting from the use of wet wipes to be conveyed through education and campaign to stop sale of wet wipes by local businesses. Having sufficient infrastructure capacities to cater for expansion and development</p>
<p>Identify customers and their expectations for the Service:</p>	<p>Properties connected to the wastewater drainage networks receive a reliable service that meets NSW Office of Water & Environmental Protection Agency quality standards and prompt response to sewer chokes, spills and odour complaints.</p>
<p>Identify legislation/regulations/standards affecting Service provision:</p>	<p>POEO Act, Local Govt Act & Regulations, WSAA Sewerage Code & CCTV Conduit inspection code, Best Practice Management of Water and Sewerage Guidelines, Wastewater Development Standard, Developer Servicing Plan, NSW Office of Water Developer Charges Guidelines for Water and Sewage Pollution Incident Response Management Plan. Water Management Act and /or Local Government Act and Regulations Protection of the Environment and Operations Act and Regulations Water Services Association (WSA) Sewerage Code of Australia Water Service Association (WSA) Sewerage Pumping code of Australia Plumbing Code of Australia Auspec Sewer Drainage Standards adopted by Council (Vol1 Design and Vol2 Construction)</p>
<p>Describe the current procurement arrangements:</p>	<p>LGP, RFQ, Contract Tendering, Service Agreements, Invitation to provide services using local and imported contractors. Open Tender or 3 written quotes from Contractors and Suppliers Service Agreements for specialized Services eg. equipment calibration and servicing /supply of chemicals etc NSW Environmental Protection Authority</p>
<p>Describe major issues facing the Council in meeting expectations:</p>	<p>Types of infrastructure and quantity Qualified and adequate staffing levels and appropriate plant and equipment to deal with them. Statutory, council and customer</p>

	<p>expectations and requirements. Number of sewer service areas across whole of council LG area. Develop LTW program and agreements Ensuring all operators of treatment plants are appropriately qualified and other staff are appropriately trained Maintenance of ageing infrastructure leading to high maintenance costs and WHS risks Several mechanical and electrical installations in the asset base and total reliance on Contractors for mechanical and electrical maintenance Risks associated with loss of local specialised Contractors and staff through retirement/change of business locations - succession planning Provision of sewerage services to Businesses with high visitor influx in peak winter period requires reliable infrastructure that has been well maintained and renewed as required The high cost of maintenance resulting from the use of wet wipes to be conveyed through education and campaign to stop sale of wet wipes by local businesses. Having sufficient infrastructure capacities to cater for expansion and development</p>
Describe funding arrangements:	Operational Budget, grants, fees and charges

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> Improved effluent discharge quality Copy and paste from Water Supply Operations *** 	<ul style="list-style-type: none"> Impact of loss of staff and absence of staff (eg leave, training commitments etc) Difficulty in meeting routine maintenance schedule on reticulation (S,B) Staff recruitment and retention around maintenance; high cost of living in Jindabyne which affects staff response time when living in other locations (S) Different control systems and equipment Impact of loss of staff and absence of staff (eg leave, training commitments etc) Lack of staff capacity to respond to emergencies and carry on routine work (S,B)
Opportunities	Threats
<ul style="list-style-type: none"> Copy and paste from Water Supply Operations *** 	<ul style="list-style-type: none"> High cost of maintenance from community use of wet wipes (pump failures, blockages etc) Copy and paste from Water Supply Operations ***

SERVICE PROFILE DEFINITION

Name:	Project Management Office
Responsible Officer:	Iliada Bolton
Description:	Monitor and support strategic projects for the Council.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Auditing of grant funding • Community consultation • Grant funding application • Lease management • Project concept • Project implementation • Project Reporting • Project Reporting • Recommending allocation of grant funding • Tender management
Volumetric Information:	<ul style="list-style-type: none"> • \$14M Stronger Community Fund - Key Projects • \$1M Community Grants • \$5M Merger Implementation Grant
Primary Outcome:	6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors
Secondary Outcomes:	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Describe the current procurement arrangements:	100% internally provided
Describe the current approach to delivering the Service:	Internal staff project planning and monitoring, external contractors or internal staff project delivery
Identify the major barriers for Service improvement:	Appropriate risk framework. Lack of a long term fin plan. Quality of asset plan. Various approaches to infrastructure backlog. Managing Community expectations.
Identify customers and their expectations for the Service:	Community, Department Premier and Cabinet, State Member, Administrator, Local Representation Committees, Staff, Employee
Identify legislation/regulations/standards affecting Service provision:	Stronger Community Fund Guidelines, Local Government (General) Regulation - Tendering. Local Gov Act. Local Gov State Award. DPC managing change documents.
Describe funding arrangements:	Majority to be grant funded but there will be some operational costs.
Describe major issues facing the Council in meeting expectations:	Knowledge of priority projects across new council area, Prioritisation methodolgy for key projects, Project plan framework does not exist. Revisiting previous projects. Community Expectations.
Identify major assets required to deliver the Service?	IT and communication infrastructure. Skilled resources. Transport.

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Project Management Office

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Appertite for change to make difference • Appropriatley skilled staff • Appreciate communication & Strategy • New Team with open consultative approach • Well timed goals, guidelines & timelines • Good understanding of the local council process • Inclusion of staff ideas on projects • Diversity of team 	<ul style="list-style-type: none"> • Silo mentality to best practice • Lack of resources to communicate back to staff • Financial risk to replace key staff • Appropriate reporting framework • Training of staff to back fill roles • Talent of staff in departments • Capability of internal staff to deliver on major projects
Opportunities	Threats
<ul style="list-style-type: none"> • Right size peoples positions • Be transparent in considering all suggestions and responding • Facilate introduction to key staff at each site • Room for improvement in delivery in communication • Regular meeting (mthly) with the GM • No preconceded idea of how the process works • Opportunity to identify gaps in capacity in the FTE 	<ul style="list-style-type: none"> • Capturing ideas and progressing • Resistance to change of their customers • External parties could derail the organsation moving forward

SERVICE PROFILE DEFINITION

Name:	Sports and Recreational Services
Responsible Officer:	Suneil Adhikari
Description:	Provide and manage sports and recreational services for the Council.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Bookings for sport and recreational facilities. C, SR, – 355 Committee B • Equipment provision. – 355 Committee B • Existing facility hire rate usage policy (Asset Management) • Existing Screenscape plans, Jindabyne and foreshore, Berridale and Bombala • Facility administration and management. – 355 CommitteeB • Liaise with stakeholder agencies. – 355 Committee B • Light recreational equipment provision. • Management of recreation facilities leases. – 355 Committee B • Master plan Jindabyne oval (S) • Passive and active recreation audits. – 355 Committee B • Playgrounds and Strategies – 355 Committee B • Provision of advice to local sporting groups. – 355 Committee B • Provision of fitness activities and programs. – 355 Committee B • Recreational Services committee (Co) report bi-monthly • Sport and Recreation facilities policies and Management Plans. – 355 CommitteeB • Sport and recreation programs. – 355 Committee B • Sporting oval improvements – 355 Committee B • Sporting oval maintenance and mowing – 355 Committee B

<p>Volumetric Information:</p>	<ul style="list-style-type: none"> • 1 Gymnastics Stadium – leased to community group - Cooma • 18 Sporting fields / ovals 9 Cooma, 4 SR, 5 Bombala • 2 Indoor Basketball Stadium - Cooma 1, Bombala 1 • 3 all weather Netball Facilities - Co 2 facilities 5 courts, Bo 1 facility 2 courts • 4 Practice Cricket Nets - S 1 facility 2 nets, Co 3 facilities 5 nets • 9 Tennis facilities Co 7, Bo 2 • Athletics Infrastructure (Shot put, long jump, javelin, hammer throw) - Co 1 • BMX Tracks 5 - Bo 2, Co 1, S 2 • Boat Ramps 5 - S 3, Bo 2 • Clubrooms 8 - S 5, Co 3 • Fitness stations 9 - Bo 3, S 1, Co 5 • Horse Racetrack - Bo 1 • Indoor Swimming Pools 1 - S 1 • Jetty - Co 1 • Lookouts 4 - Co 3, Bo 1 • Motorcross Track - Bo 1 • Outdoor Basketball court - Co 1 • Outdoor Swimming Pools 4 - Co 1, S 2, Bo 1 • Platypus Reserve - Bo 1 • Rodeo Arena 3 - Co 1, S 1, Bo 1 • Skate Park 5 - Bo 1, S 2, Co 2 • Walking tracks 6 - Bo 2, Co 2, Sn 2
<p>Primary Outcome:</p>	<p>6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors</p>
<p>Secondary Outcomes:</p>	<ul style="list-style-type: none"> • N/A

SERVICE ATTRIBUTES

Describe the current approach to delivering the Service:	Bookings are managed internally. Most bookings managed through a temporary licence Primary Users are the Sporting groups which use the facility seasonally. Policy available for Primary Users to waive fees by undertaking sign a maintenance agreement whereby the fees are waived if the groups take responsibility for the cleaning of change room and toilet amenities, removal of rubbish and line-marking of fields. Input into requirements for sporting facilities through Recreational Facilities Committee Liason with Primary Users of facilities to maintain standards for their purpose Liase with Primary Users of facilities to reschedule use of facilities when long term maintenance is planned Maintenance and mowing of fields undertaken by staff. Planned annual maintenance schedule for ovals – other maintenance is reactive (ie. Maintain Irrigation systems etc) Contractors for major renovation works and some pest control on ovals. Leases managed internally & through Crown Lands. 355 Committee handle all aspects of this area, except some mowing Bombala
Describe major issues facing the Council in meeting expectations:	Types of infrastructure and quantity – staffing levels to deal with them, inconsistent level of service, quality, and procedures between the 3 areas, differences in fees and charges across the three areas, the need for community engagement establishment of priorities. Repairs and maintenance completed internally by Property Maintenance Officer Repairs and maintenance completed by external contractors from Approved Tradespersons Register Major Construction works through Tender process Use of Cooma Correctional Centres Community Projects Team for works
Describe the current procurement arrangements:	Approved contractors for plumbing/electrical issues. 355 Committee and Council Internal Works completed by Councils Property Maintenance Officer Contract works on buildings and infrastructure for Approved Tradespersons – \$1000 - \$4999 2 verbal or email quotations \$5000 - \$14999 2 written or email quotations \$15000 - \$49999 3 written quotations \$50000 - \$99999 3 written quotations & specifications Constructions Works through Tender Process Cooma Pool - Monaro Aquatic Services, 3 Year lease Sailing Club - Jindabyne Sailing club, Pony Grounds - Leased to pony club Gymnastics Club - Cooma Gymnastics, Jyndbyne foreshore - Mowing contract, G. D. Dobbie Pty Ltd, 3 Years + 2 year option Mowing Contract Bo - Bibbenluke, Cathcart, P & J Lomas, 2 years Michelago Mowing Contract - Ace Gardens, ongoing
Identify customers and their expectations for the Service:	Community and visitors. Safe fit for purpose, equipment, facilities, sporting venues and open spaces Council staff, Section 355 Committees, schools and community groups/members Crown Lands
Identify major assets required to deliver the Service?	Plant and equipment. ICT services. Plant, equipment and vehicle maintenance workshops. Parks and Recreation Supervisor, 2 Gardeners, Apprentice Gardener, Asset Manager, Asset Management Officer, Property Officer, Property Maintenance Officer, Cleaner Asset Management System Customer Request System Contractors Cleaners
Identify legislation/regulations/standards affecting Service provision:	Council standards Management Plan for Community Land Snowy River Shire Lake Jindabyne Southern Foreshore Management Plan Local Government Act and Regulations 1993 Crown Lands Act 1989 Roads Act NSW 1993 Relevant Council Policies and Procedures Jindabyne Action Plan BCA Building Standards WH&S
Identify the major barriers for Service improvement:	Increasing usage and demand on facilities Funding not keeping pace with costs such as water for irrigation Multipurpose use of facilities – conflicting expectations of users. Community expectations. Dealing with Govt departments and having to gain permission for works on crown land of which we are the Trustee - also the added time & cost relating to obtaining Landowners Consent. Operational budgets for Council to pass onto 355 committees – local event to lease or rent the venues
Describe funding arrangements:	Operational budget, Fees and charges, Grants Section 355 Committees and Community groups Age of Facilities

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Sports and Recreational Services

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> Existing staff members in depth knowledge of relevant processes and procedures Ownership by council staff of the recreational facilities and identification of maintenance requirements Existing emergency response procedures and availability of staff to meet these Provision of maintenance (mowing) internally to effectively calendarise around upcoming events Existing input and involvement by section 355 committees and sporting groups to lobby for funding and maintain facilities 	<ul style="list-style-type: none"> Inability to control and iterate grant funding timelines for crown reserve upgrades to section 355 committees. Lack of understanding and expertise around grant funding and council processes Lack of consistency in facilities maintenance contracts and fee structure Shortage of staff in former S with MR1 licenses, ride mower skills and OHS White Card Reduction in budgets reducing the planned maintenance and upgrade program across former S No ability to define timesheeting and work orders down to a facility basis for crown land reserves reporting (S, Bo) Existing facilities require significant maintenance and upgrades to continue to improve utilisation Lack of documented service standard for sportgrounds and facilities maintenance Lack of compliance and inspections on maintenance provided by section 355 committees
Opportunities	Threats
<ul style="list-style-type: none"> Utilise Crown land to encourage more recreational activities for residents and tourists Overarching calendar for third party programs utilising council facilities Formulation of a section 355 committee guidelines document to ensure that all committees are acting consistently Utilisation of a combined work order and customer request system that covers: work orders, customer complaints and existing maintenance schedules Develop a formalised booking process for council 	<ul style="list-style-type: none"> Aging and reducing population base to utilise facilities Adverse weather conditions affecting council walking trail at Bombala and potentially causing and increased need for maintenance (Mowing) Time taken to deal with administrative processes required for use of Crown land

<p>facilities that is consistent across the former three councils</p> <ul style="list-style-type: none">• Development of a consistent and overarching inspection schedule for recreation facilities• Development of a combined open space and recreational services plan• Improved community consultation and communication of service expectations	
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SERVICE PROFILE DEFINITION

Name:	Stores Management
Responsible Officer:	Suneil Adhikari
Description:	Stores management and organisational procurement
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • AGSAFE/AGVET certification • Corporate procurement plan • Daily running and re stocking of Council's stocks • Electrical testing and tagging • First aid kit audits • Heavy lifting/chain inspections • Inventory policy • Licensing – Dangerous Goods • Licensing - explosives ACT • Licensing – UPSS (Underground Petroleum Storage Systems) • Obtaining quotes for projects. • Procurement and inventory KPI's • Purchasing construction materials. • Security Plan for Explosives & their Precursors • Slow and obsolete analysis • Sustainability (green) policy • Tool audits
Volumetric Information:	<ul style="list-style-type: none"> • 2 store depots (Berridale [Roads] & Jindabyne [Water/Waste]) with a potential 3rd (Adaminaby), 1 stores depot Cooma, 1 Bombala • Inventory holding ~\$150,000 (inc. Oils - \$15,000/Fuels - \$25,000)
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • 2.2. Transport infrastructure that is safe and sustainable and meets the changing needs of the community

