



**SNOWY MONARO**  
REGIONAL COUNCIL

# **BUSINESS PAPER**

**PUBLIC EXHIBITION COPY**

**Ordinary Council Meeting  
15 August 2019**

## **CONFLICTS OF INTEREST**

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

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

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

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

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

Should you be unsure as to whether or not you have a conflict of interest you should err on the side of caution and either declare a conflict of interest or, you should seek the advice of the Director General of Local Government.

The contact number for the Director General of Local Government is 4428 4100.

## **COUNCIL CODE OF CONDUCT**

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

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

## **COUNCIL CODE OF MEETING PRACTICE**

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

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### **Acknowledgement of Country**

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

### **Webcasting**

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

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

**ON THURSDAY 15 AUGUST 2019  
COMMENCING AT 5.00PM**

**BUSINESS PAPER**

**1. OPENING MEETING**

**2. ACKNOWLEDGEMENT OF COUNTRY**

**3. APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS**

Leave of absence for this meeting was previously granted to Councillor Rooney.

**4. CITIZENSHIP CEREMONIES**

4.1 Mrs Ann Marie Madden

4.2 Ms Helen Laura Moy

4.3 Ms Nicola Mary Tamis

4.4 Mr Fowsi Deq Yussuf

**5. DISCLOSURE OF INTEREST**

(Declarations also to be made prior to discussions on each item)

**6. MATTERS DEALT WITH BY EXCEPTION**

**7. CONFIRMATION OF MINUTES**

7.1 Ordinary Council Meeting held on 18 July 2019

7.2 Closed Session of the Ordinary Council Meeting held on 18 July 2019

**8. PLANNING AND DEVELOPMENT APPLICATION MATTERS**

8.1 Draft Snowy Monaro Community Participation Plan and proposed amendments  
to existing Development Control Plans 5

8.2 Alteration and Additions to the Adaminaby Hall 14

**9. OTHER REPORTS TO COUNCIL**

**9.1 KEY THEME 1. COMMUNITY**

9.1.1 Draft Australia Day Policy 24

9.1.2 Closure to part of the road reserve in Barrack St Cooma 31

9.1.3 Delegate School of Arts and Delegate Preschool 34

9.1.4 Minutes - Residential Aged Care Advisory Committee 29 April 2019 40

9.1.5 Monthly Funds Management Report - July 2019 49

9.1.6	Minutes of the Arts and Culture S355 Committee Meeting held 12 June 2019	56
9.1.7	Minutes of Snowy Monaro Local Traffic Committee - Held on 25th July 2019	75
<b>9.2</b>	<b>KEY THEME 2. ECONOMY</b>	
9.2.1	Road Closure and Creation of Road Reserve - Badja Road	87
9.2.2	Classification of Lot 1 DP 159772 and Lot 4 DP 1155110	93
<b>9.3</b>	<b>KEY THEME 3. ENVIRONMENT</b>	
9.3.1	Bombala Heavy Vehicle Alternative Route - Options Study	97
9.3.2	Section 64 Contributions Credit for the 52 Lot Kunama Ridge Subdivision at 47 Kunama Drive, East Jindabyne	155
9.3.3	Contract Confirmation - Bombala/Delegate Streetscape and Bombala Kiosk Construction	158
9.3.4	Proposed Closure and Sale of Public Pathway in Kalkite	162
<b>9.4</b>	<b>KEY THEME 4. LEADERSHIP</b>	
9.4.1	Budget Variations June 2019	167
9.4.2	An Alternative Solution to Recruitment Shortfalls	170
9.4.3	Answers to Questions With Notice	173
9.4.4	Resolution Action Sheet Update	174
9.4.5	Amendment to the SMRC Code of Meeting Practice	175
9.4.6	Webcasting	218
9.4.7	Adoption of CRJO Code of Conduct Panel	223
9.4.8	2019 Delivery Program and Operational Plan Report	226
9.4.9	Draft Guide for Submission and Assessment of Unsolicited Proposals	322
<b>10.</b>	<b>NOTICE OF MOTION</b>	
10.1	Climate Emergency - Councillor Castellari	342
10.2	NSW Government Funding	346
10.3	Notice of Motion to Rescind a Resolution - Determination of the Number of Councillors	348
<b>11.</b>	<b>MAYORAL MINUTES</b>	
<b>12.</b>	<b>QUESTIONS WITH NOTICE</b>	
<b>13.</b>	<b>CONFIDENTIAL MATTERS .....</b>	<b>352</b>
13.1	Snowy Mountains Cookies - Renewal of Deed of Licence <i>Item 13.1 is confidential in accordance with s10(A)(2)(di) of the Local Government Act because it contains commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.</i>	
13.2	Property NSW Licence Agreement - Amendment and Extension Request <i>Item 13.2 is confidential in accordance with s10(A)(2)(di) of the Local Government Act because it contains commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it and discussion of the matter in an open meeting would be, on balance, contrary to the</i>	



*public interest.*

**13.3 Replacement of Council's road maintenance truck. Plant number 3028**

*Item 13.3 is confidential in accordance with s10(A)(2)(c) of the Local Government Act because it contains information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.*

**13.4 Legal Actions and Potential Claims Against SMRC as at 31 July 2019**

*Item 13.4 is confidential in accordance with s10(A)(2)(e) of the Local Government Act because it contains information that would, if disclosed, prejudice the maintenance of law and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.*

**13.5 Newpave Asphalt - Expression of Interest - 84 Polo Flat Road**

*Item 13.5 is confidential in accordance with s10(A)(2)(di) of the Local Government Act because it contains commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.*

**13.6 Council Investments**

*Item 13.6 is confidential in accordance with s10(A)(2)(c) of the Local Government Act because it contains information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.*

**13.7 Purchase of Lot 3 DP 1242464 and Lot 4 DP 1242464 - Cooma Levee Bank**

*Item 13.7 is confidential in accordance with s10(A)(2)(di) of the Local Government Act because it contains commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.*

**13.8 Residential Aged Care Operational Model**

*Item 13.8 is confidential in accordance with s10(A)(2)(a) of the Local Government Act because it contains personnel matters concerning particular individuals (other than councillors) and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.*

**13.9 Adaminaby School of Arts**

*Item 13.9 is confidential in accordance with s10(A)(2)(di) of the Local Government Act because it contains commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.*

**13.10 Audit, Risk and Improvement Committee (ARIC) - Appointment of Independent Member as Chair**

*Item 13.10 is confidential in accordance with s10(A)(2)(a) of the Local Government Act because it contains personnel matters concerning particular individuals (other than councillors) and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.*

**13.11 Council carparks - Commissioner Street**

*Item 13.11 is confidential in accordance with s10(A)(2)(c) of the Local Government Act because it contains information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business and (g) of the Local Government Act because it contains and advice concerning litigation, or advice as comprises a discussion of this matter, that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.*

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## 8.1 DRAFT SNOWY MONARO COMMUNITY PARTICIPATION PLAN AND PROPOSED AMENDMENTS TO EXISTING DEVELOPMENT CONTROL PLANS

Record No:

Responsible Officer:	Group Manager Economic Development and Tourism
Author:	Senior Strategic Land Use Planner
Key Direction:	3. Environment Outcomes
Delivery Plan Strategy:	8.1 Plan for rural, urban and industrial development that is sensitive to the region's natural environment and heritage
Operational Plan Action:	8.1.3 Development assessment processes are streamlined to support regional development and growth
Attachments:	1. Draft DCP Amendments (Combined) ( <i>Under Separate Cover</i> ) 2. Draft Community Participation Plan ( <i>Under Separate Cover</i> )
Cost Centre	10-8010-1001-61001 Strategic Planning
Project	Amendments to the Bombala, Cooma Monaro and Snowy River Development Control Plans. Draft Community Participation Plan for public Exhibition in accordance with the EP&A Act.
Further Operational Plan Actions:	7.3 Manage Council's community and land use planning processes to achieve regulatory requirements and community aspirations 7.11 Ensure community members are afforded the opportunity to review, comment and participate in Council decision making

### EXECUTIVE SUMMARY

The Economic Development and Tourism unit – Strategic Land Use Planning section has prepared new draft Development Control Plan (DCP) provisions and a draft Community Participation Plan for consideration by Council. These matters concern three overall subjects. The first of these is a new document called a Community Participation Plan (CPP).

The CPP outlines Council and legislative requirements concerning public notification of development applications under assessment, as well as other planning documents. All Councils in NSW must prepare a CPP as a result of recent legislative changes. The provisions in a CPP will provide for a consistent public notification process of planning and development projects across all the Snowy Monaro Region and it must be in force by 1 December 2019.

The second subject, covered by new proposed DCP provisions, outlines building performance and energy efficiency requirements to apply to manufactured homes in Snowy Monaro. The provisions are designed to complement the existing NSW Government BASIX certificate regime and are necessitated due to significant differences on this subject between the three former Council's DCPs.

The third subject, also covered by new proposed DCP provisions, provides for the management of vegetation and tree removal in accordance with *State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017* (VSEPP). New provisions will apply only to land use zones in urban areas and environmental zones. They will not apply to land in Rural (RU) zones. They have been

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8.1 DRAFT SNOWY MONARO COMMUNITY PARTICIPATION PLAN AND PROPOSED AMENDMENTS TO EXISTING  
DEVELOPMENT CONTROL PLANS

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necessitated because the VSEPP sets up a framework for the issue of vegetation clearing or tree works permits by Council which relies on provisions in a Council DCP.

These items have previously been raised with Councillors at briefing sessions held on 4 July and 1 August 2019.

The new provisions are proposed to be replicated in the existing Bombala DCP, Cooma-Monaro DCP and Snowy River DCP at the appropriate sections. Council has an obligation to maintain the existing three DCPs until a new Snowy Monaro Local Environmental Plan and Development Control Plan are developed. The proposed changes are the first step in moving towards fully consistent planning controls throughout the region. To enable development and implementation of these provisions to continue, this report recommends the draft changes be placed on public exhibition for 28 days in accordance with legislative requirements.

Following the public exhibition period, a further report will be provided to Council detailing any submissions received and making recommendations regarding Council adoption or otherwise of the CPP and amended DCP provisions.

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

**OFFICER'S RECOMMENDATION**

That Council:

- A. Note the attached drafted Community Participation Plan, prepared in accordance with Division 2.6 of the *Environmental Planning and Assessment Act 1979*.
- B. Note the attached drafted provisions for each of the Bombala DCP, Cooma-Monaro DCP and Snowy River DCP detailing building performance and energy efficiency requirements for new buildings assessed through the development application process.
- C. Note the attached drafted provisions for each of the Bombala DCP, Cooma-Monaro DCP and Snowy River DCP detailing permit requirements for vegetation clearing and tree works in accordance with *State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017*.
- D. Consent to the public exhibition of all the drafted DCP provisions as described in and attached to this report for a period of 28 days in accordance with Schedule 1 Part 1 of the *Environmental Planning and Assessment Act 1979* and Clause 18 of the *Environmental Planning and Assessment Regulation 2000*.
- E. Consent to the public exhibition of the draft Community Participation Plan as described in and attached to this report for a period of 28 days in accordance with Schedule 1 Part 1 of the *Environmental Planning and Assessment Act 1979*.

**BACKGROUND**

Staff members from Council's Strategic Planning and Development Assessment units have collaborated on new provisions for the Development Control Plans (DCPs) and Community Participation Plan (CPP) applying to lands throughout Snowy Monaro Region.

A particular focus of discussion has been Council's practice of notifying the community about development applications currently under assessment. On 1 March 2018 the *Environment Planning and Assessment Act 1979* (the Act) was amended to include Community Participation

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8.1 DRAFT SNOWY MONARO COMMUNITY PARTICIPATION PLAN AND PROPOSED AMENDMENTS TO EXISTING  
DEVELOPMENT CONTROL PLANS

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Plans under division 2.6 of the Act. Part of the intent for the CPP is to outline all legislative and Council policy requirements for public notification of development applications in a single concise document. The draft CPP (Attachment 2) has been prepared in accordance with the requirements of the Act and the relevant Guidelines issued by the Department of Planning.

### **Community Participation Plan**

CPPs were included in the in the Act on 1 March 2018 and all NSW Councils are required to have them in place by 1 December 2019. Community Participation Plans are designed to make participation in the planning system clearer for communities. It achieves this by setting out when and how communities can participate in the planning system, and presenting this information in a single concise document. At present notification requirements are scattered throughout legislation and existing Council DCPs.

CPPs are outlined in division 2.6 of the Act and must contain as a minimum, those items stated in Part 1 of Schedule 1 the Act. The CPP has presented Council an opportunity to standardise its policy regarding notification of development applications across the region. At present there are differences in notification requirements for development applications in each of the former Council DCPs. Once the CPP is in place the Bombala, Cooma-Monaro and Snowy River DCPs can be amended to state that development application notification requirements are in the Council's CPP. Any future amendments to public notification requirements will then only require an amendment to the CPP.

### **New notification provisions for Development Applications**

The Bombala, Cooma-Monaro and Snowy River DCPs will each have their respective notification sections removed and replaced with the following statement *"Please refer to Council's Community Participation Plan (CPP) for development application notification requirements in accordance with Division 2.6 of the Environment Planning and Assessment Act 1979"*.

The new provisions for development notification outlined in the CPP represent a compromise approach taking into account the previously applying provisions from each of the former LGAs. It is considered that the prepared provisions produce an appropriate balance for the development assessment process. The amount of rigour and subtlety provided is sufficient to account for different types of development. The provisions have created broad categorisations of different types of development rather than following a one size fits all approach. This serves to limit complexity of notification provisions to the benefit of both the public and Council administration staff whilst also catering for the particular notification issues associated with different types of development. The new provisions have also been designed to balance community participation in the development process with the need for an efficient and timely assessment of applications.

### **Building Performance and Energy Efficiency**

A further proposed amendment to the existing DCPs is to standardise provisions regarding building performance and energy efficiency in manufactured homes across the region. These new provisions have arisen from the need to address recurring items of issue within the development assessment process across all three of Council's branches. These include regulating for adequate building performance and energy efficiency in transportable dwellings, which have not been regulated by the NSW Government's BASIX certificate process.

Council is also aware of the role the DCP can play in informing and alerting the general public and providing guidance for possible improvements to their design concepts that they may otherwise

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be unaware of. In this way the new provisions can enhance environmental outcomes whilst simultaneously raising the value of an individual's investment in their building project and their experience of those buildings.

### Biodiversity and Vegetation Removal

The New South Wales Government has introduced a new legislative regime to regulate for biodiversity outcomes throughout the state. The *Biodiversity Conservation Act 2017* repealed several other pieces of legislation related to biodiversity protection and land clearing. Within this legislative regime, the conduct of some instances of tree works and vegetation clearing falls to Council to regulate via the issue of permits.

These provisions are specifically for lands classed as 'non-rural' – i.e. Residential, Business, Industrial, Special Purpose, RU5 Village, RE2 Private Recreation, and Environmental Zones.

The Department of Planning introduced *State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017* (VSEPP) to provide the legislative context for the issue of vegetation clearing (tree works/removal) permits. This is similar to Council's existing regulation of tree removal via the Snowy River Development Control Plan for the areas covered by the Snowy River Local Environmental Plan 2013. Despite this, because the SEPP has been written to integrate with a Council DCP and Council's existing DCPs are different there is a need to introduce new consistent provisions to align with the SEPP in the same way across the region. Clause 7(1) of the VSEPP states that:

*"A person must not clear vegetation in any non-rural area of the State to which Part 3 applies without the authority conferred by a permit granted by the council under that Part"*

Part 3 of the SEPP allows Council the power to regulate the removal of vegetation in non-rural areas by the species, size, location or presence of vegetation in an ecological community or in the habitat of a threatened species.

Table 1 below summarises the existing DCP provisions in each former council and how they will change with the new proposed provisions.

**Table 1: Summary of existing provisions in comparison to proposed provisions**

Development Control Plan	Existing Controls	Vegetation Removal	Proposed vegetation Removal Controls
Bombala	Section 2.5.3 protects threatened species, endangered ecological communities and critical habitat.		The proposed DCP amendment maintains these protections and has updated references to relevant legislation, as well as more specific provisions regarding vegetation removal.
	Section 2.5.4 regulates the removal of vegetation in rural zones through repealed legislation.		The proposed DCP amendment would remove this regulation and replace with a reference to Local Land Services who regulate the removal of vegetation in rural zones under the relevant legislation and SEPP.

8.1 DRAFT SNOWY MONARO COMMUNITY PARTICIPATION PLAN AND PROPOSED AMENDMENTS TO EXISTING  
DEVELOPMENT CONTROL PLANS

Cooma Monaro	Section 6.7 – Currently requires an applicant to contact Council for information regarding permits or development consent required for the removal of any native vegetation.	The proposed DCP amendment clarify what native vegetation requires a permit for removal and what vegetation removal is exempt from requiring a permit.
	Section 6.7 – Currently requires an applicant to contact Council for information regarding permits or development consent required for the removal of any vegetation in a watercourse	
	As a permit system has not been implemented in the former Cooma-Monaro area the removal of any native vegetation or vegetation in a water course would require development consent or be in breach of the VSEPP.	The proposed DCP amendment will create a permit system which is more transparent and gives greater clarity of requirements than at present.
	Makes reference to incorrect/repealed legislation.	Legislation references have been updated.
	Section 7.1 of the DCP requires a development application to be lodged for the removal of Poplars in Bredbo greater than 10m in height.	This section has been incorporated into the draft DCP controls.
Snowy River	<p>Part C5 regulates the removal of</p> <p>(a) any tree on ‘public land’ (as defined in the <i>Local Government Act 1993</i>) by any persons not authorised by Council</p> <p>(b) any hollow bearing trees</p> <p>(c) any other tree with:</p> <ul style="list-style-type: none"> <li>• a height equal to or exceeding four (4) metres</li> <li>• for a single trunk tree species, a trunk diameter equal to or exceeding one (1) metre or 60cm for Eucalypt species at a height of one (1.3) metres from ground level</li> </ul>	<p>The draft DCP provisions will regulate the removal of any tree on ‘public land’ (as defined in the <i>Local Government Act 1993</i>) by any persons not authorised by Council as well as any hollow bearing trees or a native tree with;</p> <ul style="list-style-type: none"> <li>• a height equal to or exceeding four (4) metres.</li> <li>• for a single trunk tree species, a trunk diameter equal to or exceeding one (1) metre or 60cm for Eucalypt species at a height of one (1.3) metres from ground level.</li> <li>• for a multi trunk tree</li> </ul>

8.1 DRAFT SNOWY MONARO COMMUNITY PARTICIPATION PLAN AND PROPOSED AMENDMENTS TO EXISTING  
DEVELOPMENT CONTROL PLANS

	<ul style="list-style-type: none"> <li>for a multi trunk tree species, a combined trunk circumference (measured around the outer girth of the group of trunks) equal to or exceeding one (1) metre at a height of one (1) metre above ground level.</li> </ul>	species, a combined trunk circumference (measured around the outer girth of the group of trunks) equal to or exceeding one (1) metre at a height of one (1) metre above ground level.
	Development consent is required for tree works to any tree or vegetation listed individually or included as part of a heritage item in the Snowy River LEP 2013 (Schedule 5 Environmental heritage).	The proposed DCP provisions will require a permit for the removal of vegetation included as part of a heritage item or heritage conservation area.

The proposed draft DCP provisions will bring all three DCPs in line with the current legislation. In Bombala it will clarify that vegetation removal in rural zones is not regulated by Council rather by Local Land Services under the *Local Land Services Act 2013*. The draft DCP provisions will help reduce the burden on development assessment and compliance staff by clarifying what vegetation is exempt from requiring a permit and introducing a permit system to improve processing times for applications to remove vegetation. Permits are not development applications. Provisions in existing DCPs require development applications where approval to remove a tree is required. This will no longer be necessary once the DCP amendments are in place. Instead a permit will be all that is required.

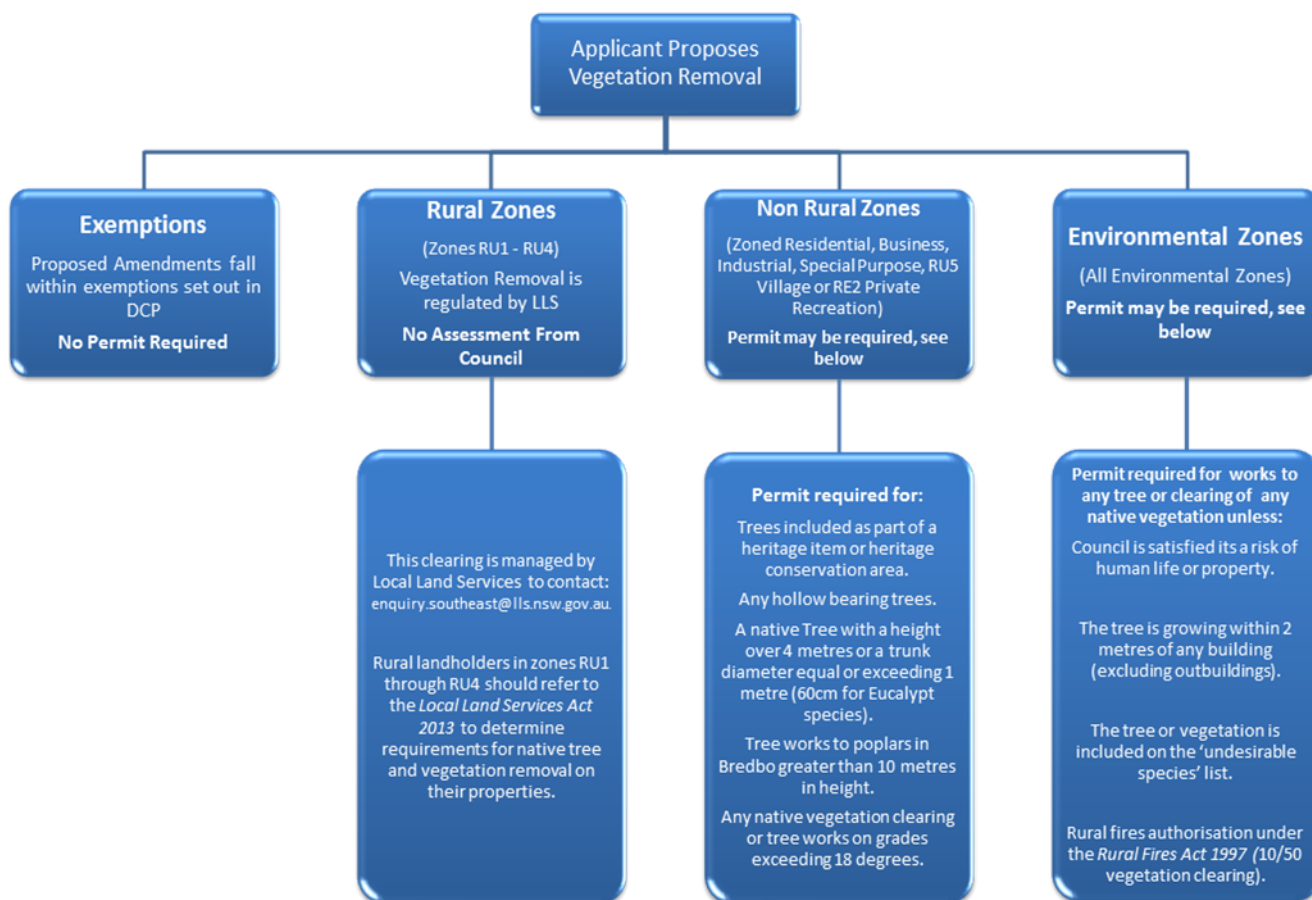
It does remain an option for Council to have no provisions concerning vegetation removal in its DCPs. However, although this may seem like a pathway that would involve less red tape for the community, it will increase uncertainty and the number of 'grey' areas in the local legislative framework. It will also make it much more difficult for Council staff to explain to the public what the requirements are for vegetation removal. This is because the legislative framework above Council will remain in place and this clearly assigns a role for Council in vegetation protection. If Council does not accept this role it will leave a 'hole' in the framework which will substantially reduce its clarity. In addition, the local permits system will not exist but despite this there will still be certain types of vegetation that will require approval to be removed. In these instances this approval will have to be sought via a development application process, which is more onerous (both in terms of what an applicant needs to provide and staff resources) than the permit system is intended to be. To make the system work most coherently it is recommended that Council include provisions in its DCP.

Figure 1 below summarises the different pathways to vegetation removal under the current legislation that will be in place once the new DCP provisions are introduced.



8.1 DRAFT SNOWY MONARO COMMUNITY PARTICIPATION PLAN AND PROPOSED AMENDMENTS TO EXISTING  
DEVELOPMENT CONTROL PLANS

**Figure 1 – Summary Chart - Vegetation Removal Procedure**



The new DCP content will also enhance planning for these items within the bounds of the former Cooma-Monaro Shire and Bombala Shire. In particular, the former Cooma-Monaro Shire contains areas of zones E3 Environmental Management and E4 Environmental Living which will now receive regulation of vegetation and tree removal that is in keeping with the objectives of those zonings. Proper regulation of tree and vegetation removal will also enhance neighbourhood amenity in residential and urban areas. Figure 1 above provides a summary of the vegetation removal requirements.

The materials proposed for exhibition include sections for inclusion within the Bombala DCP, Cooma-Monaro DCP and Snowy River DCP. During the period of public exhibition all items available for inspection at Council's branch offices and on Council's website. Awareness will be raised by advertising the public exhibition period within Council's local newspaper pages and via social media.

## QUADRUPLE BOTTOM LINE REPORTING

### 1. Social

Installation of new notification provisions for development applications within the CPP enables a consistent method across the entirety of the Snowy Monaro Region. This creates a consistent approach to this matter to the benefit of the community across the entire region. This is important as many members of the community may have minimal interaction with Council's development

assessment process. Ensuring rationalised and consistent provisions for development notification which are as practical as possible will aid the general public in understanding these processes.

It is of social benefit to the SMRC community that residents live in comfortable and efficient buildings. New provisions relating to building performance and energy efficiency aim to enhance environmental outcomes arising from new development. These controls supplement the NSW Government's BASIX certification regime, because they will apply to those developments unaffected by BASIX such as transportable dwellings. This ensures adequate building performance for all new dwellings in SMRC, to the benefit of occupants in both enhanced comfort and reduced ongoing operating costs and to the environment through reduced demand for energy generation.

## **2. Environmental**

Development assessment forms a key part of Council's responsibilities in environmental stewardship. The Snowy Monaro Region's community have demonstrated a keen interest in environmental outcomes.

A sound and consistent method to give notice of development applications enables community members to put views regarding the ongoing development of the urban and rural environments of the Snowy Monaro Region in the instances in which this takes place. SMRC organisational objectives are similarly upheld by new provisions to manage outcomes for building performance and energy efficiency. These provisions will enable Council to uphold Delivery Program and Operational Plan directives. This principally includes DP6.2.1.1: *"Ensure that Council's land use planning and development policies enhance liveability"*. These provisions enhance liveability in two specific ways. Firstly, the provisions create opportunities for outcomes damaging to liveability of residents to be raised and addressed during the development assessment process. Secondly they ensure that new dwellings will meet acceptable standards for energy consumption and provide a climate suitable for their occupation by people, regardless of the particular installation or construction technique, or the non-residential use of dwellings.

The implementation of new notification provisions ensures Council continues to meet its obligations in managing development assessment processes. This upholds Operational Plan Action 6.11: *"Ensure development assessment is undertaken in accordance with adopted Local Environmental Plans, Development Control Plans, Council Policy and State and Federal Legislation"*. This is also the case for new vegetation clearing and tree works provisions. The regulation of tree and native vegetation works is a key aspect for Council's environmental management activities. The new provisions will allow Council's management of this issue to be harmonised with new NSW legislation as detailed earlier in the report. This also aids Operational Plan Action 6.1 by ensuring that Council's regulation of this activity is aligned with State legislation.

## **3. Economic**

Council incurs costs during development applications to notify the community of development proposals. Provisions for exhibition and notification of development applications allows for a consistent approach to the incurrence of these costs to the community and recovery of costs from development applicants via application fees and charges.

Minor costs arising from the process to amend the development control plans have been accrued. These include staff salary for the time utilised to develop the provisions. These will further include minor costs associated with the conduct of a public exhibition process and reporting thereof.

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#### **4. Civic Leadership**

The CPP provisions for notification of development applications demonstrate Council's commitment to consult with the community on development matters. This is a key consideration with respect to Council providing effective civic leadership. It is embedded within Council's Community Strategic Plan, Delivery Program and Operational Plan. Council's development of these provisions supports CSP strategy 7.1.1: *"Council conducts business in an open and democratic manner that values and respects the community"*.

The introduction of the CPP will also contribute to the achievement of Community Strategic Plan objective 7.4: *"Council provides open and accessible participation and communications processes"*. The CPP ensures that citizens affected by development have an opportunity to make representations through the development assessment process and that this process is managed in a predictable and consistent manner in accordance with exhibited and adopted policy.

This initiative also upholds Delivery Program Item 7.1.1.1: *"Ensure that legislative obligations are met throughout all Council departments,"* and component Operational Plan Actions 7.3: *"Manage Council's community and land use planning processes to achieve regulatory requirements and community aspirations"* and 7.11: *"Ensure community members are afforded the opportunity to review, comment and participate in Council decision making"*.

Item 7.1.1.1 and Action 7.3 are also upheld by the introduction of new provisions for Vegetation Clearing and Tree Works. These provisions support state biodiversity legislation in accordance with *State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017*. Council has been given a role to play in legislation concerning the regulation of vegetation clearing in NSW. The proposed draft DCP provisions will enable Council to step up into this role by providing its own framework for the clearing of the vegetation it regulates. This demonstrates civic leadership.

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## 8.2 ALTERATION AND ADDITIONS TO THE ADAMINABY HALL

Record No:

Responsible Officer:	Manager Development Assessment
Author:	Town Planner - Duty
Key Theme:	3. Environment Outcomes
CSP Community Strategy:	8.2 Improve and maintain our public owned infrastructure and assets and facilities to a high standard
Delivery Program Objectives:	8.2.6 Council's infrastructure is maintained to meet compliance standards and to deliver high level services
Attachments:	<ol style="list-style-type: none"><li>1. Draft Conditions of Consent (<i>Under Separate Cover</i>)</li><li>2. DA4208-2019 Submitted Plans (<i>Under Separate Cover</i>)</li><li>3. DA4208/2019 Statement Of Environmental Effects (<i>Under Separate Cover</i>)</li><li>4. DA4208/2019 Heritage Advisor Referral (<i>Under Separate Cover</i>)</li><li>5. DA4208/2019 Application Form (<i>Under Separate Cover</i>)</li></ol>

### Further Operational Plan Actions:

Applicant Number:	<b>DA4208/2019</b>
Applicant:	Snowy Monaro Regional Council
Owner:	Snowy Monaro Regional Council
DA Registered:	24/06/2019
Property Description:	Lot 79 DP 28078 Ph Bolaira
Property Number:	103685
Zone:	RU5 - Village
Current Use:	Community Facility
Proposed Use:	Community Facility
Permitted in Zone:	Yes
Recommendation:	Approval

## EXECUTIVE SUMMARY

The purpose of this report is to seek approval for the alterations and additions to the existing Adaminaby Memorial Hall. The proposed alterations and additions will provide an accessible entry, accessible and ambulant accessible toilets and storage. The property is heritage listed and comment received from Councils Heritage Advisor

The application is referred to Council for determination as the property is owned by Council.

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It considered that the development complies with the provisions of the Snowy River Local Environmental Plan and Development Control Plan 2013 and it is recommended that it be approved with conditions.

If Council decides to make a determination other than as included in the recommendation, it must follow the procedure adopted through resolution 18/18 on 15 February 2018;

#### RECOMMENDATION

A. That pursuant to section 4.16(1)(a) of the *Environmental Planning and Assessment Act 1979 (as amended)* it is recommended that the **consent** for Alterations to Entry, Storage & Toilets on Lot 79 DP 28078 Ph Bolaira, 21 Denison Street ADAMINABY NSW 2629 be granted subject to the attached draft conditions:

B. That those persons that made submissions be advised of Councils Determination.

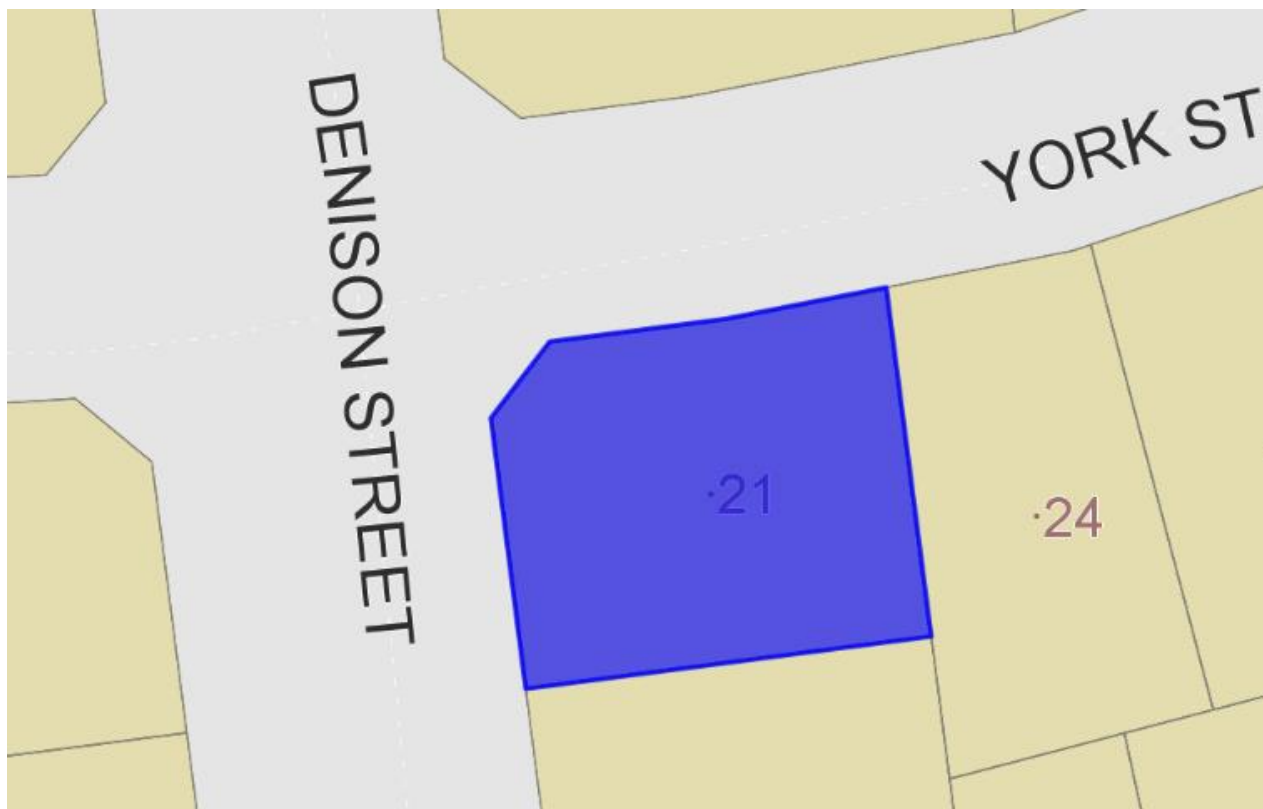
#### BACKGROUND

##### Proposal in Detail:

The proposed alterations and additions to the Adaminaby Memorial Hall comprise of the following:

- The front exterior entry is to be redesigned with a concrete ramp (to comply with AS 1428.1) and a new extended concrete apron.
  - The existing entry door to the hall is to be replaced with an accessible door. Additional accessible doors are to be located at the egress points through the large function room.
  - The main hall is to be developed with the addition of a storage room at the western end of the main hall space.
  - The male bathrooms and smaller function room is to be reconfigured to include new male facilities, a unisex ambient toilet and a new accessible toilet. The function room will become smaller with the potential for a new beverage bay.
-

Location Map:



**ASSESSMENT**

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

<b>State Environment Planning Policies (SEPPs)</b>	There are no SEPP's relevant to this development.
<b>Local Environmental Plan (LEP) (including draft LEPs)</b>	Snowy River Local Environment Plan 2013
<b>Development Control Plans</b>	Snowy River Development Control Plan 2013

**SECTION 4.15**

Section 4.15 and EP&A Act Checklist

<b>The suitability of the site for the development:</b>	The site is generally suitable for development.
<b>The provisions of any environmental planning instrument and draft environmental planning instrument:</b>	<p>The proposal has been assessed against the provisions of all relevant SEPP's and the development has been found <b>to</b> achieve an acceptable level of compliance.</p> <p>The proposal has been examined in detail against the provisions of SRRLEP 2013 and has been found <b>to</b> achieve an acceptable level of compliance.</p>

<b>The provision of any development control plan:</b>	The application generally complies with the provisions of Council's relevant development control plans.
<b>Any matters prescribed by the regulations:</b>	The application generally complies with the <i>EP&amp;A Regulation 2000</i> .
<b>The likely impacts of that development, including environmental impacts on both the natural and built environments, and social and economic impacts in the locality:</b>	The likely impacts of the development have been appropriately considered as part of this application, and appropriately addressed above. The cumulative impacts of the development negate any time, space, nibbling or synergistic effects.
<b>Any submissions made in accordance with the EP&amp;A Act or the regulations:</b>	The application was not required to be notified and or advertised.
<b>The public interest:</b>	The proposal is not contrary to the public interest, as it complies with the Council's standards and will not contribute to creating an undesirable precedent.