SERVICE ATTRIBUTES

Identify legislation/regulations/standards affecting Service provision:	<ul style="list-style-type: none"> • Local Government (General) Act 1993 & Regulations – in particular Section 55 • Explosives Act 2003 & Regulations • Work Health & Safety Act 2012 & Regulation • Dangerous Goods Act 2011 & Regulation • Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation (UPSS) • Pesticides Act 1999 • WH&S Act and Regulation 2011, Protection of the environment Act 1997
Identify the major barriers for Service improvement:	De-centralized procurement structure with no Central Management. De-centralized inventory holdings (based on departments, not the business as a whole) Too departmentalised Insufficient cohesive planning across all departments. Insufficient strategic procurement at local & regional levels Procurement not considered to be an important asset. Not all purchases are controlled through 'Stores' leading to duplication of vendors and inefficacies. Combining three depots (computer network, stock levels, multiple purchasers)
Describe major issues facing the Council in meeting expectations:	Three systems and gaps in policies and procedures, transparency Recourses (Human/Time) if the above are to be addressed

Describe the current approach to delivering the Service:	100% internally coordinated Combination of procurement for 'Inventory' and materials/services directly charged to departments. Not all purchases are done through 'Stores'
Identify major assets required to deliver the Service?	Warehousing (Buildings, storage racking, chemical cabinets and light lifting equipment) Warehouse with banded Chemical Storage (Pesticides) Explosives Bunker with approved Storage Building/Cabinet. Mobile approved storage bunkers (x2) Forklift (3.9 metric ton rated) Ute 2WD Open Steel Tray Concrete Storage Bays (X4) Real Estate for storage of bulk items Mobile Distillate Pontoons (800ltr & 1600ltr) Small Plant item Staffing (Purchasing Officer & Trainee Stores Officer (12 mnth only)) allocated stores area – roofed and depot yard (locked yard – storage bays for pre coat etc), depot loader, forklift
Describe the current procurement arrangements:	Combination of 'Quotation to Order' and utilization of Third Party Contracts (ie Procurement Australia, LGP, NPN & State) Governance of purchases is underpinned by the SRSC Policy GOV-004 currently while the joint Policy is being finalized. LGP, State contract pricing, other suppliers in line with purchasing and tendering guidelines, Local monthly running orders
Identify customers and their expectations for the Service:	Employees (Internal), suppliers, & contractors (External), local government procurement, CBR (Business Partners)
Describe funding arrangements:	• Operational budgets, General fund (100%)

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Stores Management

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> Well maintained inventory system across all former councils (Individually managed system) Ability to source avenues to reduce cost Strong relationship with external contractors (i.e. ease of hiring equipment when needed). Easy access to necessary equipment Strong purchase auditing framework and procedure in place 	<ul style="list-style-type: none"> Staff lack awareness of cost of stock Minimal security, supervision and therefore protection of inventory Lack of awareness of stores functions across other departments Lack of planning from departments within council where store inventory is not considered Uncontrolled inventory at depots

<ul style="list-style-type: none"> • Streamlined time management (Co, Bo) • Strong lines of communication accross former councils • Strong relationship with suppliers • Staff have purchasing delegation • Established and comprehensive procedures in place across all sites • Strong provision of customer service (i.e. above and beyond) • Adequate accreditation (ie security licensing) where required. • Strong responsiveness to needs (quantity and timeframes) 	<ul style="list-style-type: none"> • Uncontrolled access of staff to inventory • Inaccurate cost charging due to poor information, on occasion • Staff expectations from stores (i.e. major road upgrade, but stores not consulted until day or two prior) • Disparity of standards and quality of materials across former councils • Disparity in technology platforms utilised across former councils • Geographical location inhibiting access to inventory • Lack of resources to 'man the store' for entire working day • Ability to maintain optimal stock levels
Opportunities	Threats
<ul style="list-style-type: none"> • Ability to revisit and improve management of stock levels • Improve engagement with council staff to ascertain their needs. • Exploit avaiability of reduced costs from resource sharing • Revisiting of the allocated hours for stores operation • Improve fee structure (ie cost recovery) • Implementation of more centralised structure • Investigation of the viability of rolling out an online based inventory register • Align internal processes with that of other departments, to allow for greater communication and coordination of projects • Make use of local suppliers for out of store hours service • Exploit increased capacity for inventory sharing 	<ul style="list-style-type: none"> • Inadequate insurance and public liability • Changes in OHS requirements • Legislative changes & licensing changes leading to store closings • Expensive to source externally (closing store function) • Contractors take advantage of access to inventory and theft occurs. • Prevelance of pests and vermin

SERVICE PROFILE DEFINITION

Name:	Stormwater Management
Responsible Officer:	Suneil Adhikari
Description:	Management of stormwater drainage
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> Asset Database identifying all assets, and linked to a list of outstanding Capital Upgrades/Renewals required. Detailed Procedures and ITP's for all Tasks required. Funded construction and/or maintenance program in the Management Plan. Minimal pollution of local waterways. No flood damage from design rain events. Rural Culverts that meet ARI events and minimise road closures and flood damage. Storm water inspection procedure and schedule. Storm water management Plan & DCP Urban Storm water Drainage system with a capacity to meet the required ARI event.
Volumetric Information:	<ul style="list-style-type: none"> 2068 pipes of various sizes (C) 3221 Pits of various type (C) Approx 45.57 Km total length of piping (C)
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> N/A

SERVICE ATTRIBUTES

Describe major issues facing the Council in meeting expectations:	Lack of Detailed Asset condition Data.Frequency of heavy rainfall events.Increasing Community Service Level expectations.
Describe the current approach to delivering the Service:	Capital Upgrades/Renewals or New AssetInputs to Councils unfunded list of Capital Projects.Asset inspections/reports.Public notifications.Asset condition reportsProjects are Identified and linked to the Asset register.Projects prioritised based onPublic inputAsset conditionEnvironmental impacts.Maintenance History / Cost.Ability to achieve the required Scope.The scope of works identifiedSurvey and preliminary designs completedPart 5 Assessments undertaken.Can identify Environmental constraints.Can trigger an Environmental Impact Statement.Can identify other permit requirements such as Fisheries permits, Dept Lands entry permits etc.Designs reviewed with updated field data.Design costed.Managers review available fund sources and include the project in the Management Plan.Council votes to allocate funding.The project is scheduled.Contractors identified and engaged in accordance with Councils Purchasing and Tendering Policy.The work is programmed, the capital WO raised, public notification undertaken, materials ordered.When completed the WO is closed if Capital & the schedule of the costing estimate reviewed.Inform Assets of any changes required to be updated in the Asset Register.Maintenance.Council carries out planned Asset Inspections in response to:Customer Request/Notification.Grading Schedule.Asset inspection schedule.Extreme Natural Event.Notification by StaffInform Assets of any changes required to be updated in the Asset Register. Routine maintenance is programmed in accordance with the schedule.Minor Asset maintenance is schedules and if larger defects are identified, they are investigated and recorded. (safety signage put in place if required) Major defects are reported to the Manager,

	recorded and an assessment of the scope and severity of the defect carried out. Identified Capital works are listed on the unfunded project list. Remedial actions within the scope of the maintenance budget are identified and the Supervisor or the Technical Officer will develop an itemised estimate for the repairs. An assessment of the priority, scope of repairs required, available skills, resources, and available funding is discussed with the Manager. Approval for additional funding sought if required. Contractors identified and engaged in accordance with Councils Purchasing and Tendering Policy. The repairs are programmed, the WO identified, public notification undertaken, materials ordered. Assets advised of any changes required to be updated in the Asset Register.
Describe the current procurement arrangements:	Materials through Council's procurement officer. Contractors selected from Council's Approved Contractor Register. Plant via Council fleet or approved contractor's register. Hired Plant as required.
Identify the major barriers for Service improvement:	Inadequate Asset Depreciation Funds. Limited Capital funding. Required Levels of Service not standard. Lack of current Asset age or condition.
Identify legislation/regulations/standards affecting Service provision:	Local Government Act 1993 No 30. Local Government (General) Regulation 2005. Roads Act 1993 No 33. Roads Regulation 2008. Work Health and Safety Act 2011 No 10. Work Health and Safety Regulation 2011. Environmental Planning and Assessment Act 1979 No 203. Fisheries Management Act 1994 No 38. Threatened Species Conservation Act 1995 No 101. Threatened Species Conservation Regulation 2010. Native Vegetation Act 2003 No 103. Native Vegetation Regulation 2013. Council Development Control Standards. Council Procedures. Relevant industry Standards and/or best practice manuals including RMS.
Identify major assets required to deliver the Service?	Council Plant. Hired Plant. Contractor's plant/operators as required
Describe funding arrangements:	SMRC Operational budgets, fees and charges
Identify customers and their expectations for the Service:	Public traffic and pedestrian. (Accessible roads and footways, visually appealing streetscape, minimal hazards for vehicle and pedestrian use.) CBD Business Owners/Operators. (No water damage from blocked/inefficient or undersize drainage systems.) SMRC Community. (Minimal debris to be washed into the Urban System, prevention of heath & odour issues.)

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Stormwater Management


No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Developer contribution plan for S64 contributions for stormwater (S) • Existing stormwater system is adequate to original design levels (C) 	<ul style="list-style-type: none"> • Lack of consultation across Council in relation to underground services • Smaller towns with inadequate stormwater infrastructure (eg Dalgetty, Tyrolean etc) • Lack of integration between Council services and contractors (eg utilities, Telstra) • No planned investment in stormwater infrastructure (S) • Inadequate condition data on existing stormwater infrastructure
Opportunities	Threats
<ul style="list-style-type: none"> • Revise stormwater management plans • Review development application conditions for stormwater retention to reduce the impact on the stormwater system • S64 developer contributions across Council 	<ul style="list-style-type: none"> • Community expectation on level of stormwater infrastructure • Frequency of heavy rainfall events • Final discharge points are not on Council land (ie rivers and creeks), with potential financial risk from State government regulatory requirements • Increased development within catchment areas which concentrates runoff

SERVICE PROFILE DEFINITION

Name:	Strategic Planning (Urban and Rural)
Responsible Officer:	Peter Smith
Description:	Manage all matters that relate to strategic planning for the future development of the Council.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Catchment Management Planning and input • Community consultation on strategic planning matters • Community engagement • Conduct research into strategic planning issues • Consult with government agencies on strategic planning matters • Cooma - responsible for strategic koala plan • Coordinate and liaise with heritage advisor on strategic heritage issues and heritage items - not bombala • Develop planning strategies and implementation plans: : Recreation, Environmental, natural resource, sustainability, growth etc • Development Control Plan • Engage and supervise external consultants providing research/reports on strategic planning issues • Green Team/ sustainability programs - Snowy • Input into Environmental Assessments • Input to State planning policy • Local Environmental Plan • Maintain register of other planning related matters (eg Property Vegetation Plans, Biobanking sites, heritage register, etc) - Cooma only - other DA • Maintain strategic planning information on Council's website • Maintain the Council's contaminated lands register - Cooma only other sites part of GIS • Manage internal planning policies • Planning proposals • Provide presentations/briefings and reports to Councillors and run councillor workshops when required • Provide strategic planning advice to customers: Regional, Internal, External • Responsible for the Strategic Planning budget - Snowy also has several budgets under strategic • Review of rezoning or planning proposals when required • s94 contribution plans
Volumetric Information:	<ul style="list-style-type: none"> • 2 planning proposals annually • 2-3 major consultation processes per year • 2-3 Master plans • 3 DCPs • 3 LEPs • 4 s94 developer contributions plans • Approximately 10 planning strategies across the 3 former areas (Cooma includes - Draft Koala Plan of Management, Cooma CBD Structure Plan, Polo



	Flat, • Bushfire Prone Land map) Structure Plan
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none">• N/A

SERVICE ATTRIBUTES

Describe the current procurement arrangements:	Cooma - The service in Cooma office is provided internally. ID are contracted to provide their statistical information product online for the Council. Heritage Advisor also provided externally. Planning consultants as required - not so much in COOMA. The Koala Plan of Management (KPoM) has been developed in association with a 355 Committee of Council which incorporates other government agencies and community members. An external consultant was procured using grant funding to prepare a draft Plan. The Council has not yet adopted a final KPoM Note: In the Cooma office Development Assessment, Compliance, Heritage and Strategic planning are all delivered by the one town planning unit. Snowy - Consultants are engaged following procurements procedures for specialist advice and expertise where not available in house. Consultants are closely supervised and internal consultant with community is still done so the council is the face of the project skill.
Identify the major barriers for Service improvement:	Cooma- Being able to link strategic planning with infrastructure planning across the new council in a coordinated way Being able to satisfactorily resolve differences in planning controls between the 3 former council's particularly on sensitive issues (eg rural subdivision) Getting political support within council for recognition of a need and then support of an agreed development strategy The administrator could not support planning initiatives and then no progress is made. The draft KPoM not being endorsed by Council or the Department of Planning when the time comes Snowy - Competing priorities of stakeholders involved in planning eg agriculture versus settlement, pine plantations Bombala - Complex legislation. Inability to off load the service
Identify major assets required to deliver the Service?	ICT equipment, light vehicles (irregular), GIS software, People .ID,
Describe the current approach to delivering the Service:	Majority of services provided internally with moderate targeted use of external consultants for various projects
Describe major issues facing the Council in meeting expectations:	Resolving differences in variances in existing DCPs and LEPs in a way the community supports and can understand Having enough time to prepare a new development strategy for the council prior to developing a single new LEP (as the strategy can inform the new LEP) Complexity of DCP's
Identify legislation/regulations/standards affecting Service provision:	Environmental Planning and Assessment Act, 1979 Environmental Planning and Assessment Regulation 2000 Cooma-Monaro Local Environmental Plan 2013 Snowy River Local Environmental Plan 2013 Bombala Local Environmental Plan 2012 Cooma-Monaro Development Control Plan 2014 Snowy River Development Control Plan Bombala Development Control Plan Local Government Act 1993 All State Environmental Policies which apply in Snowy-Monaro Ministers Section 117 Directions Other legislation/standards affecting service provision: Roads Act 1993 National Parks and Wildlife Act 1973 Native Vegetation Act 2003 (to be replaced by new Biodiversity Conservation Act) Threatened Species Conservation Act 1995 (to be replaced by new Biodiversity Conservation Act) Protection of the Environment Operations Act 1997 Water Management Act 2000 Rural Fires Act 1997 Rural Fires Regulation 2013 Crown Lands Act 1989 Conveyancing Act 1919 Strata Schemes (Freehold Development) Act 1973 Strata Schemes (Leasehold Development) Act 1986 Fisheries Management Act 1994 Heritage Act 1977 Various Australian Standards (eg AS 2890 – Off-street parking, AS4299 – Adaptable Housing, etc) Plantations and Reforestation Act
Describe funding arrangements:	operating budget, supplemented by grant funding
Identify customers and their expectations for the Service:	Cooma - community which expects consultation on strategic plans and transparent objective decision making. Department of Planning which expects consultation on strategic planning issues and correct procedure/statutory processes to be followed. Community has an expectation that growth and development will be managed and logical not creating problems for future generations Advice to internal departments eg expect advice and guidance on heritage, environmental information, and consultation and communication expertise. Bombala sits more with Dev planners Other State Departments Expectation that local planning will incorporate other state objectives.



LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Strategic Planning (Urban and Rural)

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Up to date and sound policies and procedures • Community consultation and engagement • Model of intergrated planning process 	<ul style="list-style-type: none"> • Bushfire land maps are out of date • Systems Infrastructure is not consistent across all sites and even those with the same IT systems do not always have it implemented in the same way • Operational takes precedent over Strategic planning (Co) • Lack of confidence that all corporate resources understand what its like to have to explain outdated proccesses to rate payers • Not having consistent policies and proceedure different across all sites • Reacting to market trends, rather than proactively planning for likely outcomes • Currently planning managers need to ask for their

	<p>own budget money back when not used in year 1 but needed in year 3 of the 4 year budget.</p> <ul style="list-style-type: none"> • The strategic planning team does not currently communicate often enough to the community about what services it can provide • Resourcing and importance of planning not consistent across all sites • S94 plans are out of date
Opportunities	Threats
<ul style="list-style-type: none"> • Overall vision of increasing cohesive communication of services • Using shared resources to capture market trends and proactively plan for these events • Replicate Snowy Council office staff set up for strategic planning • Greater ability to demonstrate issues/benefits because of more land/buildings/services • Seek the communities input on future vision and manage their expectations accordingly • Review of DPC process • Strategic planning on LPG prior to September • Proactive planning ahead of market trends rather than reacting to them • Create values for the strategic planning team and ensure this underpins the values for the broader team • Strategic planning reserve creation in the form of surplus funds that can be saved for use in the later parts of budget cycles. • Being a bigger entity and seeing the greater influence this can bring when offering an opinion to state government on key issues that affect rural communities • Multi skilled larger teams that can support/cover for each other when needed • Create contracts with tighter controls to manage external consultants • Greater volume of resources to focus on strategic planning • Resource and idea sharing • Implementing bushfire land maps • Having a bigger land area to work with for a strategic plan will be ideal 	<ul style="list-style-type: none"> • Community groups opposition to potential plans or developments without giving the plan due consideration • Climate change effecting the length of the ski season and potentially reducing the number of residents and tourists to plan for • Conflicting priorities of state government departments can make interpretation of priorities difficult. • ACT regional politics being more focused on Canberra centric initiatives rather than rural priorities • Plantation & Forestry act overrides all planning in NSW • Unknown market trends that may influence the direction of strategic plans • Community expectations on what is possible to achieve versus what they would ideally like • DPC changing of priorities has significant impact on the councils ability to complete accurate long term plans

SERVICE PROFILE DEFINITION

Name:	Street Cleaning
Responsible Officer:	Suneil Adhikari
Description:	Street Cleaning
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Before a local event – usually by a contractor in the past it has been Cooma Council vehicle • Once a quarter allocated to street cleaning from local contractor Bombala • Street litter contract management. (litter collection by waste) • Street sweeping
Volumetric Information:	<ul style="list-style-type: none"> • 156 days programmed Street Sweeping Schedule (C) • 78 days allocated to Project Sweeping, Reported loose Materials, Private Works, and Storm water Pit clearing (C)
Primary Outcome:	6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors
Secondary Outcomes:	<ul style="list-style-type: none"> • 1.1. Healthy and sustainable waterways and catchments throughout the Region

SERVICE ATTRIBUTES

Identify legislation/regulations/standards affecting Service provision:	Local Government Act 1993 No 30Local Government (General) Regulation 2005Roads Act 1993 No 33Roads Regulation 2008.Work Health and Safety Act 2011 No 10.Work Health and Safety Regulation 2011.Environmental Planning and Assessment Act 1979 No 203Fisheries Management Act 1994 No 38Threatened Species Conservation Act 1995 No 101Threatened Species Conservation Regulation 2010Native Vegetation Act 2003 No 103Native Vegetation Regulation 2013Council Development Control StandardsCouncil Procedures.Relevant industry Standards and/or best practice manuals including RMS.
Identify the major barriers for Service improvement:	Available Budget.Capacity of the existing plant to meet the new Councils requirements.Local resources, operational budgets,
Describe major issues facing the Council in meeting expectations:	Insufficient adequately trained Staff.(need relief operators)Limit of the work achievable by one truck.Increasing Community Service Level expectations.Location, lack of contractors, operational budgets
Identify major assets required to deliver the Service?	Specialised Street Sweeping Truck. (McDonald Johnson)Street sweeper plant, steam cleaning machinery, staff levels or contractors
Describe the current procurement arrangements:	Materials/Parts through Council's Fleet Management.Quotations, tenders, reactive maintenance
Describe the current approach to delivering the Service:	Identified CBD and high traffic streets are swept on a scheduled program.Additional Council works are reported to the Supervisor by Staff or the Public and programmed to be carried out when the plant is available.Private works are forwarded to the Supervisor for estimation, & programming.Scheduled with contract for the once a quarter clean, then proactive before a local event such as ANZAC day or reactive after an accident.
Identify customers and their expectations for the Service:	Public traffic and pedestrian. (Clean roads and gutters, visually appealing streetscape, minimal hazards for vehicle and pedestrian use.)CBD Business Owners/Operators. (Clean safe frontage for use by customers, visually appealing business frontage.)SMRC Storm water System. (Minimal debris to be washed into the Urban System, prevention of heath & odour issues.)Private Customers. (Work completed to expected level)Community and tourists/visitorsClean safe and tidy pavement footpaths and gutters

Describe funding arrangements:	SMRC Operational budgets. Project specific Budgets.Private Works Income. Fees and charges
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LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Street Cleaning

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Regular street sweeping program • Regular kerb and gutter cleaning provides safe access for businesses and residents • Community based staff take ownership of the need for litter reduction • Public and school education on litter reduction 	<ul style="list-style-type: none"> • Lack of litter compliance inspections and controls • Berridale depot does not have adequate street sweeping equipment • Inconsistent service level for footpath cleaning in front of business premises
Opportunities	Threats
<ul style="list-style-type: none"> • Coordinated street cleaning program across Council area • Increase level of awareness on the need for litter reduction across the community 	<ul style="list-style-type: none"> • Public perception that litter equals a dirty town that could affect tourism • Seasonal litter problems in townships • Street debris contributes to environmental pollution

SERVICE PROFILE DEFINITION

Name:	Street Lighting
Responsible Officer:	Suneil Adhikari
Description:	Street Lighting
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Maintenance of street lighting under contract to Essential Energy • Street Lighting Bill payment • Street Lighting Energy Charges, Michalego, Origin Energy, Cooma and Surrounds, AGL Sales P/L
Volumetric Information:	<ul style="list-style-type: none"> • Area lighting 53 Cooma • Other lighting 22 Cooma • Pedestrian crossing lighting 16 Cooma • Private lighting 8 Cooma • Street lighting 694 Cooma • Traffic route lighting 148 Cooma
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • 6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors

SERVICE ATTRIBUTES

Describe funding arrangements:	operational budget, grants Electricity Usage SMSC Maintenance operational budget for council roads. RMS Street Light Grant for lights associated with the Main Road Network. Network additions/alterations SMSC Capital Budget RMS
Identify customers and their expectations for the Service:	Community, lights to be working when needed to make traveling on foot or by cycle easy and safe. Adequate level of lighting for Councils Roads, Footways and adjoining Parks, at minimal cost. Improved Safety and Comfort for Residents and Tourist Community Parks recreational users; Adequate lighting for park use and safety Road Users; Lights to illuminate the road alignment and hazards. Lights to be maintained to STD in a timely manner. in Footway users Adequate lighting to avoid hazards and provide safe use.
Identify the major barriers for Service improvement:	Essential Energy to maintain the assets and Council to pay the accounts – RMS to provide funding for the lighting payments
Describe the current approach to delivering the Service:	Essential audit the lights so that they are maintain to the highest quality
Identify legislation/regulations/standards affecting Service provision:	Roads Act 1993 No 33 Electricity Supply (General) Regulation 2014 Work Health and Safety Act 2011 No 10. Work Health and Safety Regulation 2011. Relevant Industry Standards and/or best practice manuals including RMS.
Describe major issues facing the Council in meeting expectations:	Increasing cost of power used to supply the network. Lack trained staff and funds to chase new technology to minimise power usage. Problems with prioritising upgrades to lower power usage lamps with the Network Provider.
Describe the current procurement arrangements:	Agreement between Council and Essential Energy Capital A majority of the lighting is mounted on assets are owned by the Network Supplier (Essential Energy) and maintained by them. Council pays for the addition of any new infrastructure requested by Council Objectives Council has a focus on achieving as a minimum of one Street Light at each intersection. Council investigates and encourages the upgrading of current lights to those with the lowest viable tariff, including the use of new technology. Maintenance Council pays for the addition of any new

	infrastructure requested by Council Essential Energy under the maintenance contract provides Council with reports on maintenance carried out. Council forwards all faults reported through CRM system to Essential Energy via their Fault Notification Website. Additional Assets or alterations by quotations from qualified Contractors (nominally Essential Energy Property Dept) Network is maintained by Essential Energy and included in the Network Agreement between Bombala Council and Essential Energy SLUOS charges invoiced to Council. Electricity charged as an unmetered supply under contract obtained through LGP (currently AGL for Cooma & Surrounds and Origin for Michelago).
Identify major assets required to deliver the Service?	Adequately Trained Staff to achieve Councils objectives and monitor the Contracts for administration

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Street Lighting

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Easy contract to manage with regular reports from contractors on maintenance of assets • Lighting is highlighting streetscapes 	<ul style="list-style-type: none"> • Lack of understanding as to ownership and responsibility for street lighting infrastructure • Fixed budget for lighting not keeping pace with additions through new developments • Not all streets, intersections and pedestrian walkways are suitably lit
Opportunities	Threats
<ul style="list-style-type: none"> • Technological advances in street lighting (eg solar, LED, compact fluorescent etc) 	<ul style="list-style-type: none"> • Locked in contract does not allow a reduction in grid power consumption through use of alternatives such as solar • Adverse weather disrupting power supply to street lighting

	<ul style="list-style-type: none">• Vandalism of lighting in public areas, in particular Jindabyne• Public perception that Council is responsible for all street lighting infrastructure• Increasing energy costs in a rate frozen environment
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SERVICE PROFILE DEFINITION

Name:	Street Lighting
Responsible Officer:	Suneil Adhikari
Description:	Street Lighting
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Maintenance of street lighting under contract to Essential Energy • Street Lighting Bill payment • Street Lighting Energy Charges, Michalego, Origin Energy, Cooma and Surrounds, AGL Sales P/L
Volumetric Information:	<ul style="list-style-type: none"> • Area lighting 53 Cooma • Other lighting 22 Cooma • Pedestrian crossing lighting 16 Cooma • Private lighting 8 Cooma • Street lighting 694 Cooma • Traffic route lighting 148 Cooma
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • 6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors

SERVICE ATTRIBUTES

Describe funding arrangements:	operational budget, grants Electricity Usage SMSC Maintenance operational budget for council roads. RMS Street Light Grant for lights associated with the Main Road Network. Network additions/alterations SMSC Capital Budget RMS
Identify customers and their expectations for the Service:	Community, lights to be working when needed to make traveling on foot or by cycle easy and safe. Adequate level of lighting for Councils Roads, Footways and adjoining Parks, at minimal cost. Improved Safety and Comfort for Residents and Tourist Community Parks recreational users; Adequate lighting for park use and safety Road Users; Lights to illuminate the road alignment and hazards. Lights to be maintained to STD in a timely manner. in Footway users Adequate lighting to avoid hazards and provide safe use.
Identify the major barriers for Service improvement:	Essential Energy to maintain the assets and Council to pay the accounts – RMS to provide funding for the lighting payments
Describe the current approach to delivering the Service:	Essential audit the lights so that they are maintain to the highest quality
Identify legislation/regulations/standards affecting Service provision:	Roads Act 1993 No 33 Electricity Supply (General) Regulation 2014 Work Health and Safety Act 2011 No 10. Work Health and Safety Regulation 2011. Relevant Industry Standards and/or best practice manuals including RMS.
Describe major issues facing the Council in meeting expectations:	Increasing cost of power used to supply the network. Lack trained staff and funds to chase new technology to minimise power usage. Problems with prioritising upgrades to lower power usage lamps with the Network Provider.
Describe the current procurement arrangements:	Agreement between Council and Essential Energy Capital A majority of the lighting is mounted on assets are owned by the Network Supplier (Essential Energy) and maintained by them. Council pays for the addition of any new infrastructure requested by Council Objectives Council has a focus on achieving as a minimum of one Street Light at each intersection. Council investigates and encourages the upgrading of current lights to those with the lowest viable tariff, including the use of new technology. Maintenance Council pays for the addition of any new

	infrastructure requested by Council Essential Energy under the maintenance contract provides Council with reports on maintenance carried out. Council forwards all faults reported through CRM system to Essential Energy via their Fault Notification Website. Additional Assets or alterations by quotations from qualified Contractors (nominally Essential Energy Property Dept) Network is maintained by Essential Energy and included in the Network Agreement between Bombala Council and Essential Energy. SLUOS charges invoiced to Council. Electricity charged as an unmetered supply under contract obtained through LGP (currently AGL for Cooma & Surrounds and Origin for Michelago).
Identify major assets required to deliver the Service?	Adequately Trained Staff to achieve Councils objectives and monitor the Contracts for administration

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Street Lighting

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Easy contract to manage with regular reports from contractors on maintenance of assets • Lighting is highlighting streetscapes 	<ul style="list-style-type: none"> • Lack of understanding as to ownership and responsibility for street lighting infrastructure • Fixed budget for lighting not keeping pace with additions through new developments • Not all streets, intersections and pedestrian walkways are suitably lit
Opportunities	Threats
<ul style="list-style-type: none"> • Technological advances in street lighting (eg solar, LED, compact fluorescent etc) 	<ul style="list-style-type: none"> • Locked in contract does not allow a reduction in grid power consumption through use of alternatives such as solar • Adverse weather disrupting power supply to street lighting

	<ul style="list-style-type: none">• Vandalism of lighting in public areas, in particular Jindabyne• Public perception that Council is responsible for all street lighting infrastructure• Increasing energy costs in a rate frozen environment
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SERVICE PROFILE DEFINITION

Name:	Tourism
Responsible Officer:	Stephen Molloy
Description:	Facilitate and promote tourism development in the Council area
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Align planning instruments • Assisting business operating in the tourism sector • Assisting community groups operating in the tourism sector • Destination Management Plan • Devise promotional (collateral) material including brochure advertisements after research and ensure messages can be delivered and that they link to and reflect branding • Devise signage for the area eg mosaics signs , platypus stencil interpretative signs • Events strategy • Manage regional tourism partnerships • Manage visitor information outsourcing • Marketing strategy • Master plans for key areas; shared trails, agricultural tourism, food and wine, water recreation, Cycle/ walking/nature based cultural activities and arts • Offering workshops/information sessions to improve skills and knowledge within the sector • Online presence • Participate in CBRJO • Program of continuous improvements for Council owned facilities • Roll out of Bundian Way project • Shared trail masterplan • Social media presence • Support regional tourism products • Tourism Development Strategy
Volumetric Information:	<ul style="list-style-type: none"> • 1 Visitor Centre outsourced (Jindabyne) • 2 Visitor Centres • 3 tourism strategies • Caravan parks at Bombala, Delegate, Jindabyne and Nimmitabel
Primary Outcome:	6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors
Secondary Outcomes:	<ul style="list-style-type: none"> • 7.1. Governance systems reflect Council's accountability to the community