### The Subject Site





8.2 ALTERATION AND ADDITIONS TO THE ADAMINABY HALL



<b>Slope</b>	gentle slope exists – no impediment to development exists
<b>Significant vegetation</b>	nil on-site evident
<b>Adjoining development</b>	of a similar nature, scale and design to proposal
<b>Suitability of proposed works / building</b>	generally acceptable having regard to constraints of the land
<b>Streetscape</b>	proposal generally compatible with adjoining development
<b>Stormwater disposal</b>	on-site via detention/dispersal or connected to Council's mains
<b>Services</b>	electricity / telephone / water
<b>Views</b>	nil impact to and from site
<b>Contamination</b>	nil identified
<b>Bushfire</b>	the subject site <b>is not</b> classified as bushfire prone
<b>Flooding</b>	nil impact
<b>Vehicular access</b>	acceptable subject to conditions
<b>Aboriginal sites</b>	nil identified on-site
<b>Threatened species</b>	nil identified on-site



8.2 ALTERATION AND ADDITIONS TO THE ADAMINABY HALL

<b>Grasslands</b>	nil identified on-site
<b>Rivers/streams</b>	not applicable
<b>Effluent disposal</b>	connection to Council's main
<b>Prevailing winds</b>	nil impact
<b>Easements</b>	nil affected by this proposal
<b>Other matters</b>	nil

### Previous Development History

Adaminaby Memorial Hall

### 3.2 [The provisions of any environmental planning instrument](#)

#### State Environmental Planning Policies

The proposal has been assessed against the provisions of all known SEPP's and the development has been found to achieve an acceptable level of compliance. No specific SEPP's are of relevance to this development.

#### **Snowy River Local Environmental Plan 2013**

- The subject land is zoned: RU5 Village
- Definition of land usage under SRLEP 2013: Community Facilities
- The proposal is permissible with development consent from Council pursuant to Zone *RU5* of the SRLEP 2013.
- The proposal is considered to be consistent with the aims and objectives of the plan.

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

<b>Provision</b>	<b>Response/Acceptable Solution</b>
<b>PART 2 Permitted or prohibited development</b>	<i>Permitted</i>
<b>PART 3 Exempt and Complying Development</b>	<i>The proposal is not exempt or complying development</i>
<b>PART 4 Principal development standards</b>	

8.2 ALTERATION AND ADDITIONS TO THE ADAMINABY HALL

Clause 4.3 Height of building	<i>There is no proposal to change the building height. The maximum building is 6m – complies</i>
Clause 4.4 Floor space ratio	<i>Not relevant</i>
Clause 4.5 Calculation of Floor Space Ratio	<i>Not Applicable</i>
Clause 4.6 Exception to development standards	<i>Not Applicable</i>
<b>PART 5 Miscellaneous provisions</b>	
Clause 5.10 Heritage conservation	<i>The property is mapped within the heritage conservation area of Adaminaby. The proposal will have only minor heritage impact and therefore acceptable from a heritage perspective.  The proposal was referred to Council's Heritage Advisor who had no objections to the proposal.</i>
Clause 5.11 Bushfire hazard reduction	<i>Not Bushfire prone</i>
<b>SCHEDULE 5 Environmental heritage</b>	<i>The Adaminaby Memorial Hall is listed as a local heritage, Item 30. The application was referred to Council's Heritage Advisor for comment.  The response from the Heritage Advisor was that the proposal will have minor heritage impact and therefore acceptable from a heritage perspective.</i>

The proposal has also been examined in detail against the provisions of Council's LEP and has been found to achieve an acceptable level of compliance.

### 3.3 Provision of any proposed Environmental Planning Instruments

There are no other proposed environmental planning instruments applying to this site which are relevant to the proposed development.

### 3.4 Any Development Control Plan

#### **Snowy River Development Control Plan (DCP) 2013**

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

<b>Provision</b>	<b>Response/Acceptable Solution</b>
<b>A1 Introduction</b>	<i>Satisfactory</i>

8.2 ALTERATION AND ADDITIONS TO THE ADAMINABY HALL

<b>A2 Development application requirements</b>	
1. Background	<i>Satisfactory</i>
2. Preparing DA Application	<i>Satisfactory</i>
3.Site Analysis	<i>Satisfactory</i>
4. Site planning & layout	
5. Required information 5.1 – Subdivision 5.2 – Other than subdivision 5.3 – Tree works 5.4 – Landscaping 5.5 – Other info requirement	<i>All information provided is satisfactory</i>
<b>A3 Public Notification</b>	<i>The application was not required to be notified</i>
<b>B1 Rural localities, Towns &amp; Villages</b>	<i>Not applicable</i>
<b>B2 Town &amp; Village Plans</b>	
3. Adaminaby & surrounding villages	<ul style="list-style-type: none"> <li>- <i>The Memorial Hall provides a sense of community, place and quality of life in Adaminaby and the provisions of added accessibility needs to be supported and maintained.</i></li> <li>- <i>The proposed development will have minimal heritage impact.</i></li> </ul>
<b>C General planning considerations</b>	
C1 Subdivision	<i>Not Applicable</i>
C2 Design	<i>The proposed design changes enhance the usability of the established building and are deemed to be a positive influence to the area and community.</i>
C3 Car-parking, Traffic & Access	<i>Not Applicable</i>
C4 Heritage	<i>The Memorial hall is a listed Heritage item. After referral to Council's Heritage Advisor the recommendation was that no heritage impact statement would be required as the proposed development will have minor heritage impact. (see attachment 4)</i>

8.2 ALTERATION AND ADDITIONS TO THE ADAMINABY HALL

<b>D Residential Development</b>	<i>Not Applicable</i>
<b>E Non-residential Development</b>	
<b>E5 Recreation Facility</b>	<i>E5.1-5 Access for persons with a Disability</i> <ul style="list-style-type: none"><li>- <i>The proposed development allows for adequate provisions for people with disabilities to access the building and move/circulation within the building.</i></li><li>- <i>The development demonstrates consistency with the provisions of the Disability Discrimination Act 1992.</i></li></ul>
<b>F Controls for specific sites &amp; localities</b>	
<b>F3 Adaminaby Village Centre</b>	<i>The proposed development will have minor impacts to existing building and are deemed to have a positive influence to the locality.</i>

The proposal has also been examined in detail against the provisions of Council's relevant Development Control Plan (Section 4.15(C)(a)(iii) of the Act) and has been found to achieve an acceptable level of compliance.

### 3.5 Planning Agreement

There are no planning agreements in place in relation to the proposed development.

### 3.6 Any Matters prescribed by the Regulations (*Environmental Planning and Assessment Regulation 2000*)

Nothing in clauses 92-94A of the Regulations directly apply to the proposal.

## **CONCLUSION**

It is considered that the proposed development generally complies with the relevant provisions of Section 4.15 of the Act, LEP, REP, DCPs, Codes and Policies. The key issues arising out of the assessment of this application comprise:

1. The Adaminaby Memorial Hall is a listed Heritage item. There will be minor heritage impacts due to the proposed development.
2. Demonstrates consistency with the Disability Discrimination Act 1992.

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

## **QUADRUPLE BOTTOM LINE REPORTING**

### **1. Social**

The proposed development is considered to have a positive social impact for the following reasons:

- The site will be better equipped to service the requirements of all community members via suitable access and access links
- Suitable accessibility will bring the building into line with the current legislative requirements for accessibility and encourage the facility to be used by a wider portion of the community.
- The proposed development does not impact upon any local heritage provisions

### **2. Environmental**

The proposed development is considered to have positive environmental impacts for the following reasons:

- Waste management systems are in place eg. Sewer and water infrastructure
- There will be minimal excavation associated with the development
- No impact upon air quality

### **3. Economic**

The proposed development is considered to have positive economic impacts due to the following:

- The changes will offer a space that all members of the community and tourist have equal opportunity to access.
- Improves the use of a Council asset.

### **4. Civic Leadership**

The application is referred to Council for determination rather than being determined by staff under delegation, as the property is owned by Council in accordance with the code of conduct.

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### 9.1.1 DRAFT AUSTRALIA DAY POLICY

Record No:

Responsible Officer:	Group Manager Economic Development and Tourism
Author:	Tourism Promotion and Event Coordinator
Key Theme:	4. Leadership Outcomes
CSP Community Strategy:	12.3 Our community is empowered and supported in facilitating community outcomes
Delivery Program Objectives:	12.3.3 Volunteer and Community group participation is valued and leveraged to improve community outcomes
Attachments:	1. Draft Australia Day Policy
Cost Centre	Tourism and Events
Project	Australia Day Project Account PJ 100002
Further Operational Plan Actions:	DP4.1.1.2 Support activities, events and celebrations that promote cultural diversity and inclusiveness

### EXECUTIVE SUMMARY

Following the formation of the Snowy Monaro Regional Council in May 2016, the complexities regarding the continued hosting of Australia Day events throughout the region were raised. Each prior Council had their own unique celebrations, method of organising, budget and resources allocated. This resulted in Council forming an advisory group to report on ways to better manage future events ensuring they were equitable, sustainable in relation to budget and resources and able to meet community needs and expectations.

The advisory group reported to Council 21 June 2018. Following consideration and further advice, a Council resolution was made on 15 November 2018 outlining a list of recommendations to be compiled into an Australia Day policy. The attached draft policy incorporates these recommendations and provides the direction and clarification for Council to work with and assist community groups/organisations to successfully run their own Australia Day celebrations.

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

#### OFFICER'S RECOMMENDATION

That Council:

- A. Adopt the attached draft Australia Day policy.
- B. Maintain the \$10,000 funding as per this 19/20 budget and transfer the project to the Governance cost centre 3120 in future years

### BACKGROUND

Australia Day celebrations held in 2017 and 2018 raised concerns within Council regarding the resourcing and budget required for Council to manage multiple Australia Day events across the

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region. Council was advised (19 April 2018 Business Paper item 16.7) that the organisation of future event/s required sufficient coordination with a clearer definition of organisational roles, responsibilities and processes along with appropriate allocation of Council resources to enable the event/s to be a success.

An Australia Day advisory group was formed and reported on event management options including the potential for an 'official regional ceremony' to be held in one location and rotated between Bombala, Cooma and Jindabyne each year. Community feedback indicated that one official ceremony for the whole region would not satisfy the needs of each individual community. In addition, due to our geographically expansive amalgamated region, extended travel distance to the official event could deter community attendance.

It was determined on 15 November 2018 (Resolution 430/18) that Council would not host events across the region but instead would coordinate and assist local community groups to run their own Australia Day celebrations to uphold and address the needs of each town/village. Council requested a policy be drafted adopting the conditions outlined in Resolution 430/18 to provide clear direction for the future management of Australia Day events.

The following table summarises subsequent relevant Council activity to date.

Meeting Date	Action Summary
19 April 2018	<p>Council resolution 145/18</p> <p>To form an Australia Day advisory group to report to Council with recommendations on how future Australia Day groups should be organised including responsibilities, required resources and budget.</p> <p>Councillors Haslingden, Beer &amp; Corbett were nominated to participate in the group</p>
21 June 2018	<p>The Australia Day advisory group presented a report to Council with Council resolving (resolution 239/18) to:</p> <ul style="list-style-type: none"><li>A. Provide advisory assistance, only, through the SMRC Event Co-Ordinator role, to each community group to arrange their own event;</li><li>B. Provide SMRC staff assistance through the SMRC Event Co-ordinator role to hold an 'Australia Day Official Regional Ceremony';</li><li>C. Provides the basic insurance cover for each community event, subject to a detailed proposal of activities to be submitted to Councils Organisational Risk Officer by 3rd December 2018;</li><li>D. Ensure Councillors participate in events as much as</li></ul>

	<p>possible, and;</p> <p>E. Authorise the expenditure and allocate an amount of \$10,000 in the 2019 financial year budget with funding to be provided from 'other internal' reserves to be co-ordinated and distributed by the SMRC Events Co-ordinator to the various events across the region.</p>
15 November 2018	<p>Based on advice from Council's Risk Officer and consultation with Council's insurer Statewide Mutual, Council resolved to remove part C of the 21 June 2018 resolution relating to providing insurance coverage for all Australia Day events.</p> <p>Council Resolution 430/18</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1) Not organise a regional Australia Day Event;</li> <li>2) Provide \$200 to a community group in the eight towns and villages that Council has previously funded to assist with organising an Australia Day Event, with such funding to be drawn from the \$10,000 budget allocated in the FY19 Operational Plan; (Included in Part 4 of the draft policy)</li> <li>3) Support community organisations in Bombala, Cooma and Jindabyne in developing local Australia Day events, including local citizen of the year awards; (Included in Part 3 of the draft policy)</li> <li>4) Provide an equal distribution to the Bombala, Cooma and Jindabyne groups of the remaining budget following distribution of funding to the smaller communities; (Included in Part 4 of the draft policy)</li> <li>5) Require all groups be responsible for all cost associated with their event. (Included in Part 4 of the draft policy)</li> <li>6) Transfer responsibility for any existing plans and agreements, including any relating to the Australia Day Ambassador, for the previously proposed regional event in Cooma to the relevant community group, subject to that group's agreement, and cancel any plan or agreement the group does not accept (this was only relevant to the context of the resolution at the time it was made. It is inherent in the new draft policy);</li> <li>7) Limit staff assistance to the provision of information and advice; (Included in Part 3 of the draft policy)</li> <li>8) Require community groups to demonstrate, prior to</li> </ol>



	<p>receipt of funds or staff assistance, they hold current public liability insurance to the values of at least \$20 million which does not expire prior to the holding of the local Australia Day Event (Included in Part 3b of the draft policy); and</p> <p>9) Adopt the above points as the basis of a policy for future years.</p> <p>10) Policy be drafted and provided to Council by February 2019. (Completion of this part of the resolution was delayed due in part to the time taken to appoint the new Events Coordinator role. The delay has not impacted preparation for next year's event).</p>
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The draft policy has been circulated to all staff for consideration and comment in accordance with Council's Document Control procedure. One response was received from staff concerning the inclusion of accessible and cultural event aspects which has been incorporated into the draft. Staff from departments considered especially relevant were followed up via email to provide input or endorse the draft.

## QUADRUPLE BOTTOM LINE REPORTING

### 1. Social

Australia Day provides an opportunity for communities across the region to interact and celebrate national pride. For this reason it holds a high level of social and cultural significance.

However, as with the event at the national level, at the local level there are social and cultural sensitivities about some aspects of Australia Day which need to be handled with care and respect. This is particularly the case with various minority groups who wish to participate in the Day, in either an official capacity or by simply attending an event. Such groups include first peoples, people of non-English speaking or simply different cultural backgrounds, and those with some form of disability or special need.

Australia Day is also a prestigious occasion to become an Australian citizen, and as such the event holds a particular significance for people who have elected to make such an important personal decision on that day.

### 2. Environmental

This event does not involve any significant detrimental impacts upon the environment. At a lower impact level, waste from consumer food and drink or merchandise purchases can be mitigated by encouraging correct disposal/recycling habits for example via the hosting of community fundraiser 'return & earn' stations and the provision of an adequate number and placement of bins.

If the recommendations of this report are accepted, each community group would be required to complete the usual SMRC 'Notice of Intention to run an Event' form. This form ensures that Council is fully aware of all aspects of the event and can determine if any formal approvals need to be obtained or other Council services are required.

### **3. Economic**

Australia Day is not considered an economically significant event for the region. Its orientation is more social than commercial. Whilst open for visitors to attend and enjoy, it is essentially an event for local community interaction, providing an opportunity to generate pride in our region and country whilst recognising the outstanding contributions by members of society through the presentation of Australia Day awards.

Council allocated a budget of \$10,000 from the FY19 Operational Plan for 2019 events with \$200 being made available for a community group within eight towns that previously held events.

The remaining funds were distributed equally between Bombala, Cooma and Jindabyne to host regional events. This funding was well received with positive verbal feedback given to Tourism staff.

For the purposes of equality, it is considered that with future events the \$200 should be made available to any town/village within the region (if interest is received by an eligible community group to host) and not just the eight that have previously organised events.

### **4. Civic Leadership**

Council has a civic duty to provide leadership with each event in the form of an 'overseeing style' approach to the community groups including; advisory assistance where needed, promotional support, protocol advice, Councillor support and governance support including financial assistance.

The participation of Councillors at events was endorsed by resolution 239/18 and provides an opportunity to represent a positive public image for Council. Councillors are therefore encouraged to take active roles in future Australia day events – either in an official capacity as invited by event organisers or by attending and interacting on a social level.

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# Policy



<b>Title of Policy</b>	<b>Australia Day Events</b>		
<b>Responsible Department</b>	Economic Development & Tourism	<b>Document Register ID</b>	250.[document year].[document number].[document part]
<b>Policy Owner</b>	Tourism Promotion and Event Coordinator	<b>Review Date</b>	Date [document date1]
<b>Date of Council Meeting</b>	Date Approved [checklist 25002 10 DD LAST VALUE]	<b>Resolution Number</b>	Number [checklist 25002 11 DD LAST VALUE]
<b>Legislation, Australian Standards, Code of Practice</b>	<ul style="list-style-type: none"><li>• NSW Australia Day Council Guidelines, including but not limited to hosting an Australia Day event, flag flying protocols and Australia Day awards</li><li>• Australian Citizenship Ceremonies Code (Department of Home Affairs)</li><li>• Disability Inclusion Access Plan</li></ul>		
<b>Aim</b>	To facilitate the coordination of eligible community groups to organise Australia Day events within the Snowy Monaro Region. Providing a clear outline of Council roles and responsibilities and community group requirements.		

## 1 Scope

This policy applies to Australia Day events held by community groups within the Snowy Monaro region and Council's duty in a supportive role.

## 2 Policy Objectives

To provide an overview of Council's role and responsibilities in supporting local community groups to organise Australia Day events.

To ensure efficient planning, support and interaction between community groups and Council, resulting in successful Australia Day events being run that meet community expectations, important protocol specifications and Council's civic leadership duties.

## 3 Council's Role & Responsibilities

To support community run Australia Day events being held in the Snowy Monaro region, Council will:

- a) Obtain expressions of interest from local community groups to organise Australia Day celebrations.
- b) Ensure community groups meet the minimum requirements of Public Liability insurance coverage for hosting the event.

- c) Act in an advisory role to assist with the development of Australia Day events across the region including:
  - i) Dissemination of Australia Day procedures and guidelines as per the Australia Day Council of NSW website to community groups organising Australia Day events.
  - ii) The Australia Day awards process for each community group, which is to be carried out in line with Australia Day Council of NSW requirements.
  - iii) Forms, facility bookings (for Council property) and approval process required to host public events.
  - iv) Outlining best practice for inclusive event planning, including cultural considerations and accessibility.
- d) Publicise regional Australia Day celebrations via Council's usual platforms for community event promotion.
- e) Ensure interdepartmental coordination as required.

## 4 Budget

Council will provide an annual budget allocation in the Operational Plan to support approved community Australia Day celebrations.

A nominated amount is offered to towns and villages to hold local celebrations (of which there are generally eight regular event hosts) with the remaining funds split equally between three major regional events to be held at Bombala, Cooma and Jindabyne.

Funds are to be accessed through Council's Governance department. All groups are responsible for their own budget in accordance with acquittal requirements outlined in the Donations & Sponsorships policy.

### Documentation

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

250.2019.501.1 Donations and Sponsorships Policy

### Variation

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

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### 9.1.2 CLOSURE TO PART OF THE ROAD RESERVE IN BARRACK ST COOMA

Record No:

Responsible Officer:	Director Operations & Infrastructure
Author:	Land & Property Officer
Key Theme:	1. Community Outcomes
CSP Community Strategy:	1.3 Recreation, sporting and leisure facilities encourage all ages to live in an active and healthy lifestyle
Delivery Program Objectives:	1.3.3 Council's recreational facilities, parks and public open spaces are safe, well managed and accessible
Attachments:	Nil
Cost Centre	
Project	PJ100108 – C PP-025 Nijong Oval Improvements - Learner Bike Track

#### EXECUTIVE SUMMARY

The Learner Bike Track design sits across the boundary between Lot 4 (SMRC owned land) and Council's road reserve in Barrack Street.

The modification to the road reserve was to be undertaken using a boundary adjustment method (as per Council's resolution 147/19 Part C on 17 April 2019) however further investigation has determined that a creation of a new lot in the road reserve (by closing this section) and then consolidation of the existing and new lot is a simpler and quicker method.

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

#### OFFICER'S RECOMMENDATION

That Council

- A. Approve the proposal to close part of the Barrack Street Cooma road reserve in accordance with the plan in this report.
- B. Classify this new lot as operational land.
- C. Approve the consolidation of lot 4 DP 32321 with the new lot to be created by the road closure.
- D. Classify the new consolidated lot as operational land.

#### BACKGROUND

A report was submitted for Council consideration on Thursday 21 February 2019 requesting that Council consider a boundary adjustment of lot 4 DP 32321 to facilitate the construction of the learner bike track in Barrack Street Cooma opposite the Nijong Oval playing fields.

A decision on the proposal was postponed until 17 April when the results of public consultation were available. The matter was considered by Council on 17 April 2019 (resolution 147/19).

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## Land Modification

The Learner Bike Track design sits across the boundary between Lot 4 (SMRC owned land) and Council's road reserve in Barrack Street.

Following an additional detailed review it was determined that in lieu of undertaking a boundary adjustment (as per part C of resolution 147/19 from the 17 April 2019 Council meeting) a simpler and quicker method is to undertake a closure of part of the road reserve (as can be seen below).



Once the road closure process is completed this new Lot and DP will then be consolidate to the existing Lot 4 DP 32321 to create a new Lot and DP in this area.

The new consolidate lot will be classified as 'operational land'.

## QUADRUPLE BOTTOM LINE REPORTING

### 1. Social

The Learner Bike Track is an important social and educational project for the community. The facility will provide opportunities for younger aged children to learn to ride in a safe and controlled environment.

### 2. Environmental

The project will be delivered using sound environmental practices to ensure no negative environmental impact during and after delivery.

### 3. Economic

As part of the Stronger Communities Fund Major Projects Program (SCFMPP) the Learner Bike Track project was included for delivery within the package, PP-025 Nijong Oval Improvements. Additional grant funding was provided through Stronger Country Communities Fund (SCCF).

#### 4. Civic Leadership

The location identified has the greatest benefit to the community with other facilities in close proximity. The proposed site is directly accessible from the existing concrete shared path, it is next to the new Nijong Ninja Park and located opposite the Nijong Oval playing fields.

<b>COUNCIL RESOLUTION</b>	<b>147/19</b>
That Council:	
A. Receive and note the Consultation Report.	
B. Endorse staff to proceed to the construction phase of the Learn to Ride Centre based on the current design, and located at the <u>Nijong</u> Sporting Precinct.	
C. Authorise the necessitated boundary adjustment to Lot 4 DP32321.	
<b>Moved Councillor <u>Ewart</u></b>	<b>Seconded Councillor Corbett</b>
<b>CARRIED</b>	

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### 9.1.3 DELEGATE SCHOOL OF ARTS AND DELEGATE PRESCHOOL

Record No:

Responsible Officer:	Director Operations & Infrastructure
Author:	Land & Property Officer
Key Theme:	1. Community Outcomes
CSP Community Strategy:	2.1 Our culturally diverse heritage is preserved and celebrated for the richness it brings to our regional identity
Delivery Program Objectives:	2.1.2 Council celebrates and enriches the heritage fabric throughout the region
Attachments:	<ol style="list-style-type: none"><li>1. Planning Report - Delegate School of Arts Hall (<i>Under Separate Cover</i>)</li><li>2. Status Investigation - Delegate School of Arts (<i>Under Separate Cover</i>)</li><li>3. Delegate School of Arts Property Investigation and Recommendation Report (<i>Under Separate Cover</i>)</li><li>4. Fire Compliance Report (<i>Under Separate Cover</i>)</li></ol>
Cost Centre	
Project	PJ105337 – Delegate School of Arts Drainage Works
Further Operational Plan Actions:	

### EXECUTIVE SUMMARY

The hall was constructed in 1902 and since, the building has been extended three times. The roof has been recently re-sheeted with colorbond metal sheeting and new gutters were fitted. The buildings have been identified as having significant local cultural value.

A detailed property condition investigation was carried out by Grounded Engineering and the investigation revealed that a significant amount of work needs to be carried out to reach compliance and safety standards and preserve the building into the future. One of the more significant risks associated with the School of Arts hall is the public use and reliance on the adjacent pre-school toilets.

It is therefore proposed that Council fund the construction of new amenities for the exclusive use by the School of Arts users including access paths. Applications for funding will be then made through appropriate funding streams to undertake the remaining works as identified in the building inspection report. A copy of the report which contains detailed costings is attached.

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

#### **OFFICER'S RECOMMENDATION**

That Council

- A. Approve the construction of toilet amenities at the rear of the School of Arts and an accessible pathway from exit points in the School of Arts to the toilet facility.
- B. Fund the toilet amenities and pathway from former Bombala LGA internal reserves to the value of \$120,000 including project management cost.
- C. Apply to the Stronger Country Communities Fund Program for grant funding to carry out the works identified in the Building Condition Report attached to this report in the amount of \$385,791.
- D. Seek quotations for a Building Condition Report for the Delegate Preschool to be funded from former Bombala LGA internal reserves.
- E. Bring a report to Council for consideration when the Building Condition Report is completed.

#### **BACKGROUND**

##### Delegate School of Arts

The Delegate School of Arts Hall is located at lot 11 Sec. 8 DP 758346 Bombala Street Delegate NSW.

The hall was constructed in 1902. Since 1902 the building has been extended three times. The roof has been recently re-sheeted with colorbond metal sheeting and new gutters were fitted. The building has been identified as having significant local cultural value.

Until recently it was believed to be located on Crown land but attempts to access funding from the Crown revealed (through a status search carried out by Crown Lands Special Projects Team) that the School of Arts was transferred to Bombala Shire Council on 1 December 1983, Governor's approval for s357A transfer 30 November 1983 (attached).

Council engaged Grounded Engineering to carry out a building assessment report in order to allow for an organised approach to the design and budget control by understanding the extent of works which are essential to the long term preservation of the structure.

If the building is to be preserved into the future it will be necessary for Council to respond to the report. In particular, there are a number of WHS and public risk issues which must be addressed as a matter of urgency and these include the construction of toilet facilities at the rear of the School of Arts building and an access pathway so as to manage risks associated with public use and reliance on the adjacent pre-school amenities. The construction of the amenities building will then permit the external stairs to the toilets in the Preschool building to be removed as they encroach across the boundary of the property. The stairs from the preschool would be replaced with a ramp which should be constructed within the preschool property as the exit from this side of the preschool is an emergency exit. Other issues include installation of smoke detectors and other fire related items, compliance of handrails and internal stairs and the non-compliance of 'home-made' wood heaters with asbestos flues. All works to comply with relevant BCA/DDA Codes and Standards.

Once the toilets are installed at the rear of the School of Arts building, the septic tank which serviced the old toilets, will need to be pumped out and filled with sand or similar material.

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### Construction and Maintenance Recommendations.

#### Planning Requirements

- Part of the site falls within a vegetation buffer zone and is classified as bushfire prone. Council will require a bushfire report prior to development approval.
- Prior to detailed planning and drafting stages for this development, the designer will require constraints arising from a HAZMAT survey of the property and a fire safety investigation of the property which has been completed internally and is attached to this report

#### Stormwater Management

- Replace gutter to masonry building with larger capacity gutter mounted on a hardwood fascia correcting the alignment of the gutter with the roof.
- Replace gutter to main hall building roof. Larger capacity gutter required.
- Suggested gutter profile STRATCO IG Big One has a traditional colonial profile suitable to the building era with larger capacity to remove greater volumes of water.
- Downpipes to remove the water from the gutters. Existing 4 to be replaced with 15 (see stormwater calculations and plans attached).
- All downpipes require to be carried to the roadside kerb, at least 6 of them along the western face (easement required through neighbouring property to enable access to the street).

#### Ground Water Management

- Surface drainage required along the entire Eastern side of the building to remove surface runoff from the preschool.
- Stormwater lines are restricted to max 100mm lines to the kerb due to minimal falls. Two lines from the east side of the building and one from the west are required to remove all water during a storm event.
- Lower the ground surface level against the building along the eastern side of the building. Fill and paths have been built up to a height which covers the subfloor ventilation.
- The earth along the boundary with the preschool will need to be retained (approximately 400mm) to achieve the sub floor ventilation clearances, paths and drainage.
- A drainage easement is required on the western side of the property. At present the western wall of the masonry structure is on the boundary, leaving no space or easement for drainage to the kerb.

#### Accessibility and Safe Access and Egress

- Treatment to stairs to the preschool toilets, better enabling stormwater drainage works and pathways to the eastern side of the property.
  - Place new accessible toilet facility at the rear of the property over existing sewer infrastructure.
-

- Construct accessible pathway from the street to the new toilet facility. Construct accessible concrete path links from all exits to this path.
- Front entry ramp is noted as non-compliant however changing this is not possible without creating other access issues on the footpath. Heritage and appearance of streetscape also a concern with making changes to this ramp.
- Handrails to ramp shall be replaced with accessible compliant handrails.
- Install ground surface tactile indicators to ramp.
- Internal stairs are all non-compliant and require full replacement (small sets of 3 stairs leading to stage and from stage to rear rooms).
- Main double doors at entrance to masonry building and to the main hall shall be replaced with doors giving a single minimum leaf clearance of 820mm. Consideration of the façade and the historical appearance of the existing door sets dictates that matching style doors be commissioned to match the appearance of the existing doors but to comply with accessible regulations.
- All door hardware shall be changed to comply with AS1428.1
- Access signage and fire egress signage upgrade required for all areas
- Installation of interlinked smoke detectors in accordance with AS 3786-2014.

#### Internal Building Works

- Improve subfloor access for regular maintenance inspections in all areas
- Subfloor ventilation requires improvement to help with the rising damp issues, particularly in the masonry part of the building. Floor has dropped in front two rooms of the masonry structure. Remove sections of flooring to enable subfloor ventilation and drainage works. Structural engineer inspection of subfloor support mechanisms required. Re-lay flooring where possible or replace with suitable replacement, construct access hatches to allow future inspection.
- Remove wood heaters with asbestos flues and replace with suitable infra-red heating units.
- Ensure storage of timber materials for the workshop projects complies with the recommendations of the pest management plan.

#### External Building Works

- Remove existing outhouse
  - Remove existing rear extension and concrete slabs and footings
  - Fill underground tanks and redundant septic system prior to the placement of new toilet block.
  - Remove and replace all windows in the timber hall and workshop buildings, like for like.
  - Remove and replace double exit doors from main hall and workshop
  - Re-paint stone foundations at the external perimeter of the building ensuring water is directed out of the building.
  - Connect hot water system pressure relief valve to drainage.
-

- Maintain existing windows in masonry building. Remove all paint, replace and reseal glass as required, repair or replace mechanisms and repaint.
- Repair and replace, as required large areas of hardwood weatherboards. Many areas will be OK with a blast clean, fill and paint.
- Replace timber trims to corners, windows, doors, barges and fascia's as required.
- Ensure compliance of utility service connections to the building.
- Remove timber stored outside the property.
- Ensure min 75mm clearance from bottom of weatherboard to soil to reduce termite risk.
- Subfloor ventilation shall be reinstated to all areas and comply with the current provisions of the BCA. Construction of the toilet facility at the rear of the School of Arts property has been identified as urgent work requiring to be addressed as a priority to reduce Council's exposure and risk of liability.
- Application for Stronger Country Community Fund grant funding will be submitted in the current round to seek funding to carry out the work costed in the Economic Section of this report excluding the construction of the toilets at the rear of the School of Arts and access pathway.

#### Delegate Preschool

Delegate preschool is located adjacent to the School of Arts and the preschool is located on Crown land under Council's care and control.

The preschool also appears to have significant drainage problems which will be subject to a full building condition assessment to be carried out prior to submitting an application for grant funding through the Public Reserves Management Fund Program.

### **QUADRUPLE BOTTOM LINE REPORTING**

#### **1. Social**

The Delegate School of Arts building is not Heritage listed but is, in fact of significant cultural value to the local community. Proposed works should include the advice from Council's Heritage Advisor.

#### **2. Environmental**

Any environmental impact due to the proposed work will be positive. Any perceived adverse environmental impact will be addressed at the D/A stage.

#### **3. Economic**

The construction of toilet amenities at the rear of the School of Arts should be regarded as urgent and is expected to cost approximately \$111,000 (highlighted in the table attached). This includes an all accessible pathway from the street to the new toilets and demolition of the stairs leading to the toilets in the preschool.

However, at present it is believed that the stairs may be an emergency exit from the Preschool and therefore it may be necessary to construct a ramp for egress from the preschool within the

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boundary of that property. It has been difficult to gain access to the preschool and therefore prior to applying for grant funding this aspect would need to be explored and costed.

The cost of works identified on the School of Arts property is \$431,791 less the cost of the new toilet amenities at the rear of the School of Arts amounting to approx. \$111,000 leaving \$320,791 to be sourced from grant funding or a combination of Council funds and grant funding. It is intended to submit an application for grant funding for \$385,791 which will include provision for project management and a Hazard Assessment Report.

Round 3 of the Stronger Country Community Grants has been released and it is intended to submit an application for \$385,791.

#### **4. Civic Leadership**

Council maintains its facilities so that they are safe and accessible to all. The Delegate School of Arts, whilst not heritage listed, is of significant cultural value to the local community.

The condition of the School of Arts has reached a point where significant maintenance investment is required to prevent serious deterioration of the building structures.

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#### **9.1.4 MINUTES - RESIDENTIAL AGED CARE ADVISORY COMMITTEE 29 APRIL 2019**

Record No:

Responsible Officer:	Director Corporate and Community Services
Author:	Executive Assistant to Director Corporate and Community Services
Attachments:	1. Minutes - Residential Aged Care Advisory Committee 29 April 2019

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#### **EXECUTIVE SUMMARY**

The Residential Aged Care Advisory Committee meeting was held on 29 April 2019 in Cooma. The Minutes are presented for Council's information.

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

#### **OFFICER'S RECOMMENDATION**

That Council receive and note the Minutes of the Residential Aged Care Advisory Committee meeting held on 29 April 2019.

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# Minutes

**Residential Aged Care Advisory Committee Meeting**

**29 April 2019**

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**RESIDENTIAL AGED CARE ADVISORY COMMITTEE MEETING  
HELD IN HEAD OFFICE, 81 COMMISSIONER STREET, COOMA NSW 2630**

**ON MONDAY 29 APRIL 2019**

**MINUTES**

Notes:

<b>1.</b>	<b>OPENING OF THE MEETING .....</b>	<b>2</b>
<b>2.</b>	<b>APOLOGIES .....</b>	<b>2</b>
<b>3.</b>	<b>DECLARATIONS OF PECUNIARY INTERESTS/CONFLICT OF INTEREST .....</b>	<b>2</b>
<b>4.</b>	<b>ADOPTION OF MINUTES OF PREVIOUS MEETING .....</b>	<b>2</b>
4.1	Residential Aged Care Advisory Committee Meeting 21 January 2019 .....	2
<b>5.</b>	<b>BUSINESS ARISING.....</b>	<b>3</b>
5.1	Visitor Wifi Access and Password .....	3
<b>6.</b>	<b>ACTION SHEET .....</b>	<b>3</b>
6.1	RACAC Action Sheet - as at 17 April 2019 .....	3
<b>7.</b>	<b>RESIDENTIAL AGED CARE UPDATE.....</b>	<b>4</b>
7.1	Yallambee Lodge as at 31 March 2019.....	4
7.2	Snowy River Hostel as at 31 March 2019 .....	5
<b>8.</b>	<b>COMPLIANCE .....</b>	<b>6</b>
<b>9.</b>	<b>GENERAL BUSINESS .....</b>	<b>6</b>
9.1	ACAR Results .....	6
9.2	Proposed Staffing Model for Yallambee Lodge and Snowy River Hostel.....	6
9.3	Jindabyne Aged Care Steering Committee .....	6
9.4	Community Reaction - Freeze on Respite Services at Yallambee Lodge .....	6
9.5	New Aged Care Quality Standards .....	6
9.6	Fund Raising Donation for Yallambee Lodge .....	7
9.7	Bequeath to Yallambee Lodge .....	7
<b>10.</b>	<b>MATTERS OF URGENCY .....</b>	<b>7</b>
<b>11.</b>	<b>NEXT MEETING .....</b>	<b>7</b>



MINUTES OF THE RESIDENTIAL AGED CARE ADVISORY COMMITTEE MEETING OF SNOWY MONARO  
REGIONAL COUNCIL  
HELD ON MONDAY 29 APRIL 2019

Page 2

**MINUTES OF THE RESIDENTIAL AGED CARE ADVISORY COMMITTEE MEETING  
HELD IN HEAD OFFICE, 81 COMMISSIONER STREET, COOMA NSW 2630**

**ON MONDAY, 29 APRIL 2019  
COMMENCING AT 10.08AM**

**PRESENT:** Daphne Bourne, Community Representative  
Kevin Dunne, Community Representative  
Nick Elliott, Community Representative  
Joanne Jeanes, Community Representative  
Councillor John Castellari, SMRC (*Chair*)  
Bianca Padbury, Group Manager Community Support Services and Aged Care, SMRC  
Sandra McEwan, EA to Director Corporate and Community Services, SMRC (*Secretariat*)

**APOLOGIES:** Angie Ingram, Community Representative  
Maria Linkenbagh, Community Representative  
Jasmine Newman, Community Representative

**1. OPENING OF THE MEETING**

The Chair opened the meeting at 10.08AM with the Acknowledgement of Country.