SERVICE ATTRIBUTES

Identify customers and their expectations for the Service:	Community, tourism operators, visitors, local businesses, regional bodies, surrounding Council NPWS Eden Local Aboriginal Land Council, community groups involved with tourism activities and or managing tourism attractions on behalf of Council (355 Committees), regional partners
Identify legislation/regulations/standards affecting Service provision:	?
Identify the major barriers for Service improvement:	We urgently need to have a branding workshops Local businesses need to come on board and open at hours visitors expect ie on the weekends 12 months of the year. Fragmentation? - Not Bombala Unclear role of who is doing what? - Not Bombala
Describe funding arrangements:	Operational budget and grants
Describe the current approach to delivering the Service:	2 visitors centres run by council employees, tourism planning done by consultants and or council staff, Some functions undertaken by community committee
Describe the current procurement arrangements:	Specialist consultancies where required, otherwise all internal staff
Describe major issues facing the Council in meeting expectations:	Communicating with wide variety of operators all at differing stages of development ensuring all businesses have training in customer service and understand the importance of it bringing the three Councils together will take a bit of time. Getting all 3 former areas to understand the importance of a holistic approach to development – without community/youth dev. The area will not be attractive to business and hence tourism will suffer. There is a lot to get right community has to be vibrant and inclusive and meet community and visitor expectations. Getting the broader business community on board with opening hours is a major problem Ensuring a good spread of attractions across the region. Developing/ extending bike tracks and trails across the region. Development of support hard copy written material. Marketing strategy that is appropriate. Unclear council role - Not for Bombala Lack of coordination internal and with external partners - not for Bombala
Identify major assets required to deliver the Service?	Buildings IT and communications Signage Trail network/s National Parks Attractions Key infrastructure eg boat ramps

LEVELS OF SERVICE


Service Level	Description	Volume	Targets	FTEs	Total Cost
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Tourism

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Roll out of Bundian Way project • Well equipped visitor centres • Strong links with Chamber of Commerce (Cooma) • Strong events program • Internation flights into Canberra • Council has a strong involvement with the community on trail maintenance and management • Council is working towards a year round tourism economy • Nature based tourism is growing the region • Stable and experienced workforce (Cooma) • Location/availability to national parks • Canberra regional resources for marketing and promotion • Council area has a monopoly on ski tourism in NSW • Well developed relationships with surrounding councils • Tourism, Arts and Culture 355 committees 	<ul style="list-style-type: none"> • Access to data from industry partners • No council tourism centre infrastructure in Jindabyne • Lack of clarity around management and organisation of tourism portfolio . Not for Bombala • Jindabyne Visitor Centre is not under council control which limits the ability to implement the current toursim strategy • Snowy River area has not had a dedicated council tourism and marketing resource • Limited financial resources to ensure continuous improvement of facilities • Lack of coordination and communication with industry bodies (S, Bo) • Bombala has not benefited from the snowfields and promotion of the snowy mountains • Lack of clarity on prioritisation of projects within service and across council • Lack of specialist skills in Marketing, Business Development and Grant Funding . Not for Bombala
Opportunities	Threats
<ul style="list-style-type: none"> • Capitalise on Canberra regional tourism initiatives • Develop partnerships with surrounding councils to promote best practice • Mobile interactive apps e.g. historical/nature trails • Council staff to strengthen partnersips with tourism operators • Canberra aiport international flights maximisation • Determine the packaging and branding of the new region • Bundian Way project • Using combined resources to better pursue 	<ul style="list-style-type: none"> • Impact of variable seasons and market activity on local businesses • Local business community not changing opening hours to meet tourism demands • Dependency on 2 private sector companies in the snow fields • Changes to funding local tourism • Uncertainty in restrictions around future development in National Parks • Potential impacts of climate change on the ski industry



<p>initiatives to better develop tourism assets e.g. trails, heritage items</p> <ul style="list-style-type: none">• Leverage combined resources and regional profile• Better utilisation of social media for marketing promotions• Strengthen relationships with National Parks to ensure consistent deliver through visitor centres including Jindabyne• Leverage form current private sector champions e ski field operators• Development awards program for the region	<ul style="list-style-type: none">• Mis-alignment between promotional promotion and regional/local positioning• Volatility of the regional airline and bus services• Uncertainty on tourism Government structures at the state and regional levels. Been resolved in part now
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SERVICE PROFILE DEFINITION

Name:	Transport Management
Responsible Officer:	Suneil Adhikari
Description:	Transport management including traffic control, liaison between RMS and Council
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Attendance at regional meetings • Attendance at regional road repair program meetings (PEG Meetings) • Reports and Returns to RMS • Road safety initiatives • Snowy Monaro Local Traffic Committee review of traffic matters • Transport security
Volumetric Information:	<ul style="list-style-type: none"> • #
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • 6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors

SERVICE ATTRIBUTES

Identify legislation/regulations/standards affecting Service provision:	Roads Act 1993
Describe funding arrangements:	Current funding for the Main Corridors i.e. Kosciuszko Road and Alpine way is through RMCC (Road Maintenance Council Contract). Council also accepts RMS contracts for upgrades to segments of the main road corridor
Identify the major barriers for Service improvement:	Of the three (3) previous councils (Cooma Monaro, Bombala and Snowy River) only Bombala and Snowy River were signed up to RMCC. The direction of the new Council in relation to RMCC has not yet been determined.
Describe the current procurement arrangements:	
Describe the current approach to delivering the Service:	Road Maintenance of the Main Road corridors is as per the contract. Contracts for Main Road upgrades are additional and agreed year-on-year between Council and RMS. Planning
Identify major assets required to deliver the Service?	ICT equipment Software compatible with RMS Reports and Returns (currently use REFLECT as a stand-alone application outside of TechOne). Suitably qualified staff for Construction Works, Traffic Management Plans and Project Management. Heavy Plant and support equipment. Depot and Stores for storage of plant, equipment, materials, PPE, signage
Describe major issues facing the Council in meeting expectations:	Work Experience. Normal day-to-day maintenance activities do not provide sufficient technical difficulty to retain construction skills and funding does not allow for regular major construction works without grant funding. Without the ability to employ staff in an environment whereby their skills are maintained i.e. construction, this will lead to skill fade and significant cost to bring skills back to acceptable standards or removal of construction activities in favor of contract. The Infrastructure Backlog i.e. what funding is required to maintain/renew the network as opposed to the funding available is unknown, therefore the extent of work to bring the network to acceptable levels of service (community strategic plan outlines these), is unknown. Asset Management Plans across the previous three (3) Councils are not aligned; this needs to change soon so

Identify customers and their expectations for the Service:	RMS. Timely reporting and compliance with the RMCC contract. Compliance with RMS specifications and standards.
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LEVELS OF SERVICE


Service Level	Description	Volume	Targets	FTEs	Total Cost
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Transport Management

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Through the RMCC, RMS road construction projects are available to Local Government - improves skills and provides an income stream • Council is able to consult with a technical committee and ensure that all current standards are considered • Relationship between RMS and Local Government has improved through PEG and regional meetings - improved consultation and communication • Council can align some of its road construction and maintenance projects with RMS projects to reduce costs • Council more aware of the State road network so that it can assess impact on the local road network 	<ul style="list-style-type: none"> • Don't have appropriate resources to take advantage of a range of RMS programs eg blackspot • Disconnect between discussions at LocalTraffic Committee and implementation of any recommendation



Opportunities	Threats
<ul style="list-style-type: none">• RMS training for Local Government• Traffic control facilities must comply with RMS standards• RMS provide comprehensive documentation and paperwork for managing projects• Road safety initiatives for the community	<ul style="list-style-type: none">• RMS can bypass Local Government for construction projects• Can be mis-alignment between RMS construction work specifications and Local Government specifications• Time taken to deal with the processes required in the Traffic Committee

SERVICE PROFILE DEFINITION

Name:	Unsealed Road Construction
Responsible Officer:	Suneil Adhikari
Description:	Unsealed Road Construction
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> Asset Database linked to a list of outstanding Capital Upgrades/Rehabs required. Asset management plans Detailed Procedures and ITP's for all Tasks required Environmental management plans Funded construction program in the Management Plan Risk assessments Road construction schedule Traffic management plans unsealed Roads reseal inspection procedure and schedule
Volumetric Information:	<ul style="list-style-type: none"> 1764.33 Km of unsealed roads varying widths
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> 6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors

SERVICE ATTRIBUTES

Describe the current procurement arrangements:	<p>Purchase gravel from Councils own quarry and use Council Staff/Plant/Equipment to construct/Re-sheet a gravel road.Purchase gravel from known (local) gravel supply companies (cost benefit depends upon proximity to worksite)Contract out construction and cost of gravel, plant, staff and equipment is factored into the contract priceResealing Contracts via tender or LGP.Materials through Council's procurement officer.Plant via Council fleet or approved contractor's register.Inputs to Councils unfunded list of Capital Projects.Asset inspections/reports.Public notifications.Asset condition reportsProjects are identified and linked to the Asset register.Projects prioritised based onPublic inputAsset conditionEnvironmental impacts.Maintenance History / Cost.Ability to achieve the required Scope.The scope of works identifiedSurvey and preliminary designs completedPart 5 Assessments undertaken.Can identify Environmental constraints.Can trigger an Environmental Impact Statement.Can identify other permit requirements such as Fisheries permits, Dept Lands entry permits etc.Designs reviewed with updated field data.Design costed.Managers review available fund sources and include the project in the Management Plan.Council votes to allocate funding.The project is scheduled.Contractors identified and engaged in accordance with Councils Purchasing and Tendering Policy.The repairs are programmed, the capital WO raised, public notification undertaken, materials ordered.When completed the WO is closed if Capital & the schedule of the costing estimate reviewed.Inform Assets of any changes required to be updated in the Asset Register.</p>
Identify legislation/regulations/standards affecting Service provision:	<p>Local Government Act 1993 No 30Local Government (General) Regulation 2005Roads Act 1993 No 33Roads Regulation 2008.Work Health and Safety Act 2011 No 10.Work Health and Safety Regulation 2011.Environmental Planning and Assessment Act 1979 No 203Fisheries Management Act 1994 No 38Threatened Species Conservation Act 1995 No 101Threatened Species Conservation Regulation 2010Native Vegetation Act 2003 No 103Native Vegetation Regulation 2013Council Development Control StandardsCouncil Procedures.Relevant industry Standards</p>

	and/or best practice manuals including RMS.
Identify customers and their expectations for the Service:	Developers, Asset Managers (Renewal), Residents/tourists expect a gravel road to be constructed and maintained to ensure traffic safety at a speed appropriate to the road..Public Cars (smooth trafficable pavement)HV contractors/transport Companies. (Adequate pavement width, minimal Heavy Veg overhang.)Bus/school bus Companies. . (Adequate pavement width, minimal Heavy Veg overhang.)Constructed Road in a fit for service condition for the design life of the asset.Meet public safety and levels of service requirements.Meets Environmental requirements for erosion & waterway protection.Provides achievable maintenance costs for the project life.
Describe funding arrangements:	SMRC Operational budgets. R2R FundingRMS RRRP funding for Regional Roads.RMS Traffic Facilities Project funding.FCR and various other Road and Bridge GrantsDeveloper Section 94 funds.
Identify major assets required to deliver the Service?	Plant and equipment. Heavy Plant, equipment and vehicle maintenance workshops, ICT services.Materials, depot stores, staff.
Describe the current approach to delivering the Service:	Effective Asset Management Plans identify levels of service, value and renewal/replacement of each gravel road. Providing Asset Management principles and recommendation are followed and that funding is available, gravel roads are scheduled for re-sheeting every 10 years.
Identify the major barriers for Service improvement:	Available Trained Personnel.Adequate funding to meet Asset replacement schedules.Adequate construction Quality Management and Testing.Inadequate site investigation and preplanning capability/resources
Describe major issues facing the Council in meeting expectations:	No Strategic Asset Management software available to effectively plan for the replacement of the gravel road network.No current ability to extend the IT System into the field for Work Orders, Project Updates, Financial Tracking, Defect Capture/Resolution, email and/or timesheets.Levels of Service (agreed with the community) cannot be achieved due to insufficient funding/investment.Infrastructure backlog so big it would be difficult and lengthy to bring Asset Condition Levels to match service level agreements.The intention of Crown Lands is to transfer ownership of Crown Unsealed Roads to Council; should that happen and the network length increase without a proportionate increase in funding then the issues is previous bullet points become more relevantLack of software package to allow field application for asset management.Inconsistent level of service, quality, and procedures between the 3 areas.Differences in fees and charges across the three areas.

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Unsealed Road Construction

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Ownership of quality of work by local staff • Availability of a range of specialist skills in road construction • Keep abreast of technology and latest methods of road construction • Local experience and knowledge in road construction (eg weather, conditions, materials) 	<ul style="list-style-type: none"> • Insufficient funding from State and Australian Government for road renewal construction • Asset management of the unsealed road network is poor ie asset renewal backlog
Opportunities	Threats
<ul style="list-style-type: none"> • Development of material resources for road construction • Improve the road network through capital renewal to support community safety and economic opportunities • Capital renewal projects can free up Council's maintenance budget • Value for money Council road construction service • Attract additional funding for road construction projects 	<ul style="list-style-type: none"> • Ongoing increase in the number of heavy vehicles and heavy vehicle mass allowances and consequent impact on road assets • Increasing number of residents in new developments who live on gravel roads • Residents expect to drive to the maximum speed of the road not the condition of the road • Removal of road construction service from Council

SERVICE PROFILE DEFINITION

Name:	Unsealed Road Maintenance
Responsible Officer:	Suneil Adhikari
Description:	Unsealed Road Maintenance
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Annual Maintenance Schedule funded in the Management Plan • Determine Levels of Service and Intervention levels • Develop a Sealed Road Asset Inspection Plan • Developed Procedures and ITP for all tasks required • Environmental Management Plans • Preparation of a Roads Asset Management Plan • Risk Assessments • Traffic management plans • Unsealed road maintenance schedule of works • Updated Asset Database and Condition Assessments
Volumetric Information:	<ul style="list-style-type: none"> • 1764.33 Km of unsealed roads varying widths
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • 6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors

SERVICE ATTRIBUTES

Identify legislation/regulations/standards affecting Service provision:	Local Government Act 1993 No 30Local Government (General) Regulation 2005Roads Act 1993 No 33Roads Regulation 2008.Work Health and Safety Act 2011 No 10.Work Health and Safety Regulation 2011.Environmental Planning and Assessment Act 1979 No 203Fisheries Management Act 1994 No 38Threatened Species Conservation Act 1995 No 101Threatened Species Conservation Regulation 2010Native Vegetation Act 2003 No 103Native Vegetation Regulation 2013Council Development Control StandardsCouncil Procedures.Relevant industry Standards and/or best practice manuals including RMS
Describe major issues facing the Council in meeting expectations:	Lack of software package to allow field application for asset management, inconsistent level of service, quality, and procedures between the 3 areas, differences in fees and charges across the three areas. Field inspection software constantly changing and not operational.Need to standardise levels of service and intervention levels.Insufficient adequately trained Staff.Lack of Current detailed Asset inspection and condition data.Standardisation of maintenance procedures.Increasing Community Service Level expectations.Neither system (Civica or TechOne) have the Strategic Asset Management Module within Enterprise Asset Management installed; this makes accurately predicting maintenance schedules difficult and relies upon basic condition assessments i.e. what you can see, along with risk assessments i.e. if the condition is poor and the risk is high then the road is maintained, the only method of predicting maintenance schedules.There's insufficient funding to maintain all gravel roads annually or bi-annually. This means that community expectations and or "level of service agreements" are not achieved during any financial year. The impact is the "backlog" in road infrastructure maintenance steadily increases as each year passes.Community expectation is to have a gravel road that can be driven, safely, at 100 kph. Given the climate and seasonal traffic flows, this is an unreasonable expectation and one that is financially unachievable.

Describe the current approach to delivering the Service:	Council carries out planned asset inspections in response to:Customer Request/Notification.Grading Schedule.Asset inspection schedule.Extreme Natural Event.Notification by StaffRoutine maintenance is programmed in accordance with the schedule.Minor Asset maintenance is schedules and if larger defects are identified, they are investigated and recorded. (safety signage put in place if required) Major defects are reported to the Manager, recorded and an assessment of the scope and severity of the defect carried out.Identified Capital works are listed on the unfunded project list.Remedial actions within the scope of the maintenance budget are identified and the Supervisor or the Technical Officer will develop an itemised estimate for the repairs.An assessment of the priority, scope of repairs required, available skills, resources, and available funding is discussed with the Manager.Approval for additional funding sought if required.Contractors identified and engaged in accordance with Councils Purchasing and Tendering Policy.The repairs are programmed, the WO identified, public notification undertaken, materials ordered.Assets advised of any changes required to be updated in the Asset RegisterThe current approach is to use the data gathered through the 2015 road re-valuation study plus data gathered through regular traffic counter placement to determine which roads accommodate the most traffic (or diverse range of traffic) and based upon basic condition assessments, risk assessments and funding levels the gravel roads are placed in a hierarchy that determines which roads are maintained and the frequency of maintenance i.e. a priority one road is guaranteed funding for one (1) maintenance grade per year.
Identify major assets required to deliver the Service?	Plant and equipment. Plant, equipment and vehicle maintenance workshops. ICT services.Council Plant.Hired Plant.Contractors plant/operators as required.Stores (Materials), Small (Minor Works) Contracts..
Describe funding arrangements:	SMRC Operational budgets. R2R FundingRMS Block Grant funding for Regional Roads.RMS Traffic Facilities Project funding.FCR and various other Road and Bridge Grants.RRRP (Regional Roads), Block GrantRMCC (Main Roads)).
Identify the major barriers for Service improvement:	Lack of software package to allow field application for asset management.Inconsistent level of service, quality, and procedures between the 3 areasThe need for community engagement establishment of priorities and service levelsDetailed Asset inspection and condition data.Standardisation of design and construction procedures.Increasing Community Service Level expectations.Funding, staffing levels, plant and equipment, depot locations, climate and seasonal variations.
Identify customers and their expectations for the Service:	Public HV contractors/transport Companies.Bus/school bus Companies. A safe fit for purpose road free from defects
Describe the current procurement arrangements:	Materials through Council's procurement officer.Plant via Council fleet or approved contractor's register.Heavy reliance upon grant funding to support infrastructure maintenance programs/schedules.

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Unsealed Road Maintenance

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Ownership of quality of work by local staff • Keep abreast of technology and latest methods of road maintenance • Availability of a range of specialist skill in road maintenance • Local experience and knowledge in road maintenance 	<ul style="list-style-type: none"> • No clear road corridor strategy • Consolidated infrastructure backlog position is unknown • Number of gravel roads not constructed to Council owned road alignment/reserves • Lack of quarry product and subsequent cost of carting gravel from distant locations • Much of the existing infrastructure is not to the standard required for vehicles numbers and environmental conditions • Infrastructure backlog is too great to maintain the network at agreed levels of service
Opportunities	Threats
<ul style="list-style-type: none"> • Consistent unsealed road maintenance levels of service, conditions assessments and risk analysis • Larger Council with more work can achieve better contract outcomes • Identify quality gravel close to road network • Stronger position to take advantage of grant funding 	<ul style="list-style-type: none"> • Noxious weed spread along road network • Large gravel network to maintain relative to Council population and budget • Community expectations for levels of service • Cost impact of increasing environmental restrictions • Addition of Crown roads to list of Council's maintained roads • Impact on unsealed road network of more frequent extreme weather events and natural disasters

SERVICE PROFILE DEFINITION

Name:	Volunteer Management
Responsible Officer:	Peter Smith
Description:	Volunteer Management
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Attendance at community and network meetings • Commonwealth home support packages • Participation in interagencies and forums • Recruitment and induction of volunteers
Volumetric Information:	<ul style="list-style-type: none"> • 12 funding contracts • 195 Volunteers (majority are aged care and community transport) • 3 Programmes (social support, community transport, meals on wheels) • 7 Events • 780 Clients
Primary Outcome:	6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors
Secondary Outcomes:	<ul style="list-style-type: none"> • 1.1. Healthy and sustainable waterways and catchments throughout the Region

SERVICE ATTRIBUTES

Identify customers and their expectations for the Service:	Individuals looking for volunteer opportunities; increased choice for clients
Describe funding arrangements:	100% government funded 100% volunteers managed by council staff
Describe major issues facing the Council in meeting expectations:	With transition to NDIS (disability) service funding has been reduced instantly; impact on ability of parts of shire, to meet existing community needs; Client/Volunteer Handbooks, to be reviewed & consolidated where appropriate, across shires.
Identify major assets required to deliver the Service?	3 buses 5 cars 1 mini-van
Identify the major barriers for Service improvement:	?
Identify legislation/regulations/standards affecting Service provision:	Disability National Standards, Policies, in development, to be utilised across shires Aged & Disability policies & procedures (ALL) to be reviewed, & consolidated (where appropriate) across shires. Best Practice to be adopted. (started) Client/Volunteer Handbooks, to be reviewed & consolidated, where appropriate, across shires. In discussion. Commonwealth Home Support Programme Contract NSW Department of Family & Community Services, Disability Contract Community Transport (including CHSP, CCSP & CTP) Contract NSW Southern Local Area Health Contract Department of Health (Home Care Packages) Contract Department of Health (Home Care Packages) Contract Compacts, (community care packages) Contract
Describe the current procurement arrangements:	?
Describe the current approach to delivering the Service:	100% facilitated by council staff; police checks on all volunteers;



LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Volunteer Management

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Local knowledge and networks • Volunteer culture in community ie higher than national average • Number and diversity of service volunteers • Enhanced participation across age groups • Coordination and support by paid staff • Recognition of volunteers • Cost savings and flexibility for service delivery • Volunteer policy, procedures and training • Upskilling of volunteers 	<ul style="list-style-type: none"> • Paid staff availability for training and development • Lack of communication of the \$ value of the volunteer workforce to Council • Lack of consistency in volunteer management across the Council locations • Ageing volunteer workforce
Opportunities	Threats
<ul style="list-style-type: none"> • Consistent insurance coverage for all volunteers 	<ul style="list-style-type: none"> • Competing volunteering opportunities and

<ul style="list-style-type: none">• Better and more consistent communication with volunteers	<p>organisations</p> <ul style="list-style-type: none">• Competing priorities in retirement eg grandparenting, business activities, part time work etc• Increasing retirement age impacting volunteering• Increasing governance compliance for volunteers• Increasing government reliance on volunteering
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SERVICE PROFILE DEFINITION

Name:	Waste Collection and Recycling Services
Responsible Officer:	Suneil Adhikari
Description:	Management of contracted and direct Labour kerb side waste and recycling collection for residential and commercial services. Illegal dumping management.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Bank of Bins Management • Bin Supply to Community • Collection of illegal dumping and highway/street litter • Commercial organic collection • Commercial recycling collection • Commercial waste collection • Community, School and Regional education programs • Continued partnerships with KNSWB, SERRG and CBRJO groups to ensure regional education are provided along with all aspects of waste and recycling on a south east regional level. • Public kerbside/street/parks bin collection • Residential kerb side recycling • Residential organic collection Residential • Residential waste collection • Rural drop off centres - Jerangle, Michelago and Smiths Road • Transfer station management

Volumetric Information:	<ul style="list-style-type: none"> • 2 BOBs (Bunch of Bins) located Jerangle (serviced fortnightly – ute and trailer) and Smith’s Road (serviced weekly – ute and trailer) · 9 Bank of Bins Locations: Avonside, Rockwell, Carinya, Buckenderra, Frying Pan, Paupong, Numbla Vale, Caddigat Road, Eucumbene Cove • 20 Parks Waste Bins (Bo) • Active landfill to become a transfer station 1 (S) Adaminaby • Collection of waste/recyclables from Churches, Charitable and Community Groups • Community Recycling centre under construction 1 Second Chance Buy Back (SR) 1 Scrapmart buy back (C) • Compost farm 1 (S) • Dormant landfill 1 (Bo) 1 (S) • Drop of centres serviced weekly for rural villages Michelago & Smiths Road (weekly waste/recycling trucks and ute and trailer) 2 (C) • Highway and street litter collection • Highway Litter collection runs and Highway Roadside Bin collection at 2 Picnic Areas on behalf of the RMS. • Illegal dumping collection and reporting • Land fill sites 2 (Bo) 1 (C) 4 (S) • Litter collected via the Cooma Litter Pickers group • Litter collected via the Keep NSW Beautiful campaigns • Litter collected via the Keep NSW Beautiful campaigns • Number commercial bins collected 149 (Bo) 380 (C) 516(SR) • Number domestic bins collected 781 (Bo) 3100 (C) 3309 (SR) • Number of commercial organic bins collected 8 (C) Bombala, 28 • Number of domestic organic bins collected 2700 (C) • Number of domestic paper and cardboard crates collected 3100 (C) • Number of domestic recycling bins collected, 781 (Bo) 3100 (C) 3484 (SR) • Number of green bins 1033 (Bo) 3100 Cooma • Number of public recycling bins collected 7 (C) 31 (SR) • Number of public waste bins collected 110 (C) 37 (SR) • Recycling shipping containers/ skip facilities 3 (S) Rented from Contractor • Second chance buy back facility 1 (S) • Septic/grease trap disposal tank areas 1(C) • Site offices 2 (S) • Steel recycling area 4 (C) 3 (SR) 2 (Bo) • Stock pile green waste 4 (C) 3 (SR) 2 (Bo) • Transfer stations 3 (C) 2 (Bo) 6 (S) • Waste oil disposal facilities 4 (C) 3 (SR) 1 (Bo) • Weighbridge offices 1 (C) 1 (SR) • Workshops/ areas 1 (SR) 1 (C)
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • 6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors

SERVICE ATTRIBUTES

Describe funding arrangements:	Rates, fees and charges, operating budgets, grants from CRBJO, general grant funding
Describe the current procurement arrangements:	Current kerbside collection for both waste and recycling is by a local Bombala Contractor – this will expire in January 2017 SR Sulo, Mastec, Burchall’s Transport and Recycling, Biobag World Australia, Street Furniture by quotation process, Cooma
Identify major assets required to deliver the Service?	Heavy vehicles, waste equipment, heavy plant, light vehicles, offices, landfills, , street furniture (caged street bins), kerbside&commercial bins, crates and skips, oomaContracted Garbage TruckHeavy vehicles, waste equipment, heavy plant, contracted light vehicles with trailer for recycling, offices, Bombala Waste Depotlandfills
Describe major issues facing the Council in meeting expectations:	Infrastructure at the landfill sites not meeting appropriate work standards, ever changing state legislation,Budget constraints on the services able to be provided to the community. Community expectations. Implementation of new infrastructure to ensure same service qualities throughout the Council area, WHS/Weather (wind, snow, ice) – safetyStaff retention and staffing level requirementsServicing growing communities for townships, villages and rural (extending kerbside services to villages etc.Servicing requirements for remote location – cash handling/phone/internet/eftposPlant required to carry out services in a timely and safe mannerBudget and Infrastructure/land requirements for possible set up of transfer station at MichelagoPreparation and implementation of new region waste/recycling contractPreparation and implementation of new Council area waste strategySurveillance cameras – in landfills, transfer stations and remote locationsGeographical constraintsAccess to markets for recyclable materialsTime frame constraintsImplementation of CDS scheme, Aging Plant & replacement maintenance costs
Identify legislation/regulations/standards affecting Service provision:	EPA Licensing, POEO ACT, Landfill PIRMP, WHS Act, Legislation and Accreditations, RMS (Roads and Maritime Services), Council Operating Procedures and Policies.Delegate Landfill Environment Management Plan, Draft Bombala Landfill Environment Management Plan.
Identify customers and their expectations for the Service:	Domestic and commercial customers expect their bins to be picked up on a timely basis. Rural ratepayers expect a service to be provided in a timely and professional manner. Internal departments, state and federal government bodies. Domestic Kerbside customers have also now come to expect and rely on their yearly kerbside calendars with up to date information. Customers also expect a reliable service to complaints and requests for bin deliveries and/or repairs. Customers expect all materials with recycling logos to be recyclable in commingled system
Identify the major barriers for Service improvement:	Infrastructure at the landfill sites, ever changing state legislratioSuitable space for expansion for green waste and organic collection and processingImplementing infrastructure for the Servicing of growing communities for townships, villages and rural (extending kerbside services to villages etc).Regional Educational program implementationServicing requirements for remote location – cash handling/phone/internet/eftposGeographical constaintsContinued access to markets for recyclable materials Implementation of same service rollout to whole shire area (bin sizes, additional trucks, organics, commingled) Collection runs if expanded will likely run staff into overtimeNominating a new site or expanding Cooma compost site to accept organics for whole shireCompetition in commercial recycling and Council unable to negotiate fees to be competitiveEducation initiatives for a larger spread-out population including school visits, community events, promotions, bin auditsTo increase collection services additional plant required along with staff training and community educationLong distances to travel for trucks to landfill, staff for education and eventsStrict regulations from LGA and EPA
Describe the current approach to delivering the Service:	Bombala Kerbside commercial waste collectionsKerbside domestic waste collectionsKerbside Recycling collections domestic onlyBombala Waste Depot (4 days per week)DelegateKerbside commercial waste collectionsKerbside domestic waste collectionsKerbside Recycling collections domestic onlyDelegate Transfer Station (Bank of Bins)Delegate Waste Depot (1.5 Days per week)BibbenlukeKerbside

	domestic waste collectionsKerbside Recycling collections domestic onlyCathcartKerbside domestic waste collectionsKerbside Recycling collections domestic onlyCathcart Transfer Station (Bank of Bins)Council staff, plant and contractors provide domestic/commercial/public collection services and provide educational information for the previous CMSC LGA area (C)SR:- Weekly Kerbside Waste Collection Services and Fortnightly Kerbside Recycling collection services for domestic customers. Commercial collections 2 per week + on request. BOB's emptied weekly + on request
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LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Waste Collection and Recycling Services