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

**2. APOLOGIES**

An apology for the meeting was received from Ms Ingram, Ms Linkenbagh and Ms Newman.

**3. DECLARATIONS OF PECUNIARY INTERESTS/CONFLICT OF INTEREST**

Nil

**4. ADOPTION OF MINUTES OF PREVIOUS MEETING**

**4.1 RESIDENTIAL AGED CARE ADVISORY COMMITTEE MEETING 21 JANUARY 2019**

<b>COMMITTEE RECOMMENDATION</b>	<b>RAC7/19</b>
THAT the minutes of the Residential Aged Care Advisory Committee Meeting held on 21 January 2019 are confirmed as a true and accurate record of proceedings.	
<b>Moved Mr Elliott</b>	<b>Seconded Ms Jeanes</b>
	<b>CARRIED</b>

MINUTES OF THE RESIDENTIAL AGED CARE ADVISORY COMMITTEE MEETING OF SNOWY MONARO  
REGIONAL COUNCIL  
HELD ON MONDAY 29 APRIL 2019

Page 3

## 5. BUSINESS ARISING

### 5.1 VISITOR WIFI ACCESS AND PASSWORD

Mr Elliott enquired as to the outcome of the visitor Wifi access at Council facilities raised by Ms Linkenbagh at the previous meeting.

Ms Padbury explained that Wifi access for community members at Council facilities, other than the Visitors Centre and Library are not available due to security issues.

## 6. ACTION SHEET

### 6.1 RACAC ACTION SHEET - AS AT 17 APRIL 2019

Record No:

Responsible Officer: Group Manager Community Support Services and Aged Care  
Author: Executive Assistant to Director Corporate and Community Services  
Key Theme: 4. Leadership Outcomes  
CSP Community Strategy: 10.1 Planning and decision making is holistic and integrated and has due regard to the long term and cumulative effects  
Delivery Program Objectives: 10.1.1 Council has a transparent and bold growth objective which provides a framework for decision making  
Attachments: 1. RACAC Action Sheet - as at 17 April 2019  
Cost Centre  
Project  
Further Operational Plan Actions:

### EXECUTIVE SUMMARY

The Residential Aged Care Advisory Committee Action Sheet as at 17 April 2019 is attached for information.

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

#### COMMITTEE RECOMMENDATION

RAC8/19

That the Residential Aged Care Advisory Committee receive and note the information in the Action Sheet as at 17 April 2019.

Moved Ms Bourne

Seconded Mr Elliott

CARRIED

MINUTES OF THE RESIDENTIAL AGED CARE ADVISORY COMMITTEE MEETING OF SNOWY MONARO  
REGIONAL COUNCIL  
HELD ON MONDAY 29 APRIL 2019

Page 4

## 7. RESIDENTIAL AGED CARE UPDATE

### 7.1 YALLAMBEE LODGE AS AT 31 MARCH 2019

Record No:

Responsible Officer:	Group Manager Community Support Services and Aged Care
Author:	Executive Assistant to Director Corporate and Community Services
Key Theme:	1. Community Outcomes
CSP Community Strategy:	1.1 Quality health and well-being services that support the changing needs of the community through all stages of the lifecycle are provided through government and non-government organisations
Delivery Program Objectives:	1.1.1 Regional health and wellbeing services have been planned through community consultation and partnerships with other levels of government
Attachments:	Nil
Cost Centre	
Project	
Further Operational Plan Actions:	

#### EXECUTIVE SUMMARY

See below the report on Yallambee Lodge as at 31 March 2019.

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Ms Padbury spoke to the report on Yallambee Lodge and made the following comments:

- Medication errors can be as simple as a non-sign off on paperwork by two staff members and not necessarily a medication dosage error. To help reduce the number of errors in future, improved processes have been put in place and staff education is ongoing.
- Behavioural incidents:
  - Compulsory reporting – incidents are reported to the Police if necessary.
  - Discretionary tracking – relates to residents with dementia or other behavioural issues.
- Commendations/Complaints – a new system has been put in place to ensure that comments are captured correctly. In future comments will be reported as Compliments, Complaints, Suggestions for Improvements and Maintenance.

Mr Dunne commented that the carpark outside Yallambee Lodge is unsafe, due to erosion resulting in an uneven surface. He enquired as to why staff on night shift are not permitted to park at the back of the facility.

Ms Padbury explained the following:

- Maintenance on the uneven bitumen in the carpark has been completed and improved lighting is being explored at the front of the facility.
- The automatic gate at the back of the facility was hit by a vehicle then struck by lightning which has resulted in technical issues. The gate has been replaced on two occasions. This issue has been discussed at staff meetings.

Mr Dunne requested that copies of the Minutes from the Residents meeting at Yallambee Lodge be sent

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MINUTES OF THE RESIDENTIAL AGED CARE ADVISORY COMMITTEE MEETING OF SNOWY MONARO  
REGIONAL COUNCIL  
HELD ON MONDAY 29 APRIL 2019

Page 5

to family members for information.

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

**COMMITTEE RECOMMENDATION**

**RAC9/19**

That the Residential Aged Care Advisory Committee receive and note the report on Yallambee Lodge as at 31 March 2019.

**Moved Ms Jeanes**

**Seconded Ms Bourne**

**CARRIED**

**7.2 SNOWY RIVER HOSTEL AS AT 31 MARCH 2019**

Record No:

Responsible Officer: Group Manager Community Support Services and Aged Care  
Author: Executive Assistant to Director Corporate and Community Services  
Key Theme: 1. Community Outcomes  
CSP Community Strategy: 1.1 Quality health and well-being services that support the changing needs of the community through all stages of the lifecycle are provided through government and non-government organisations  
Delivery Program Objectives: 1.1.1 Regional health and wellbeing services have been planned through community consultation and partnerships with other levels of government  
Attachments: Nil  
Cost Centre  
Project  
Further Operational Plan Actions:

**EXECUTIVE SUMMARY**

See below the report on Snowy River Hostel as at 31 March 2019.

Ms Padbury spoke to the report on Snowy River Hostel and made the following comment:

- Complaints - the facility has a more isolated environment with less visitation by family members and therefore not as many visitors to advocate on the residents behalf.

Ms Jeanes requested that copies of the Minutes from the Residents meeting be sent to family members for information.

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

**COMMITTEE RECOMMENDATION**

**RAC10/19**

That the Residential Aged Care Advisory Committee receive and note the report on Snowy River Hostel as at 31 March 2019.

**Moved Mr Elliott**

**Seconded Ms Jeanes**

**CARRIED**

MINUTES OF THE RESIDENTIAL AGED CARE ADVISORY COMMITTEE MEETING OF SNOWY MONARO  
REGIONAL COUNCIL  
HELD ON MONDAY 29 APRIL 2019

Page 6

## **8. COMPLIANCE**

Update to be provided at the next meeting.

## **9. GENERAL BUSINESS**

### **9.1 ACAR RESULTS**

Ms Padbury gave the following update:

- The ACAR results were notified to Council on 12 March 2019.
  - Yallambee Lodge was successful in securing 16 additional spaces and a \$4M capital grant.
  - Jindabyne was unsuccessful in the application for a 40 bed facility. An application will be submitted in the next ACAR round.

### **9.2 PROPOSED STAFFING MODEL FOR YALLAMBEE LODGE AND SNOWY RIVER HOSTEL**

Ms Padbury gave the following update:

Aged & Community Services Australia (ACSA) has been engaged as a consultant to advise on a suitable staff organisation structure. ACSA will conduct a site visit to both facilities in the week commencing 6 May 2019. The creation of a 'robust model for the future' will be very different to the structures in the past, taking into consideration the expectations from the Royal Commission and the New Aged Care Quality Standards which come into effect on 1 July 2019.

### **9.3 JINDABYNE AGED CARE STEERING COMMITTEE**

Clr Castellari advised that the applicants for the Jindabyne Aged Care Steering Committee (JACSC) have been notified. The inaugural meeting will be scheduled in the near future.

### **9.4 COMMUNITY REACTION - FREEZE ON RESPITE SERVICES AT YALLAMBEE LODGE**

Mr Dunne commented that the community is asking why the beds at Yallambee Lodge are not being filled and how we can improve the perception in the community?

Ms Padbury explained that the beds cannot be filled at present, due to a lack of staffing resources. She said that the Aged Care sector has to work to the new Aged Care Quality Standards with the current 'improvement time' to satisfy the Quality Agency being the end of April 2019.

Clr Castellari hoped a positive outcome from the Quality Agency would be a good news story for the community.

### **9.5 NEW AGED CARE QUALITY STANDARDS**

Ms Padbury tabled a letter from the Aged Care Quality and Safety Commission advising of the New Aged Care Quality Standards which take effect from 1 July 2019.

#### **ACTION:**

Ms McEwan to send out a copy of the letter from the Aged Care Quality and Safety Commission to committee members for information.

MINUTES OF THE RESIDENTIAL AGED CARE ADVISORY COMMITTEE MEETING OF SNOWY MONARO  
REGIONAL COUNCIL  
HELD ON MONDAY 29 APRIL 2019

Page 7

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**9.6 FUND RAISING DONATION FOR YALLAMBEE LODGE**

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Ms Padbury received some correspondence from a community member who stated that he wished to enter the 2019 City2Surf Fun Run to raise funds and donate them to a Cooma Charity, one of which included Yallambee Lodge.

Committee Members agreed that permission be granted to the community member.

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**9.7 BEQUEATH TO YALLAMBEE LODGE**

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Ms Padbury was delighted to advise that a sum of money had been bequeathed to Yallambee Lodge from a former resident. She said the funds would go towards the creation of a Hair Salon at the facility which would be named in the resident's honour.

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**10. MATTERS OF URGENCY**

Nil.

**11. NEXT MEETING**

Monday, 22 July 2019

There being no further business the Chair declared the meeting closed at 12.15pm



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CHAIRPERSON

The above minutes of the Residential Aged Care Advisory Committee Meeting of Snowy Monaro Regional Council held on 29 April 2019 were confirmed by Committee at a duly convened meeting on 22 July 2019 at which meeting the signature hereon was subscribed.

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### 9.1.5 MONTHLY FUNDS MANAGEMENT REPORT - JULY 2019

Record No:

Responsible Officer: Director Corporate and Community Services  
Key Direction: 7. Providing Effective Civic Leadership and Citizen Participation  
Delivery Plan Strategy: DP7.6 Increase and improve Council's financial sustainability.  
Operational Plan Action: OP7.18 Effective management of Council funds to ensure financial sustainability.

Attachments:

Cost Centre 4010 Financial Services  
Project Funds Management  
Further Operational Plan Actions: OP7.2 Completion of reporting requirements in accordance with legislation.

#### EXECUTIVE SUMMARY

The following report details the funds management position for the reporting period ending 31 July 2019.

Cash and Investments are \$86,118,737.

#### Certification

I, Matt Payne, Responsible Accounting Officer of Snowy Monaro Regional Council hereby certify, as required by Clause 212 of the Local Government (General) Regulation 2005, that investments as detailed in this report have been invested in accordance with Section 625 of the Local Government Act 1993, the Regulations and Council's Investment Policy.

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

#### OFFICER'S RECOMMENDATION

That Council:

- A. Receive and note the report indicating Council's cash and investments position as at 31 July 2019.
- B. Receive and note the Certificate of the Responsible Accounting Officer.

#### BACKGROUND

##### Council's Cash and Investments 31 July 2019:

Cash at Bank	2,259,242
Investments	83,859,495

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<b>Total</b>	<b>86,118,737</b>
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## **QUADRUPLE BOTTOM LINE REPORTING**

### **1. Social**

Total Cash and Investments are available to provide services and infrastructure to the community in accordance with the 2020 budget, Council resolutions and other external restrictions.

### **2. Environmental**

It is considered the recommendations contained herein will not have any environmental impacts.

### **3. Economic**

Total investments for Snowy Monaro Regional Council were \$83,859,495 on 31 July 2019.

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**Investment Register – 31 July 2019:**

DATE INVESTED	FINANCIAL INSTITUTION	Short-Term Rating	Long-Term Rating	TYPE	CURRENT INVESTMENT	INTEREST RATE	MATURITY
n/a	National Australia Bank - At Call*	A1+	AA-	At Call	2,694,300	0.80%	At Call
n/a	AMP Bank - At Call	A2	A-	At Call	29,281	1.30%	At Call
n/a	Westpac Bank - At Call	A1+	AA-	At Call	3,004,800	0.25%	At Call
n/a	AMP Bank - 31 days Notice Account	A2	A-	31 days	1,131,114	1.80%	31 days
16-Sep-15	Bank of Queensland	A2	BBB+	TD	1,000,000	3.20%	17-Sep-19
23-Mar-16	ING Bank	A1	A	TD	1,000,000	3.66%	22-Mar-21
23-Jun-16	Commonwealth Bank	A1+	AA-	TD	4,000,000	2.91%	23-Jun-21
21-Mar-17	Bank of Queensland	A2	BBB+	TD	1,000,000	3.15%	20-Mar-20
26-Jun-17	Bank of Queensland	A2	BBB+	TD	4,000,000	3.30%	25-Jun-21
24-Aug-17	ING Bank	A1	A	TD	3,000,000	2.75%	27-Aug-19
29-Aug-17	Westpac Bank	A1+	AA-	TD	4,000,000	2.89%	29-Aug-22
15-Sep-17	Westpac Bank	A1+	AA-	TD	1,000,000	2.91%	15-Sep-21
06-Mar-18	ING Bank	A1	A	TD	1,000,000	2.86%	06-Mar-20
13-Mar-18	Rural Bank Limited	A2	BBB+	TD	4,000,000	2.80%	12-Mar-20
26-Jun-18	Bendigo and Adelaide Bank	A2	BBB+	TD	4,000,000	2.90%	25-Jun-20
29-Jun-18	National Australia Bank	A1+	AA-	TD	4,000,000	2.96%	29-Jun-23
08-Aug-18	AMP Bank	A2	A-	TD	1,000,000	2.85%	08-Aug-19
10-Sep-18	National Australia Bank	A1+	AA-	TD	3,000,000	2.75%	10-Sep-19
11-Sep-18	Rabodirect	A1	A	TD	2,000,000	3.33%	08-Sep-23
13-Sep-18	AMP Bank	A2	A-	TD	2,000,000	2.85%	14-Sep-20
23-Oct-18	Bank of Queensland	A2	BBB+	TD	1,000,000	2.65%	23-Oct-19
09-Nov-18	National Australia Bank	A1+	AA-	TD	1,000,000	2.72%	08-Nov-19
21-Nov-18	AMP Bank	A2	A-	TD	1,000,000	2.65%	21-May-20
26-Nov-18	AMP Bank	A2	A-	TD	2,000,000	2.65%	26-Nov-19
17-Dec-18	Rabobank Australia	A1	A	TD	2,000,000	3.15%	16-Dec-22
19-Dec-18	Bendigo and Adelaide Bank	A2	BBB+	TD	2,000,000	2.80%	17-Dec-20
22-Feb-19	Westpac Bank	A1+	AA-	TD	2,000,000	2.52%	24-Feb-20
28-Feb-19	Westpac Bank	A1+	AA-	TD	2,000,000	2.50%	26-Feb-20
01-Mar-19	Suncorp Bank	A1	A+	TD	1,000,000	2.60%	26-Nov-19
13-Mar-19	AMP Bank	A2	A-	TD	3,000,000	2.80%	09-Dec-19
20-Mar-19	ME Bank	A2	BBB	TD	2,000,000	2.60%	19-Mar-20
01-Apr-19	Suncorp Bank	A1	A+	TD	1,000,000	2.55%	28-Oct-19
10-Apr-19	Bankwest	A1+	AA	TD	1,000,000	2.20%	09-Apr-20
08-May-19	National Australia Bank	A1+	AA-	TD	1,000,000	2.30%	07-May-20
07-Jun-19	Rural Bank Limited	A2	BBB+	TD	4,000,000	2.10%	09-Jun-20
08-Jul-19	Suncorp Bank	A1	A+	TD	2,000,000	1.93%	05-Dec-19
15-Jul-19	ME Bank	A2	BBB	TD	8,000,000	1.90%	14-Oct-19
16-Jul-19	Bankwest	A1+	AA	TD	1,000,000	1.85%	13-Dec-19
					<b>83,859,495</b>		

### **Understanding Ratings:**

Credit ratings are one tool used by Council when making decisions about purchasing fixed income investments. Credit ratings are opinions about credit risk.

Standard & Poor's ('S&P') is considered one of the Big Three credit-rating agencies, which also include Moody's Investors Service and Fitch Ratings. S&P publishes financial research and analysis on stocks, bonds and commodities. S&P is known for its stock market indices such as the U.S. based S&P 500, the Canadian S&P/TSX, and the Australian S&P/ASX 200. S&P ratings express their opinion about the ability and willingness of an issuer, such as a corporation, to meet its financial obligations in full and on time. Credit ratings are not absolute measure of default probability. Since there are future events and developments that cannot be foreseen, the assignment of credit ratings is not an exact science.

Credit ratings are not intended as guarantees of credit quality or as exact measures of the probability that a particular issuer will default. S&P issues both short-term and long-term credit ratings. Below is a partial list based, on Council's Investment Register.

#### **Short-term credit ratings (term less than 1 year)**

S&P rates the issuer on a scale from A1 to D. Within the A1 category it can be designated with a plus sign (+). This indicates that the issuer's commitment to meet its obligation is very strong.

**A1:** obligor's (*a person or corporation who owes or undertakes an obligation to another by contract or other legal procedure*) capacity to meet its financial commitment on the obligation is strong.

**A2:** is susceptible to adverse economic conditions however the obligor's capacity to meet its financial commitment on the obligation is satisfactory.

#### **Long-term credit ratings (term greater than 1 year)**

S&P rates the issuer on a scale from AAA to D. Intermediate ratings are offered at each level between AA and CCC (for example; BBB+, BBB).

**AA:** has very strong capacity to meet its financial commitments. It differs from the highest-rated obligors (rated AAA) only to small degree. Includes AA-.

**A:** has strong capacity to meet its financial commitments but is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligors in higher-rated categories.

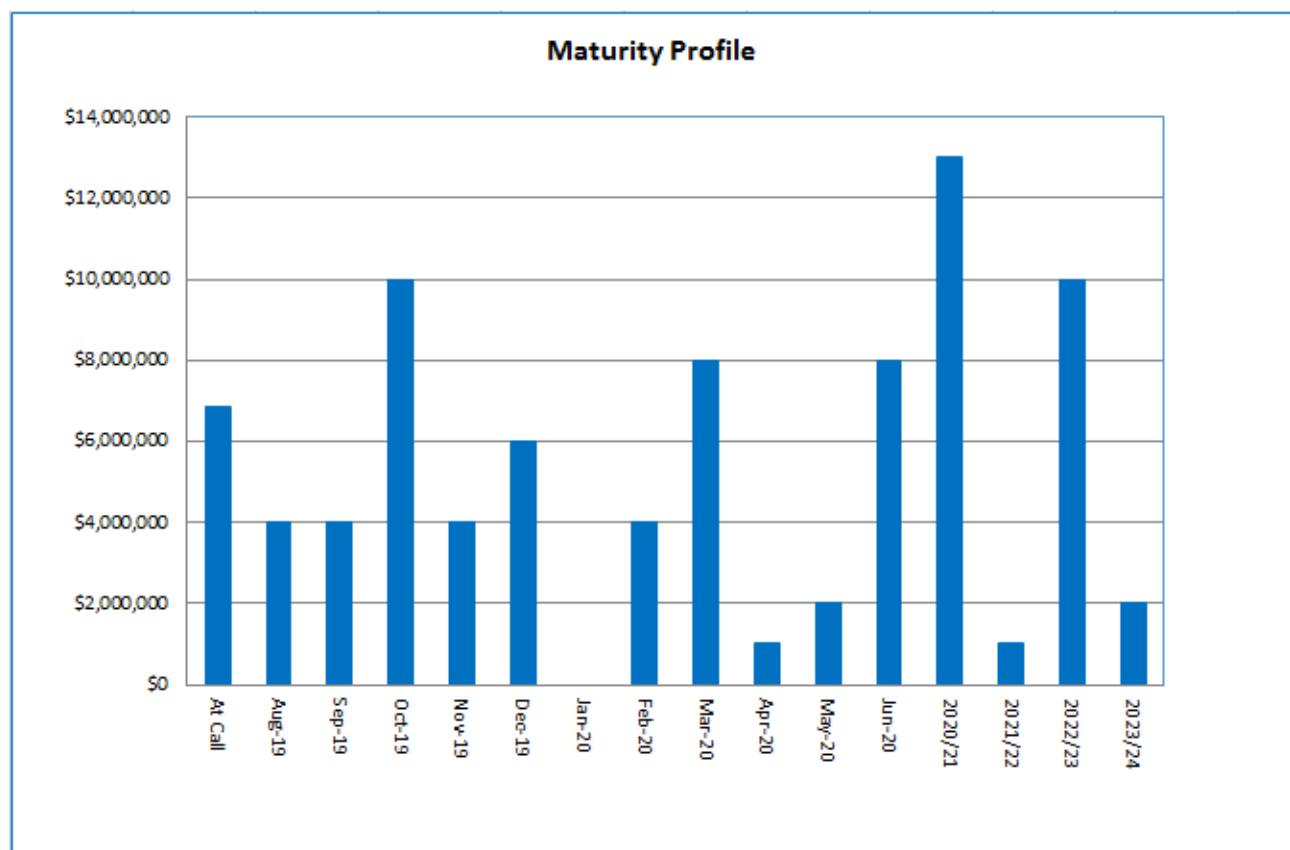
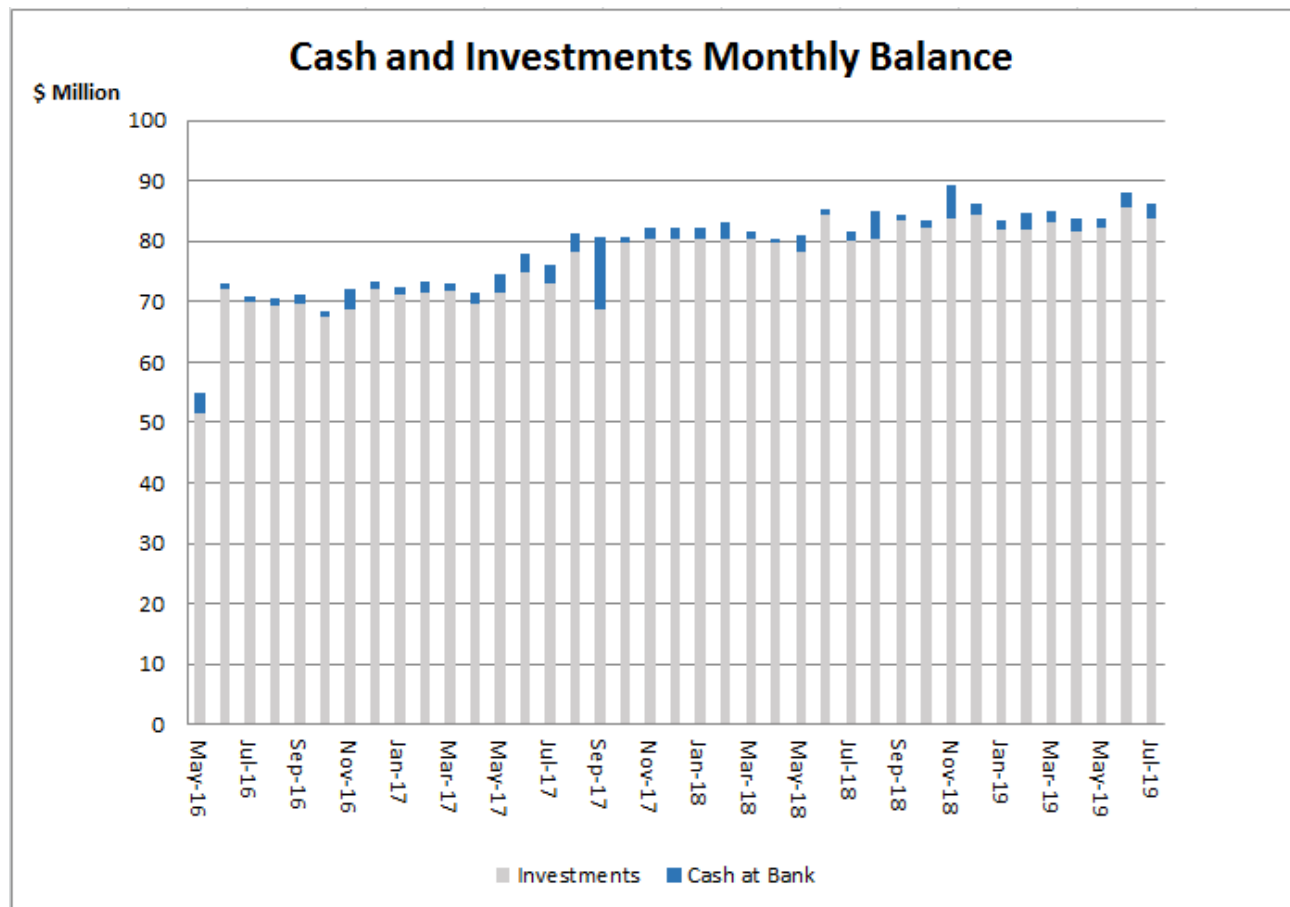
**BBB:** has adequate capacity to meet its financial commitments. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitments.

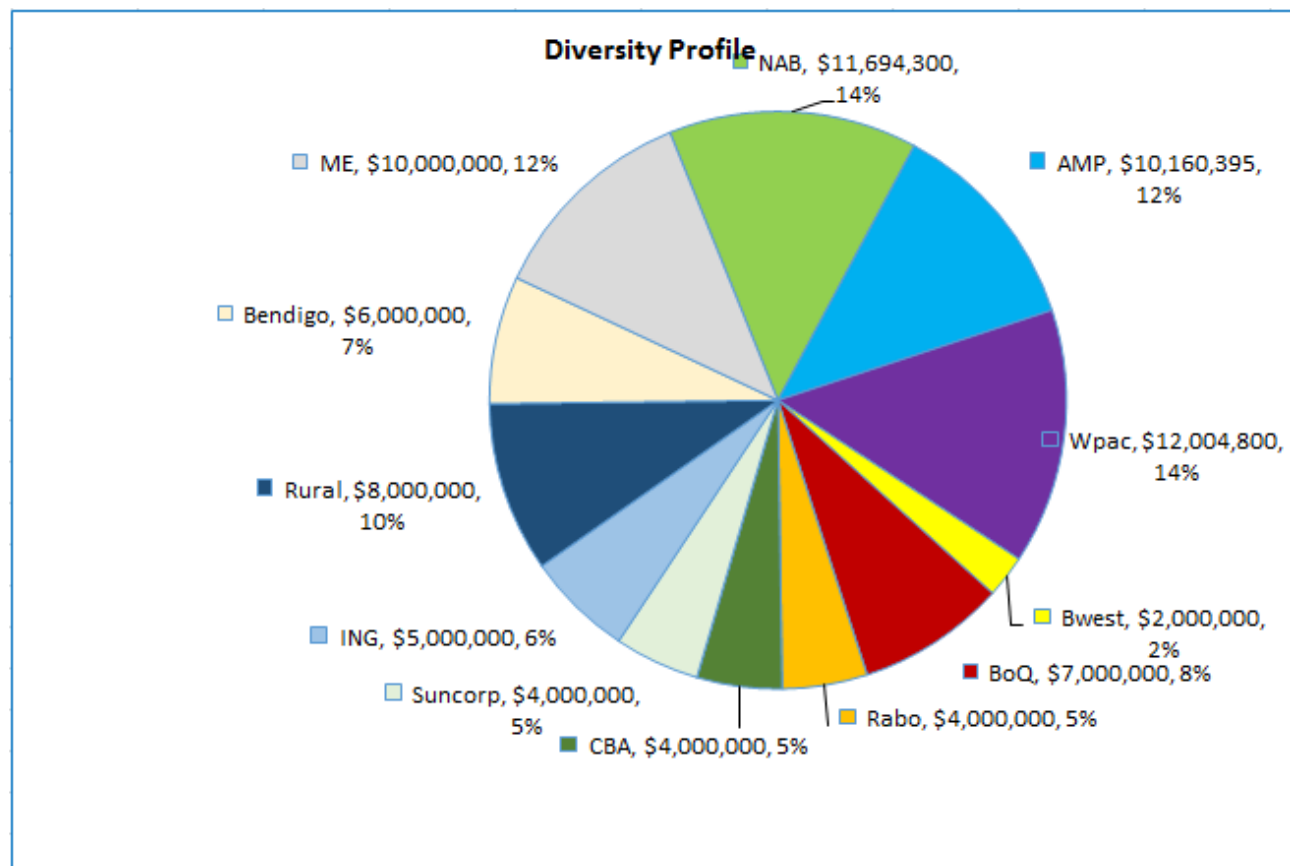
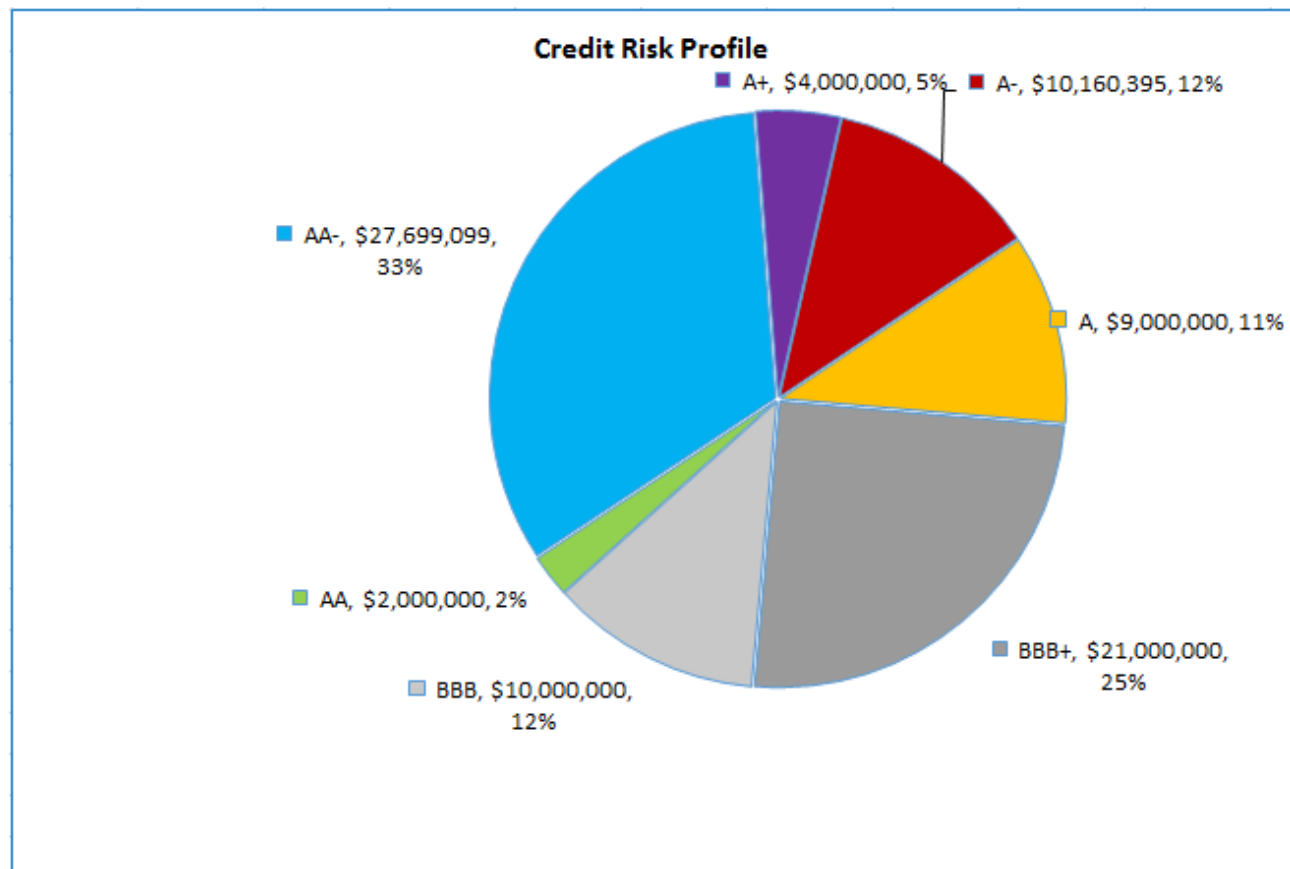
Ratings from 'AA' to 'CCC' may be modified by the addition of a plus (+) or minus (-) sign to show relative standing within the major rating categories.

*Source:* S&P Global Ratings

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**Cash and Investments Charts:**





#### **4. Civic Leadership**

In accordance with Regulation 212 of the Local Government (General) Regulation 2005, a report setting out details of money invested must be presented to Council in the following month.

Council's Fund Management Reporting exceeds minimum regulatory requirements and demonstrates a commitment to accountability and transparent leadership. It provides the Council, Executive and Community with timely, accurate and relevant reports on which to base decisions.

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## 9.1.6 MINUTES OF THE ARTS AND CULTURE S355 COMMITTEE MEETING HELD 12 JUNE 2019

Record No:

Responsible Officer:	Group Manager Economic Development and Tourism
Author:	Community Development Planner and Projects Officer
Key Theme:	1. Community Outcomes
CSP Community Strategy:	2.2 Support and promote the arts recognising the broad and diverse contribution it makes to community identity and wellbeing
Delivery Program Objectives:	2.2.1 A range of regional level arts and cultural activities are delivered and promoted in partnership with the community
Attachments:	1. Revised Arts and Culture 355 Committee Charter 2. Minutes of the Arts and Culture 355 Committee Meeting held 12 June 2019
Cost Centre	Arts and Culture 2410
Project	
Further Operational Plan Actions:	

### EXECUTIVE SUMMARY

The SMRC Arts and Culture Committee met for the first time on 12 June 2019.

The minutes of the meeting are attached for Council's information.

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

#### OFFICER'S RECOMMENDATION

That Council note the minutes of the Arts and Culture 355 Committee meeting held 12 June 2019 and adopt its recommendations, being:

- A. That Council accepts the donation of the Taking Flight sculpture from Lake Light Sculpture and funds the cost of lighting associated with the installation (up to an amount of \$1000), and accepts responsibility for ongoing maintenance as required.
- B. That the Rix Wright Shearing Sculpture is installed in the preferred location in Centennial Park after consultation with Council engineers regarding the installation requirements e.g. plinth construction, lighting.
- C. That the amendments to the Charter are noted and approved.

### BACKGROUND

The inaugural Arts and Culture 355 Committee meeting was held in Cooma on 12 June 2019. The committee composition reflects strong and passionate representation from the community.

The Committee moved to make minor terminology changes to the Committee Charter to better reflect the capacity of the Committee. The revised document is attached and details of the changes are noted in the Minutes.

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In addition to some operational actions, the Committee made recommendations regarding two potential pieces of public art. Context for these recommendations is provided below.

**Recommendation A: Taking Flight by Jen Mallinson – proposed for Jindabyne**

The Lake Light Sculpture Inc. Committee would like to donate a sculpture to be used as a public art installation in Jindabyne.

The artist, Jen Mallinson, has won numerous awards including the Snowy Hydro Environmental Awareness Award at Lake Light Sculpture. The Taking Flight piece has been commissioned by Lake Light Sculpture specifically for use as public art.

A preferred location has been identified and is supported by the Committee, being a garden bed in the Snowy Region Visitors Centre plaza. NPWS has approved the request to install the artwork in this location.

In addition to donating the sculpture, Lake Light Sculpture Inc. is able to contribute to the costs associated with the installation including footings and plaques, either by payment of accounts or through in kind support. They are not able to fund the cost of installing lighting.

The Committee recommended that Council accepts the donation, installs the sculpture in the preferred location, and funds the cost of lighting associated with the installation of the Take Flight sculpture, and any ongoing maintenance.

Council's Design Engineer will provide detailed recommendations and costings for installation including lighting options. Total cost of lighting is not expected to exceed \$1000. Maintenance is expected to be infrequent and would be funded by the Arts and Culture (Economic Development and Tourism) operational budget.

**Recommendation B: Rix Wright Shearer Sculpture – proposed for Cooma.**

The Rix Wright Shearer sculpture is being stored awaiting installation. The original proposed location is on the Sharp St side of Centennial Park in Cooma.

The Committee moved in support of installing the sculpture in Centennial Park in the vicinity of the proposed location. It was agreed that Council's Design Engineer would develop a design and costing for installation. It was noted that there is a community donation of \$2500 being privately held to be used to fund the installation.

The Committee originally moved to recommend that Council funds any additional costs relating to installation costs above this \$2500. During the ensuing investigation process, it was noted that an existing resolution (Council meeting during Administration 26 July 2017 Resolution 140/17) already provides for funding a potential shortfall of installation costs, up to an amount of \$2000. It is expected that this amount will fully cover all installation costs so no further recommendation is required at this stage.

In the time since the meeting, Council's Assets team has designed a plinth and construction has begun. Once installation is completed, an unveiling ceremony will be held with relevant stakeholders invited as special guests.

**QUADRUPLE BOTTOM LINE REPORTING**

**1. Social**

Arts and Culture are an important factor in the liveability and social fabric of communities. The establishment of this Committee provides Council with an important advisory channel for

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community consultation and expertise. The Committee will continue to work on the development of strategies and initiatives which improve the visibility and promotion of arts and culture in our region.

## 2. Environmental

This report recommends the installation of two pieces of public art. The proposed locations for each piece have been carefully chosen, with due consideration given to factors including visibility, safety, existing use of the space, accessibility, and future maintenance. Both locations are public spaces which are currently underutilised. Both locations will require a small clearing to be created and a concrete pad installed. No further earthworks, tree removal, or other disruption of the sites is expected.

Installation of the Taking Flight piece is expected to include solar lighting which will reduce ongoing costs and improve sustainability outcomes for both Council and NPWS.

## 3. Economic

The economic benefit of arts and culture initiatives, including public art, is well documented and fits well with the remit of the Economic Development and Tourism team. Investment in arts and culture initiatives has an impact on arts related employment and industry development, and in particular provides tangible tourism related drawcards.

The public art projects recommended by this report both include significant portions of the cost which have been donated by the community. Their capacity and willingness to make these donations now rely on Council's contribution in order to come to fruition.

Cost of implementation:

Cost of implementation:																			
Estimated Expenditure	Amount	Financial year	Ledger		Account string														
Solar lighting Jindabyne	Under \$1000	19/20	G	L	1	0	2	4	1	0	1	0	0	1	6	1	0	1	9
Installation shortfall Cooma	Up to \$2000	19/20	G	L	1	0	2	4	1	0	1	0	0	1	6	1	0	1	9
Project management (Design Engineer)	\$360 (12% of total construction)	19/20	G	L	1	0	2	4	1	0	1	0	0	1	6	0	0	0	1

## 4. Civic Leadership

Civic pride is an important aspect of community identity. The Committee aims to develop and display grass roots driven initiatives which build on the sense of local and regional identity and foster active citizenship.

The Committee provides Council with a formal mechanism for advice and expertise from within the arts and culture community. The Committee aims to develop a set of strategies and/or policies which will form the basis for strategic direction in the arts and culture space over the coming years.



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## **Snowy Monaro Region Arts and Culture Advisory Committee Charter**

## Record of Versions

Date Published	Reason for Amendments	Resolution	Author/Document Owner

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

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## Contents

<b><u>1</u></b>	<b><u>Role of the Committee</u></b>	<b>4</b>
<b><u>2</u></b>	<b><u>Title of the Committee</u></b>	<b>4</b>
<b><u>3</u></b>	<b><u>Purpose of the Committee</u></b>	<b>4</b>
<b><u>4</u></b>	<b><u>Authority of the Committee</u></b>	<b>5</b>
<b><u>5</u></b>	<b><u>Delegation of Authority</u></b>	<b>5</b>
<b><u>6</u></b>	<b><u>Structure and Composition of the Committee</u></b>	<b>5</b>
6.1	<u>Appointment of Members</u>	6
6.2	<u>Term of Membership</u>	6
<b><u>7</u></b>	<b><u>Quorum of Committee</u></b>	<b>7</b>
<b><u>8</u></b>	<b><u>Principal Office Bearers</u></b>	<b>7</b>
8.1	<u>Chairperson</u>	7
8.2	<u>Secretary</u>	7
<b><u>9</u></b>	<b><u>Meetings of the Committee</u></b>	<b>7</b>
9.1	<u>Items of Business</u>	8
9.2	<u>Voting rights</u>	8
<b><u>10</u></b>	<b><u>Review and Assessment of the Committee</u></b>	<b>8</b>

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## 1 Role of the Committee

The primary objective of the Arts and Culture Committee is to promote arts and culture in our region, and to provide strategic advice to Snowy Monaro Regional Council in relation to the development of arts and culture.

Arts, in this context, include visual arts, performing arts, media arts, literature, and craft of all kinds.

Culture can be defined as the characteristic features of everyday life shared by people in a particular place or time; initiatives which contribute to quality of life, sense of place, feeling of community or local identity; those things which make our region unique and contribute to the social and economic vibrancy of our communities.

“Culture in its widest sense is about what matters to people and communities. It is about relationships, shared memories and experiences. It is about identity, history and a sense of place. It is about the different cultural and religious backgrounds found in most communities. It is about the things we consider valuable for passing on to future generations. It is our way of connecting the present with the past and the future.”

## 2 Title of the Committee

The title of the Committee shall be the “Snowy Monaro Region Arts and Culture Advisory Committee” (The ACAC).

## 3 Purpose of the Committee

The committee was established to support the implementation of the Snowy Monaro 2040 Community Strategic Plan and resulting Delivery and Operational Plans, particularly:

### **Community Outcome Two:**

**Our regions’ diverse cultural identity is preserved, and we foster creative expression and spaces**

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

**Strategy 2.2:** Support and promote the arts recognising the broad and diverse contribution it makes to community identity and wellbeing

The Committee will do this by:

- Contributing to discussions regarding Council’s strategic priorities for arts and cultural development within the region, including supporting the development and implementation of a regional Arts and Culture Plan.
  - Facilitating informed communication between community representatives and Council in arts and cultural related disciplines.
  - Contributing to the ongoing review of Council’s arts and cultural initiatives, including infrastructure and public art.
-

- Promoting and facilitating opportunities for the community to be creative and express themselves.
- Contributing to the development and enhancement of a strong, recognisable public profile for the arts in the Snowy Monaro.

## 4 Authority of the Committee

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

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

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

Recommendations to Council may relate to:

Any matter, initiative, event or use of asset to promote, encourage and foster the participation in the arts and culture, including:

- Acquisition, placement and maintenance of public art
- Use of Council assets to promote and/or develop arts and culture
- Arts and cultural events, initiatives and resources
- Applications for arts and cultural funding

The minutes of each committee meeting will be sent to Council for their review and adoption. Any recommendations emerging for the Committee will be submitted to Council in the report attached to the minutes.

## 5 Delegation of Authority

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

A subcommittee is a smaller group formed from within the membership of the 355 committee. A working group may include members of the 355 plus additional members of the community.

The final recommendations of any sub-committee or working group must be approved by the Committee prior to submission to Council.

## 6 Structure and Composition of the Committee

The Committee will consist of a minimum of six and a maximum of ten members.

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The membership will reflect a diverse range of interests and experience, to provide a balance of arts and cultural disciplines. The membership will also aim to fairly reflect the demographic and geographic diversity of the region.

Committee membership shall comprise:

- One (1) SMRC Councillor (plus one alternate Councillor representative)
- Up to two SMRC staff
- One (1) South East Arts representative
- Up to six members of the public following an advertised application and selection process.

Members will be expected to possess:

- An active connection to the Snowy Monaro community
- Contemporary knowledge, skills or involvement in the relevant industries, either professionally or through involvement with community based organisations
- Interest in and commitment to the development of arts and culture in our region
- The ability to work collaboratively with others in a consultative role
- Appreciation for strategic thinking and planning in the Local Government context

## **6.1 Appointment of Members**

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

The SMRC staff representation will be appointed by the Group Manager Economic Development and Tourism.

The South East Arts representative will be appointed by the Board of South East Arts

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

## **6.2 Term of Membership**

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

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

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

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

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

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

## **7 Quorum of Committee**

A meeting must have a quorum of four (4) members, no more than two of whom may be Council staff.

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

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

## **8 Principal Office Bearers**

### **8.1 Chairperson**

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

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

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

### **8.2 Secretary**

Council shall provide Secretariat support for the Arts and Culture Committee through the Economic Development and Tourism business unit.

Responsibilities include:

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

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

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## **9 Meetings of the Committee**

The following procedure shall apply:

- Meetings shall be held four times per calendar year
- The Arts and Culture Committee shall regulate the time and place of its meeting. The location (township) for each meeting shall be determined by consensus of the membership with consideration of fairness for all members
- A notice of each meeting confirming the date, time, venue and agenda will be forwarded to each member of the Committee as soon as practicable prior to the meeting date
- All meetings shall be minuted by the Secretary. Minutes will be prepared and distributed to members promptly by email after each meeting.

### **9.1 Items of Business**

- Items of business for each meeting shall be decided by the Council representative after consultation with committee members.
- The minutes of the previous meeting shall be included as a standard item of business.
- Disclosure of conflicts of interest will be included as a standard item of business. All members will be asked at the beginning of each meeting to disclose any potential conflicts of interest in relation to the agenda. Members of the Committee will not participate in discussions and will not vote on any issues in respect of which there is an actual or perceived conflict of interest.
- An action sheet or table will be included in the agenda and minutes as a standard item of business

### **9.2 Voting rights**

Each elected member of the Committee is entitled to vote on Items of Business requiring a decision. Each member will have 1 vote. In the event that the Committee vote is tied, the Chair can cast the deciding vote.

## **10 Review and Assessment of the Committee**

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

Council may evaluate the performance of the Committee as appropriate

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

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# Arts and Culture Committee Business Paper



**Address: Committee Room, SMRC Offices 81 Commissioner St Cooma**

**Date: Wednesday 12 June 2019 Time: 4pm – 6:30pm**

## Agenda Items

<b><u>1</u></b>	<b><u>Opening of the Meeting</u></b>	<b>2</b>
<b><u>2</u></b>	<b><u>Apologies</u></b>	<b>2</b>
<b><u>3</u></b>	<b><u>Adoption of Previous Minutes</u></b>	<b>2</b>
<b><u>4</u></b>	<b><u>Conflicts of Interest</u></b>	<b>2</b>
<b><u>5</u></b>	<b><u>Other Business</u></b>	<b>3</b>
	<u>5.1 Committee Charter</u>	3
	<u>5.2 Potential donation from Lake Light Sculpture Committee</u>	3
	<u>5.3 Potential acquisition of “Jindabyne Map” artwork</u>	4
	<u>5.4 Writers Festival</u>	4
	<u>5.5 Rix Wright Sculpture</u>	4
	<u>5.6 State Government Grant for a community facility in Cooma</u>	5
	<u>5.7 Development of a Regional Arts and Culture Plan</u>	5
	<u>5.8 Possible Jindabyne anti-graffiti tank art project</u>	5
<b><u>6</u></b>	<b><u>Action Sheet</u></b>	<b>6</b>
<b><u>7</u></b>	<b><u>Date of next Meeting</u></b>	<b>6</b>
<b><u>8</u></b>	<b><u>Close of Meeting</u></b>	<b>6</b>

## 1 Opening of the Meeting

The Chair, Councillor Sue Haslingden, opened the meeting at 4:09pm

Members	Present	Apology	Absent
Sue Haslingden, SMRC Councillor	✓		
Andrew Gray, South East Arts	✓		
Donna Smith, SMRC Tourism and Events Manager	✓		
Kristy Harvey, SMRC Community Development Planner	✓		
Caroline Fox, Community Representative	✓		
Anthony Sillavan, Community Representative	✓		
Merilyn Minell, Community Representative	✓		
Ben Eyles, Community Representative	✓		
Lisa Matthes, Community Representative	✓		
Pip Ryan, Community Representative	✓		
Observers			
Nicole Plummer, SMRC Events Coordinator	✓		
Mark Adams, SMRC Group Manager Economic Development & Tourism	✓		
Craig Mitchell, community member (item 5.4)	✓		

## 2 Apologies

No apologies were received for the meeting

Caroline Fox left the meeting at approximately 5pm

Donna Smith left the meeting at 6pm

## 3 Adoption of Previous Minutes

Nil – inaugural meeting

## 4 Conflicts of Interest

A discussion was held about conflict of interest, including the types, potential impacts, and the declaration processes.

It was noted that Lisa Matthes and Ben Eyles both sit on the Lake Light Sculpture Committee, and that a potential donation from Lake Light Sculpture to SMRC is listed at item 5.2.

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## 5 Other Business

### 5.1 Committee Charter

The Charter was reviewed by all and minor terminology changes made. It was noted, although no change was made to the Charter, that the term for this Committee is expected to be until September 2020 in line with the Local government elections.

Summary of changes:

- 1. Role of the Committee: Replaced definition of “culture” with definition from *Port Macquarie Hastings Council Cultural Plan 2018 – 2021*. Rationale: the wording is more comprehensive and resonates better within the arts and culture context.
- 4. Power of the Committee: Changed “power” to “authority” to become 4. Authority of the Committee, and throughout sections 4 & 5. Rationale: The Committee has no formal power, and it was agreed that the word authority better represented the Committee’s influence.
- 4. Power of the Committee: rearrangement of bullet points and slight changes to wording.
- 5. Delegation of Authority: added definition of subcommittee and working group. Rationale: to clarify the difference in how each group is formed.

**Motion:** that the changes to the draft Charter are accepted as per the reviewed document

Moved: Pip Ryan                      Seconded: Marilyn Minell

### 5.2 Potential donation from Lake Light Sculpture Committee

The Lake Light Sculpture Committee would like to donate a sculpture to be used as a public art installation. An artist’s statement, specifications, proposed locations and design proposal were submitted for the Committee’s consideration. The lifespan of the piece is expected to be a minimum of 45 years. The donation is made with the condition that the piece remains in public ownership and on public display for the benefit of the community.

A number of proposed locations were discussed and it was agreed that the preferable location is a garden bed within the NPWS complex in Jindabyne.

Lake Light Sculpture Inc. is able to donate the costs associated with purchase and installation of the sculpture, including footings and plaques, but with the exception of lighting. The cost of lighting may be impacted by the location however it is seen as an important provision to enhance the view of the sculpture at night and ensure safety.

**Motion:** The Committee endorses the acquisition of the Take Flight sculpture, from Lake Light Sculpture Inc. to SMRC, with the preferred location of “the rockery” garden bed at the NPWS complex in Jindabyne.

Moved: Andrew Gray                      Seconded: Ben Eyles

**Action:** Kristy to liaise with NPWS for permission / approval.

**Recommendation to Council:** That Council funds the cost of lighting associated with the installation of the Take Flight sculpture, and any ongoing maintenance.

The Committee acknowledged the generosity of the Lake Light Sculpture Committee in making this donation to the community.

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### 5.3 Potential acquisition of “Jindabyne Map” artwork

A proposal to acquire a Lake Light Sculpture entry, known as the Jindabyne relief map, was discussed. It was noted that the original artwork has sold to a private collector and was unlikely to have been suited to sustained outdoor display. The artist could be open to creating a similar piece which is more suited to public art purposes.

**Motion:** That SMRC staff approach the artist to explore the potential to create a similar piece which is suitable for use as public art.

Moved: Pip Ryan                      Seconded: Anthony Sillavan

**Action:** Kristy to follow up with Mayor and Councillors

### 5.4 Writers Festival

Pip outlined her experience at the Shaking Bog Festival in Dublin. This festival used writing as a vessel for increased engagement within community and individual creative expression, and also as an avenue of attracting visitors and new people to the region.

Discussion was held about the opportunity to hold a similar festival which uses our unique natural environment as a connecting factor; bringing social and cultural diversity into perspective with our experiences within our geography – the concept of writing about *who* we are within *where* we are.

A discussion was held about the regional annual calendar; exploring gaps and opportunities both in terms of the regional events calendar (i.e. time of year) and locations (i.e. towns / villages which could host such an event).

It was acknowledged that there is an existing Snowy Mountains Writers Festival and that there may be some opportunities for partnership.

**Motion:** that a working party be established to explore the potential for a region wide literary and writing event.

Moved: Pip Ryan                      Seconded: Marilyn Minell

**Action:** Kristy and Pip to liaise to form a working group for this project

### 5.5 Rix Wright Sculpture

Craig Mitchell provided background on the purchase and current location of the Rix Wright Sculpture. Some work had previously gone into identifying a location and installation requirements for the piece however installation has not taken place.

It was noted that there is an amount of \$2500 being privately held to contribute to the cost of installation. A proper process of assessment and design for installation has not yet been conducted.

**Action:** A meeting to be arranged with Craig and relevant Council staff to survey location options within Centennial Park Cooma and draw up plans and costings for installation.

#### **Recommendation to Council:**

1. That the Rix Wright Shearing Sculpture is installed in the preferred location in Centennial Park after consultation with Council engineers regarding the installation requirements e.g. plinth construction, lighting.
-

- 
2. That in the event of any deficit in installation costs, Council funds the balance either financially or in kind e.g. staff hours, donated resources.

Moved: Merilyn Minell

Seconded: Lisa Matthes

## **5.6 State Government Grant for a community facility in Cooma**

The background to the grant was explained and a number of issues raised regarding how the funding could potential be spent. In particular, the Mulach St site is felt to be the least preferable option.

It was noted that there are issues with the terminology “community space” as a more appropriate term would be “arts and culture space”. The goal would be to build a fit for purpose space for arts and culture activities which does not require groups to set up and pack up each time they use the space, especially with regards to large equipment.

The group posed questions including:

- Could the funding be spent on a 10 year lease instead of a construction?
- Could another site be used?
- If so, could the funding be used to upgrade an existing building rather than constructing a new one?

**Action:** Kristy to investigate funding agreement and bring together relevant stakeholders.

## **5.7 Development of a Regional Arts and Culture Plan**

A draft Snowy Monaro Arts and Culture Discussion Paper is proposed as the underpinning framework for the future Plan. This document would potentially include a listing / catalogue of artists living within the region.

**Action:** Kristy to circulate the draft Discussion Paper with the Minutes, and the Committee to review and work on the document via email between meetings.

## **5.8 Possible Jindabyne anti-graffiti tank art project**

An approach has been made by a local artist who is keen to complete a large scale painting on a water tank in Jindabyne. The project would deliver a landmark piece of art, as well as being a youth partnership opportunity and an anti-graffiti initiative. The artist is well known in the region and has created other icon pieces in the region in collaboration with young people.

The discussion, along with earlier discussion, highlighted the need for a Public Art Policy which outlines expectations and specifications for artists to work towards when creating public art.

**Action:** Kristy to find any previous versions of Public Art Policies, along with any examples, and distribute to Committee

**Motion:** the Committee supports the project concept in principle. The continuation of the project would be subject to successfully securing external funding, and working within Council to identify and implement specific requirements for public art including traffic considerations.

Moved: Ben Eyles

Seconded: Andrew Gray

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## 6 Action Sheet

Item	Action	Who
5.2	Liaise with NPWS for permission / approval	KH
5.2.1	Follow up with Mayor and Councillors	SH / KH
5.3	Form a working group for this project	PR / KH
5.4	A meeting to be arranged with Craig and relevant Council staff to survey location options within Centennial Park Cooma and draw up plans and costings for installation.	
5.5	Investigate funding agreement and bring together relevant stakeholders.	KH / MM
5.6	Circulate the draft Discussion Paper with the Minutes, and the Committee to review and work on the document via email between meetings.	KH All Committee
5.7	Search for previous Public Art policies; research other LGAs and circulate with minutes	KH

## 7 Date of next Meeting

The next meeting will be held at 4:00pm on Wednesday 11 September 2019 at SMRC Head Office.

Future dates were also agreed upon (generally the second Wednesday of every third month):

- 4 December 2019 (earlier due to Christmas period)
- 11 March 2020
- 10 June 2020
- August / September 2020 to be decided closer to the date

## 8 Close of Meeting

There being no further business the meeting concluded at 7:05pm

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**CHAIRPERSON**

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**DATE**

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

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## **9.1.7 MINUTES OF SNOWY MONARO LOCAL TRAFFIC COMMITTEE - HELD ON 25TH JULY 2019**

Record No:

Responsible Officer:	Director Operations & Infrastructure
Author:	Roads Safety Officer
Attachments:	1. Minutes of the Local Traffic Committee Meeting held on 25 July 2019

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### **EXECUTIVE SUMMARY**

The Local Traffic Committee met on 25 July 2019 in Cooma. The Committee's recommendations are presented for Council's consideration and adoption.

The Minutes of the Local Traffic Meeting held on 25 July 2019 are attached to this report.

### **OFFICER'S RECOMMENDATION**

That the recommendations of the meeting of the Local Traffic Committee held on 25 July 2019 be adopted.

## **RECOMMENDATION OF THE LOCAL TRAFFIC COMMITTEE – 25 JULY 2019**

### **7.1 ALPINE ASCENT 2020**

That Council approve the request by Elite Energy Pty Ltd of North Nowra for the temporary road closures and restrictions associated with the running of the Australian Alpine Ascent on 8<sup>th</sup> February 2020. The affected roads include Kosciuszko Road Jindabyne, Kalkite Street Jindabyne, Barry Way Jindabyne and Alpine Way Crackenback, subject to receiving Road Occupancy Licence and a Certificate of Currency for Insurance.

### **7.2 REMEMBRANCE DAY COMMEMORATIONS - RSL SUB BRANCH, BOMBALA.**

That Council approval the temporary road closures requested by the RSL Sub Branch, Bombala associated with the Remembrance Day Service to be held at the Bombala War Memorial Cenotaph on Monday 11<sup>th</sup> November.

### **7.3 INWARD BOUND**

That Council approves their application for the initial course and the backup course. Noting that there are no temporary road closures, and the addition of RUNNERS AHEAD signs, as well as SPECIAL EVENT signs, that meet the Australia standards in terms of being retro reflective, pending submission of the Certificate of Currency for Insurance.

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### **8.1 POLICE WALL TO WALL RIDE**

That Council approve the Traffic Control Plan for the Police Wall-to-Wall ride on Saturday 14<sup>th</sup> September 2019, noting event requires no road closures and Police will be responsible for controlling and directing traffic in the affected area.

### **8.2 RAZORBACK CARPARK**

That Council approve the installation of a NO STOPPING Zone from the driveway in Park Road Jindabyne of the carpark behind the Razorback Offices for a distance of 10 metres towards Gippsland Street to improve the safety of vehicles exiting the carpark.



# **Minutes**

**Local Traffic Committee Meeting**

**25 July 2019**

**LOCAL TRAFFIC COMMITTEE MEETING  
HELD IN VIN GOOD ROOM, COOMA LIBRARY, 61 VALE STREET, COOMA 2630  
ON THURSDAY 25 JULY 2019**

<b>MINUTES</b>
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Notes:

<b>1.</b>	<b>OPENING OF THE MEETING.....</b>	<b>2</b>
<b>2.</b>	<b>APOLOGIES.....</b>	<b>2</b>
<b>3.</b>	<b>DECLARATIONS OF PECUNIARY INTERESTS/CONFLICT OF INTEREST.....</b>	<b>2</b>
<b>4.</b>	<b>ADOPTION OF MINUTES OF PREVIOUS MEETING .....</b>	<b>2</b>
4.1	Local Traffic Committee Meeting 30 May 2019 .....	2
<b>5.</b>	<b>BUSINESS ARISING.....</b>	<b>2</b>
<b>6.</b>	<b>ACTION SHEET .....</b>	<b>2</b>
<b>7.</b>	<b>CORRESPONDENCE.....</b>	<b>3</b>
7.1	Alpine Ascent 2020.....	3
7.2	Remembrance Day Commemorations - RSL Sub Branch, Bombala.....	4
7.3	Inward Bound .....	5
<b>8.</b>	<b>GENERAL BUSINESS .....</b>	<b>6</b>
8.1	Police Wall to Wall Ride .....	6
8.2	Razorback Carpark.....	7
8.3	Speed Zones Along Delegate Road, Delegate .....	8
8.4	Speed Zones in Adaminaby .....	8
8.5	Local Government Road Safety Program .....	8
<b>9.</b>	<b>MATTERS OF URGENCY.....</b>	<b>9</b>
<b>10.</b>	<b>NEXT MEETING.....</b>	<b>9</b>

MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING OF SNOWY MONARO REGIONAL COUNCIL  
HELD ON THURSDAY 25 JULY 2019

**Page 2**

**MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING  
HELD IN VIN GOOD ROOM, COOMA LIBRARY, 61 VALE STREET, COOMA 2630**

**ON THURSDAY, 25 JULY 2019  
COMMENCING AT 9.30AM**

<b>PRESENT:</b>	Mr Graham Hope Mr Jesse Fogg Councillor Linley Miners Amanda Shepherd	Chair, SMRC Road Officer Roads & Maritime Services (RMS) Representative Councillor Representative Secretary Council & Committees
<b>APOLOGIES:</b>	Acting Sgt Mick Hartas Sgt Steve Banner Mrs Judie Winter	NSW Police Force Representative NSW Police Force Representative Local MP Representative

**1. OPENING OF THE MEETING**

The Chair opened the meeting at 9.34AM.

**2. APOLOGIES**

An apology for the meeting was received from Sgt Steve Banner - NSW Police Force Representative, Acting Sgt Mick Hartas – NSW Police Force Representative, and Mrs Judie Winter – Local MP Representative.

**3. DECLARATIONS OF PECUNIARY INTERESTS/CONFLICT OF INTEREST**

Nil.

**4. ADOPTION OF MINUTES OF PREVIOUS MEETING**

**4.1 LOCAL TRAFFIC COMMITTEE MEETING 30 MAY 2019**

<b>COMMITTEE RECOMMENDATION</b>	<b>LTC217/19</b>
THAT the minutes of the Local Traffic Committee Meeting held on 30 May 2019 are confirmed as a true and accurate record of proceedings.	
<b>Moved Mr Fogg</b>	<b>Seconded Councillor Miners</b>
	<b>CARRIED</b>

**5. BUSINESS ARISING**

Nil.

**6. ACTION SHEET**

Nil.

MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING OF SNOWY MONARO REGIONAL COUNCIL  
HELD ON THURSDAY 25 JULY 2019

**Page 3**

## **7. CORRESPONDENCE**

### **7.1 ALPINE ASCENT 2020**

Record No:

Responsible Officer:	Roads Safety Officer
Key Theme:	1. Community Outcomes
CSP Community Strategy:	1.3 Recreation, sporting and leisure facilities encourage all ages to live in an active and healthy lifestyle
Delivery Program Objectives:	1.3.3 Council's recreational facilities, parks and public open spaces are safe, well managed and accessible
Attachments:	<ol style="list-style-type: none"><li>1. AAA - Police Notification</li><li>2. AAA - TCP V2</li><li>3. AAA - Contingency Plan</li><li>4. AAA - TMP</li><li>5. AAA - SWMS</li><li>6. AAA - Commissioner of Police</li><li>7. AAA - VMS Placement</li><li>8. AAA - ROL Applications</li><li>9. Speed Zones - Jindabyne to Skifields</li></ol>
Cost Centre	1802 Transport Infrastructure (Operations)
Project	Snowy Monaro Local Traffic Committee

## **EXECUTIVE SUMMARY**

A request has been received from Elite Energy Pty Ltd of North Nowra for temporary road closures associated with the Australian Alpine Ascent Triathlon Festival. This will be a day of triathlon and running events and will incorporate four (4) events over one day:

### **AUSTRALIAN ALPINE ASCENT TRIATHLON**

- A three-kilometre swim across Lake Jindabyne
- A 113-kilometre road cycling leg incorporating Dead Horse Gap and Charlottes Pass Village.
- A 22-kilometre run along the Summit Track from Charlotte Pass to Mount Kosciuszko and return

### **THE TRI KOZZIE RACE**

- A 1.5-kilometre swim across Lake Jindabyne
- A 40-kilometre cycling leg to Charlotte Pass
- A 10-kilometre run along the Summit Trail ending at Charlotte Pass

### **THE MAIN RANGE ULTRA MARATHON**

- A 50-kilometre Ultra (2-lap) trail run along the Main Range Track and the Summit Trail starting and finishing in Charlotte Pass Village.

### **THE KOZZIE HALF**

- A 25-kilometre (1 lap) trail run along the Main Range Track and the Summit Trail starting and finishing in Charlotte Pass Village

Previous events have attracted up to 500 competitors. Competitor numbers for the 2020 event will be capped at 650 starters for all events. Marathon competitors are expected to be around 50.

MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING OF SNOWY MONARO REGIONAL COUNCIL  
 HELD ON THURSDAY 25 JULY 2019

**Page 4**

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

<b>COMMITTEE RECOMMENDATION</b>		<b>LTC218/19</b>
That Council approve the request by Elite Energy Pty Ltd of North Nowra for the temporary road closures and restrictions associated with the running of the Australian Alpine Ascent on 8 <sup>th</sup> February 2020. The affected roads include Kosciuszko Road Jindabyne, Kalkite Street Jindabyne, Barry Way Jindabyne and Alpine Way Crackenback, subject to receiving Road Occupancy Licence and a Certificate of Currency for Insurance.		
<b>Moved Mr Fogg</b>	<b>Seconded Councillor Miners</b>	<b>CARRIED</b>

**Note 1 Alpine Ascent 2020**

The Local Traffic Committee discussed the request from Elite Energy, for the temporary road closures and restrictions associated with the running of the Australian Alpine Ascent on 8<sup>th</sup> February 2020. This first came up in March 2019, but there was a delay in bringing the report to the Committee, as a review showed some of the distanced they had for signage were based on incorrect speed zones.

For the event in 2020, the event participant numbers will be capped at 650, and it is important that the standards will be the same as previous events. RMS and National Parks have new guidelines for bike races, that competitors will need to adhere to.

**7.2 REMEMBRANCE DAY COMMEMORATIONS - RSL SUB BRANCH, BOMBALA.**

Record No:

Responsible Officer:	Roads Safety Officer
Key Theme:	1. Community Outcomes
CSP Community Strategy:	2.1 Our culturally diverse heritage is preserved and celebrated for the richness it brings to our regional identity
Delivery Program Objectives:	2.1.2 Council celebrates and enriches the heritage fabric throughout the region
Attachments:	1. Notice of Intention to Organise an Event 2. Police Traffic Management Plan 3. Schedule 1 and Checklist 4. Risk Assessment 5. Remembrance Day TCP 6. Schedule 1 - Signature 7. Police Traffic Management Plan - Signature
Cost Centre	1802 Transport Infrastructure (Operations)
Project	Snowy Monaro Local Traffic Committee

**EXECUTIVE SUMMARY**

A request has been received from the RSL Sub Branch, Bombala for approval for the temporary road closures associated with holding the annual Remembrance Day Service at the Bombala War Memorial Cenotaph on Monday 11<sup>th</sup> November 2019. The roads affected are:

- Forbes Street from Therry Street to Wellington Street, and
- Maybe Street from Caveat Street to Burton Street.

Road closures will commence at approximately 9:30 am and will be cleared by 12:30 pm.

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

MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING OF SNOWY MONARO REGIONAL COUNCIL  
 HELD ON THURSDAY 25 JULY 2019

Page 5

**COMMITTEE RECOMMENDATION**

**LTC219/19**

That Council approval the temporary road closures requested by the RSL Sub Branch, Bombala associated with the Remembrance Day Service to be held at the Bombala War Memorial Cenotaph on Monday 11<sup>th</sup> November.

**Moved Councillor Miners**

**Seconded Mr Fogg**

**CARRIED**

**Note 2 Remembrance Day Commemorations - RSL Sub Branch, Bombala**

The Local Traffic Committee discussed the Remembrance Day Commemorations, from the Bombala RSL Sub Branch. The event will be the same as last year's event, and there are no new changes. Road Safety Officer will be sending a traffic control plan to the event to relevant participants and staff.

**7.3 INWARD BOUND**

Record No:

Responsible Officer:	Roads Safety Officer
Key Theme:	1. Community Outcomes
CSP Community Strategy:	1.3 Recreation, sporting and leisure facilities encourage all ages to live in an active and healthy lifestyle
Delivery Program Objectives:	1.3.1 Regional level recreation facilities that encourage an active lifestyle are planned for and provided in partnership with other government agencies
Attachments:	1. Inward Bound 2. Police Traffic Management 3. Notice of Intention to Organise an Event 4. Schedule 1 and Checklist 5. Risk Assessment 6. General Course 7. Major Roads and expected times
Cost Centre	1802 Transport Infrastructure (Operations)
Project	Snowy Monaro Local Traffic Committee

**EXECUTIVE SUMMARY**

A request has been received from Inward Bound. Inward Bound (IB), now in its 56th year, is a navigational footrace between the residential halls and colleges at the Australian National University. Participants are dropped **at night in the bush** at a previously undisclosed location. They must then establish their location and navigate using traditional map and compass technique to an endpoint, previously unknown to them. Participants are grouped into teams of four, and together must run/hike throughout the night to arrive at the endpoint, usually around midday the following day. This year our course focusses on the Tinderry Mountains and Clear Range, with runners converging on an end point near Captains Flat.

This request does not involve temporary road closures.

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



MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING OF SNOWY MONARO REGIONAL COUNCIL  
 HELD ON THURSDAY 25 JULY 2019

**Page 6**

**COMMITTEE RECOMMENDATION**

**LTC220/19**

That Council approves their application for the initial course and the backup course. Noting that there are no temporary road closures, and the addition of RUNNERS AHEAD signs, as well as SPECIAL EVENT signs, that meet the Australia standards in terms of being retro reflective, pending submission of the Certificate of Currency for Insurance.

**Moved Mr Fogg**

**Seconded Councillor Miners**

**CARRIED**

**Note 3 Inward Bound**

The Local Traffic Committee discussed the Inward Bound event, now in its 56<sup>th</sup> year. The traffic management plan for the event has been drawn up by experts. There are also no road closures occurring for the event. Traffic along Jerangle Road is about 50 cars of less per day, so there is no issue anticipated with traffic for the event.

Signage for the event will need to have lights, or be retroreflective in accordance with Australian Standard specifications. Special event signage, as well as Runners ahead, or Runners on road are also required. Reflective uniforms for participants and traffic management / Police will also be required.

**8. GENERAL BUSINESS**

**8.1 POLICE WALL TO WALL RIDE**

Record No:

Responsible Officer:	Roads Safety Officer
Key Theme:	1. Community Outcomes
CSP Community Strategy:	3.2 Positive social behaviours (including law and order) are fostered and encouraged to maintain our safe, healthy and connected communities
Delivery Program Objectives:	3.2.2 Council supports and encourages safety initiatives to promote our connected communities
Attachments:	1. Wall to Wall Ride TCP
Cost Centre	1802 Transport Infrastructure (Operations)
Project	Snowy Monaro Local Traffic Committee

**EXECUTIVE SUMMARY**

The annual Police Remembrance Wall-to-Wall ride will pass through Cooma on Saturday 14<sup>th</sup> September. The town will host approximately 300 to 350 Victorian Police riders and their supporters between 10:00 am and 11:30 am.

Each state's ride will commence at a place dedicated of remembrance and reflection, where they pay homage to and remember their police officers who have died as a result of their service to the community. From these sites the ride begins with the intention of arriving at the outskirts of Canberra to meet and join the other contingents of riders from across Australia.

In a final gesture of remembrance, the ride travels through Canberra to the National Police Memorial for a short, but moving ceremony to commence the week in honour of their colleagues and mates; their names recorded on the touch stones of the memorial wall.

This event requires no road closures and Police will be responsible for controlling traffic in the affected area. The main impact will be making available parking spaces for the riders along Bombala Street and Massie Street as per the attached Traffic Control Plan.

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

MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING OF SNOWY MONARO REGIONAL COUNCIL  
 HELD ON THURSDAY 25 JULY 2019

**Page 7**

**COMMITTEE RECOMMENDATION**

**LTC221/19**

That Council approve the Traffic Control Plan for the Police Wall-to-Wall ride on Saturday 14<sup>th</sup> September 2019, noting event requires no road closures and Police will be responsible for controlling and directing traffic in the affected area.