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong community appreciation • Up to date fleet and operations • Ability to provide a strong community service (over and above) • Strong relationship with external bodies • Significant pride in service • Modern and environmentally friendly service • Reliable and knowledgeable staff • Fleet resources are routinely serviced and maintained • Culture of strong, continuous improvement • Robust relationship with external contractor (B) • Strong reporting framework, both internally and externally 	<ul style="list-style-type: none"> • Unclear organisational structure in the amalgamated councils, causing staff confusion • Geographical dispersion significantly inhibits access to training services (i.e. travel costs are high.) • Recognition of skills level required for operational staff • Ability to manage communities continuously increasing expectations. • Generation of community 'buy-in' to recycling program/s • Urban entities are able to offer better pay grades for similar services, which makes human resourcing difficult. (i.e. Similar jobs offered in Canberra) • Insufficient utilisation of modern technology

<ul style="list-style-type: none"> • Comply with ACT standards • Ability to provide training and upskilling to staff (Particularly S, Co) • Strong internal communication framework 	<ul style="list-style-type: none"> • Inability to compete with private enterprises • Internal chain of communication • PD's do not accurately represent the roles which staff currently undertake on a daily basis • Pay rate doesn't accurately represent inherent level of employee responsibility • Inconsistency in knowledge of former council operations • Increased levels of bureaucracy • Road infrastructure overstretched at times • Insufficient pay rate progressions for front-line employees • New-found geographical location and size. • Pressure caused by seasonal impacts (i.e. tourists are not subjected to council rates, yet are responsible for significant waste proliferation) • Ability to hire & retain knowledgeable staff • Difficulties engaging with rural community members, restricting ability to provide education about this service. • Stretched human resourcing, both administrative and operational (particularly during high tourism periods)
Opportunities	Threats
<ul style="list-style-type: none"> • Provide greater employee working conditions (i.e. benefits) to help recruit and retain quality staff. • Consolidation of services from former councils to employ best practice services. • Ability to consolidate collection services, with a view to providing a more efficient service. • Increased ability to maximise service offering through resource sharing • Increased career opportunities for the community, with the creation of new roles and increased vacancies. • Increase overall recycling regime of former councils. • CDS legislation, which will help promote recycling programs • Ability to improve technology utilisation • Become more environmentally friendly as an amalgamated council • Ability to rework collection boundaries to provide a more efficient and effective service • Increased ability to consult and educate the community. • Standardise & streamline process for waste collection • Ability to exercise a larger buying power, with specific focus on bringing training sessions to our local area • Expand the 'comingle' organics collection • Reworking of PD's & levels of pay change 	<ul style="list-style-type: none"> • CDS legislation causing safety issues for both community and employee stakeholders, as waste now becomes valuable. • External bodies exploiting merger by charging higher prices for services • Private enterprise undercutting • Employee injury sustained whilst collecting waste (OHS) • Community expectations under new regime increase to unsustainable levels • ACT crossboarder changes (which affects business partner practices) • Loss of community rapport, due to service delivery changes (i.e. no longer a 'local' service) • Current threat to local contractors, who may now lose their contracts, causing a negative community impact (i.e. community morale and economic implications) • Extreme weather conditions (ice, wind etc), significantly inhibiting ability to collect waste (i.e. hazard) • Employee exposure to hazardous materials (asbestos etc) • External perception that the amalgamation has drastically increased our financial position to collect waste. • High level of legislative changes

SERVICE PROFILE DEFINITION

Name:	Water Supply Infrastructure
Responsible Officer:	Suneil Adhikari
Description:	Water Supply Infrastructure Management - Replacement, upgrade, renewal and regulatory reporting including compliance with Best Practice
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Adherence to the Water Management Act, and /or Local Government Act and Regulations, Fluoridation of Public Water Supplies Act, Public Health Act • Annual Performance Reporting and license returns to DPI Water for total of 7 water supply areas) • Annual Review of Drinking Water Management System under the Public Health Act • Annual Review of Financial Plans including Pricing and 30 year Capital Works Programs • Asset Management including 4 yearly Fair Value asset re-valuations and regular updates to system data information • Construct new water infrastructure including S60 approvals for treatment plants • Five yearly review of Development Servicing Plans for 7 water supply areas • Four Yearly Review of IWCM and SBP in rotation • Management of Developer provide Assets , Developer Contributions and Work as Executed Drawings • Renew existing water infrastructure and equipment • Renewal / replacement / augmentation of ageing assets including pipelines, reservoirs, intakes and pump stations based on condition and performance • Replace existing water infrastructure and equipment • Review of Annual financial reporting for Special Schedules 3 and 4 • Upgrade existing water infrastructure and equipment • Water Best practice Plans - Strategic Business plans (SBP), Pricing, Financial Planning, Development Servicing Plans, Integrated Water Cycle Management (IWCM), Demand Management, Drought Management, • Water strategic plan • Water strategic plans - Long term servicing plans (Asset capability studies)

Volumetric Information:	<ul style="list-style-type: none"> • \$15,883,000 infrastructure backlog • \$5,421,200 Budget including capital expenditure • \$7,219,932 Income including s64 (S) • \$8,319,700 water reserve balance • 1 depot at Leesville (S) • 14 separate communities with water service • 3,169 Residential customers (S) • 4 treatment plants • 400 nonresidential customers (S) • Booster pumping stations 8 (S) • Bores 5 (C) 1 (Bo) 1 (S) • Pump stations 2 (C) 2(Bo) 8 (S) • Reservoirs 8 (C) ? (Bo) 28 (S) • Rising mains and reticulation pipework km 145 (C) ? (Bo) 128 (S) • Water Treatment plant 1 (C) 2 (Bo) 1 (S)
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • 2.1. An adequate and accessible transport network within and beyond the Region. (Service and infrastructure)

SERVICE ATTRIBUTES

Describe major issues facing the Council in meeting expectations:	Types of infrastructure and quantity – staffing levels to deal with them, Number of water service areas spread over a wide geographic area.Lack of Catchment Management planning - Required to control water quality eg sewer spills in ski areas affect the water supply in JindabyneTreatment plants - Lack of treatment plants in areas with high peak winter population. Disinfection is the only treatment eg. JindabyneVarying billing methods - 3 Different water billing methods need to be unified for the new regional Council to comply with NSW DPI Water guidelines and communicated to Customers prior to adoption of any changes.Best Practice Plans - Varying stages of Best practice Plans for the 3 areas Fees and Charges - different rates and structures to be reviewed based on Financial plans and Capital works programs for the merged entityConnections - Varying procedures for water connections in 3 areas to be unified for all areas Development - Unified Development Specifications for merged entityUnmetered and non potable supplies to be reviewed - Delegate and Eucumbene Cove
Describe the current approach to delivering the Service:	Mix of in-house staff and specialist Contractors and Consultants
Identify customers and their expectations for the Service:	Properties connected to water reticulation networks receive a reliable service with water quality that meets Australian Drinking Water Guidelines Water quality standards to comply with NSW Health requirements and an uninterrupted service which is able to provide adequate pressure and demand.
Describe funding arrangements:	Operational budget from Water supply access chargesUsage charges and developer contributionsLoans and grants
Identify legislation/regulations/standards affecting Service provision:	Water Management Act, and /or Local Government Act and Regulations, Fluoridation of Public Water Supplies Act, Public Health ActAustralian Drinking Water GuidelinesWSA Water Supply Code of AustraliaPlumbing Codes AS3500 seriesAuspec Development Design and Construction Standards for water supply DPI Water Best Practice Guidelines including Annual Performance Reporting
Identify the major barriers for Service improvement:	Difficult to attract and retain skilled staffHigh cost of engagement of Consultants and Contractors due to remote location Peak winter population and management of projects during this periodProviding infrastructure to meet peak winter demand - redundant assets at other times of year resulting in degradation of water qualityLack of barriers with no secondary treatment for water quality - risk of boil water alerts in peak winter period due to pollution upstream from ski areas
Describe the current procurement arrangements:	Mix of Open Tender and LG Procurement through the Vendor PanelQuotes from Specialist Consultants and Contractors
Identify major assets required to deliver the Service?	Data for statutory reporting and for design and best practice plans requires an integrated data management system incorporating the following elements:ICT systemTelemetry / SCADA Reporting serversAsset Management including maintenance management and condition monitoring Equipment for data collection on the fieldGIS with assets mappedCustomer Request Billing and Financial ReportingTreatment facilitiesPump stationsRising mainsReticulation pipeworkRadio telemetry & monitoring equipmentReservoirsDamsWeirsICT services, monitoring, radio telemetry

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Water Supply Infrastructure

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good Supervisory Control And Data Acquisition (SCADA) systems and telemetry (S,C) • Qualified staff (C, S) • Constant improvement of water assets, reducing failures (C, S) • Reticulation asset replacement working well (S, C) • Good water sources • Capacity to meet growing demand (C) • Ability set pricing 	<ul style="list-style-type: none"> • Ageing infrastructure and high costs • Terrain results in larger number of pump stations and consequent higher energy costs • Loss of Process Engineer expertise • Fragmented rural residential development resulting in inefficient use of infrastructure • Unmetered non-potable water supply in Delegate and Eucumbene • No filtration, disinfection only which poses a potential public health risk (S) • Fragmented regulatory plans and reporting eg business plans, IWCM plan, annual performance reporting, DWMS plan, S64 • High reliance on pump transfer ie 15 (S) • Lack of catchment management planning through LEPs
Opportunities	Threats
<ul style="list-style-type: none"> • Consistent water billing across Council in accordance with best practice • Consistent Asset Management plans and systems • Consistent policies and procedures across Council • Standardise asset base • Expansion to new areas in Council area • Standardise development standards (Auspec, WSAA) • Staff with skills in new technology and regulatory requirements 	<ul style="list-style-type: none"> • Contamination of water sources entering Council's catchment from bodies upstream (S) • Peak season population putting load on infrastructure (Jindabyne) • Change of raw water quality due to flooding (C) • High cost and availability of external contractors • Unreliable power supply and frequent surges (S) • Misalignment on water quality definition between DPI and NSW Health • Blue green algae contamination of raw water (S, C) • Change in State Government policy and direction

SERVICE PROFILE DEFINITION

Name:	Water Supply Operations
Responsible Officer:	Suneil Adhikari
Description:	Water Supply Operations
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Daily water quality testing and monitoring including trouble shooting • Installation of new Connections • Maintenance and repairs of water infrastructure • Maintenance and repairs of water infrastructure including water mains, hydrants valves • Operations of water treatment plants including fluoride dosing and chlorination. • Recycled re-use water irrigation. • Stand pipe water sales and receipting. • Water Supply maintenance and operations procedures and plans
Volumetric Information:	<ul style="list-style-type: none"> • 1 CCTV camera • 1 tractor CCTV • 1 Van (CCTV) • 12 utes • 2 Jettors • 2 Pushrod CCTV • 20,727 population • 3 Trucks • 4 cars • 8 Booster pump stations (S) • Bores 1 (S) 5 (C) 1 (Bo) • Intake pump stations and water supply schemes 7 (S) 2 (C) 2 (Bo) • Water mains (Reticulation and trunk mains) 128km (S) 145km (C), ?? B • Water reservoirs 8 (C) ? (Bo) 28 (S) • Water treatment Plant 2 (Bo) 1 (S) 1 (C)
Primary Outcome:	1.1. Healthy and sustainable waterways and catchments throughout the Region
Secondary Outcomes:	<ul style="list-style-type: none"> • 2.1. An adequate and accessible transport network within and beyond the Region. (Service and infrastructure)

SERVICE ATTRIBUTES

Identify legislation/regulations/standards affecting Service provision:	s307 of the Water Management Act Water Management Act and /or Local Government Act and Regulations Fluoridation of Water Supplies Act Australian Drinking Water Guidelines Water Services Association (WSA) Water Supply Codes Plumbing Code of Australia Auspec Water Supply Standards adopted by Council (Vol1 Design and Vol2 Construction)
Describe the current procurement arrangements:	Open Tender or 3 written quotes from Contractors and Suppliers Service Agreements for specialized Services eg. equipment calibration and servicing /supply of chemicals etc
Describe major issues facing the Council in meeting expectations:	Water Treatment – Having only disinfection as primary treatment places Council at risk during a pollution event especially during peak winter periods (lack of secondary barriers such as filtration plants) Ensuring all operators of treatment plants are appropriately qualified and other staff are appropriately trained Maintenance of ageing infrastructure leading to high maintenance costs and WHS risks Several mechanical and electrical installations in the asset base and total reliance on Contractors for mechanical and electrical maintenance Succession planning to deal with retirement of skilled staff and also loss of local specialized Contractors through retirement/change of business locations Provision of drinking water to Businesses with high demand in peak winter period without supply interruptions requires reliable infrastructure that has been well maintained and renewed as required. Having sufficient infrastructure capacities to cater for expansion and development Unmetered non potable water supplies in Eucumbene Cove and Delegate
Describe the current approach to delivering the Service:	Mix of in-house staff for routine tasks and Contractors for the following services: Mechanical Contractor Electrical Contractor Specialist service eg PLC programming, Telemetry, radio communications Meter Reader Calibration specialists for special equipment
Identify the major barriers for Service improvement:	Several remote locations spread far and wide geographically Inability to attract and retain skilled staff due to remoteness and or lack of incentives Lack of in-house electrician/fitters required to carry out preventative maintenance resulting in high cost of engagement of Contractors and poor maintenance plans Unreliable power supply with frequent power surges affecting and damaging control and monitoring equipment. Contingencies required to prevent environmental pollution Lack of catchment management planning to control pollution and contamination of the water supply in the lakes from pollution upstream in the ski resorts Different Control systems and equipment in the 3 former Councils – eg telemetry systems Low pressure and high pressure problems due to prevailing terrain need resolving with technical solutions and costly maintenance Above listed issues not understood by customers that demand a high level of service at minimal costs
Identify customers and their expectations for the Service:	Properties connected to water reticulation networks receive a reliable service with water quality that meets NSW Office of Water quality standards Properties connected to water reticulation networks receive a reliable service with water quality that meets Australian Drinking Water quality standards required by NSW Health under the Health Act and Regulations Minimal unplanned supply interruptions due to mains breaks 48 hours notification for any planned interruptions for valve and hydrant maintenance and restricted to off peak periods
Describe funding arrangements:	operational budget, fees and charges
Identify major assets required to deliver the Service?	Treatment facilities Pump stations Rising mains Reticulation pipework Radio telemetry & monitoring equipment Reservoirs Dams Weirs ICT services, monitoring, radio telemetry