**Moved Mr Fogg**

**Seconded Councillor Miners**

**CARRIED**

**Note 4 Police Wall to Wall Ride**

The Local Traffic Committee discussed the traffic plan for the Police Wall to Wall ride on Saturday 14<sup>th</sup> September 2019. This was brought to the Local Traffic Committee, and they would like to organise parking in some of the bus zones, and in the angled parking areas while the event is taking place.

Road Safety Officer will be sending information to both NSW Police Force Representatives on the Local Traffic Committee for their comments on the matter.

The Police Wall to Wall ride is classified as a Class 4 event, which means it is an event where Police will perform the Traffic Control.

**8.2 RAZORBACK CARPARK**

Record No:

Responsible Officer:	Roads Safety Officer
Key Theme:	1. Community Outcomes
CSP Community Strategy:	3.1 Develop, maintain and promote safe spaces and facilities that are enabling, accessible and inclusive for all
Delivery Program Objectives:	3.1.1 Public and community spaces are regulated and managed to be safe and equitable for all abilities
Attachments:	1. Razorback Carpark
Cost Centre	1802 Transport Infrastructure (Operations)
Project	Snowy Monaro Local Traffic Committee

**EXECUTIVE SUMMARY**

A number of Council staff have expressed concerns about the safety of exiting the carpark between the Razorback Offices and the Mitre 10 store in Park Road Jindabyne. Because vehicles are parking right up to the line of the right-hand side of the driveway it is extremely difficult to see vehicles approaching from the right. There have been reports of at least four near misses.

The proposal is to install a NO STOPPING Zone from the carpark driveway for a distance of 8 metres.

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

**COMMITTEE RECOMMENDATION**

**LTC222/19**

That Council approve the installation of a NO STOPPING Zone from the driveway in Park Road Jindabyne of the carpark behind the Razorback Offices for a distance of 10 metres towards Gippsland Street to improve the safety of vehicles exiting the carpark.

**Moved Mr Fogg**

**Seconded Councillor Miners**

**CARRIED**

**Note 5 Razorback Carpark**

The Local Traffic Committee a no stopping zone from the driveway in Park Road, Jindabyne, of the carpark behind the Razorback Offices, of a distance of 10 metres towards Gippsland Street.

The Committee discussed the concerns regarding the current parking areas of vehicles, and making it difficult to see vehicles approaching. There have also been reports of near misses with road users. The proposal of the no stopping zone aims to improve visibility of approaching traffic, and making it safer for vehicles to exit the car park.

**8.3 SPEED ZONES ALONG DELEGATE ROAD, BOMBALA**

The Local Traffic Committee discussed the current speed zones along Delegate Road, Bombala. This is currently being reviewed by RMS NSW. The Community would like to see the 80kms speed zone to be stretched out to the Timber Mill.

It will depend on what is done with the intersection out at Delegate Road, as to what happens with the speed zones. Currently Monaro Highway speed zones are being investigated. Delegate Road would "T" onto the Monaro Highway, so if the speed zones on the Monaro Highway are reduced, the speed zone along Delegate Road is also likely to reduce as well, as vehicles will have to slow down to give way.

Speed limits along Rosemeath Road is also being looked in to, as there have been a few concerns with speed zones with heavy vehicles making right hand turns from the road. The aim is to complete the review as soon as possible.

**8.4 SPEED ZONES IN ADAMINABY**

The Local Traffic Committee discussed some concerns with speed zones in Adaminaby. With Snowy 2.0 coming, there are talks of trucks coming through the town every 8 minutes. The speed zone on the road through Adaminaby is 80km/h, and the rest of the town have 50km/h speed zones. As some road users turn out of the shopping centre onto the main road, drivers still believe they are in the 50 zone, but they have trucks driving up behind them doing 80km/h an hour. Road was re-sealed and widened not too long ago. RMS Representative advised he will look into getting someone to do a review on the area.

**8.5 LOCAL GOVERNMENT ROAD SAFETY PROGRAM**

Local Traffic Committee discussed the Local Government Road Safety Program. Under the Roads and Maritime Services Local Government Road Safety Program, the RSO Position has developed, co-ordinated and contributed to the following state-wide and regional road safety Initiatives:

- Crash Mapping;
- Speeds along Country Roads;
- Heavy Vehicle Forums;
- Night Bus promotion;
- Older Road User workshops;
- Learner Driver Workshops
- Breath testing at events;
- "Look out before you step out" – pedestrian safety;
- Virtual fencing – reducing incidents with vehicles and animals;
- Motorcycle Hazard Mapping, and
- Motorfest – road safety messages to be made visible to the local community.

MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING OF SNOWY MONARO REGIONAL COUNCIL  
HELD ON THURSDAY 25 JULY 2019

**Page 9**

**9. MATTERS OF URGENCY**

Nil.

**10. NEXT MEETING**

Thursday, 26 September 2019, 9.30AM, Jindabyne (Location TBC)

There being no further business the Chair declared the meeting closed at 11.15AM.

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CHAIRPERSON



The above minutes of the Local Traffic Committee Meeting of Snowy Monaro Regional Council held on 25 July 2019 were confirmed by Committee at a duly convened meeting on 26 September 2019 at which meeting the signature hereon was subscribed.

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### 9.2.1 ROAD CLOSURE AND CREATION OF ROAD RESERVE - BADJA ROAD

Record No:

Responsible Officer:	Director Operations & Infrastructure
Author:	Property Officer
Key Theme:	4. Leadership Outcomes
CSP Community Strategy:	10.2 Sound governance practices direct Council business and decision making
Delivery Program Objectives:	10.2.2 Councillors are supported to make informed decisions in the best interest of the community and to advocate on behalf of the community
Attachments:	1. Confidential copies of letters regarding Badja Road ( <i>Under Separate Cover</i> ) - <b>Confidential</b> 2. Map Showing Approximate Distance of Required Road Reserve 3. Maps of Area of Requirements and Map of Area
Cost Centre	1822 – Sealed Rural Roads
Project	
Further Operational Plan Actions:	

#### EXECUTIVE SUMMARY

It has come to Council's attention that a former road closing and creation of a road reserve project from 2010, was not completed and requires finalising. (Confidential copies of letters are attached for information). Countegany Road which leads into Badja Road is a Council Regional Road RR7625; Badja Road physically runs along the western border of privately owned properties and has no road reserve in place for approximately 1.457km (map attached). Council also needs to complete a road closure of the old road, which travels through the same privately owned properties.

It is proposed to correct this issue and create a road reserve corridor. This will entail engaging a surveyor for the purpose of a plan of subdivision, completing road openings and closing procedures under the Roads Act 1993 to ensure that motorists are able to pass through on a Council public road and that the landowners will be protected if an accident occurs within the road reserve.

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

#### OFFICER'S RECOMMENDATION

That Council

- A. Approve to formally close the Council public road that traverses lot 1 DP 124507, Lot 2 DP 1195991 and Lots 15,16 & 81 of DP 752146; and
  - B. Engage the services of a Surveyor to prepare a plan of subdivision for the creation of a road reserve over Badja Road;
  - C. Agree to exchange the former closed road through the affected properties in compensation of the area required of the privately owned properties for the road reserve to be created
-

over Badja Road; and  
D. Authorise the General Manager to execute the documents to give affect to the above.

## BACKGROUND

In 2010 Council staff advised property owners that Council intends to carry out realignment of the section of Badja Road north of Tuross Road, to ensure the legal road reserve coincides with the constructed road. The original road construction was completed in 1974/75 but, unfortunately the legal road boundary changes were not made. It was intended that the road be closed and given to the adjoining owners in compensation for the road to be opened on the existing alignment. This process was never completed. (Copies of former letters attached).

Council has met with one of the landholders who has expressed agreement as per the former Council agreement, which is for Council to close and exchange the former road through the property in lieu of the area of the privately owned property required for the road reserve to be created. This was advised to the landholders back in 2010 and this process was never completed. This is the most economical option for Council, as the other option would be to rebuild a Regional Road.

## QUADRUPLE BOTTOM LINE REPORTING

### 1. Social

The creation of a road reserve over the constructed road will ensure that motorists are able to pass through on a Council public road and that the landowners will be protected if an accident occurs within the road reserve.

### 2. Environmental

There will be no environmental impact as the road is already constructed.

### 3. Economic

Badja Road – Road Closure and Road Reserve

Estimated Expenditure	Amount	Financial year	Ledger		Account string															
Survey Plan approximate amount	\$11,500	19/20	G	L	1	0	1	8	2	2	1	0	0	1	6	1	1	2	9	
LPI & Lodgement Fees approximate amount	\$3,000	19/20	G	L	1	0	1	8	2	2	1	0	0	1	6	1	1	2	9	
Council subdivision application approximate	\$1,000	19/20	G	L	1	0	1	8	2	2	1	0	0	1	6	1	1	2	9	

9.2.1 ROAD CLOSURE AND CREATION OF ROAD RESERVE - BADJA ROAD

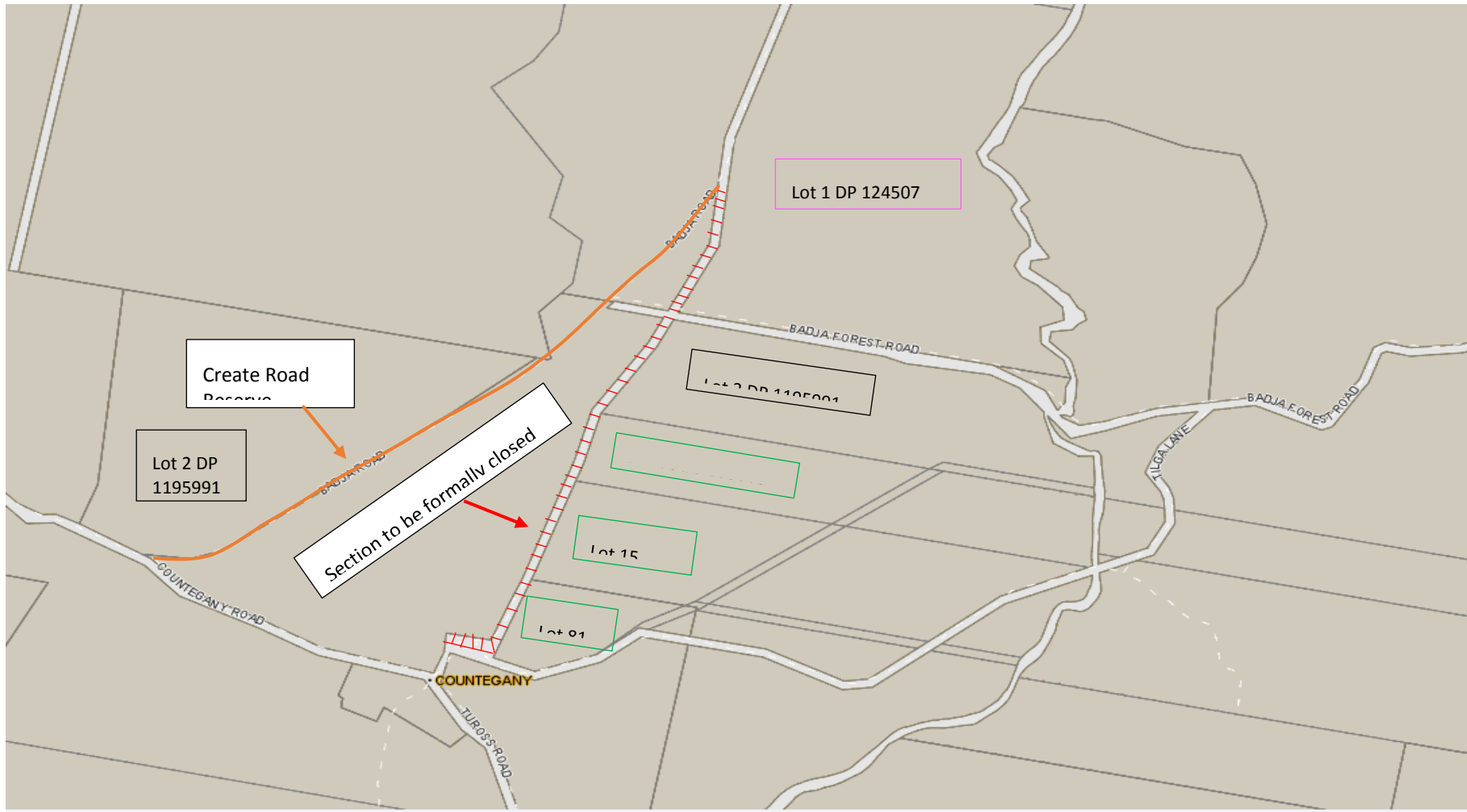
amount																			
Legal Fees approximate amount	\$1,500	19/20	G	L	1	0	1	8	2	2	1	0	0	1	6	1	1	2	9
Road Closure Fee approximate amount	\$475	19/20	G	L	1	0	1	8	2	2	1	0	0	1	6	1	1	2	9

#### 4. Civic Leadership

Council can positively influence and support the community.







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## 9.2.2 CLASSIFICATION OF LOT 1 DP 159772 AND LOT 4 DP 1155110

Record No:

Responsible Officer:	Director Operations & Infrastructure
Author:	Land & Property Officer
Key Theme:	2. Economy Outcomes
CSP Community Strategy:	6.2 Encourage and promote vibrant towns and villages, acknowledging and celebrating the unique heritage and character of each town
Delivery Program Objectives:	6.2.1 Improvements to towns and villages physical environments for parks are incorporated in consultation with community and developed within the unique character of each town
Attachments:	1. Therry St Land Purchase
Cost Centre	
Project	PJ100152
Further Operational Plan Actions:	

### EXECUTIVE SUMMARY

Council has resolved to acquire lot 1 DP 159772 and Lot 4 DP 1155110 in Therry Street Bombala. The Local Government Act 1993 Division 1, Clause 31 states that within 3 months of acquisition of land by Council, the land must be classified either by an LEP or by a resolution of Council. If Council fails to pass a resolution to classify the land as “Operational Land” then it reverts to the classification of “Community Land”.

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

#### OFFICER’S RECOMMENDATION

That Council classify lot 1 DP 159772 and Lot 4 DP 1155110 as “Operational Land” upon acquisition.

### BACKGROUND

Council has resolved to acquire lot 1 DP 159772 and Lot 4 DP 1155110 in Therry Street Bombala. The Local Government Act 1993 Division 1, Clause 31 states that within 3 months of acquisition of land by Council, the land must be classified either by an LEP or by a resolution of Council. If Council fails to pass a resolution to classify the land as “Operational Land” then it reverts to the classification of “Community Land”.

Council is in the process of acquiring lots 1 and 4 in Therry Street Bombala to upgrade the aged streetscape in order to improve the aesthetic, functionality, connectivity, pedestrian amenity and safety, traffic and guttering.

---

## **QUADRUPLE BOTTOM LINE REPORTING**

### **1. Social**

This project has been undertaken with the support of the local community through Stronger Communities Funds.

### **2. Environmental**

Council placed a high emphasis on environmental impact and management.

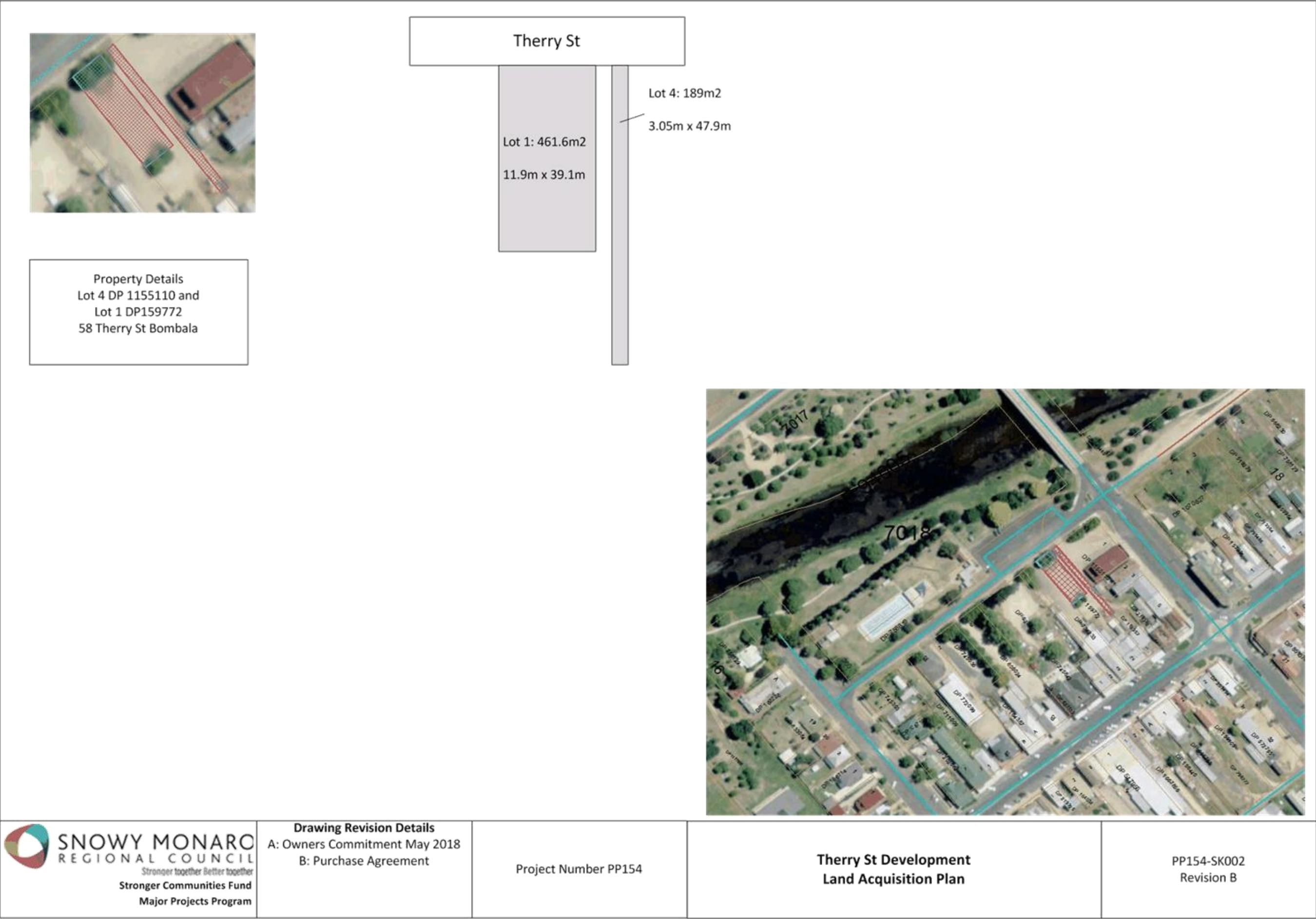
### **3. Economic**

There is no economic impact

### **4. Civic Leadership**

Council ensures that public land is classified appropriately in accordance with the Local Government Act 1993.

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### 9.3.1 BOMBALA HEAVY VEHICLE ALTERNATIVE ROUTE - OPTIONS STUDY

Record No:

Responsible Officer:	Director Operations & Infrastructure
Author:	Group Manager Asset Management & Engineering
Key Theme:	3. Environment Outcomes
CSP Community Strategy:	8.2 Improve and maintain our public owned infrastructure and assets and facilities to a high standard
Delivery Program Objectives:	8.2.3 Major capital projects deliver improved community infrastructure and assets through the major project program
Attachments:	1. Bombala Heavy Vehicle Options Analysis
Cost Centre	
Project	
Further Operational Plan Actions:	

#### EXECUTIVE SUMMARY

On 15 March 2018, Council approved the engagement of a consultant to undertake a feasibility study for Heavy Vehicle Traffic Movement in Bombala.

The attached document is the result of this study. The consultant considered 6 options to improve the Bombala CBD amenity as a result of Heavy Vehicle movements.

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

#### OFFICER'S RECOMMENDATION

That Council:

- A. Receive and note the report; and
- B. Begin community consultation on the management of Heavy Vehicle Traffic in Bombala Town Centre.

#### BACKGROUND

Council approved a tender to undertake an options study for the Management of Heavy Vehicle Traffic in the Bombala Town Centre.

#### Problem Identification

The current transport network in the town centre of Bombala is reducing the amenity of the main street and impacting the quality of pedestrian movements and connectivity.

---

## Background Information

The following information was used to inform the report:

- Traffic Data: A Traffic Assessment of the vehicle movements was undertaken in November 2018. This study provides information on the type of vehicle, but also the vehicle movements.
- RMS permanent traffic counter.
- Bombala District Timber Industry Study
- Road Safety Data
- State and Federal Strategic Links

## Options Considered

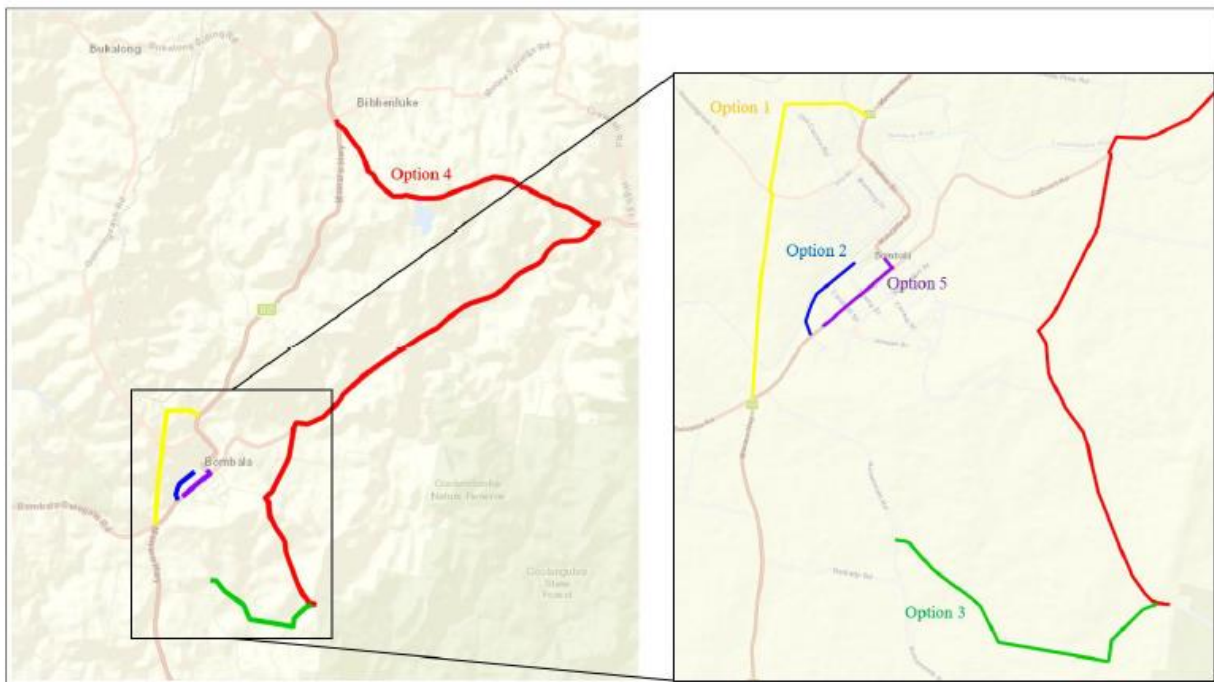


Table 4.1 of the attached report provides a summary of the options considered in this report.



9.3.1 BOMBALA HEAVY VEHICLE ALTERNATIVE ROUTE - OPTIONS STUDY

Option	Name	Description
Base case	Base case	The “do-minimum” project case whereby no specific investment into the town centre transport network is made, other than routine maintenance type activities. No significant changes to the movement patterns of vehicles or pedestrians are expected.
Option 1	Bombala bypass	Bypass of the Bombala townsite. Scope includes: — New road — New bridge.
Option 2	Mahratta Street extension	An alternative route to Maybe Street (Bombala town centre). Scope includes: — New road — New bridge.
Option 3	Southern alternative route	An alternative route between Rosemeath and Monaro Highway (south of Bombala). Scope includes: — Upgrade Rosehill Road (currently unsealed).
Option 4	Eastern alternative route	An alternative route between Rosemeath and Monaro Highway (north of Bombala). Scope includes: — Upgrade Black Lake Road (currently unsealed) — Cathcart Road (sealed, although narrow and in poor condition) — Upgrade Coolumbooka Road (currently unsealed) — New road — Bucky Springs Road (sealed).
Option 5	Town centre improvements	Increased amenity and safety of street environment within the town centre. Scope includes: — Improvements to Monaro Highway/Maybe Street (Therry Street to Bright Street), such as pedestrian crossing points, entry statements, parking review, line-marking, advisory signage for heavy vehicles.

Section 4 of the report provides additional details of each of the options:

Option 1 – Bombala Bypass	A complete bypass around the Bombala township. At this stage it is more of a strategic look at this option with no detail of the exact route identified.
Option 2 – Mahratta St Extension	Option put forward for consideration by the Community (following on from the former Bombala Council concept designs).
Option 3 – Rosehill Road	This option was put forward following discussions with the forestry in Bombala. In past history forestry have been supportive of the construction of this route, including possible funding support. <u>This route was considered to determine what impact this option would have on the reduction of HV in Bombala CBD.</u>
Option 4 – North Eastern route	This option was put forward following conversation that future development in the area was in the north eastern part of town, and that there might be an advantage in taking HV along Black Lake Road to join the highway rather than bringing them back into Bombala CBD to then head towards Canberra / Tumut.

Option 5 – Town Improvements	Option was included as a ‘soft’ modification to reduce the impact of HV in Bombala CBD.
------------------------------	---

## Traffic Analysis

Section 3.1.1.1 of the report covers the Traffic Study. Two different methods were used to assess the traffic in Bombala.

### RMS Permeant Traffic Counter

RMS has a permanent counter install just north of Bombala on the Monaro Highway. Figure 3.2 of the report shows the data over a 5 year period. Figure 3.3 shows the daily (weekday) data from November 2018. As this report shows Friday is the week day with the highest volume of traffic over this counter, with the other week days below the monthly average for November 2018.

### Traffic Volume and Movement Study

Using the data from the historic RMS counter an additional detailed report for traffic movement was commissioned. This study was completed from Thursday 22 to Saturday 24 November 2018 for 24hrs per day.

This study was able to provide not only the type of vehicles but also the direction of travel. This information is critical to determine movement patterns with Bombala. Section 3.1.2 (Figure 3.7) shows a graphical representation of the movement patterns of the trucks over this time.

## Consultation

The options analysis was completed as independent assessment based on the current data and future growth projections for the area. Council relied on the consultant to determine what additional consultation was needed to allow the options analysis to be finalised. Staff ensured that the consultant were supported to provide independent advice without influence.

**Timber Industry** – the Bombala and District Industry Haulage Study (2017) provided recent and details information about the timber industry within the Bombala area. This report was used as the basis for the growth patterns in the timber plantations for the report.

**Business Consultation** – No direct consultation with the Bombala business community was undertaken. However, as part of the Bombala Community Representative Group there was continuous discussion about reducing the Heavy Vehicle movements in the Bombala CBD. This information was discussed with the consultant at the beginning of the engagement.

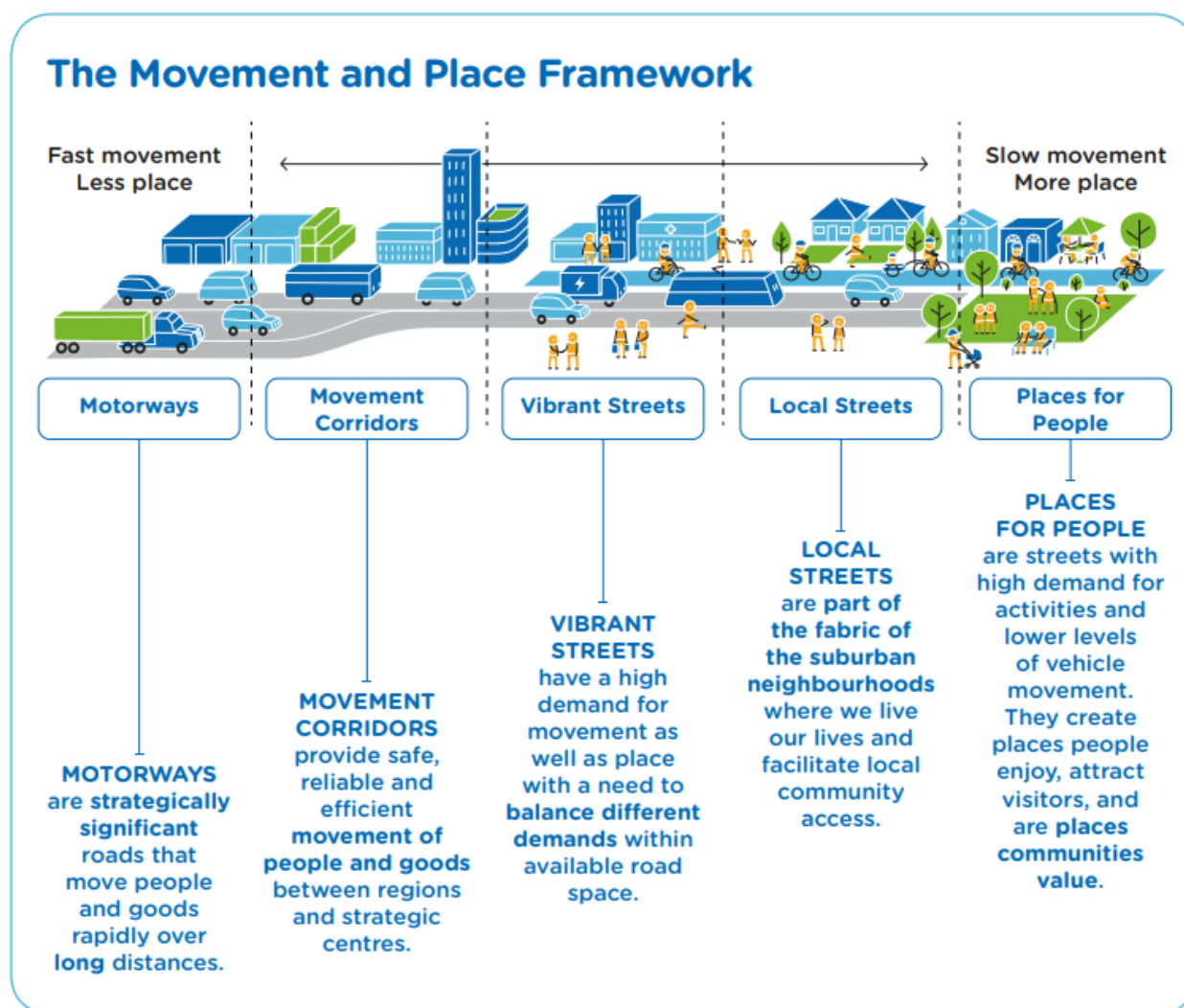
**Community Consultation** – The options analysis will be used to start the community engagement process.

## Options Analysis

Section 5.2 of the report provides an analysis of the various options.

**Option 1 and 2** will reduce the impact of heavy vehicles within Bombala and the Bombala CBD respectively. However, a comparison of Bypass Projects (Section 3.1.5 of the report) indicates that when compared to other Regional NSW township “the Monaro Highway through Bombala does not appear to have the heavy vehicle traffic necessary to justify a bypass nor the population considerations”. In addition, separating the through movement of traffic is not aligned with the transport planning principles for a regional local town such as Bombala.

The current and predicted traffic and population data leads to the conclusion that the CBD of Bombala can be defined as a ‘Vibrant Street’ under the Transport for NSW Movement and place framework. Vibrant Streets “have a high demand for movement as well as place with a need to **balance different demands** within available road space” (Transport for NSW,2018).



A Vibrant Street is a key link between local streets (residential areas) and Movement Corridors (highways). It allows for area that balance the needs of both traffic movement (light vehicles and heavy vehicles) and pedestrian movement. The aim of Option 5 (Town Centre Improvements) is to upgrade the existing CBD area to meet the Vibrant Street objectives.

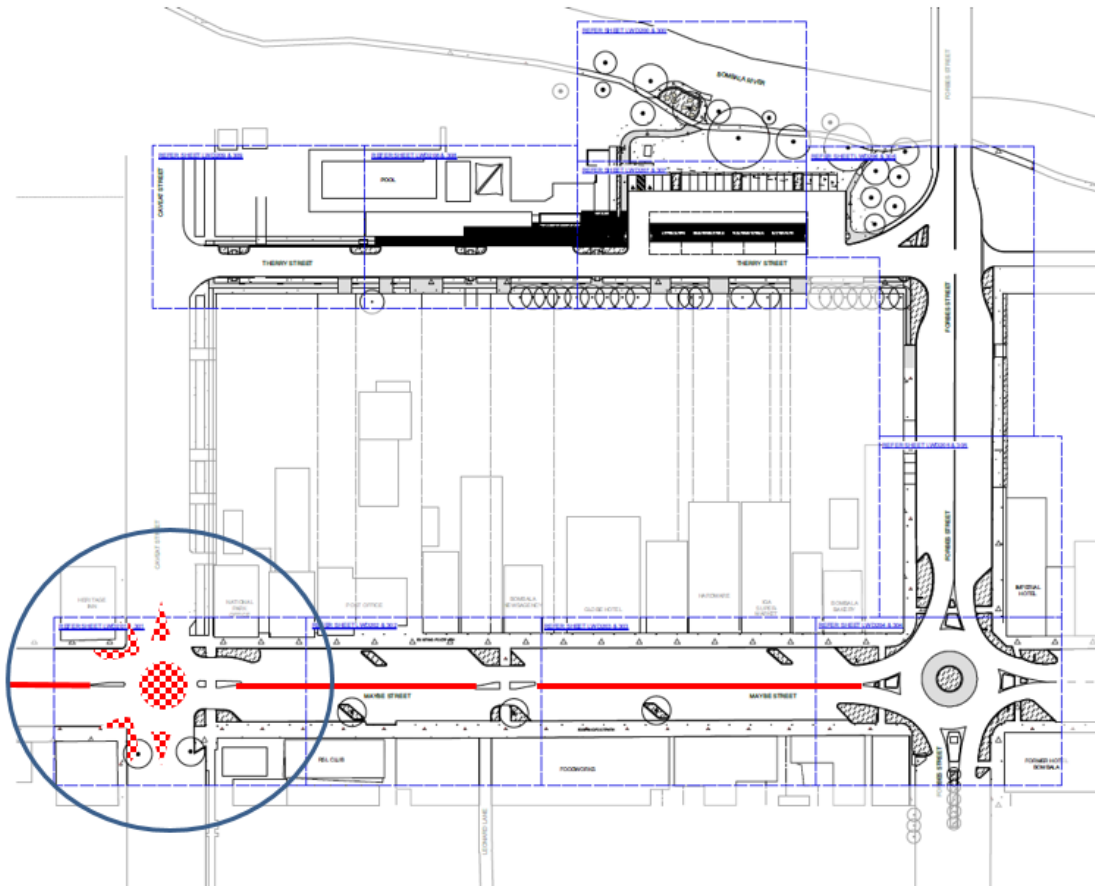
## Option 5 – Town Centre Improvements

**Stage 1 – Bombala: Maybe St (Caveat to Forbes St) Streetscape Project, and Therry St**

As part of the Stronger Communities Fund Major Project Program this works for upgrade have been approved.

### ***Stage 2 – Caveat St Roundabout***

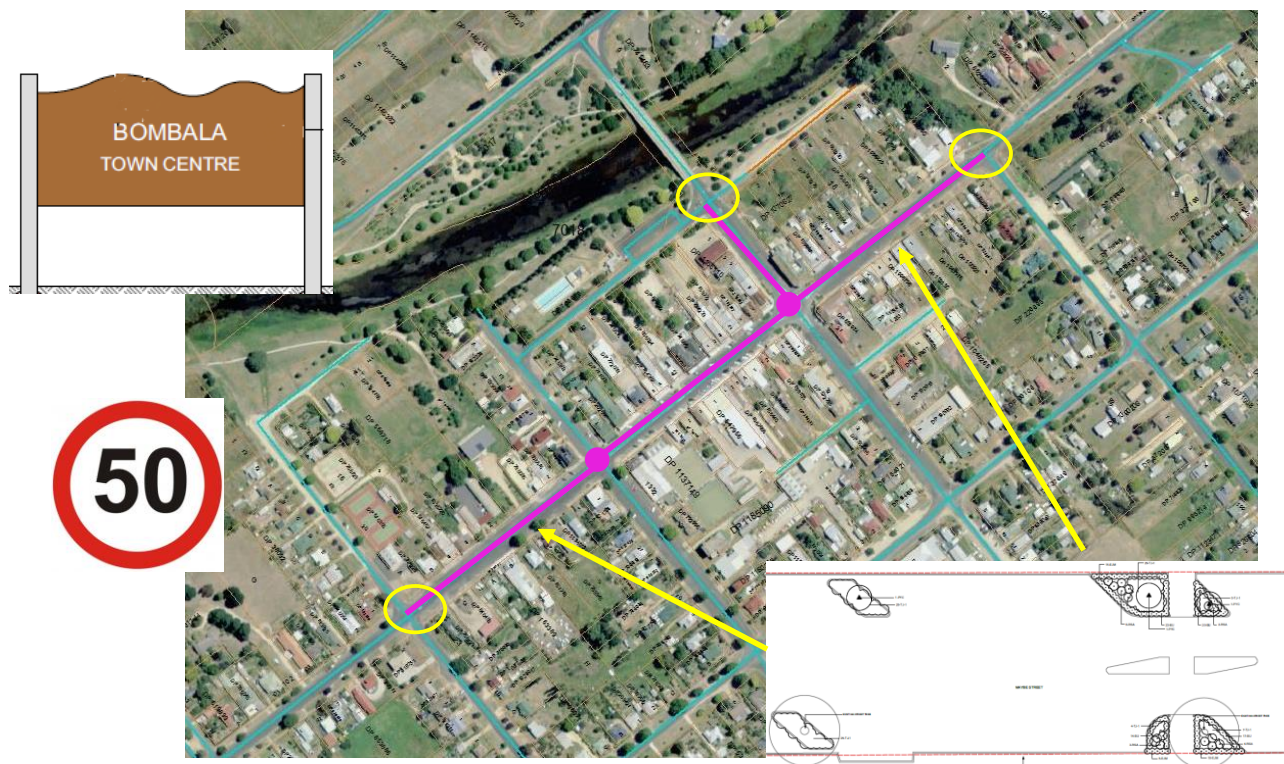
Construction of a new roundabout at the intersection of Maybe and Caveat St.



### ***Stage 3 – Vibrant St Extension***

The extension of the streetscape themes along Maybe St, between Young St and Caveat St South, and Forbes St and Burton St North.

9.3.1 BOMBALA HEAVY VEHICLE ALTERNATIVE ROUTE - OPTIONS STUDY



**Cost Estimate**

Description	Plan / Develop Cost Estimate	Delivery Cost Estimate	Total Project Cost	Priority
Caveat and Maybe St Roundabout	\$250,000	\$1,000,000	\$1,250,000	1
Maybe St – Southern (Caveat – Young St)	\$40,000	\$200,000	\$240,000	2
Maybe St – Northern (Forbes – Burton St)	\$40,000	\$200,000	\$240,000	3

**Option 2 – Mahratta Street Extension**

Whilst the traffic and population data do not support this option as a viable investment, there is local community support.

Transport for NSW have identified the need for ‘achieving balance between ‘movement; and ‘place’ in designing vibrant streets” (Problem Statement, Transport for NSW). They suggest that the external driver for change analysis use the PESTLE method. The table below shows some brief considerations for Option 2 using this change analysis methodology.



Driver	Definition	Option 2 Consideration
Political	The delivery of many transport projects is a key function of the NSW government.  'Delivering Infrastructure' is one of the Premier's Priorities in NSW. These projects reflect the political and public value expectations of TfNSW's decision of making NSW a better place to live, visit and do business, and are central to supporting the public value proposition for the NSW Government.	<ul style="list-style-type: none"> <li>Upgrade not identified as part of the National or NSW Government Infrastructure priority list.</li> <li>Locally (within Bombala) it is a key project the community want delivered.</li> </ul>
Economic	As populations increase, there is an increased demand on all government infrastructures. Getting the balance right between movement and place elements in vibrant street design could lead to greater economic activity in local communities.	<ul style="list-style-type: none"> <li>Reduction on Heavy Vehicle traffic in CBD seen as positive to economic growth.</li> <li>Risk that alternative route would mean a reduction in tourist traffic for the township.</li> <li>Population of Bombala predictions to stay at the same level, without significant increase in the future.</li> </ul>
Social	Having a greater understanding of what makes people feel safe in their communities provides transport planners with an opportunity to deliver infrastructure with multiple social benefits (e.g. more engagement with active transport, better health outcomes and better wellbeing outcomes).	<ul style="list-style-type: none"> <li>Safety a key consideration for change.</li> <li>Pedestrian and vehicle safety merging with heavy vehicle movement.</li> </ul>
Technological	New technologies and innovations are constantly emerging which lead to improvements in the experiences NSW residents have as they interact with the transport network and associated infrastructure. Improving the way we use technology and innovations in infrastructure design will lead to greater benefits for the citizens of NSW in general.	<ul style="list-style-type: none"> <li>Impact of technology is unlikely to be significant on this project.</li> </ul>

The methodology supports the problem identification for this project (Social / safety). The risk for Option 2 is around the economic assessment of an alternative route. Until a detailed project design, project approvals and cost estimate is completed a Benefit Cost Analysis (BCA) cannot be completed to determine the full economic impact of this option.

### Project Hurdles

- Crown Lands / Native title claims – a vast majority of the proposed route is in designated crown land. All crown land currently is subject to Native title claims.
- Flood study / impact assessment – the proposed route is located along the Bombala River reserve area. A full flood study will be required to determine the road and bridge level for

construction to ensure it meets all the requirements of a Restricted Assess Vehicle (RAV) network.

- Environmental and Biodiversity Impact – proposed route is located along a river edge in a nominated Platypus area. The local area also has some significant threatened species that may be found along the route. If found they would be required to be managed.
- Community Impact – the construction of the route would impact on some residents / owners adjacent to the site. Significant consultation would be required.
- Road Design - Intersection at both ends of the route will require significant upgrades, in particular the intersection at the southern end. The intersection is required to meet the Monaro highway at a 90degree angle.

### **Cost Estimate**

Very early cost can be as below:

- Design and project approvals - \$500,000
- Land Purchase and Construction - \$10-15M

### **QUADRUPLE BOTTOM LINE REPORTING**

#### **1. Social**

All the options will enhance the Bombala CBD area to improve the community amenity and create a Vibrant Street.

#### **2. Environmental**

All the options will have a positive environmental impact.

#### **3. Economic**

The SCFMPP Project for this works (PP-152 Finalise project design and approvals for the Bombala Heavy Vehicle Bypass Route (Balancing Project)) has no remaining funds.

#### **4. Civic Leadership**

Project demonstrates Council's commitment to support community improvements in accordance with the Snowy Monaro 2040 Community Strategic Plan.

---

SNOWY MONARO REGIONAL COUNCIL

## MANAGEMENT OF HEAVY VEHICLE TRAFFIC IN BOMBALA TOWN CENTRE OPTIONS STUDY

CONFIDENTIAL





# Question today *Imagine tomorrow* Create for the future

## Management of heavy vehicle traffic in Bombala town centre Options study

Snowy Monaro Regional Council

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REV	DATE	DETAILS
A	21 January 2019	Draft document outline
A1	22 March 2019	Working draft
A2	5 April 2019	Working draft
B	30 April 2019	Final issue

	NAME	DATE	SIGNATURE
Prepared by:	Nicole West	30 April 2019	
Reviewed by:	Cindy Williams	30 April 2019	
Approved by:	Cindy Williams	30 April 2019	

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## TABLE OF CONTENTS

EXECUTIVE SUMMARY .....	1
1 BACKGROUND .....	5
1.1 PROJECT OVERVIEW.....	5
1.2 REPORT PURPOSE.....	5
1.3 BOMBALA .....	6
2 OBJECTIVES AND CONTEXT .....	9
2.1 HIGH LEVEL GOALS.....	9
2.2 TRANSPORT OBJECTIVES .....	9
2.3 STRATEGIC CONTEXT .....	10
3 PROBLEM DEFINITION .....	15
3.1 TRAFFIC CONDITIONS .....	15
3.2 ROAD SAFETY .....	22
3.3 ACTIVE TRANSPORT AND AMENITY.....	23
3.4 SUMMARY .....	25
4 OPTIONS .....	26
4.1 OVERVIEW .....	26
4.2 BASE CASE.....	27
4.3 OPTION 1 BOMBALA BYPASS.....	27
4.4 OPTION 2 MAHRATTA STREET EXTENSION .....	28
4.5 OPTION 3 SOUTHERN ALTERNATIVE ROUTE.....	29
4.6 OPTION 4 EASTERN ALTERNATIVE ROUTE.....	29
4.7 OPTION 5 TOWN CENTRE IMPROVEMENTS.....	30
5 ASSESSMENT OF OPTIONS .....	33
5.1 STRATEGIC FIT.....	33
5.2 CHANGES TO TOWN CENTRE VEHICULAR TRAFFIC .....	34
5.3 CHANGES TO TOWN CENTRE AMENITY AND ACTIVE TRANSPORT.....	36
5.4 ENVIRONMENTAL IMPACTS .....	36
5.5 MAGNITUDE OF COST.....	37



<b>6</b>	<b>RECOMMENDED OPTION .....</b>	<b>38</b>
<b>6.1</b>	<b>RECOMMENDATION .....</b>	<b>38</b>
<b>6.2</b>	<b>COMMENTARY .....</b>	<b>38</b>
<b>6.3</b>	<b>NEXT STEPS .....</b>	<b>38</b>
<b>7</b>	<b>LIMITATIONS .....</b>	<b>40</b>
<b>7.1</b>	<b>PERMITTED PURPOSE .....</b>	<b>40</b>
<b>7.2</b>	<b>QUALIFICATIONS AND ASSUMPTIONS .....</b>	<b>40</b>
<b>7.3</b>	<b>USE AND RELIANCE .....</b>	<b>40</b>
<b>7.4</b>	<b>DISCLAIMER .....</b>	<b>41</b>
	<b>REFERENCES .....</b>	<b>42</b>



## LIST OF TABLES

TABLE 3.1	TRAFFIC CONDITIONS AND TIMBER HAULAGE ON KEY ROUTES SURROUNDING BOMBALA (MCCOTTER CONSULTING SERVICES & ZENITH TOWN PLANNING, 2017) .....	20
TABLE 3.2	COMPARATIVE BYPASS PROJECTS: TOWN POPULATION AND REGIONAL ROAD TRAFFIC VOLUMES .....	21
TABLE 3.3	CRASH DATA 2013-2017 (TRANSPORT FOR NSW, 2018) .....	23
TABLE 4.1	ROUTE OPTIONS .....	26
TABLE 5.1	ENVIRONMENTAL CONSIDERATIONS OF OPTIONS 1 TO 5 .....	37

## LIST OF FIGURES

FIGURE 1.1	SITE LOCATION .....	6
FIGURE 1.2	KEY REGIONAL ROAD CONNECTIONS .....	7
FIGURE 1.3	LOCAL ROADS AND FACILITIES OF BOMBALA .....	8
FIGURE 2.1	BOMBALA TOWN CENTRE URBAN DESIGN AND LANDSCAPE OBJECTIVES (SCAPE DESIGN, 2017) .....	10
FIGURE 2.2	0-10 YEAR COMMITTED INITIATIVES (LEFT) AND INITIATIVES FOR INVESTIGATION (RIGHT) (TRANSPORT FOR NSW, 2018) .....	11
FIGURE 2.3	SOUTH EAST AND TABLELANDS INITIATIVES (TRANSPORT FOR NSW, 2018) .....	12
FIGURE 2.4	BOMBALA TOWN CENTRE STRATEGIC MASTER PLAN (SCAPE DESIGN, 2017) .....	14
FIGURE 3.1	TRAFFIC COUNT LOCATIONS – WSP (2018) AND ROADS AND MARITIME (PERMANENT) .....	15
FIGURE 3.2	HISTORIC WEEKDAY TRAFFIC VOLUMES ON MONARO HIGHWAY, NORTH OF BOMBALA (ROADS AND MARITIME SERVICES, 2018) .....	16
FIGURE 3.3	HISTORIC WEEKDAY TRAFFIC VOLUMES ON MONARO HIGHWAY, NORTH OF BOMBALA (ROADS AND MARITIME SERVICES, 2018) .....	16
FIGURE 3.4	TRAFFIC VOLUMES ON KEY APPROACH ROADS TO BOMBALA (WEEKDAY: AVERAGE 22-23 NOVEMBER 2018) (WEEKEND: 24 NOVEMBER 2018) .....	17
FIGURE 3.5	TRAFFIC VOLUMES ON TOWN CENTRE ROADS (WEEKDAY: AVERAGE 22-23 NOVEMBER 2018) .....	17
FIGURE 3.6	WEEKDAY TRAFFIC VOLUMES PROJECTED FOR 2038 .....	18
FIGURE 3.7	TRUCK TURNING MOVEMENTS (FORECAST 2038 WEEKDAY) .....	18



FIGURE 3.8 ROAD NETWORK SURROUNDING BOMBALA)	19
FIGURE 3.9 PROPOSED EDEN TO CANBERRA RAILWAY, SOUTHERN SECTION (CANBERRA TIMES, 2019)	21
FIGURE 3.10 LOCATION AND SEVERITY OF CRASHES 2013–2017 WITHIN BOMBALA TOWN CENTRE (TRANSPORT FOR NSW, 2018)	22
FIGURE 3.11 MAYBE STREET, LOOKING WEST FROM INTERSECTION WITH FORBES STREET	24
FIGURE 3.12 FORBES STREET, LOOKING SOUTH FROM BRIDGE OVER BOMBALA RIVER	24
FIGURE 4.1 ROUTE OPTIONS	27
FIGURE 4.2 OPTION 2 MAHRATTA STREET EXTENSION – ALIGNMENT (SNOWY MONARO REGIONAL COUNCIL, 2018)	28
FIGURE 4.3 OPTION 3 SOUTHERN ALTERNATIVE ROUTE – ALIGNMENT	29
FIGURE 4.4 OPTION 4 EASTERN ALTERNATIVE ROUTE – ALIGNMENT	30
FIGURE 4.5 OVERALL LANDSCAPE PLAN FOR BOMBALA TOWN CENTRE (NBRS ARCHITECTURE LANDSCAPE, 2018)	31
FIGURE 4.6 BOMBALA TOWN CENTRE STRATEGIC CONCEPT PLAN (SCAPE DESIGN, 2017)	32
FIGURE 4.7 TERRY STREET LANDSCAPE CONCEPT DESIGN OVERVIEW (FRESH LANDSCAPE DESIGN, 2018)	32
FIGURE 5.1 MOVEMENT AND PLACE FRAMEWORK (TRANSPORT FOR NSW, 2018)	33
FIGURE 5.2 FORECAST HEAVY VEHICLE MOVEMENTS AT 2038 (VEHICLE PER WEEKDAY)	35

## EXECUTIVE SUMMARY

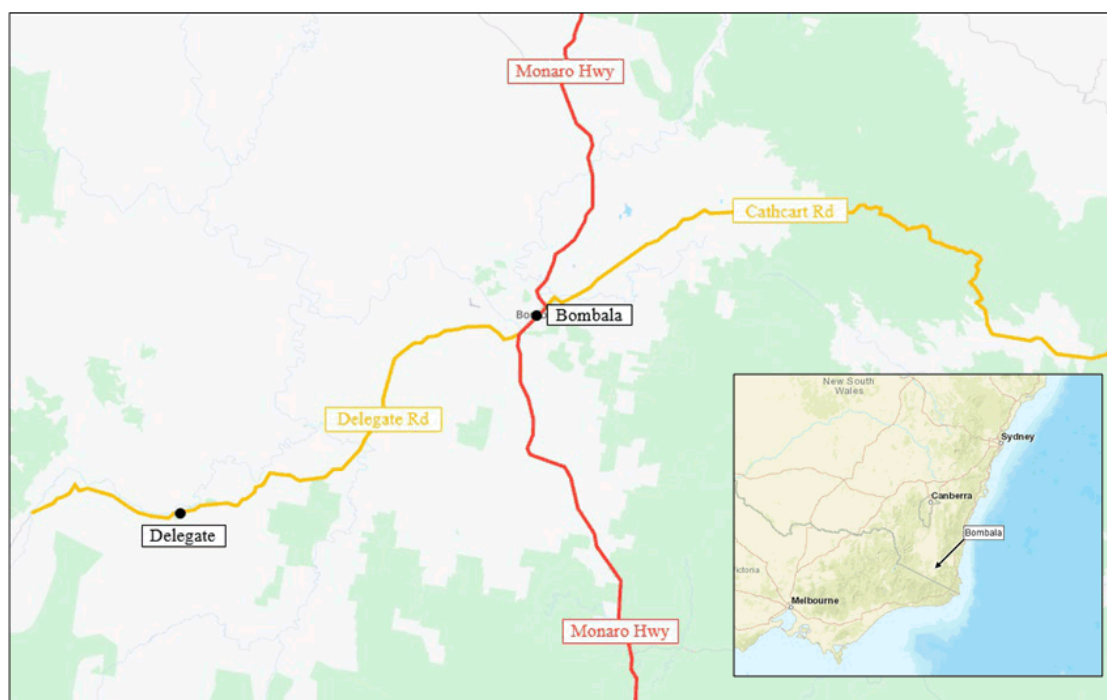
### PROJECT OVERVIEW

Bombala is a small local centre in the South East and Tablelands region of NSW, with a resident population of approximately 1,300. The region surrounding Bombala has a focus on agriculture, forestry, and environmental conservation. The town lies at the centre of the Monaro timber industry with the wider region accommodating the largest softwood plantations in Australia.

The town's regional interconnectivity is predominately via three major roads: Monaro Highway, Delegate Road, and Cathcart Road (as shown in Figure ES.1). These roads pass through the town centre of Bombala (Maybe Street). Minor level roads surrounding Bombala are of a varied degree of serviceability with many being unsealed.

Heavy vehicle traffic in Bombala is identified as an issue for the local community. A heavy vehicle bypass route has been previously proposed as a solution, but there are no apparent background planning or studies which support the choice of this option or provide evidence/justification that it will be a successful in addressing the community's concerns for the town centre if implemented.

The Snowy Monaro Regional Council (the Council) commissioned WSP to identify and assess options for the management of heavy vehicle traffic through the Bombala town centre and recommend a preferred option. The purpose of this study was to articulate the exact problem(s) being experienced in relation to heavy vehicle traffic and provide evidence of the problem where possible. Once this was established, alternative options for achieving a desired improved pedestrian experience and increased town centre amenity were identified, assessed, and the most appropriate option selected. This process helps ensure that any subsequent decisions made by the Council to invest in new or upgraded infrastructure are justified.



Source: iGIS and OpenStreetMap)

Figure ES.1 Bombala: site location and key regional road connections

---

## PROBLEM DEFINITION

Four key theme areas were explored to identify the underlying problem to be addressed in relation to the Bombala town centre and heavy vehicle traffic movements:

### 1 Strategic context

At a national level, there is no apparent strategic identification of the need for a heavy vehicle bypass or alternative route option at Bombala.

At a state level, generalised initiatives for the management of freight traffic exist but there is no apparent strategic identification of the need for a heavy vehicle bypass or alternative route option at Bombala. The Movement and Place framework suggests the main street of Bombala should act as a “vibrant street” and balance the needs of through movement with that of access and placemaking associated with local businesses.

At a local level, the previously suggested heavy vehicle bypass has been incorporated into the strategic master plan for the Bombala town centre.

### 2 Traffic conditions

The existing and forecast traffic movements for the Bombala town centre do not indicate that the volume of traffic would exceed the capacity of the roads. At a 2038 horizon, some 5,800 vehicles per day (two-way, weekday) are forecast to use Maybe Street, with approximately seven per cent being heavy vehicles. These figures are only increased slightly when applying an additional allowance for increases to timber haulage traffic.

### 3 Road safety

There is a low crash history within the town.

### 4 Active transport and amenity

The current corridors through the town centre focus on providing a “movement” function, at the expense of a “place” function where amenity is high and pedestrian and cyclist activity encouraged.

This led to the following problem definition statement being determined, to capture the motivation for the study:

#### PROBLEM DEFINITION STATEMENT

The current transport network in the town centre of Bombala is reducing the amenity of the main street and impacting the quality of pedestrian movements and connectivity.

---

## OPTIONS OVERVIEW

Six options for the management of heavy vehicle traffic in the Bombala town centre were developed (base case plus five investment options).

One option, Option 2 “Mahratta Street extension”, is the heavy vehicle alternate route previously proposed by the Council.

Two options, Option 1 “Bombala bypass” and Option 5 “Town centre improvements”, were developed in discussion between WSP and the Council.

The two remaining options, Option 3 “Southern alternative route” and Option 4 “Eastern alternative route”, were advised by the Council for assessment.

The options are summarised in Table ES.1 and mapped in Figure ES.2.



Table ES.1 Route options

Option	Name	Description
Base case	Base case	The “do-minimum” project case whereby no specific investment into the town centre transport network is made, other than routine maintenance type activities. No significant changes to the movement patterns of vehicles or pedestrians are expected.
Option 1	Bombala bypass	Bypass of the Bombala townsite. Scope includes a new road and new bridge.
Option 2	Mahratta Street extension	An alternative route to Maybe Street (Bombala town centre). Scope includes a new road and new bridge.
Option 3	Southern alternative route	An alternative route between Rosemeath and Monaro Highway (south of Bombala). Scope includes to upgrade Rosehill Road (currently unsealed).
Option 4	Eastern alternative route	An alternative route between Rosemeath and Monaro Highway (north of Bombala). Scope includes to upgrade Black Lake Road (currently unsealed), Cathcart Road (sealed, although narrow and in poor condition), and Coolumbooka Road (currently unsealed), a new road, and Bucky Springs Road (sealed).
Option 5	Town centre improvements	Increased amenity and safety of street environment within the town centre. Scope includes improvements to Monaro Highway/Maybe Street (Therry Street to Bright Street), such as pedestrian crossing points, entry statements, parking review, line-marking, advisory signage for heavy vehicles.

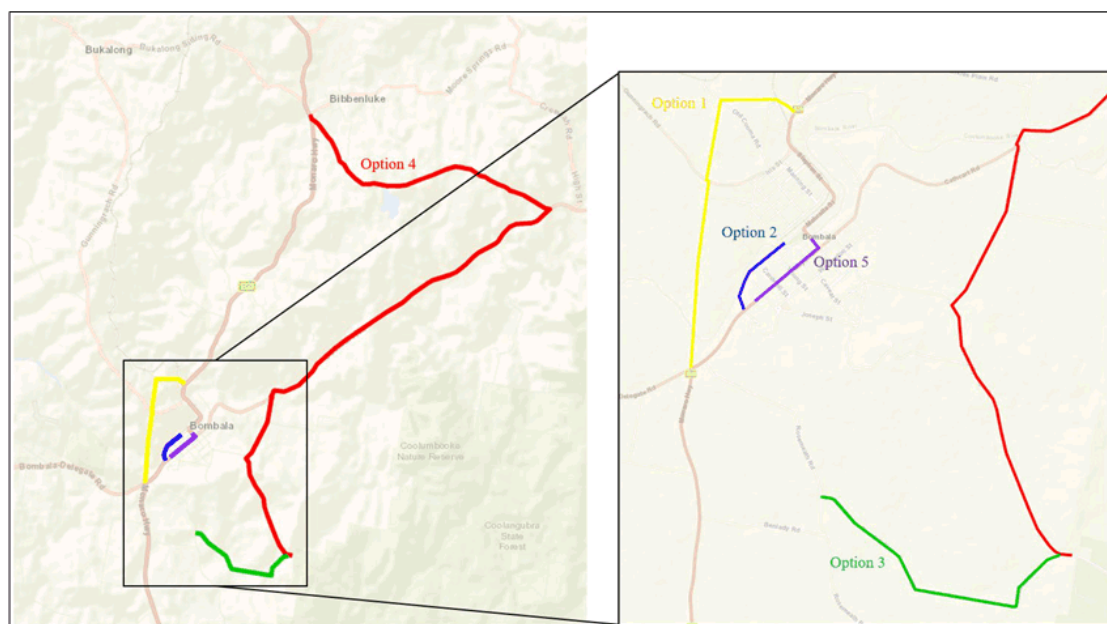


Figure ES.2 Route options



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## ASSESSMENT OF OPTIONS

The options have been assessed with consideration to their strategic fit, impacts to town centre vehicle traffic, impacts to town centre amenity and active transport improvements, environmental considerations, and magnitude of cost.

Option 1 “Bombala Bypass” and Option 2 “Maharatta Street Extension” are likely to reduce town centre traffic volumes by a significant proportion. However, the actual volume of traffic is unlikely to justify investment in new road and bridge infrastructure. These approaches, to separate the through movement, are also not aligned with the Movement and Place transport planning principles for a regional local town such as Bombala.

Option 3 “Southern Alternative Route” and Option 4 “Eastern Alternative Route” are expected to attract only a minor level of traffic, and the benefit they would provide to the town centre is therefore limited.

Option 5 “Town Centre Improvements” is aligned with providing treatments along Maybe Street and Forbes Street that balance the through movement function of the corridor with the place-making function of the town centre.

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## RECOMMENDED OPTION

Option 5 “Town Centre Improvements” is the recommended option for Council to pursue for the treatment of heavy vehicle traffic in Bombala.

To progress Option 5 “Town Centre Improvements” the following actions are recommended:

- 1 Clarify and document the Roads and Maritime Services minimum design parameters for Maybe Street (Monaro Highway).
- 2 Using the established town centre concept plans as a starting reference, extend the planning further west along Maybe Street to incorporate the entire road corridor within the town, with a greater focus on transport outcomes (as opposed to landscape).
- 3 Further investigate treatments to manage vehicle traffic movements within the town centre, and to improve pedestrian and cyclist networks.
- 4 Concept design phase, including stakeholder and community engagement to obtain community buy-in.
- 5 Develop an implementation plan.

# 1 BACKGROUND

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## 1.1 PROJECT OVERVIEW

One of the urban design and landscape objectives adopted by the Snowy Monaro Regional Council (the Council) in 2017 was to reduce heavy vehicle movements through the Bombala town centre to improve pedestrian safety and increase amenity for residents and tourists.

The Bombala and Delegate Town Centre Strategic Master Plan (Scape Design, 2017) proposed a heavy vehicle bypass route as an option to reduce heavy vehicle traffic through the town centre, and a preliminary concept design had been developed (Kleven Spain Survey Consultants, 2017).

The Council has received funding through the New South Wales (NSW) Stronger Country Communities Fund to progress design and approvals for the heavy vehicle bypass. Prior to design works proceeding, the Council has identified the need to articulate the exact problem(s) being experienced in relation to heavy vehicle traffic and provide evidence of the problem where possible. Once this is established, alternative options for achieving the desired improved pedestrian experience and increased town centre amenity are to be identified, assessed, and the most appropriate option selected.

This process will help ensure that any subsequent decisions made by the Council to invest in new or upgraded infrastructure are justified.

WSP Australia Pty Ltd has been commissioned by the Council to complete a:

- 1 Traffic study: to collect baseline traffic data and forecast these to the 2038 future scenario. A focus is on heavy vehicle movements at key intersections on the entry roads to the town centre.
- 2 Preliminary environmental assessment: to provide a broad understanding of the environmental values in the locality and environmental constraints present.
- 3 Options study (this report): to identify and assess options for the management of heavy vehicle traffic through the Bombala town centre and recommend a preferred option.

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## 1.2 REPORT PURPOSE

The purpose of this report is to outline the recommended option for management of heavy vehicle traffic in the Bombala town centre, based on a review of the problems identified and assessment of potential options.

Following this background chapter, the report comprises the following sections:

- Chapter 2 sets out the goals, objectives, and strategic context for the Bombala town centre and transport network
- Chapter 3 defines the problems this project seeks to address
- Chapter 4 presents the alternative options considered
- Chapter 5 presents the assessment of the different options, considering issues such as strategic fit, impact on traffic, and environmental constraints
- Chapter 6 presents the recommended option and next steps to progress the project.

## 1.3 BOMBALA

### 1.3.1 REGIONAL CONTEXT

Bombala is in the South East and Tablelands region of NSW, approximately 200 km south of Canberra (as shown in Figure 1.1). The town is a small local centre with an estimated resident population at 2017 of 1,318 (.id, 2019).

The region surrounding Bombala has a focus on agricultural, forestry, and environmental conservation. This is reflected in “agriculture, forestry, and fishing” being the highest industry sector of employment for Bombala residents, supporting 19.3 per cent of employed persons, compared to 5.7 per cent across regional NSW (.id, 2019).

Cropping and grazing is the predominate agricultural land use surrounding the town. In recent years, an increasing number of horticultural markets such as truffles, lavender, herbs, and cold climate vineyards have emerged in the region (Scape Design, 2017).

Coolumbooka Nature Reserve covers an area of 1529-hectares and is located to the east of the town. A number of other parks and reserves are in the Bombala region, including the Quidong, Merriangaah, Meringo, and Bondi Gulf Nature Reserves and the South-East Forests National Park.

The township lies in the centre of the Monaro regional forestry industry with a significant quantity of timber coming in from north-east Victoria with the wider region accommodating the largest softwood plantations in Australia. Around 33,000 hectares of radiata pine plantations are in the Bombala area, producing over 500,000 tonnes of logs per annum. All three major components of the softwood timber industry take place within the Bombala region: growing and management, harvesting and haulage, and processing of timber products (Forestry Corporation, 2015).



Source: iGIS

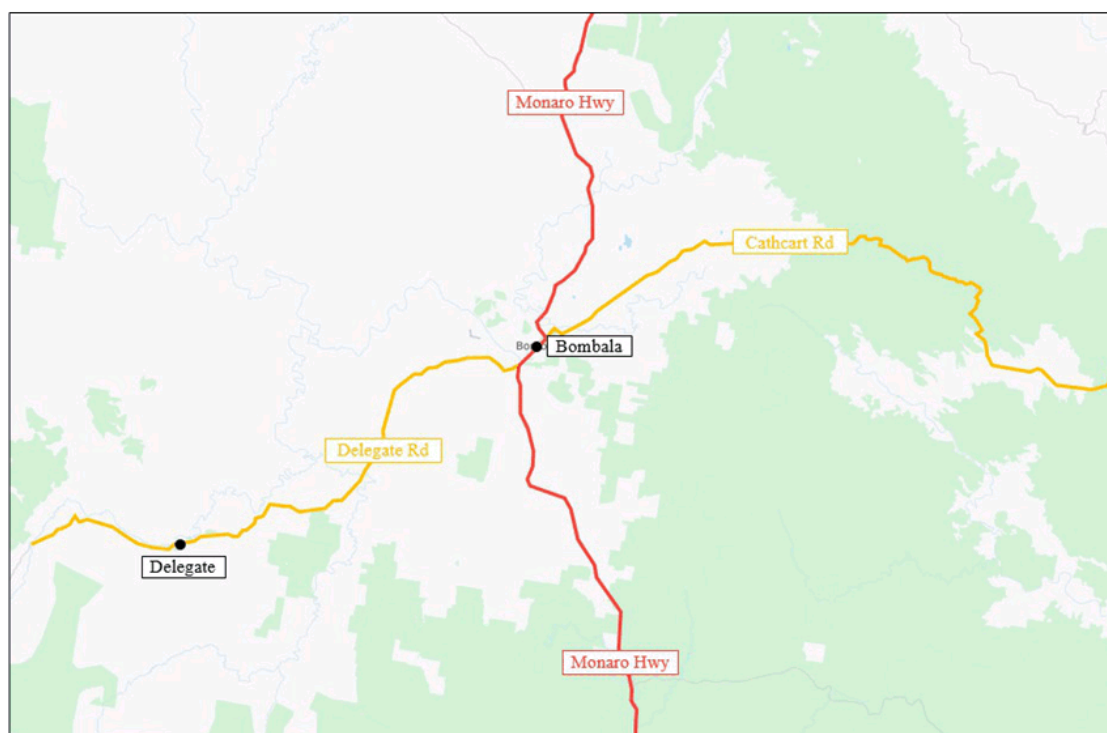
Figure 1.1 Site location

Bombala's interconnectivity with the wider region is predominately via three major roads:

- 1 Monaro Highway: The first and most major of the roads is the Monaro Highway (B23). To the north the Monaro Highway connects to Canberra via Cooma. To the south the highway terminates at Cann River, meeting the Princes Highway and offering a connection into north-east Victoria and Melbourne. The Monaro Highway is classified as a state road.
- 2 Delegate Road: To the south-west, Delegate Road links Bombala to the small town of Delegate, and then links further south to the Princes Highway at Orbost in Victoria.
- 3 Cathcart Road: to the north-east, Cathcart Road links to Mount Darragh Road and eventually Princes Highway, providing a link to the south coast of NSW and notably the Port of Eden, a deep-water port whose principle exports include timber materials.

The Bondi, Coolangubra, Bombala, Craigie, and Nalbaugh State Forests are located to the south and east of the town. The regional road network surrounding Bombala and Delegate (approximately 35 kilometres to the west) includes Mila Road, Craigie Road, Delegate Road, Bucky Springs Road, Cathcart Road, Mount Darragh Road, Currowong Road, Haydons Bog Road and Lower Bendoc Road. The haulage vehicles using this network predominately come from the Bombala region, with some also originating from the north-eastern Victoria plantations and travelling via these roads to the Eden port facilities (McCotter Consulting Services & Zenith Town Planning, 2017).

Roads within the region surrounding Bombala are of a varied degree of serviceability with many being unsealed.



Source: OpenStreetMap

Figure 1.2 Key regional road connections



### 1.3.2 LOCAL CONTEXT

Bombala is characterised by commercial, residential, tourism, and public recreation spaces within the core of the town, flowing out to light and heavy industrial zones on the towns outskirts. The Bombala River itself is a key tourist feature of the town, with public parkland and walking tracks running along the river frontage.

Maybe Street serves as the high street of the town, featuring several cafes, pubs, and restaurants in addition to several commercial businesses (e.g. real estate agents, banks, clothing stores) and two small supermarkets. There are three schools which service the town. The public primary and high schools lie on the south-western edge of the town on Joseph Street and a Catholic primary school lies on the north-western side of town on Queen Street.

Timber product processing takes place locally at Dongwha Timbers Sawmill on Sandy Lane and Monaro Logging on Rosemeath Road. The softwood sawmill facility produces up to 180,000 tonnes of treated sawn timber and is a significant employer in the Monaro District.



Source: OpenStreetMap

Figure 1.3 Local roads and facilities of Bombala

## 2 OBJECTIVES AND CONTEXT

### 2.1 HIGH LEVEL GOALS

The high-level aspirations and goals for Bombala and the wider Snowy Monaro community are outlined in the Snowy Monaro 2040 Community Strategic Plan (Snowy Monaro Regional Council, 2018). The plan is intended to help guide and direct the priorities and decision making of the community to realise four key themes for the future:

- 1 **Community:** *Our communities are welcoming, inclusive and safe; our lifestyle needs are actively considered and planned for; and opportunities exist to enhance our health and social wellbeing*
- 2 **Economy:** *We are a vibrant and prosperous community providing opportunities for growth and learning*
- 3 **Environment:** *Our iconic natural environment and heritage is preserved and enhanced for future generations whilst balancing the needs for regional development and growth*
- 4 **Leadership:** *We have contemporary civic leadership and governance that fosters trust and efficiency*

Each theme is supported by a range of identified strategies that will aid in delivering the intended outcomes. Strategies relevant to considering options for the management of heavy vehicle traffic in Bombala include:

Community	Economy
<ul style="list-style-type: none"> <li>Develop, maintain and promote safe spaces and facilities that are enabling, accessible and inclusive for all.</li> </ul>	<ul style="list-style-type: none"> <li>Attract diverse businesses and industries to the region, supporting their establishment and retention.</li> <li>Encourage and promote vibrant towns and villages, acknowledging and celebrating the unique heritage and character of each town.</li> </ul>
Environment	Leadership
<ul style="list-style-type: none"> <li>Protect, value, and enhance the existing natural environment</li> <li>Improve and maintain our publicly owned infrastructure, assets, and facilities to a high standard</li> <li>Transportation corridors throughout the region are improved and maintained</li> <li>Transportation initiatives are aligned to state and neighbouring local government area plans</li> </ul>	<ul style="list-style-type: none"> <li>Planning and decision making are holistic, integrated, and have due regard for the long term and cumulative impacts</li> <li>Sound governance practices direct Council business and decision-making</li> <li>We advocate to, and work with other levels of government, community and industry</li> <li>Council utilises sound fiscal management practices, and pursues and attracts other sources of revenue</li> </ul>

### 2.2 TRANSPORT OBJECTIVES

The Snowy Monaro Regional Council, via the Bombala and Delegate Town Centre Strategic Master Plan (Scape Design, 2017), has established specific urban design objectives for Bombala. As shown in Figure 2.1, three of the eight objectives relate directly to the transport network.

From Objective 04, it is evident the underlying reason for the proposed heavy vehicle bypass is to “improve pedestrian safety and increase amenity for local residents and tourists.” Alternative options may exist to achieve this same underlying objective.