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Water Supply Operations

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good response times to customer complaints • Customer focussed service provision • Good localised infrastructure system knowledge • Quick turnaround time on repair work • Qualified staff 	<ul style="list-style-type: none"> • Staff recruitment and retention around maintenance; high cost of living in Jindabyne which affects staff response time when living in other locations (S) • Different control systems and equipment • Impact of loss of staff and absence of staff (eg leave, training commitments etc) • Lack of backflow prevention program • Difficulty in meeting routine maintenance schedule on reticulation (S,B) • Lack of staff capacity to respond to emergencies and carry on routine work (S,B)
Opportunities	Threats
<ul style="list-style-type: none"> • Increase awareness of general public and schools in water infrastructure and operations • Resource sharing across operations • Increase awareness of Coucillors and senior staff in water infrastructure and operations • Create infrastructure system awareness among all operational staff • GIS mapping of infrastructure linked to asset management system • Combine service and supply contracts 	<ul style="list-style-type: none"> • Changes to government legislation and regulations • Loss of potential Council customers with private operators under the Water Industry Competition Act (WICA) and potential impact on Council if private operator fails

SERVICE PROFILE DEFINITION

Name:	Work Health and Safety
Responsible Officer:	Linda Nicholson
Description:	Manage work health and safety policies including employee welfare, procedures and services for the organisation including undertaking inspection
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Accident investigation and incident reporting • Asbestos management policy • Assessment and provision of safety equipment • Attend and provide advice to Councils WHS committee • Carryout workplace inspections and report • Claims management – Injury (including no workplace) management • Deliver Councils Safety Induction Program to new employees • Designated First Aid Officers within teams/locations • Drug and alcohol testing of employees • Emergency Response Plan • Formalised safety management systems as an element of Enterprise Risk Management framework • GHS - Chemical system • Health Monitoring Requirements for hearing etc • Inform directors/ managers/supervisor etc of any WHS legislative changes including COP and standards • Integration with other council information systems • Involved in the preparation of site procedures • Key performance indicators, targets and objectives for WHS performance • Liaise with Council managers to deliver WHS priorities • Liaison with Councils worker compensation insurer • Liaison with medical practitioners and specialists • Managing vaccinations, infectious disease control • Oversee and manage recover at work programs • Safety Week Activites – Safety Roadshow? • Safety Week Activites – Safety Roadshow? • Site safety inspections • Weekly due diligence paper to Executive Team • WHSMS element audit • Work Health and Safety (HSC) Committee • Work Health and Safety awareness education and training plan • Work Health and Safety policies and procedures/SWMS/risk assessments as well as operational procedures • Workers Compensation insurance

Volumetric Information:	<ul style="list-style-type: none">• medical treatment frequency rate• near miss frequency rate• 1 WHS policy• 1 Work Health and Safety Committee• 3 WHS procedures• 427 Employees• Lost Time Injury Frequency Rate
Primary Outcome:	
Secondary Outcomes:	<ul style="list-style-type: none">• N/A

SERVICE ATTRIBUTES

Identify customers and their expectations for the Service:	All employees, councillors, public, SafeWork NSW, StateCover, StateWide/Jardine Lloyd Thompson, volunteers (S355 Committees); expectation is compliance with legislation and a safe work environment
Describe the current procurement arrangements:	External contractor for drug testing External Contract Employee Assistance Program External Contract Skin Cancer Screening External contractor for lift gear inspection External contractor for electrical testing and tagging (offices), internally for operational equipment
Identify major assets required to deliver the Service?	Information Technology Integrated system Air quality machines (Cooma has these) Drug and alcohol testing equipment (Cooma has alcohol tester) Pool car/s for site visits Adequate PPE Training programs for WHS Staff
Describe major issues facing the Council in meeting expectations:	Managing medical related non-negative results in drug and alcohol testing Air monitoring on construction sites consistent across the new organization. Inadequate system to identify low level risk assessments and toolbox procedures Making WHS management and responsibilities relevant to all staff. Position descriptions mention only generic WHS requirements. Do not mention key performance criteria, targets or objectives especially officer duties. Coordinated approach to maintaining contact with staff on sick leave and w/comp Near Misses, first aid, non-medical incidents are not being reported Poor WHS assessment in tender assessment and contract management including purchasing and contractors and sub contractors Lack of similar safe work procedures across the new entity Poor reporting of incidents (timeliness and quality of data) General Practitioners hindering employees coming back on RAW programs Reliance on spreadsheets for data collection analysis and reports due to no integration with corporate IT platform. Inability of corporate IT platform to perform simple WHS analysis eg LTIFR which is an industry standard lag indicator Asbestos health monitoring across all relevant positions No WHS training plan or corporate training plan with WHS subset. Embedding and documenting WHS decision making process consistently across all business units Consistent work place inspections plans and reports Consistent safety management system element audits and reports against targets and key performance criteria. The current WHS Committee is stale and stagnant. WHS Committees should have a lively atmosphere with healthy debate from like minded people who are passionate about safety to achieve positive outcomes for the organization. Poor management of incidents – need to limit the LTI, by adequate upfront management some incidents would just be MTI (proactive management) Poor ‘buy in’ / understanding of the process of development of policies and procedures Lack of ongoing training / information session on the important of WHS. This is an ongoing process, not ‘we have done that once’ process. Need to improve understanding that WHS is ‘part of a project’ and not a stand alone process (Cert 4 in Project management for all supervisor would help this recognition). Lack of understanding by senior management the actual cost of a LTI v cost to increase training / management. Lack of rigidity approach to Site safety inspection; Administrator/GM to CW2 worker should be regularly undertaking these inspection (the frequency would vary with level)
Identify the major barriers for Service improvement:	Getting a “Buy In” from staff if they have to adjust their current work practices in line with new Polices/Procedures Getting a “Buy In” from the PCBU right down to line managers, aligning the channels of communication and having these people fully understand their obligations under the WHS Act 2011 and Regulation 2011 Reluctance to commit fund for ongoing WHS training programs, IT equipment etc Reluctance to implement policies / procedures that require additional resources Additional resources for monitoring and mentoring staff in the correct WHS processes Volunteers and volunteer management
Describe the current approach to delivering the Service:	Internal staff with assistance from contractors
Identify legislation/regulations/standards affecting Service provision:	Work Health and Safety Act No 10 2011 Work Health and Safety Regulation All subordinated Codes of Practice and Australian Standards StateCover WHS Document Library
Describe funding arrangements:	Operational budget, annual insurance rebate for good performance and completion

of the WHS Desktop Audit.

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Work Health and Safety

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Knowledge of staff • C Risk manager sits under engineering - involved in policies and procedures • Get the job done • Well managed • Low workers comp premiums for the size of the organisation • Building staff expertise through existing personell 	<ul style="list-style-type: none"> • Inconsistent with procurement • Lack of buy in of staff across all levels • Volunteer management • Take longer approach - could improve best practice • C Risk manager sits under engineering - focuses only on operational risk • Contractor management • Incident management tracking is under reported • 355 committees
Opportunities	Threats
<ul style="list-style-type: none"> • Rollout new and ongoing training program • Build on current knowledge base to develop a WHS 	<ul style="list-style-type: none"> • Service availability - location • Quality and availability of machinery and tools

<p>management system</p> <ul style="list-style-type: none">• Consistent processes for managing WHS across all areas• Develop a good induction program• Development of a site inspection procedure	<ul style="list-style-type: none">• Currently reviewing health and safety legislation
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SERVICE PROFILE DEFINITION

Name:	Youth Services
Responsible Officer:	Peter Smith
Description:	Provide & facilitate range of youth programs, services & activities to meet the needs of young people (12-18) across the shire, including community support & development for young people & community, with the aim of building stronger, better communities.
Service Profile Grouping:	
Output:	<ul style="list-style-type: none"> • Advocate and plan for youth infrastructure and services for example public transport, multipurpose learning/library facility, schools. Tafe etc • Advocate for gaps in youth services, eg. Transport, health • Advocate, lobby & educate community regarding youth related matters • Awareness/understanding of youth issues by Councillors Educate Councillors & Council re youth services & issues • Capacity to respond flexibly to changing needs & trends, of young people • Committee meetings • Community consultation, engagement, liaison & support (for youth services, programs, reporting etc) • Co-ordinate & participate in Youth & Child Protection Inter-agency meetings • Delivery of support & referral services, for Young People (12-17) in partnership with the YMCA • Delivery of Youth development programs and events • Develop proactive measures to support, retain & grow the youth population • Developing proactive measures to support and retain and grow the youth population • Facilitate & participate in range of Council Committees & Community Group meetings • Identification of issues facing young people and solutions to the issues • Liaison with local schools and relevant community organisations • Maintain & develop youth assets & access to facilities (the Hub), along with advocating for facilities in other locations • Participation in ongoing training, education re youth services best practice • Plan, Develop & Deliver annual Youth-week activities, working with other services & community groups • Plan, Develop & Deliver School holiday programs each term • Promote awareness of youth related matters • Support development of Youth Council, alongside Council structure • Work in partnership with local services, to deliver range of programs & activities, including NAIDOC activities at the Hub • Work in partnership with the schools, to deliver programs, projects & combined activities • Youth development programs and events

Volumetric Information:	<ul style="list-style-type: none"> • >12 youth events per year Number of Youth Activities & Events per year • Annual Youth Week Activities • Connections with 6 or more schools maintained • Interaction & Participation with School programs & activities (weekly) • Number of YP receiving Support & Referral Services (at Hub) • Participation in # of committees on youth related issues • Participation in Interagency & relevant committees, per year • Publicity & Promotion of activities • School Holiday Programs each term • Youth infrastructure eg Hub and SMNC • Youth Strategies
Primary Outcome:	6.1. A high standard of affordable water and waste water services that meet the needs of residents and visitors
Secondary Outcomes:	<ul style="list-style-type: none"> • 3.2. Robust local education, employment and lifelong learning opportunities

SERVICE ATTRIBUTES

Identify major assets required to deliver the Service?	ICT assets, Council buildings for meetings, human resources, youth spaces indoor and outdoor, public transport, access to technological resources eg public wifi Skilled & qualified staff, Resources (funding), capacity & relevant infrastructure in each location. (eg. Offices, The Hub, Werri-Nina etc) also ability to be flexible & responsive to changing needs & trends. Recreational spaces including skate parks, swimming pools and sporting fields, libraries, spaces suitable for youth activities
Identify legislation/regulations/standards affecting Service provision:	Office of the Childrens Guardian, Police checksVarious, some of the main legislations & standards are:-Local Government ActNSW Disability Inclusion Act & NSW Disability Inclusion Action PlanChildren & Young Persons (Care & Protection Act) NSW Mandatory ReportingOffice of the Childrens Guardian - Working with Children ChecksPolice ChecksDisability StandardsHome Care StandardsCarer Recognition Act
Describe major issues facing the Council in meeting expectations:	Availability of human resources, Culture of council and government regarding youth input and issues, funding priorities to key infrastructure. Meeting expectations across locations, needs constant planning with ability to respond & be flexible. How do we represent the 'value' of our service, to the community? (Benefit to all & what is the benefit) Quantifying & qualifying what we do. Getting information out to all young people, engaging them with activities and linking them to timely assistance where needed, engaging parents and carers in programs to address issues such as drugs and alcohol and changing community mind set around these issues Limited Emergency Housing
Describe the current approach to delivering the Service:	Performed internally with help from volunteers, collaborative with partners, services, private business, non government groups, schools, health professionalsMix, staff internally & externally with services/groups & in some areas, support from volunteers; also work with contractors from time to time.Community organisations and agencies
Identify the major barriers for Service improvement:	Community, Council and Government culture on youth matters.Illustrating the value in monetary and terms that people value the input and services provided in the youth sphere.Council Structure (community services), Funding, Staffing resources & Capacity, geography; Again, as with community services, how do we represent the 'value' of our service, to council &the community? (Benefit to all & what is the benefit) Quantifying & qualifying what we do. Youth Councils not operational in Cooma and Bombala, lack of public transport, spread of young people and lack of access to transport options, lack of identified youth spaces and staff to operate them,, lack of youth refugee, no dedicated Youth Worker in Bombala so services provided via outreach and of course limited funding
Describe the current procurement arrangements:	Council, YMCA Lease AgreementMOU SMNC (Snowy Mountains Neighbourhood Centre), YMCA MOU & Partnership, CDAT – Choices Seminar, NSW Health. Note: Consultants can be used for specific projects as required. There are also many partnership variables, with services & community groups. Council Youth Services works collaboratively with YMCA & Grand Pacific Health on ongoing basis.
Identify customers and their expectations for the Service:	Community, Young people, aged 12-18, and youth 18-24, State government agencies, community (NGO) agencies and community group committeesGovernment, non-government, council, community groups, health, education, businesses etc, media.
Describe funding arrangements:	Mix of grant funding, operational budgets of both Council and NGOs

LEVELS OF SERVICE

Service Level	Description	Volume	Targets	FTEs	Total Cost
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Youth Services

No Data Available

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Well established programs and activities • Strong relationships with bodies such as: schools, local business and non-profit organisations. • Ability to engage youth through social media • Staff have strong local knowledge • Commitment from mayor to youth council meetings • Strong relationships with external organisations providing project funding • Ability to respond in a dynamic manner to youth issues • Continuously improve recreational facilities • Strong presence in council strategic planning • Engaged and proactive youth council (S) • Modern youth facilities (Co) • Ability to leverage external partnerships for program funding • Strong formal partnerships with private sector youth services • Strong integration and cooperation between youth services and planning services • Highly skilled and knowledgeable staff 	<ul style="list-style-type: none"> • Lack of representation from all relevant age groups in the consultation and planning process. • Lack of outreach services with external youth service providers (S) • Lack of strong community engagement (S) • The role of youth council is continuing to be undervalued • Insufficient public transport infrastructure • Building youth services outside of council • Marketing of youth services • Lack of resource investment by council for future service delivery • Youth council now seen more as a youth 'group' • Lack of consultation with youth age groups • Inconsistencies of service delivery across former councils due to resource constraints • Insufficient mobile phone coverage in some areas to be serviced • Disparate quality of facilities across former councils • Ability to convey to council the impact that a vibrant youth community can have on the region • Current focus on servicing immediate need is detrimental to long term outcomes • Varying level of integration of youth into organisational projects and planning • At times a traditional and conservative approach to youth service delivery is utilised • No available resourcing for youth worker (Bo) • Lack of consistent approach to youth consultation
Opportunities	Threats
<ul style="list-style-type: none"> • Increase levels of regional activity 	<ul style="list-style-type: none"> • Youth population migrate away from the region

<ul style="list-style-type: none"> • Build more youth services outside of council • Exploit 'Youth Week' to increase awareness and education accross community • Capitalise on the increased ability to 'resource share' • Advocate for a more active, involved and elected youth council • Ability to streamline operations to provide greater efficiency • Ensure future policy and procedure incorporates a more inclusive consultation process (ie disability groups) • With increased resourcing capabilities, there will be an opportunity to generate greater job pathways for youth. • Advocate for youth to be more heavily involved in local government operations • Development of an integrated youth services framework accross council 	<ul style="list-style-type: none"> • Reduction of youth population (Bo) • Misleading ABS data (which tends to incorporate tourist populations) resulting in inadequate planning. • Lack of resourcing causing an inability to prevent epidemics • House pricing rises, removing ability to provide affordable housing for youth. • Reduction of department size impacting ability to service community • Legislation changing the amount of funding available • Physical and mental health injuries for youth workers • Legislative changes (i.e. YMCA program) • Decreased empowerment of youth week • Changing trends regarding youth (ie mental health), resulting in services which are not adequately aligned to community need.
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REVISED SERVICE ANALYSIS CONCLUSIONS

REPORT TO EXECUTIVE TEAM MEETING OF SNOWY MONARO REGIONAL COUNCIL
HELD ON THURSDAY 13 OCTOBER 2016

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10.3 SERVICE REVIEWS - SWOT ITEMS REVIEW AND ANALYSIS

Record No:

Responsible Officer: Director Special Projects Office
Author: Special Projects Officer
Key Direction: 7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy: DP7.2 Council's leadership is based on ethics and integrity to enable informed and appropriate decisions in the community's best interest
Operational Plan Action: OP7.6 Ensure that governance structures are open, transparent and fully accountable and that these are supported by relevant instruments.
Attachments: 1. Summary of Actions - 2016 Service Review (*Under Separate Cover*)
Cost Centre 3130 - Merger
Project Services Review

Further Operational Plan Actions:
OP7.5 Achieve a stronger, more efficient Council through a successful merger.