URBAN AND LANDSCAPE DESIGN OBJECTIVES	
01	To ensure facilities and attractors are provided, well located and utilised to their full potential so that they contribute to the future development of the towns
02	To ensure that town centres are easy to navigate and utilise clear wayfinding logic and signage
03	To ensure that parking is appropriately located, sized and sign-posted
04	To reduce heavy vehicle movements through the town centres in order to improve pedestrian safety and increase amenity for local residents and tourists
05	To ensure town centres exhibit a 'sense of arrival', are well presented and architecturally consistent
06	To ensure that parklands are provided for the enjoyment, relaxation and recreation of local residents and tourists
07	To ensure regional facilities, attractors and neighbouring towns work together as a network for the betterment of the region as a whole
08	To ensure utilities are rationalised and well planned in order to minimise their intrusion on to the public domain.

Figure 2.1 Bombala town centre urban design and landscape objectives (Scape Design, 2017)

In addition, the Master Plan identifies the principles for the Bombala town centre planning and revitalisation are centred on the idea of “providing pedestrian connectivity” via improving pedestrian connectivity, environment, and safety, and providing pedestrian amenity and a complete street.

## 2.3 STRATEGIC CONTEXT

To better understand the context of this project a review of plans and studies of the Council, NSW Government, and Federal Government has been undertaken.

### 2.3.1 NATIONAL LEVEL

#### 2.3.1.1 INFRASTRUCTURE PRIORITY LIST

The Infrastructure Priority List (Infrastructure Australia, 2019) identifies 121 nationally significant energy, telecommunications, water, social, and transport projects and initiatives that will deliver the most benefit to Australia over the next 15 years.

There are no projects or initiatives identified within Bombala or the surrounding region.

The nearest is the “Regional NSW road network safety improvements”, a high priority initiative consisting of a package of works at various locations, the nearest to Bombala being those at Bega and Jindabyne.

#### 2.3.1.2 NATIONAL LAND TRANSPORT NETWORK

The National Land Transport Network is “a network of nationally important road and rail infrastructure links and their intermodal connections” (Department of Infrastructure, Regional Development and Cities, 2018).

Bombala is not situated on this network and the Monaro Highway is not identified as part of the network.

#### 2.3.1.3 SUMMARY

At a national level, there is no apparent strategic identification of the need for a heavy vehicle bypass or alternative route option at Bombala.

## 2.3.2 STATE LEVEL

### 2.3.2.1 FUTURE TRANSPORT STRATEGY 2056

The Future Transport Strategy 2056 (Transport for NSW, 2018) presents a 40-year vision for transport in NSW. The strategy presents ten key outcomes for regional NSW transport customers, grouped under the six themes of customer focussed, successful places, a strong economy, safety and performance, accessible services, and sustainability. To guide implementation of the strategy, a series of projects that are committed within a 10-year timeframe, or are an initiative to investigate with a 10, 20, or 20+ year timeframe, are identified.

There are no short term (0–10 years) projects or initiatives identified within Bombala. In the surrounding region (as shown in Figure 2.2), the broadly defined 0–10 year committed initiatives or initiatives for investigation are:

- Monaro Highway overtaking lanes and safety improvements (item 52)/Monaro Highway improvements (item 42)
- Kosciuszko Road overtaking lanes and safety improvements (item 56)
- Snowy Mountains Highway improvements (including Brown Mountain) (item 39).

No initiatives for investigation with a 10–20-year timeframe or visionary initiatives with a 20+ year timeframe are identified within Bombala or the surrounding region.

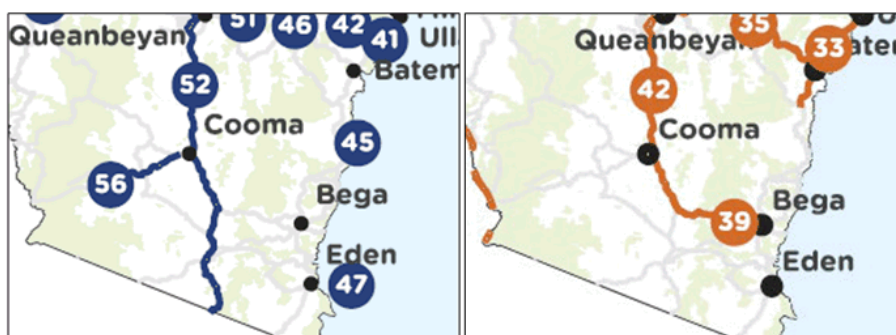


Figure 2.2 0–10 year committed initiatives (left) and initiatives for investigation (right) (Transport for NSW, 2018)

### 2.3.2.2 REGIONAL NSW SERVICES AND INFRASTRUCTURE PLAN

The Regional NSW Services and Infrastructure Plan (Transport for NSW, 2018) builds on Future Transport Strategy 2056 and presents a more in-depth discussion of planning for the regional areas of NSW.

Initiatives presented for the South East and Tablelands Region, in which Bombala is located, are shown in Figure 2.3 and include:

- Monaro Highway overtaking lanes and safety improvements (committed initiative, 0–10 years) (item 23)
- Monaro Highway improvements (initiative for investigation, 0–10 years) (item 25).

In addition, regional NSW town bypasses were proposed as an initiative for further investigation. Corridor strategies, road network plans, and applying the Movement and Place framework would aid in determining the need for a town bypass.

The Movement and Place framework is a new approach to transport planning which recognises that roads are not just movement corridors, but also act as places for people. The key movement and place principles for a local town, such as Bombala, are stated as:

- 1 Balancing needs of through movement and servicing local businesses (Vibrant Streets).  
*(in contrast to regional centres and regional cities, where the principle is for the separation of through movement (Movement Corridors) and supporting place-based activity (Places for People))*
- 2 Facilitate safe access to centre – improved walking, cycling, public transport and parking.



- 3 Strengthen and grow place making through effective land use and transport planning (e.g. lower vehicle speeds, footway access).
- 4 Integrating safety features with road function, accounting for needs of different road users in each environment.



Figure 2.3 South East and Tablelands Initiatives (Transport for NSW, 2018)

#### 2.3.2.3 SOUTH EAST AND TABLELANDS REGIONAL PLAN 2036

The South East and Tablelands Regional Plan 2036 (NSW Planning and Environment, 2017) will guide the NSW Government's land use planning priorities and decisions to 2036. With a vision to be "a borderless region in Australia's most geographically diverse natural environment with the nation's capital at its heart," the plan sets four regional goals for the South East and Tablelands:

- 1 A connected and prosperous economy.
- 2 A diverse environment interconnected by biodiversity corridors.
- 3 Healthy and connected communities.
- 4 Environmentally sustainable housing choices.

A series of more specific directions and supporting actions outline how these goals will be achieved. Relevant to transport in Bombala is Direction 11 "Enhance strategic transport links to support economic growth," with Monaro Highway, north of the town, identified as a key strategic regional corridor. No specific references to heavy vehicle traffic in Bombala are made, but the following general opportunities and actions could apply:

- Opportunity to manage amenity impacts where key routes run through town centres, particularly in the Hilltops and Queanbeyan-Palerang local government areas
- Improve the capacity of the regional freight network by investigating and prioritising upgrades to narrow bridges, culverts, alignment, and lane and shoulder width that constrain restricted access vehicles
- Deliver local and regional road projects that support the regional freight network
- Limit inappropriate adjoining development and direct access points along strategic transport links including the Hume, Federal, Illawarra, Barton and Kings highways
- Investigate options to improve heavy vehicle rest areas appropriate for the demand.

#### 2.3.2.4 SUMMARY

At a state level, generalised initiatives for the management of freight traffic exist but there is no apparent strategic identification of the need for a heavy vehicle bypass or alternative route option at Bombala.

The Movement and Place framework suggests the main street of Bombala should act as a “vibrant street” and balance the needs of through movement with that of access and placemaking associated with local businesses.

#### 2.3.3 LOCAL LEVEL

##### 2.3.3.1 BOMBALA AND DELEGATE TOWN CENTRE STRATEGIC MASTER PLAN

The Strategic Master Plan (Scape Design, 2017) is a high-level plan for the Bombala town centre which responds to “initial issues raised by council concerning the functioning and aesthetic qualities of the town centre” and any other improvements that can be identified. Several issues associated with heavy vehicle traffic are referenced:

- Heavy vehicle movements in the main street prevent substantial pedestrian, bicycle and landscaping improvements
- Classification of main street as a Highway (“B Class”) prevents substantial pedestrian and landscaping improvements
- Heavy vehicle movements impact road design opportunities and block main streets
- No real opportunities in town for dedicated parking, truck rest stop on highway may be required.

The Master Plan identifies the proposed heavy vehicle bypass route but does not explore how this route was selected or assessed:

*A heavy vehicle alternative route is required in order to free up heavy vehicle movements from the town centre main streets. Council are currently planning to provide an alternative heavy vehicle route via Mahratta Street on the north side of town and a new bridge connection over the Bombala River to Bright Street on the south western side of town. This alternative route will assist with reducing heavy vehicle traffic and enabling improvements to the main street focused on pedestrian usage and parking. As heavy vehicle access will remain however, major pedestrian improvements e.g. footpath widening will not be completely possible due to the require road widths.*

The Strategic Master Plan is shown in Figure 2.4.

##### 2.3.3.2 REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2018–2022

The Snowy Monaro Regional Economic Development Strategy 2018–2022 (Snowy Monaro Regional Council, 2018) promotes and facilitates economic growth in the region and its key population centres of Cooma, Jindabyne, and Bombala. It acts as a framework for identifying actions required to achieve the economic vision for the region.

A “heavy vehicle bypass route in Bombala” was identified as an infrastructure priority to support the strategic element of cultivating the region’s “engines of growth” specialisations in agriculture, forestry, and wood products. Further candidate projects for this element include a “heavy vehicle turning, parking and resting bay at Delegate (south side of Bombala)” and “Black Lake Road Bombala”.

The strategy notes, however, that identified projects are example projects resulting from initial application of the framework and they would be subject to further evaluation prior to implementation.

#### 2.3.3.3 SUMMARY

At a local level, heavy vehicle traffic in Bombala is identified as an issue for the community. A heavy vehicle bypass route has been proposed as a solution, but there is no apparent background planning or studies which support the choice of this option or provide evidence/justification that it will be a successful in addressing the community’s concerns for the town centre if implemented.



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## 3 PROBLEM DEFINITION

The following problem definition statement has been determined:

**The current transport network in the town centre of Bombala is reducing the amenity of the main street and impacting the quality of pedestrian movements and connectivity.**

This section of the report presents evidence of this problem by examining the traffic conditions in the town centre, the occurrence of road safety incidents, and reported issues concerning amenity and the active transport network, with a focus on heavy vehicle traffic and its impacts. Where possible, quantitative evidence is used to determine the extent/scale of the issue.

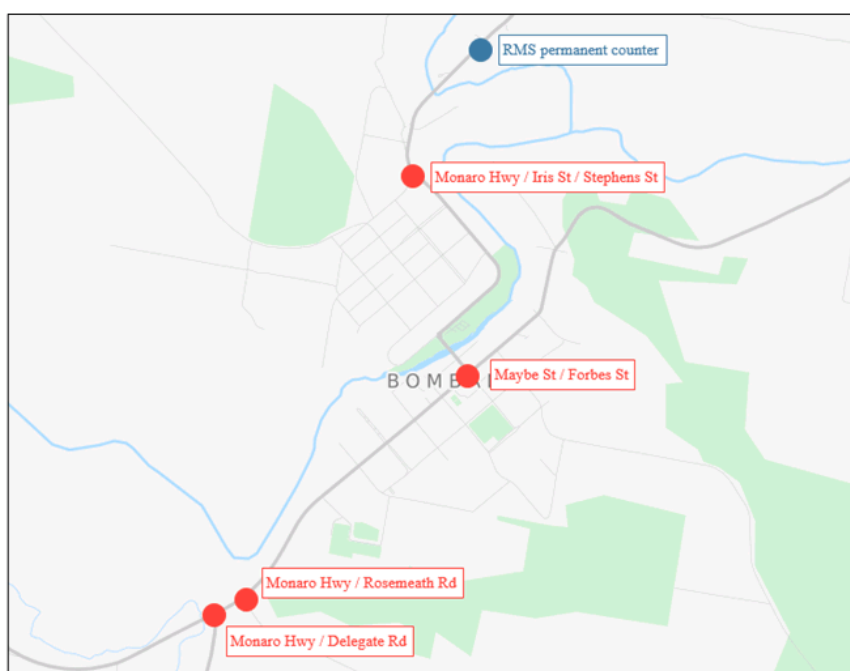
### 3.1 TRAFFIC CONDITIONS

#### 3.1.1 TRAFFIC VOLUMES

##### 3.1.1.1 TRAFFIC STUDY

WSP undertook a Traffic Study (WSP, 2018) for Bombala which included the collection of traffic data, in the form of manual classified turning counts, at four locations in the town during November 2018.

The count locations are shown in Figure 3.1. The data was collected for 24 hours per day, from Thursday 22 November 2018 to Saturday 24 November 2018.



Source: OpenStreetMap

Figure 3.1 Traffic count locations – WSP (2018) and Roads and Maritime (permanent)



Roads and Maritime Services (Roads and Maritime) has a permanent counter just north of Bombala on Monaro Highway (as shown in Figure 3.1) and data from this location indicates there is seasonality to traffic patterns. Figure 3.2 illustrates the recorded weekday traffic volumes per month between January 2011 and February 2019, with five periods of year-long data highlighted to show the average and November volumes. Winter is the lowest traffic period and November represents one of the higher volume traffic months.

Figure 3.3 illustrates the permanent count data for all weekdays during November 2018 and indicates that the two weekday count days were periods of average to higher-than-average weekday traffic for the month.

It is not known if the traffic counts were undertaken during a timber harvest period.

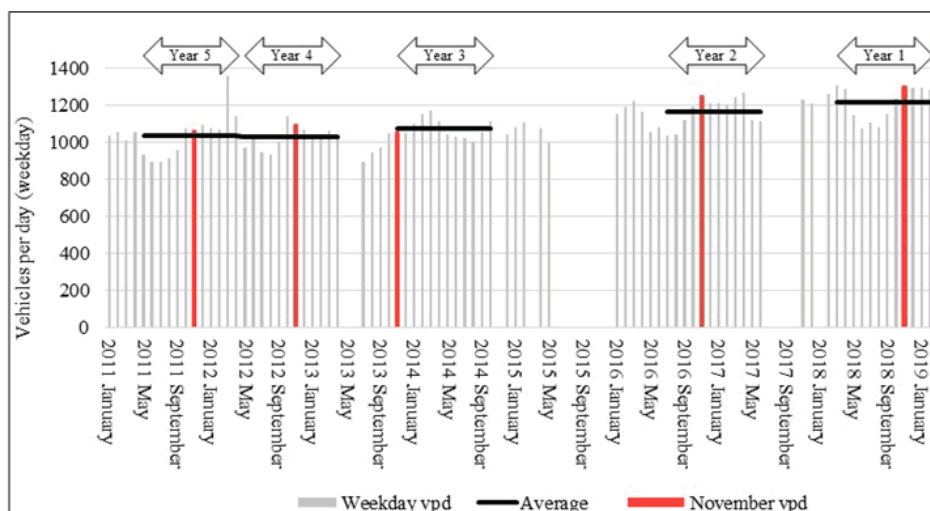


Figure 3.2 Historic weekday traffic volumes on Monaro Highway, north of Bombala (Roads and Maritime Services, 2018)

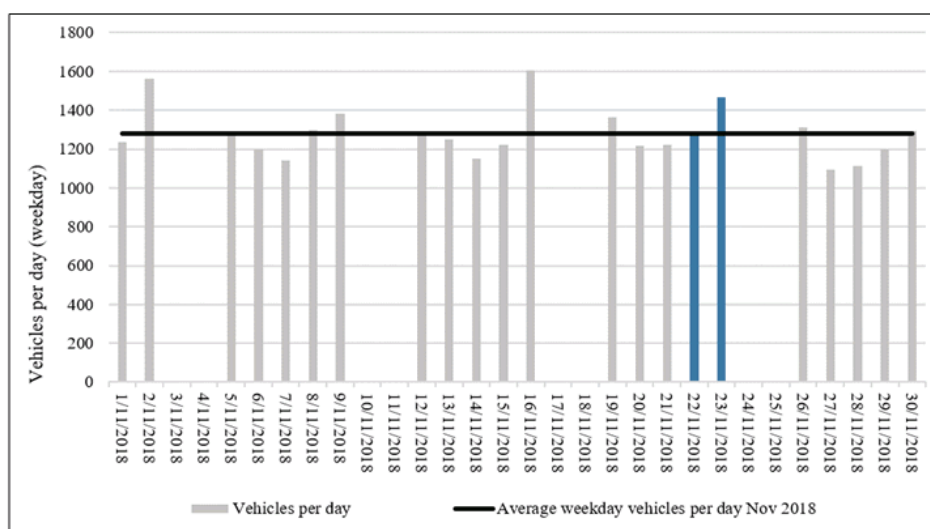


Figure 3.3 Historic weekday traffic volumes on Monaro Highway, north of Bombala (Roads and Maritime Services, 2018)

### 3.1.1.2 EXISTING VOLUMES

The Traffic Study enabled the traffic volumes on key approach roads to Bombala to be identified (as shown in Figure 3.4) and the following observations are made regarding heavy vehicle traffic:

- Heavy vehicle traffic constitutes 12–15 per cent of the total traffic entering and leaving the town on the Monaro Highway
- Heavy vehicle traffic is significantly more pronounced during weekdays than weekends.

Based on the count data at the roundabout intersection of Maybe Street and Forbes Street, traffic movements on the high street of Bombala, Maybe Street, are in the order of 4300 vehicles per day (two-way), with 7 per cent being truck movements. Slightly to the north, Forbes Street experiences some 3050 vehicles per day (two-way) with 9 per cent being truck movements. Refer Figure 3.5.

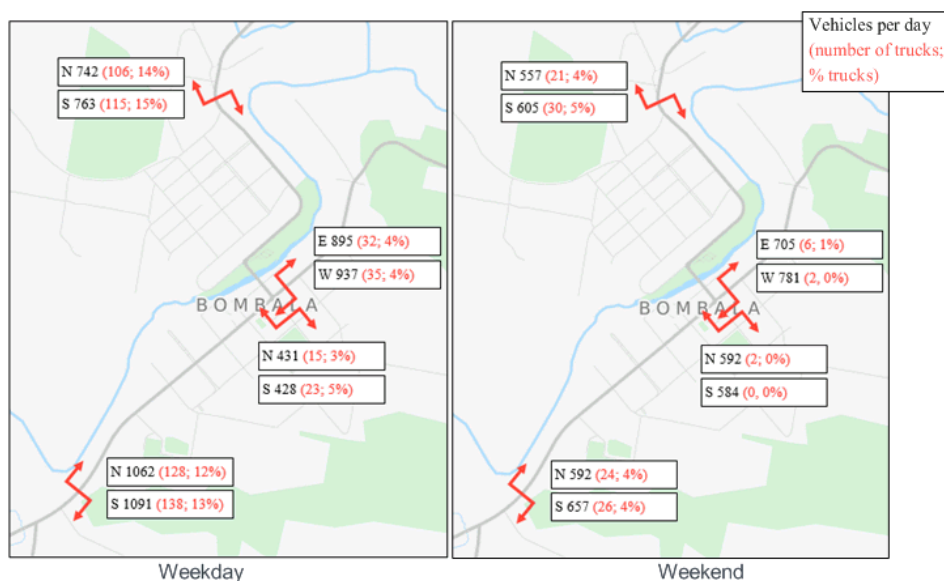


Figure 3.4 Traffic volumes on key approach roads to Bombala  
(weekday: average 22–23 November 2018)  
(weekend: 24 November 2018)

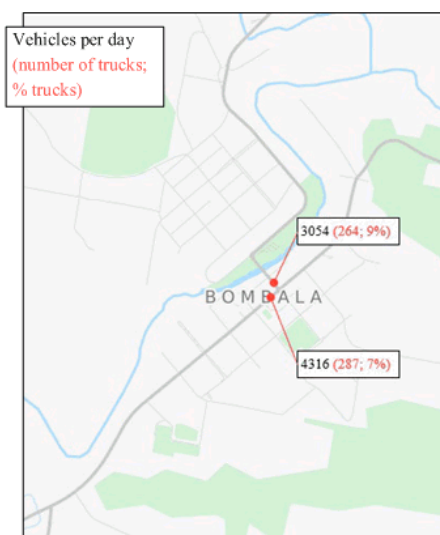


Figure 3.5 Traffic volumes on town centre roads (weekday: average 22–23 November 2018)

### 3.1.1.3 FUTURE VOLUMES

The Traffic Study (WSP, 2018) provides traffic volumes at a 2038 forecast horizon. These were developed by applying a 1.5 per cent annual growth rate to the base traffic volumes, based on the assumption of steady growth in the region over the next 20 years. The 2038 projections are shown in Figure 3.6. The traffic volumes are unlikely to be high enough to warrant a town bypass, nor is this identified at a state or national strategic level for the movement of freight.

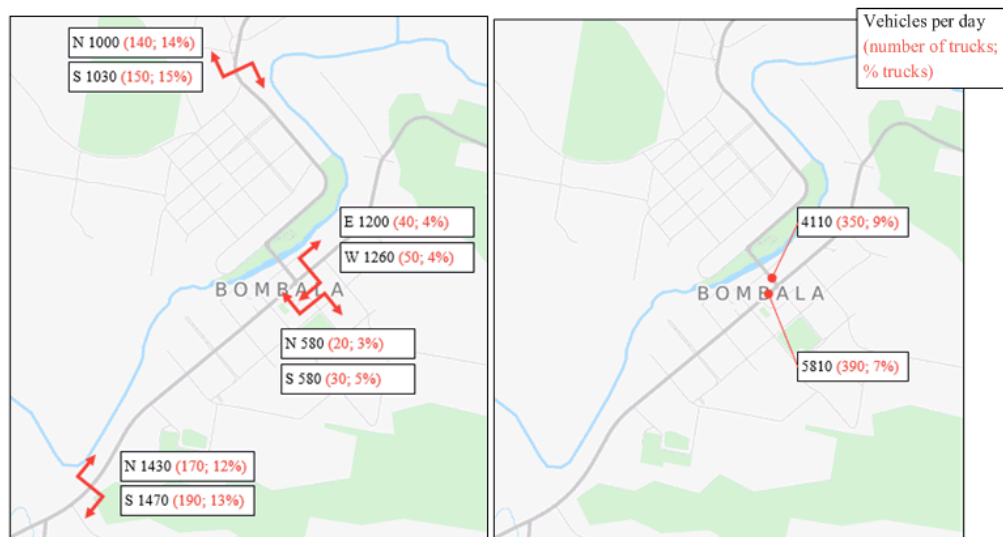


Figure 3.6 Weekday traffic volumes projected for 2038

### 3.1.2 MOVEMENT PATTERNS

The turning movements of trucks at each of the four intersection count sites were examined to identify the main flow of this traffic through the town. As shown in Figure 3.7, the major movement of truck traffic is along Monaro Highway to the north and then splitting between Monaro Highway and Delegate Road to the south. Note movements with less than 25 trucks per day are not shown.

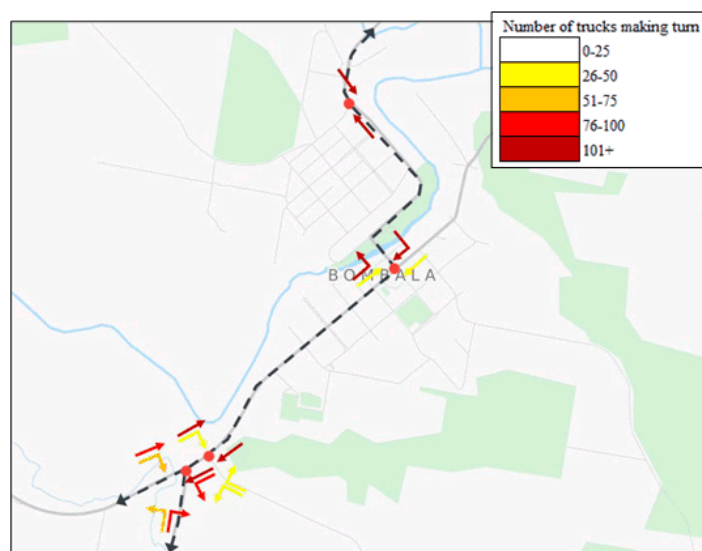


Figure 3.7 Truck turning movements (forecast 2038 weekday)



### 3.1.3 TIMBER HEAVY HAULAGE TRAFFIC

The forestry industry is a contributor to heavy vehicle traffic in the Bombala region and a major softwood sawmill, Dongwha Timbers, is located to the south-west of the town on Delegate Road.

The Bombala District Timber Industry Haulage Study (McCotter Consulting Services & Zenith Town Planning, 2017) identified key regional roads utilised by timber haulage vehicles, current traffic volumes and classification mix on these roads, the historic volumes of timber transported, and the expected volumes of timber to be transported in the future. The traffic conditions and timber haulage figures are summarised in Table 3.1 with the road locations shown in Figure 3.8.



Source: OpenStreetMap

Figure 3.8 Road network surrounding Bombala)

The following observations are made:

- Bucky Springs Road, to the south-east of Bombala, expects a future decrease of some 50 per cent in timber heavy haulage traffic on average. This traffic may travel along Burton Street and Maybe Street to reach the softwood mill on Delegate Road.
- Gunningrach Road, to the north-west of Bombala, expects to become a timber heavy haulage route, albeit a comparatively lower volume route. This traffic may pass through the town centre of Bombala to cross the river and reach the softwood mill on Delegate Road.
- Delegate Road, to the south-west of Bombala expects a large increase in timber heavy haulage traffic. However, if this traffic is accessing the softwood mill then it is unlikely to pass through the Bombala town area.
- Haydens Bog Road and Craigie Road are located closer to the town of Delegate and connect through to Delegate Road. The roads have future timber heavy haulage traffic increases of some 25 per cent, although again, if this traffic is accessing the softwood mill on Delegate Road it is unlikely to pass through the Bombala town centre.
- Mila Road, connecting to Craigie Road and Monaro Highway, expects a large increase in timber heavy haulage traffic. Again, if this traffic is accessing the softwood mill on Delegate Road it is unlikely to pass through Bombala.

- Due to the ages and harvesting cycles of the surrounding forests, there are significant fluctuations in the year-to-year volume of timber heavy haulage traffic.

With specific regard to Bucky Springs Road, Delegate Road, and Gunninggrach Road (which access directly to/from Bombala) the existing average tonnage of timber totalled for these three roads is 315,000 tonnes per annum. The future average is 353,000 tonnes, a 12 per cent increase. To put this figure in context, a 12 per cent increase to the total number of heavy vehicles forecast to use Maybe Street at 2038 is an additional 47 vehicle movements per day. This is considered conservative as not all heavy vehicle traffic on Maybe Street is related to timber haulage, not all timber haulage traffic on these roads may enter the town centre, and some growth in heavy vehicle traffic is already assumed by the 1.5 per cent annual growth rate applied to the base 2018 traffic volumes.

Table 3.1 Traffic conditions and timber haulage on key routes surrounding Bombala (McCotter Consulting Services & Zenith Town Planning, 2017)

Measure		Bucky Springs Road	Delegate Road	Gunninggrach Road	Haydens Bog Road	Mila Road	Craigie Road
Existing traffic conditions (2012–2016) <sup>1</sup>	Avg annual daily traffic	190	392	178	159	73	51
	% heavy vehicles	55	48	24	37	57	54
	No. heavy vehicles	105	188	43	59	42	28
Average annual tonnage of timber	Existing (2009–2016)	191,420	123,649	0	86,577	152,589	58,474
	Future (2017–2034)	99,385	202,345	51,111	110,167	236,737	72,963
	Increase/decrease	- 92,035 - 48%	+ 78,696 + 64%	+ 51,111 ++	+ 23,590 + 27%	+ 84,148 + 55%	+ 14,489 + 25%
Peak annual tonnage of timber	Existing (2009–2016)	252,862 (2014)	153,517 (2010)	0	123,950 (2015)	198,662 (2012)	93,793 (2011)
	Future (2017–2034)	193,152 (2031)	333,624 (2025–29)	80,500 (2030–34)	191,000 (2025–29)	311,025 (2025–29)	199,995 (2019)

<sup>1</sup> Counts undertaken for various durations between 2012 and 2016. Counts may not have occurred during a timber harvest period. The authors noted several issues with the available base data, refer to original report for further details.

### 3.1.4 CANBERRA TO EDEN RAILWAY

The NSW Government has recently tendered a contract for a feasibility study of the Canberra to Eden railway, which would examine the demand, timing, cost, and design requirements for the project. For this to become an operational line, the existing route between Queanbeyan and Bombala requires rebuilding, along with new extensions to the north and to the east. The study is scheduled for completion by June 2019.

Three potential routes for the southern portion of the rail have been identified (as shown in Figure 3.9). The recommended route (Towamba River Route) and the Wyndham Route would result in the rail passing north-south through Bombala. The rail would be both a passenger and freight route.

Should the rail project progress, three key impacts for traffic movements in Bombala would need to be understood:

- The extent that the freight transport task would shift from road to rail, and the subsequent reductions in heavy vehicle traffic movements
- The altered road network to cater for a southern extension of the rail, and the subsequent changes to traffic movement patterns through the town
- The expected impacts on Bombala's population (for example, resulting from faster commute times to Canberra), and the land use and transport planning associated with catering for an increased population.



Figure 3.9 Proposed Eden to Canberra railway, southern section (Canberra Times, 2019)

### 3.1.5 COMPARATIVE BYPASS PROJECTS

To better understand the context of any proposed bypass or alternate heavy vehicle traffic route, a review of the characteristics of recent bypass projects planned/completed by the Roads and Maritime Services was completed. A total of 15 projects since 2007 are listed on the agency's website.

Of the 15, 12 involved cities located on either the Hume Highway or Pacific Highway, both of which are part of the National Land Transport Network. The Hume Highway provides a primary land freight route between Sydney and Melbourne and the Princes Highway provides a similar land freight route between Sydney and Brisbane. These highways experience traffic exceeding 10,000 vpd with some places along the routes experiencing daily vehicle counts of more than 50,000.

Of the remaining three, similarities between the towns and Bombala are summarised in Table 3.2, using the characteristics of population, vehicles per day, and heavy vehicle traffic. Bombala has a significantly smaller population and experiences significantly less heavy vehicle traffic than the other three towns.

Table 3.2 Comparative bypass projects: town population and regional road traffic volumes

Town	Population	~VPD (Total)	~VPD (Heavy)
Bombala	1,318	2150	270
Moree	13,159	>4000	1700
Alstonville	5,739	6000 (2011)	700 (2011)
Tenterfield	6,628	2100	525

In the context of bypass projects that have been conducted in regional NSW, the Monaro Highway through Bombala does not appear to have the heavy vehicle traffic necessary to justify a bypass nor the population considerations.

## 3.2 ROAD SAFETY

The town centre of Bombala has a low crash record with no identifiable pattern of crashes.

Crash data obtained from Transport for NSW, illustrated in Figure 3.10 and Table 3.3, indicates seven crashes have been recorded in the latest five-year period (2013–2017) for the more built up area of Bombala. The majority (five) are non-casualty (towaway), with one each being serious injury and moderate injury. For context, a total of 708 crashes were recorded for the whole of the Council area during the same period. Note the available data does not identify if the crashes involved a heavy vehicle or not.

For the two more serious crashes, the RUM codes were “42 leaving parking” in daylight and “88 out of control on bend” in the dark.

For the two crashes that occurred along Maybe Street, the RUM codes were “42 leaving parking” in daylight and “71 left off carriageway into object/parked vehicle” in daylight.

In the broader region, observations from the Transport for NSW crash data map show a cluster of crashes along the Monaro Highway approaching Bombala from both the northern and southern ends of the town. While no fatal injuries have been recorded in the last five years along this route, there have been several serious injuries reported on the northern approach, particularly in 2017.

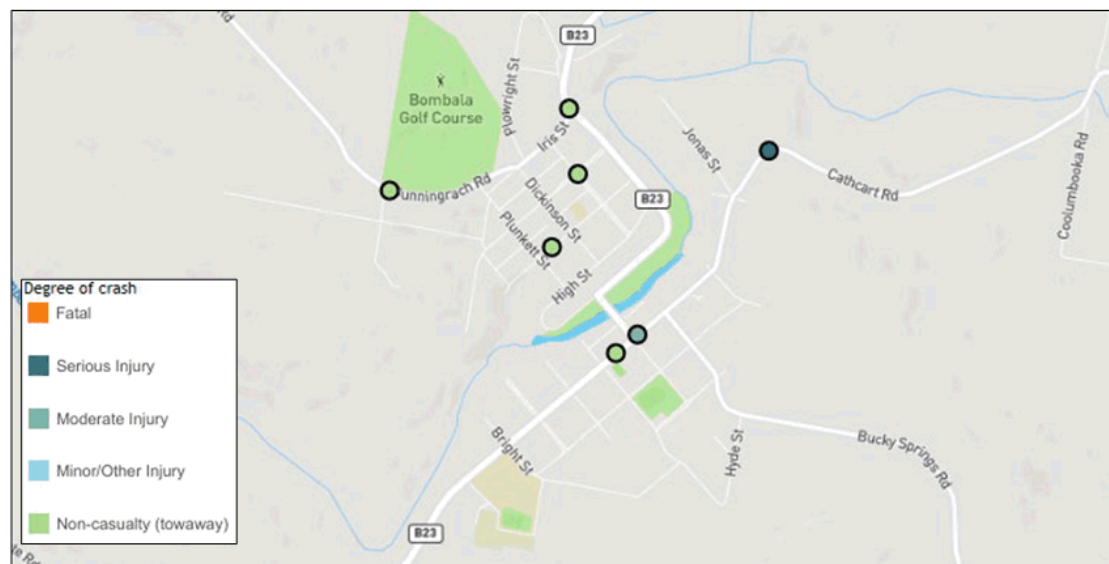


Figure 3.10 Location and severity of crashes 2013–2017 within Bombala town centre (Transport for NSW, 2018)



Table 3.3 Crash data 2013-2017 (Transport for NSW, 2018)

Year	Degree of crash					Total in Bombala built up area	Total in Snowy Monaro Regional Council
	Fatal	Serious injury	Moderate injury	Minor/Other injury	Non-casualty (towaway)		
2013					1	1	208
2014		1				1	148
2015					1	1	115
2016					2	2	115
2017			1		1	2	122
<i>Total</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>0</i>	<i>5</i>	<i>7</i>	<i>708</i>

### 3.3 ACTIVE TRANSPORT AND AMENITY

#### 3.3.1 ACTIVE TRANSPORT IN BOMBALA

The Bombala community utilises active transport.

Active transport as a method of journey to work is higher in Bombala than for NSW in general (id, 2019). Of the employed persons in Bombala (aged 15+), 7.3 per cent had a main method of travel as “walk only”, compared to a lower 3.9 per cent for NSW. No people reported cycling to work in Bombala (compared to 0.7 per cent for NSW).

As well as a for utility-travel, the active transport network provides opportunities for recreation and tourism. The Strategic Master Plan (Scape Design, 2017) identified the users of the town and existing opportunities/constraints. Those associated with active travel include:

- Tourists staying at the Caravan Park are poorly connected to the main street commercial area, with a lack of paths and lighting
- The river front is under-utilised for recreation, with poor connections between the river edge and upper banks, and lack of path network throughout riverside parks and connections back to the town centre
- There could be improved path connections between the swimming pool tourist “hub” and the town centre, to provide opportunity for tourists to better interact with the town
- The main street lacks identifiable gateways, amenities, and wayfinding, with inconsistent facades and sporadic landscaping. There is no creation of a memorable tourist experience or “sense of arrival”
- There is poor pedestrian connectivity between the northern area of Bombala and the main street
- Within the town centre, the footpath paving itself is generally in good condition and visually appealing.

#### 3.3.2 PROVISION OF INFRASTRUCTURE

The Strategic Master Plan (Scape Design, 2017) outlines the existing active transport network and identified deficiencies:

*Apart from the core commercial area and riverside, there is a general lack of formed footpaths and formalised pedestrian crossings throughout the town. There is a continuous footpath along Maybe Street providing compliant access to shopfronts, as well as continuous footpaths along Forbes street north to the bridge and footpaths along one side of Caveat Street. There appears to be no formal “zebra” crossings, although kerb ramps are provided in several locations. Most gradients appear to comply with those defined in*

*AS1428 for accessibility. A paved riverwalk trail network follows part of the Bombala River, forming a loop between the end of Young Street in the west and Stephen Street in the east. The trail links both sides of the river, connecting parklands to the town centre path network, however the width of the path is non-compliant as a shared path and there is a general lack of lighting. Poor connections exist for pedestrians needing to cross the Monaro Highway and Maharatta Street to the Museum/Visitors Centre, railway lands and the northern Bombala residential area. At night there are no lit pathways between the caravan park and the town centre. These issues contribute to poor connectivity across the town, impacting locals and tourists.*

The Strategic Master Plan reports that Maybe Street has a corridor width of 30 m (approximately) with a footpath width of 7–8 m. Forbes Street has a corridor width of 30 m (approximately) with a footpath width of 4.4 m. Views along Maybe Street and Forbes Street are shown in Figure 3.11 and Figure 3.12 respectively.