EXECUTIVE SUMMARY

The purpose of this report is to summarise the process to date with respect to the improvement items identified in the SWOT analysis done as part of the Service Reviews. The report also provides analysis of the items noted and recommendations for how to address some of underlying themes.

The following officer's recommendation is submitted for Executive Team's consideration.

OFFICER'S RECOMMENDATION

That the Executive Team

- A. Receive and note the information in the report on Feedback from Service Reviews – SWOT Items Review and Analysis
- B. Review the items identified as 'Priority 0' suggestions in the attachment and determine whether to further progress these items
- C. Consider the recommendations below and provide feedback on the actions to be taken

BACKGROUND

In August 2016, CAMMS undertook the service review of 79 services that Council provides. During this process, a SWOT analysis for each service was performed; this resulted in 779 improvement items identified by the service owners. The Special Projects Office has reviewed all the items identified and analysed the data to enable progress with the implementation of these items as relevant under and Transition and Implementation plans.

Methodology and Definitions

The Special Projects Office (SPO) used the following methodology to prioritise the items noted:

- 1) All items were defined as either:
 - a. **Action** – A high-level strategic plan or strategy for the Business Unit. This would likely be a medium to long-term item to implement that would be comprised of several tasks (e.g. Consolidated Corporate Asset Management Policy or Hostel Business Plan); or
 - b. **Task** – Item that would form part of a broader strategic plan (e.g. Backflow prevention program which would fall under a Water Strategic Plan); or
 - c. **Suggestion** – A lower level item which is mainly operational in nature (e.g. develop a procedure for working in isolated areas). These items either fall under a broader policy, are an operational suggestion, or are day-to-day “to-do” list tasks for a person already employed by Council.
- 2) All items were then assessed as to whether they had an impact on the following:
 - a. **Structure** – Would the item result in a change in headcount and/or movement of resources between Business Units (e.g. centralising Ranger Services may reduce the number of Rangers required)?
 - b. **Efficiency** – Would the item result in an increase/decrease in costs or would it provide additional revenue to Council (e.g. Review management options for the Caravan Park may reduce costs)?
 - c. **Levels of Service** – Would the item result in a change to our current level of service, including whether we perform the service internally or externally. (e.g. Investigate outsourcing of maintenance and grave digging operations)?
- 3) The items were then prioritised on the following basis:

Priority	Definition
1	Action
2	Task with 3 Yeses
3	Task with Impact on Structure
4	Suggestion with 3 Yeses
5	Suggestion with Impact on Structure
6	Task with no impact on Structure
7	Suggestion with no impact on structure
0	Do not progress - Suggestion with 3 Nos

Through the review, it was evident that there were a significant number of recurring themes in the items put forward, therefore the items were also categorised into the following themes:

- **IPR** - Relates to items included in IPR Documentation (LTFFP, Asset Management Plan)
- **Policy** – Relates to harmonisation of policies, procedures, processes and other internal documents
- **Communication** – External communication, community education or community engagement. This category includes suggestions surrounding community consultation on service levels
- **Training** – Items which identified the need for targeted organisational training, improvement in staff training and upskilling. It also includes items suggesting the implementation of trainee or apprenticeship programs.
- **Risk** - Items which identified the need for risk assessments
- **Engagement** - Items which identified the perceived need for internal recognition of the value of the service provided through inter-Council education programs.
- **Technology** - Related to improvement in technology, better use of software, devices or online resources

- **Plan** - Development or review of strategic plans
- **Operational** – Items which relate to suggestions or improvements on what we should be doing day-to-day
- **Lobby** - Items pertaining to advocating or lobbying of 3rd parties for support; includes both private and public sector bodies
- **Internal** - Relating to improving internal communication between departments and/or forming cross-functional teams
- **Business** – Items which provide business solutions to either increase revenue or decrease costs
- **Other** – This category mainly includes suggestions for additional positions

Analysis and Next Steps

Of the total of 779 items, 21 were identified as actions, 206 as tasks and the remaining 552 were classified as suggestions. Of the suggestions, 225 were identified as Priority 0, and therefore are recommended to be considered in our strategic decision making but not put forward for further escalation at this time. Of all the items, 44 were noted as having an impact on the structure; this will be factored in by the SPO.

The below illustrates the classification of all items into the relevant themes.

Theme	Priority								
	0	1	2	3	4	5	6	7	
Business	2		10		11		11		15
Communication	38		3		1		16		28
Engagement	9				1		2		2
Internal	18		1		9	1	3		15
IPR	1		2		1		5		9
Lobby	20				4		10		20
Operational	74		21		12	2	39		87
Other	6		2		21	5	3		6
Plan	6	20			2		15		1
Policy	12		6		4		42		22
Risk	4						2		1
Technology	2		2	1	5		7		23
Training	33		2		8		1		12
Grand Total	225	20	49	1	79	8	156		241

Analysis

Operational

Based on the review, it was quite clear that a large number of the actions were actually operational items in nature; items which should for the most already be being performed by current employees of Council. Of the total of 206 Tasks, 31 already have an Operational Plan action in our existing 2017 Operational plan. It is likely that other items in that list can be further tied to other broader OP actions. Whilst the suggestions were not analysed against the OP, it is quite clear that most suggestions are operational in nature as well.

This can be interpreted both positively and negatively. On the positive side, this provides a good number of improvement actions that will likely be quite easy to implement achieving efficiencies

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in a short to medium term; some of which we would have already achieved since August. However, it also illustrates that we are not performing to at least the standard we should be, not meeting some of our operational plan actions, and very likely have a misallocation of human resources.

On a related point, 18 actions identified assets being tied to the Asset Management Strategy and the Long Term Financial Plan (LTFP); something we should already be doing as part of the IPR process.

A number of the items also pertained to investigating and utilising improved technologies. Council employees want to embrace the latest technologies which will help improve our efficiency and service delivery.

Recommendations

- Put together a team dedicated to the IPR process. The team should include asset specialists, operational asset managers, finance staff, as well as governance staff to ensure quality, integrated output. The Asset Management Strategy should include **all** Council assets, and be strongly linked to the CSP and LTFP.
- Factor investigation of the technology items into the Corporate System Implementation and our ICT Strategic Plan.
- Assign responsible officers in CAMMS Collaboration Tool to respective Transition/Implementation Plan actions and OP actions. In areas where multiple managers/officers are performing the same role, split responsibility so that one person looks after the TP/IP actions and another after the OP actions as relevant. This will help distribute the work load and aid in on-time completion.

Plans, Policies and Procedures

A significant number of services identified the obvious need for the consolidation of strategic plans, policies, procedures and internal documents (booklets, educational materials). This is identified in the Transition Plan and will be present in the Implementation Plan. Whilst this is an obvious suggestion as part of the transition, it is evident that the process is important to our improving our performance, and requires dedicated resources to complete in a timely fashion.

Recommendations

- Use CAMMS Global Collaboration Tool to assign responsible officers to this process to ensure timely completion and ownership.
- Encourage the meetings of the merger working groups in order to have collaboration on this process

Communication

Communication continues to be identified as an area where significant improvement can be achieved. Most services areas identified the need for better inter-departmental communication and collaboration, as well as education on what services we perform within Council and how.

Further, most services also identified the need for community engagement strategies, effective community education and marketing of our services externally.

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Both external and internal communications are integral to effective and efficient operations. Improvement of internal communications will be an on-going process, and will require a cultural change.

Recommendations

- Develop external communication plans and strategies using a dedicated Communications team. This team should use CAMMS Global Collaboration Tool to work with other departments to ensure the needs of these departments are met. A dedicated team will ensure consistency in the communications and media used, and avoid duplication in communication plans.
- For internal communications, use the existing Staff engagement plan and continue to work on changing the culture to promote working together.

Training

A recurring improvement item identified the need for better training. This ranged from broad organisational training, to upskilling of existing staff in specialised areas (such as bridge inspections). Further, multiple areas identified the benefit of implementing a trainee/apprenticeship programme.

Recommendations

- After conducting a skills inventory, HR should undertake a review of the Training Programmes for the Council. This should identify what training our employees require, address the gaps in the current programme(s), and address areas where we can benefit from upskilling or specialisation.
- Providing for an effective trainee program within the new structure.

The above analysis should be considered operationally going forward, and will be strongly factored by the SPO when determining our structure.

Next Steps

The SPO would like the Executive Team to review those items (in the attachment) which were identified a priority 0 (Suggestions Tab), and conclude whether to progress them further or not.

Once the tasks and actions identified as those with which to proceed are uploaded into the Global Collaboration Tool, the Executive Team should allocate the Actions and Tasks to the appropriate responsible officer.

The SPO will use this data to inform the structure model options.

QUADRUPLE BOTTOM LINE REPORTING

1. Social

By implementing the improvement items identified, Council can provide better, more efficient and cost effective services to the Community.

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2. Environmental

Some items identified will continue to help Council improve its sustainability and effectively manage its impact on the environment.

3. Economic

Those actions identified as having an impact on efficiency will also have an impact on Council's bottom line.

The cost benefit of the improvement actions will be assessed accordingly as the tasks are undertaken.

The items which have an impact on Council's structure, will be costed during the process of modelling the structure.

4. Civic Leadership

The improvement items identified will need to be implemented in accordance with all relevant legislation.

Attachment 3 - Prioritisation Matrix				
Function Name	Total score	Potential Cost Savings	Ease of Implementation	Service Review Level
Council land management	8	4	4	4 Extensive Service Level
Organisational procurement	8	4	4	4 Extensive Service Level
Sealed road construction and maintenance	7	3	3	4 Extensive Service Level
Unsealed road construction and maintenance	7	3	3	4 Extensive Service Level
Transport Contract Management (RMS)	7	2	2	5 Extensive Service Level
GIS	7	3	3	4 Extensive Service Level
Plant management	7	3	3	4 Extensive Service Level
Stores management	7	2	2	5 Targeted Process Mapping
Landfill management	7	3	3	4 Extensive Service Level
Environmental health compliance	7	2	2	5 Targeted Process Mapping
Public health compliance	7	2	2	5 Targeted Process Mapping
ICT	7	3	3	4 Extensive Service Level
Street Cleaning	6	2	2	4 Targeted Process Mapping
Footpaths	6	1	1	5 Targeted Process Mapping
Private Works	6	1	1	5 Minor Review
Emergency Management	6	1	1	5 Minor Review
Rural Fire Service	6	1	1	5 Minor Review
Depots and workshops	6	3	3	3 Extensive Service Level
Fleet management	6	3	3	3 Extensive Service Level
Council property maintenance and construction	6	3	3	3 Extensive Service Level
Sports and recreation facilities management	6	2	2	4 Extensive Service Level
Domestic waste management	6	3	3	3 Extensive Service Level
Commercial waste management	6	3	3	3 Service Option review
Cemetery management	6	2	2	4 Targeted Process Mapping
On-site sewage management	6	2	2	4 Targeted Process Mapping
Planning (DA) compliance	6	2	2	4 Targeted Process Mapping
Development Assessment	6	2	2	4 Targeted Process Mapping
Heritage	6	1	1	5 Minor Review
Building services	6	2	2	4 Extensive Service Level
Economic development	6	1	1	5 Extensive Service Level
Strategic Planning	6	3	3	3 Extensive Service Level
Tourism	6	1	1	5 Extensive Service Level
Community development	6	1	1	5 Extensive Service Level
Arts and cultural events	6	1	1	5 Minor Review
Work health and safety	6	3	3	3 Targeted Process Mapping
Financial services	6	2	2	4 Extensive Service Level
Customer service	6	1	1	5 Extensive Service Level
Payroll	6	1	1	5 Minor Review
Training	6	1	1	5 Targeted Process Mapping
Recruitment	6	1	1	5 Targeted Process Mapping
Volunteer management	6	1	1	5 Targeted Process Mapping
Youth services	6	1	1	5 Targeted Process Mapping
Project management office	6	1	1	5 Minor Review
IPR	6	2	2	4 Targeted Process Mapping
Business analysis	6	1	1	5 Extensive Service Level
Quarry Operations	5	3	3	2 Extensive Service Level
Stormwater Management	5	2	2	3 Minor Review
Asset Management	5	3	3	2 Extensive Service Level
Strategic Asset Planning	5	3	3	2 Extensive Service Level
Engineering Services	5	3	3	2 Minor Review
Flood Management	5	1	1	4 Minor Review
Parks and gardens	5	1	1	4 Extensive Service Level
Playgrounds construction and maintenance	5	1	1	4 Extensive Service Level
Swimming pools	5	3	3	2 Service Option review
Airfield management	5	2	2	3 Service Option review
Liquid trade waste	5	1	1	4 Service Option review
Weeds and pest management	5	1	1	4 Extensive Service Level
Camping areas and caravan parks	5	3	3	2 Service Option review
Corporate governance	5	1	1	4 Targeted Process Mapping
Risk Management	5	1	1	4 Extensive Service Level
Records management	5	1	1	4 Targeted Process Mapping
Rates, valuations and water billing	5	2	2	3 Service Option review
Human resource management	5	1	1	4 Extensive Service Level

Library services	5	2	3 Extensive Service Level
Residential aged care	5	4	1 Service Option review
Bridge construction and maintenance	4	1	3 Extensive Service Level
Other transport infrastructure	4	1	3 Minor Review
Sewer infrastructure and maintenance	4	1	3 Extensive Service Level
Water infrastructure and maintenance	4	1	3 Extensive Service Level
Animal management	4	1	3 Targeted Process Mapping
Ranger services	4	1	3 Targeted Process Mapping
PR and Communications	4	1	3 Extensive Service Level
Councillor support services	4	1	3 Targeted Process Mapping
Saleyards management	3	1	2 Service Option review
Community care and support services	3	2	1 Service Option review
Street Lighting	2	1	1 Minor Review