Figure 3.11 Maybe Street, looking west from intersection with Forbes Street



Figure 3.12 Forbes Street, looking south from bridge over Bombala River

### 3.3.3 CONCERNS

The Council has reported that complaints to elected members and Council officers have been received, raising amenity issues and concerns with safety. The Council's "Mayor for a day" online comments page has received feedback on this topic:

*Last week I watched a child run out on Maybe Street Bombala as a Truck barrelled down the street, the resulting heavy braking, noise, dust etc from the near miss was frightening, Maybe Street is a thoroughfare for Trucks and Cars but is also a shopping precinct, kids get off busses and elderly walk very slowly across the road, 30 km/h signs need to be erected and police need to be visible. (Farrell, 2019)*

Concerns and deficiencies with the active transport network are also referenced in the Strategic Master Plan through inclusion of several "design actions" that would benefit pedestrians and cyclists along Maybe Street and Forbes Street. These include:

- Linemarking of existing road surface in order to improve road efficiency and to identify surplus road surface that could be converted to landscaped or pedestrianised
- Footpath widening, alfresco dining areas, and new crossings
- Renew existing landscaped beds, landscaping of new garden areas, street tree replacement
- New seating, bike racks, bin enclosures, wayfinding signage, banner poles, water bottle refill stations, wayfinding signage
- Ensure lit route to appropriate level of compliance along main street and footpaths
- Improve footpath connections linking riverside with main street.

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## 3.4 SUMMARY

Overall, the existing and forecast traffic movements for the Bombala town centre do not indicate that the volume of traffic would exceed the capacity of the roads. At a 2038 horizon, some 5,800 vehicles per day (two-way, weekday) are forecast to use Maybe Street, with approximately seven per cent being heavy vehicles. These figures are only increased slightly when applying an additional allowance for increases to timber haulage traffic. There is a low crash history within the town.

The issue faced along Maybe Street and Forbes Street is that the current corridors focus on providing a "movement" function, at the expense of a "place" function where amenity is high and pedestrian and cyclist activity encouraged.

## 4 OPTIONS

### 4.1 OVERVIEW

Based on the strategic context, problem definition, and objectives of the Council, six options for the management of heavy vehicle traffic in the Bombala town centre have been developed (base case plus five investment options).

One option, Option 2 “Mahratta Street extension”, is the heavy vehicle alternate route previously proposed and identified in the Strategic Master Plan.

Two options, Option 1 “Bombala bypass” and Option 5 “Town centre improvements”, were developed in discussion between WSP and the Council.

The two remaining options, Option 3 “Southern alternative route” and Option 4 “Eastern alternative route”, were advised by the Council for assessment.

The options are summarised in Table 4.1 and mapped in Figure 4.1.

Table 4.1 Route options

Option	Name	Description
Base case	Base case	The “do-minimum” project case whereby no specific investment into the town centre transport network is made, other than routine maintenance type activities. No significant changes to the movement patterns of vehicles or pedestrians are expected.
Option 1	Bombala bypass	Bypass of the Bombala townsite. Scope includes: <ul style="list-style-type: none"> <li>— New road</li> <li>— New bridge.</li> </ul>
Option 2	Mahratta Street extension	An alternative route to Maybe Street (Bombala town centre). Scope includes: <ul style="list-style-type: none"> <li>— New road</li> <li>— New bridge.</li> </ul>
Option 3	Southern alternative route	An alternative route between Rosemeath and Monaro Highway (south of Bombala). Scope includes: <ul style="list-style-type: none"> <li>— Upgrade Rosehill Road (currently unsealed).</li> </ul>
Option 4	Eastern alternative route	An alternative route between Rosemeath and Monaro Highway (north of Bombala). Scope includes: <ul style="list-style-type: none"> <li>— Upgrade Black Lake Road (currently unsealed)</li> <li>— Cathcart Road (sealed, although narrow and in poor condition)</li> <li>— Upgrade Coolumbooka Road (currently unsealed)</li> <li>— New road</li> <li>— Bucky Springs Road (sealed).</li> </ul>
Option 5	Town centre improvements	Increased amenity and safety of street environment within the town centre. Scope includes: <ul style="list-style-type: none"> <li>— Improvements to Monaro Highway/Maybe Street (Therry Street to Bright Street), such as pedestrian crossing points, entry statements, parking review, line-marking, advisory signage for heavy vehicles.</li> </ul>



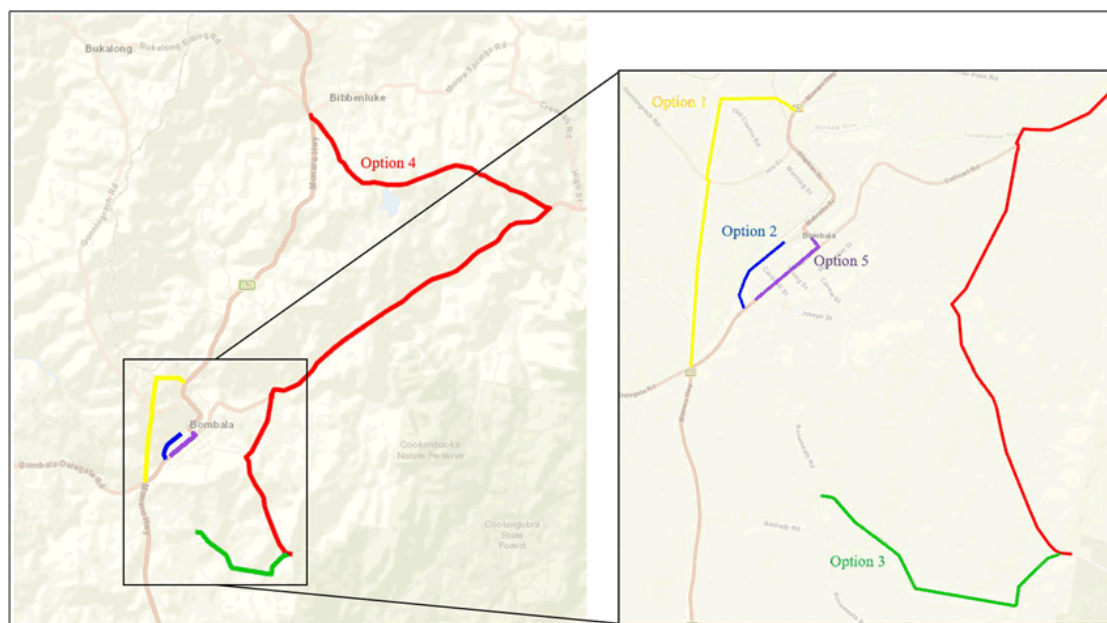


Figure 4.1 Route options

## 4.2 BASE CASE

The Base Case, or “do-minimum” project case, is for no significant investments or changes to the transport network by the Council.

There are also no Roads and Maritime improvement schemes planned for the Bombala area. The nearest planned schemes are (WSP, 2018):

- Princes Highway Upgrade – Jigamy Farm access improvements, Eden
- Princes Highway Upgrade – Dignams Creek, Narooma
- Snowy Mountains Highway – Bemboka Bridge Upgrade, Bemboka
- Monaro Highway and Kosciuszko Road – overtaking lanes and safety improvements.

As part of the 2019 NSW State election commitments, the Nationals have committed to reclassifying several roads in the Bombala region, transferring them from local council to the State for maintenance (The Nationals, 2019). These include Mt Darragh Road, Delegate Road, Cathcart-Bibbenluke Road, Eden Street, and Maybe Street.

## 4.3 OPTION 1 BOMBALA BYPASS

Option 1 “Bombala Bypass” represents a traditional town bypass. As described by Roads and Maritime (Roads and Maritime Services, 2019):

*A bypass is a road or highway that diverts around a town, and takes the flow of “through” traffic away from the town.*

*The benefits can be removing some traffic congestion in the town, reducing noise and vibration and improving road safety. An improved town amenity can, combined with other initiatives, make a town centre more attractive to visitors.*

*The issues that communities face include changed access arrangements and the potential loss of trade to some business that are more dependent on passing trade. This may alter economic activity that could result with through traffic no longer making a decision once they reach the town centre to pull over to take a break and in doing so spend money.*

Option 1 involves approximately four and a half kilometres of new road construction located to the west of the Bombala townsite, connecting with Monaro Highway to the north and to the south of the town. Users of the bypass would typically be regional traffic that does not originate or have a destination within the town, and by using the bypass would not interact with the local traffic within Bombala.

Option 1 works would include a new bridge over Bombala River and new intersections with the Monaro Highway to the north and south, Gunningrath Road, and an unnamed unsealed road. Dependent upon how the bypass connects to Monaro Highway to the north, additional intersections or road network revision in the area of Plowright Street, Townsend Street, Sandy Crossing Road, and Mitchell Street would also be required. If this was not feasible, a second new bridge over Bombala River would be required to enable connection to Monaro Highway further north.

As Monaro Highway is part of the Restricted Access Vehicle (RAV) network (for Higher Mass Limits (HML) network, General Mass Limits (GML) and Concessional Mass Limits (CML) network, and 4.6 m high vehicle network), the new road and bridge would need to be designed at a standard to enable them to become part of these RAV networks.

## 4.4 OPTION 2 MAHRATTA STREET EXTENSION

Option 2 “Mahratta Street Extension” is the “heavy vehicle bypass route” referred to in the Bombala Town Centre Strategic Master Plan, slightly modified to connect to Monaro Highway just north of Cemetery Road as opposed to Bright Street (as shown in Figure 4.2).

This option would present traffic with an alternative north-east–south–west route through the town and remove the need to travel along the town centre roads of Maybe Street and Forbes Street.

Option 2 involves approximately one kilometre of new road construction, extending west from Mahratta Street and a new bridge over Bombala River, then following an alignment between the southern bank of the river and the ends of Young Street, Cardwell Street, and Bright Street, until connecting into Monaro Highway to the north of Cemetery Road. Other than at the points of connection to Mahratta Street and Monaro Highway, this option does not intersect with any existing roads. As per Option 1, the extension of Mahratta Street would need to be designed to the standard required for the RAV networks.

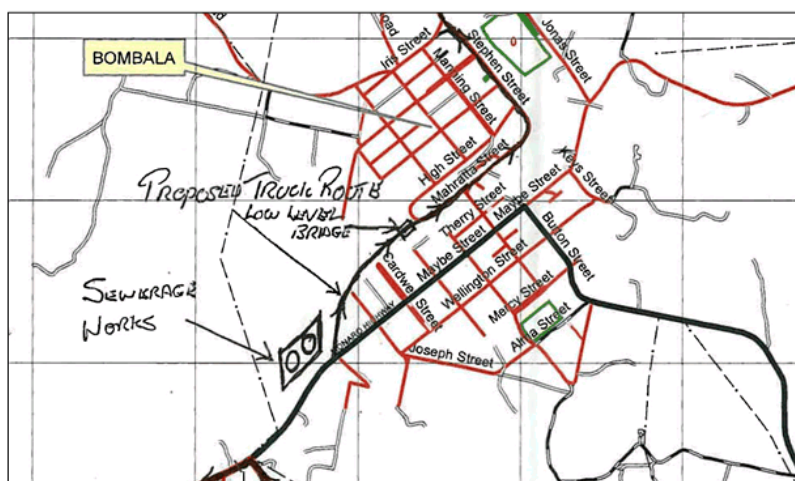


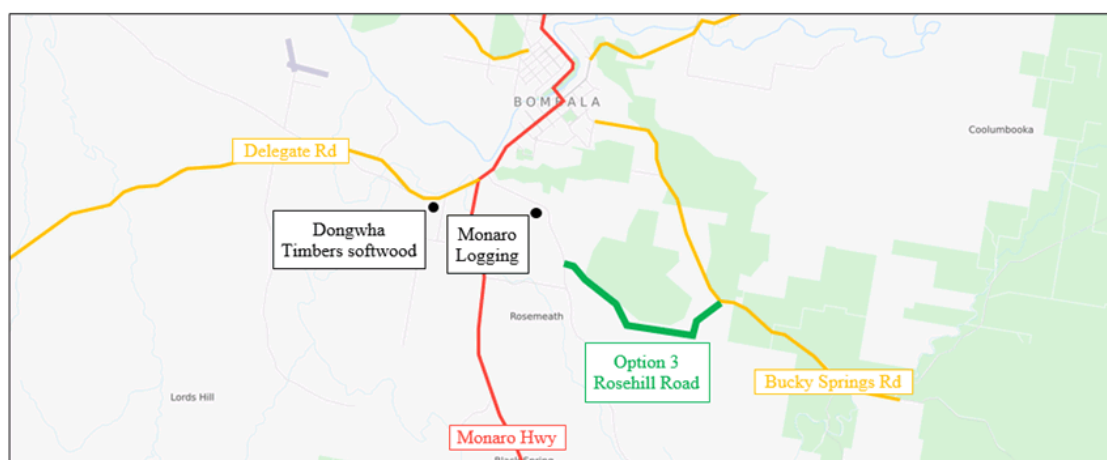
Figure 4.2 Option 2 Mahratta Street extension – alignment (Snowy Monaro Regional Council, 2018)

## 4.5 OPTION 3 SOUTHERN ALTERNATIVE ROUTE

Option 3 “Southern Alternative Route” is the approximate four-kilometre upgrade of the currently unsealed Rosehill Road, which connects east-west between Bucky Springs Road and Rosemeath Road to the south of the townsite.

As Bucky Springs Road and a portion of Rosemeath Road (approximately between Monaro Highway and Monaro Logging) are currently part of the GML and CML RAV network, the upgrade works would need to be to a standard to allow similar vehicles to travel on Rosehill Road. Further upgrades may also be required along the portion of Rosemeath Road currently excluded from the RAV networks, to enable its inclusion on the RAV network.

This option would present an alternative route for traffic that is travelling between the south-east and south-west of the Bombala region, avoiding the need to enter the town. This would include traffic between Bucky Springs Road (and nearby forestry areas such as Coolangubra State Forest) and Delegate Road, Monaro Highway, and Rosemeath Road (and the Monaro Logging and Dongwha Timbers softwood sawmill accessed from these roads) (as shown in Figure 4.3).



Source: OpenStreetMap

Figure 4.3 Option 3 Southern Alternative Route – alignment

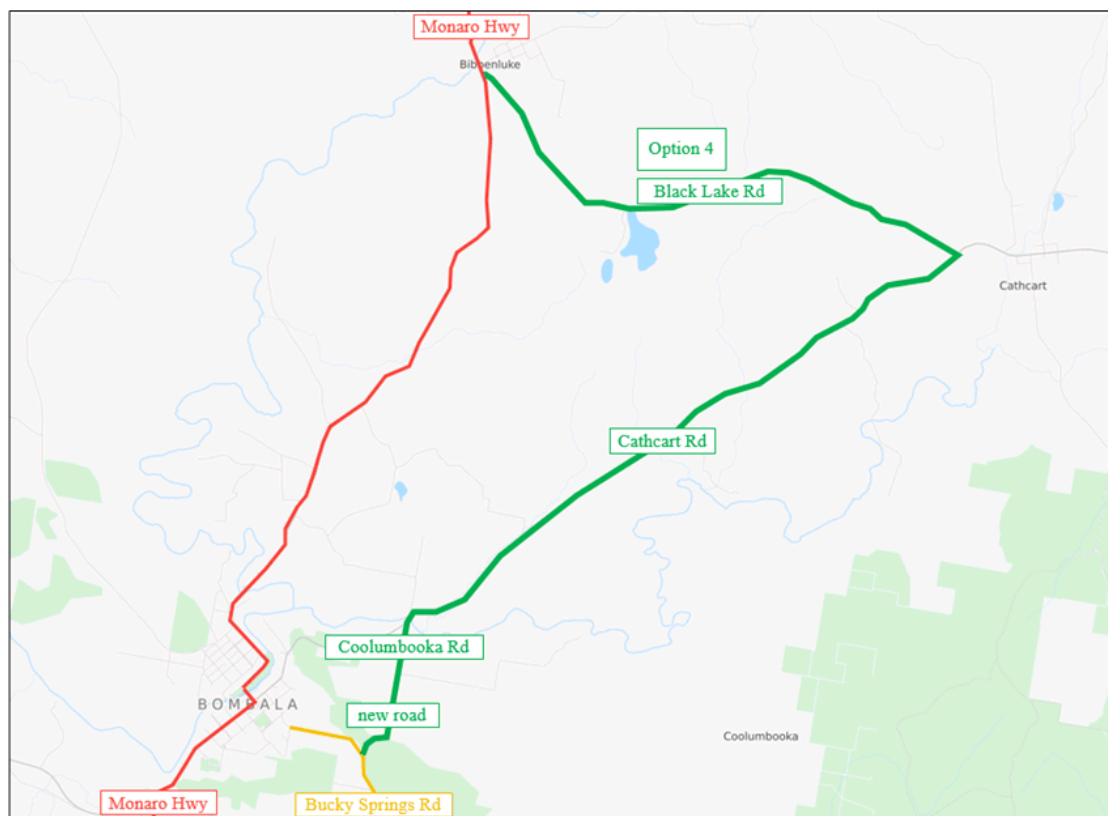
## 4.6 OPTION 4 EASTERN ALTERNATIVE ROUTE

Option 4 “Eastern Alternative Route” is an approximate 24-kilometre route between Rosemeath and Bibbenluke. It would provide a connection between Bucky Springs Road and Monaro Highway (to the north of the Bombala townsite).

This option involves an upgrade to the currently unsealed Black Lake Road (approximately 9.6 kilometres) and Coolumbooka Road (approximately 800 metres), upgrade to the sealed but currently narrow and in poor condition Cathcart Road, and new road construction of approximately 1.6 kilometres (as shown in Figure 4.4). It passes over Coolumbooka River Bridge, a listed item under the NSW Heritage ACT and unlikely to be upgraded, and Kerrisons Creek Bridge, a wooden bridge with no load rating currently established. Cathcart Road, including and to the north of Coolumbooka River Bridge through to Black Lake Road, is not currently part of the GML and CML RAV network. New construction and upgrade works would need to be to a standard to allow the route to form part of the RAV network.

Option 4 would present an alternative route for traffic that is travelling between the south-east and east/north-east of the Bombala region, avoiding the need to enter the town. This would include traffic between Bucky Springs Road (and nearby forestry areas such as Coolangubra State Forest) and Cathcart Road towards the Pambula/Eden/Merimbula region of the coast.

Whilst Option 4 links to the Monaro Highway to the north, attracting traffic to this alternative route would be challenging due to the additional travel distance (approximately eight kilometres, representing an increase of approximately 50 per cent when compared to the existing route through the Bombala town centre). Consideration would need be given to road speeds and geometry to make Option 4 an attractive alternative route for northern regional traffic.



Source OpenStreetMap

Figure 4.4 Option 4 Eastern Alternative Route – alignment

## 4.7 OPTION 5 TOWN CENTRE IMPROVEMENTS

Option 5 “Town Centre Improvements” represents a different approach to managing heavy vehicle traffic movements within the town centre. The objective of this option is not to redirect traffic away from the town centre, but rather to better balance the “movement” and “place” functions of the Maybe Street/Monaro Highway corridor.

By incorporating treatments such as pedestrian crossing points, entry statements, tightened horizontal geometry of roads, and advisory signage, and reviewing items such as line-marking and parking provision/layout, the aim of Option 5 is to increase the amenity and safety of the street environment within the approximate one kilometre of town centre roads (generally defined as between Therry Street and Bright Street).

The Council has previously explored options for the town centre, including:

- Bombala Streetscape Upgrade (NBRS Architecture Landscape, 2018) (as shown in Figure 4.5)
- Bombala Town Centre – Landscape details (NBRS Architecture Landscape, 2018) (generally represented Figure 4.5)
- Bombala Town Centre Strategic Concept Plan (Scape Design, 2017)
- Therry Street Concept Design (Fresh Landscape Design, 2018).



Several suggested actions are progressing through to design and construction, however, some initiatives (such as a central median on Maybe Street) have been withdrawn due to the requirements of Roads and Maritime for Monaro Highway/Maybe Street.

Option 5 would consolidate and expand upon these previous studies and plans. A more extensive view west along Maybe Street (to Therry Street) could identify further treatments to help manage the flow and speed of traffic before it enters the very centre of Bombala. This extension would also identify treatments to improve the amenity or safety around Bombala High School (corner of Maybe Street/Bright Street).

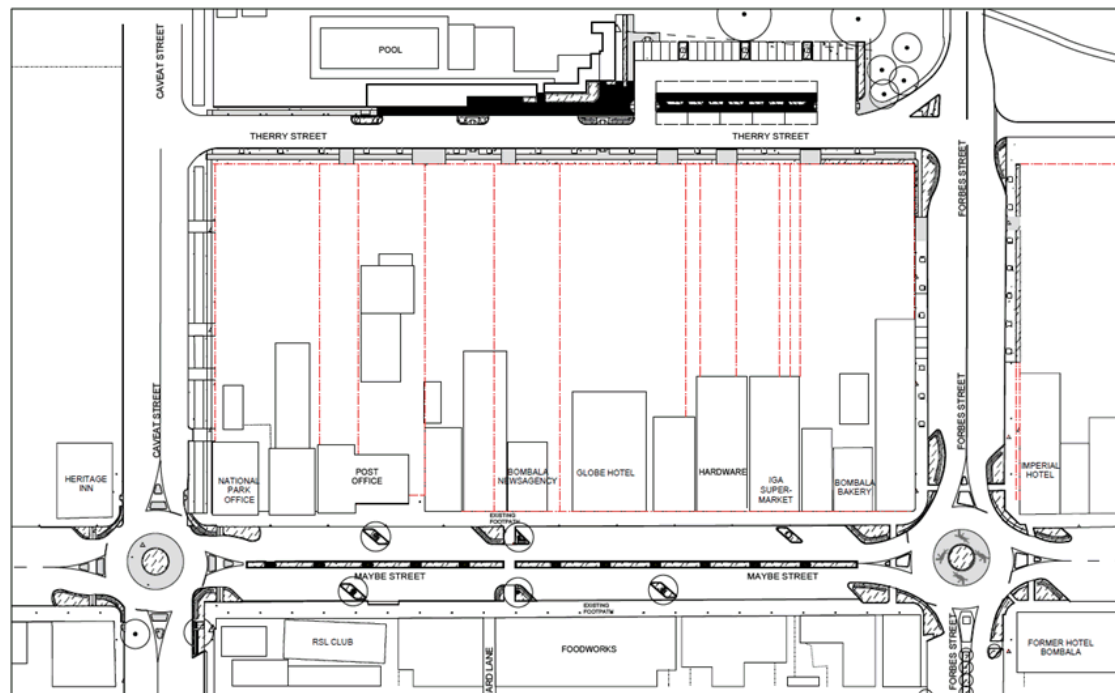
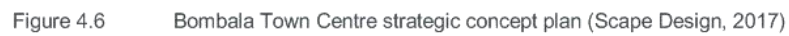


Figure 4.5 Overall landscape plan for Bombala Town Centre (NBR Architecture Landscape, 2018)



## 5 ASSESSMENT OF OPTIONS

The five options have been assessed with consideration to their strategic fit, impacts to town centre vehicle traffic, impacts to town centre amenity and active transport improvements, environmental considerations, and magnitude of cost. For reference, again the options are:

- 1 Option 1 “Bombala Bypass”
- 2 Option 2 “Maharatta Street Extension”
- 3 Option 3 “Southern Alternative Route”
- 4 Option 4 “Eastern Alternative Route”
- 5 Option 5 “Town Centre Improvements”.

### 5.1 STRATEGIC FIT

The strategic planning for transport networks in NSW has adopted a Movement and Place framework (as shown in Figure 5.1). This framework aims to allocate road space in a way that improves the liveability of places (Transport for NSW, 2018).

One of the key movement and place principles for a regional NSW Local Town is to balance the needs of through movement and servicing local business to create a “Vibrant Street” corridor. The framework recognises these streets as having a high demand for movement as well as place with a need to balance different demands within the available road space. This contrasts the approach for Regional Centres or Regional Cities, where the principle is to separate the through movement.

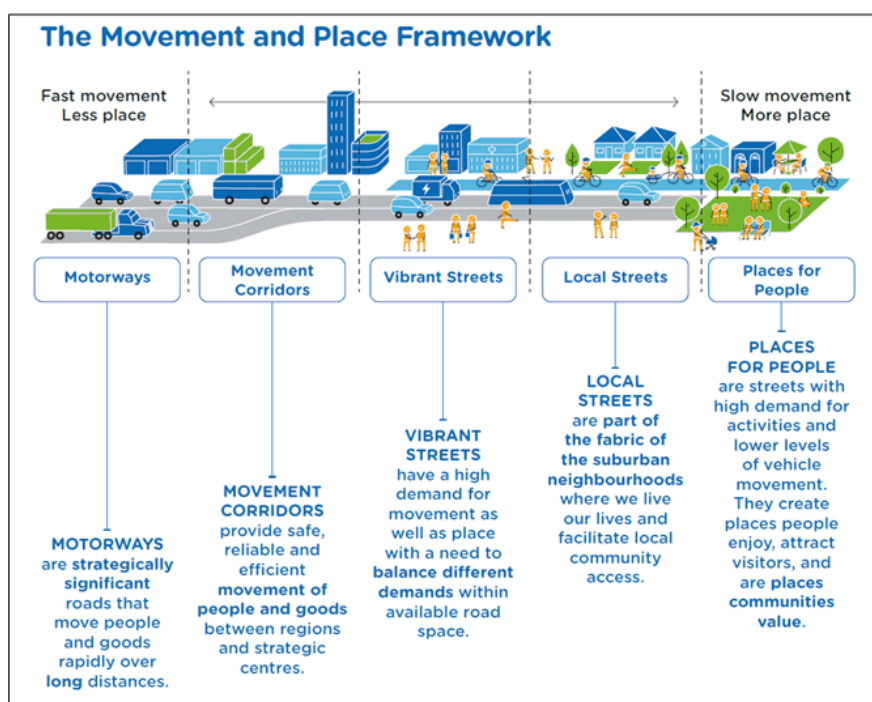


Figure 5.1 Movement and place framework (Transport for NSW, 2018)



Of the proposed options, Option 5 “Town Centre Improvements” fits this strategic approach to managing the transport network. By implementing treatments which improve the place-making, amenity, and pedestrian connectivity of Maybe Street, and reduce the emphasis on providing an efficient through-corridor for traffic, Option 5 seeks to create a Vibrant Street for Bombala with better balance between its movement and place functions.

Further, in the context of national and state level planning, there is no apparent strategic identification of the need for a heavy vehicle bypass or alternative route option at Bombala. At the state and national level, Options 2 to 5 may not be viewed as a priority for infrastructure investment.

At a local level, several transport-related objectives have been identified for Bombala through the Strategic Master Plan. The focus of these objectives is on improving pedestrian safety, increasing amenity for residents and tourists, appropriately locating and managing parking, and providing a town centre that is easy to navigate. A heavy vehicle bypass route (Option 2) is identified as an enabler to achieve these objectives, but there is no apparent background planning or studies which support the choice of this option or provide evidence/justification that it will be a successful in addressing the community’s concerns for the town centre if implemented.

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## 5.2 CHANGES TO TOWN CENTRE VEHICULAR TRAFFIC

### 5.2.1 OPTION 1 AND OPTION

By providing a bypass of Bombala, Option 1 is expected to significantly reduce the volume of regional through traffic utilising the town centre roads.

At 2038, Monaro Highway to the north of the town is expected to carry in the order of 2,000 vehicles per day (weekday) with 15 per cent being heavy vehicles. At this same time horizon, Monaro Highway to the south of the town is expected to carry some 2,900 vehicles per day with 13 per cent being heavy vehicles. If it is conservatively assumed that all traffic entering/exiting the town at the north is regional traffic, and that all of this traffic then continues through the town centre to Monaro Highway to the south of the town, at a maximum the bypass would attract 2,000 vehicle movements per day away from Maybe Street and Forbes Street.

Option 2, which presents an alternative route for heavy vehicle traffic, could also be expected to attract regional light vehicle traffic. To be competitive with the town centre route, the Mahratta Street Extension would need to offer a travel time saving. This would attract all regional traffic, not just the intended heavy vehicles.

At a local community level, of particular interest is the movement of heavy vehicles through the town. Both Option 1, by way of bypassing the town, and Option 2, by way of providing an alternative route for heavy vehicles through the town centre, would be expected to reduce heavy vehicle movements along Maybe Street and Forbes Street. Based on the four screen line locations established from the traffic counts, by 2038 approximately 400 heavy vehicles per day are expected to enter and depart from the town (as shown in Figure 5.2). Whilst the majority of movements are to/from Monaro Highway, a portion does enter/exit the town from the east/south-east. The turn count information collected at the intersection of Maybe Street and Forbes Street indicated that 20–24 per cent of the heavy vehicle traffic movement on Maybe Street (west of the intersection) was travelling to/from the east/south-east (Maybe Street east of intersection or Forbes Street south of intersection).

Therefore, whilst Option 1 and Option 2 are expected to reduce heavy vehicle movements along the main street, a portion of heavy vehicle traffic would still need to use Maybe Street and Forbes Street due to an origin/destination to the south/south-east or within the town itself (such as a delivery to a business).



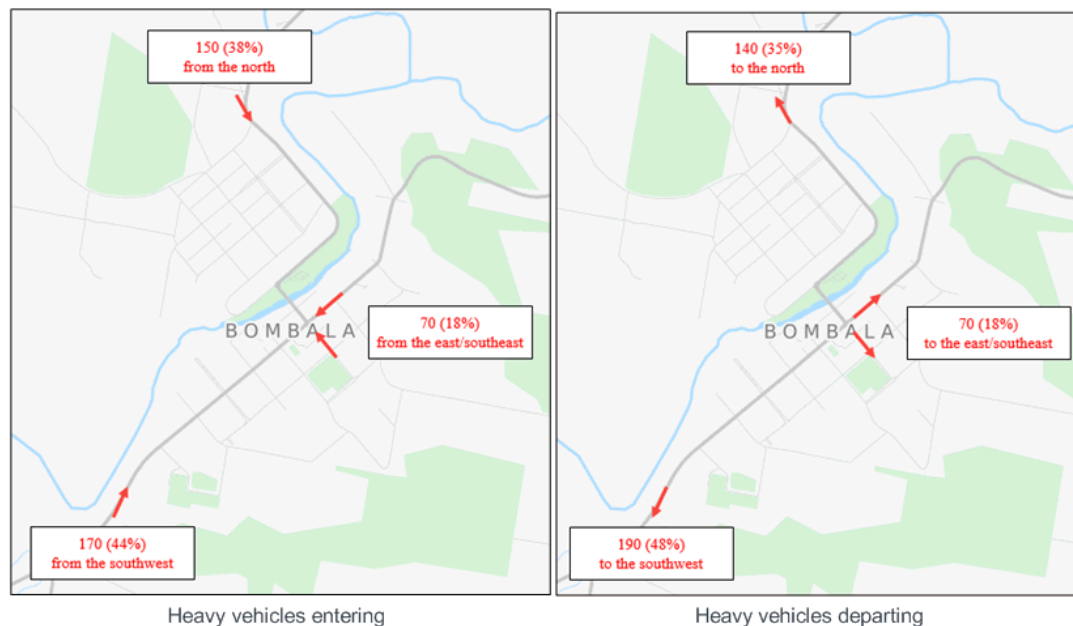


Figure 5.2 Forecast heavy vehicle movements at 2038 (vehicle per weekday)

### 5.2.2 OPTION 3 AND OPTION 4

Option 3 and Option 4, the southern and eastern alternative routes, both link Bucky Springs Road to the regional road network without the need for traffic to enter the town centre. Bucky Springs Road currently carries in the order of 200 vehicles per day, and the average annual volume of timber heavy haulage on this road is expected to decrease by almost 50 per cent from existing to future levels (McCotter Consulting Services & Zenith Town Planning, 2017). Both the low number of total vehicles and expected decline in timber-related traffic question the ability to justify investment in these options.

The number of vehicles that would use either option would be lower than the current 200 (or 270 in the year 2038 with a growth factor applied), as not all Bucky Springs Road traffic may be regional traffic. There is also an assumed directional split of traffic from this road south-west to/from Monaro Highway/Delegate Road (movements addressed by Option 3) and north-east to/from Monaro Highway/Cathcart Road (movements addressed by Option 4), further reducing the volume of traffic which would utilise either of the options.

In addition, under Option 4, traffic travelling between Bucky Springs Road and Monaro Highway would be using a route some eight kilometres longer than the existing route through the Bombala town centre. Unless providing a time saving, this route would not be attractive.

### 5.2.3 OPTION 5

Option 5 is not expected to alter the volume of through traffic movements within Bombala.

With increased attractiveness for active transport modes and higher amenity, some local trips could be converted from driving to walking/cycling, and reduce the volume of local traffic on Maybe Street and Forbes Street.

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## 5.3 CHANGES TO TOWN CENTRE AMENITY AND ACTIVE TRANSPORT

Options 1 to 4 do not explicitly include improvements to the town centre for pedestrians and cyclists, or improvements to the town centre amenity. The assumption being made is that by removing a portion of traffic from Maybe Street and Forbes Street, improvements will follow. However, these may not eventuate. For example, the wide carriageway with generous turn radii at intersections will still present issues for pedestrian crossing safety, and the dedication of most of the corridor width to transport functions (parking, through lanes) does not provide for a balance between place-making and movement functions.

The intention of Option 1 and Option 2 is to attract regional through traffic away from the town centre. This could create the unintended consequence of reducing the number of tourists stopping within Bombala and if one of these options is pursued, this risk would need to be considered and managed. The Strategic Master Plan reports (Scape Design, 2017):

*majority of tourists in Bombala and Delegate are transient i.e. passing through the towns on their way to other attractions in the region or travelling alternative routes between Sydney and Melbourne. Local residents in the Monaro District also travel in the area, as do people visiting towns and attractions along the NSW South Coast. These tourists are often “day trippers”, looking to diversify their travel experience or “accidental tourists” who discover the towns and are interested in experiencing, albeit briefly, the attractions found within and around the towns.*

Option 2 “Mahratta Street extension” would contribute to severance between the northern area of Bombala, and the town centre and recreational areas on the northern banks of Bombala River (for example, Tony Thornhill Park). Extending this road across the river and then between the southern bank of the river and town may limit the future recreational opportunities along the river’s southern edge. Whilst intending to remove regional traffic from the town centre, Option 2 still involves this traffic being brought into the town.

The new road alignments of Option 1 and Option 2, and to a lesser extent Option 4, would need consideration with respect to community impacts. Property owners near Gunningrach Road, Sandy Crossing Road, Plowright Street, Mitchell Street, and Townsend Street (for Option 1) and at the northern ends of Young Street, Cardwell Street, and Bright Street (for Option 2) may be negatively affected by the road alignment.

As Option 3 and Option 4 are expected to attract a low number of vehicles, flow-on changes to traffic conditions within the town centre are likely to be minimal.

Option 5 presents the greatest opportunity to specifically target investments that would improve the town centre amenity and pedestrian/cyclist conditions.

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## 5.4 ENVIRONMENTAL IMPACTS

Several desktop environmental studies were completed (WSP, 2018) to provide an overview of the environmental, heritage, and land use constraints within the Bombala area, to assist in the selection of an option. The key observations from these studies are contained in Table 5.1. Identified environmental considerations may add to the complexity of implementing the proposed option.

Table 5.1 Environmental considerations of Options 1 to 5

	Option 1	Option 2	Option 3	Option 4	Option 5
Ecology	Bombala River (High Conservation Significance).	Bombala River (High Conservation Significance).	Borders significant portions of land with a high ecological constraint rank.	Borders significant and requires new roads to be built through portions of land with a high ecological constraint rank. This coincides with the Coolumbooka Nature Reserve.	
Heritage		Environmental Planning Instrument – Heritage (HER) [Old Bombala rail line (NSW)]. Aboriginal heritage site.			Environmental Planning Instrument – Heritage (HER) [Imperial Hotel, Olympia Theatre Façade, National Bank (Local)].
Contamination		Area of Concern (potential contamination area) – Former Sawmill, Sewage Treatment Plant.			
Surface water	Crosses several ephemeral creeks and drainage lines. Crosses Bombala River.	Flood Planning Area. 1970 flood event was 400 mm over the existing bridge. Crosses Bombala River.	Parsonage Creek	Staffords Creek Gerathys Creek Kerrisons Creek Coolumbooka River	Flood Planning Area.

## 5.5 MAGNITUDE OF COST

Project costing has not occurred at this options development and assessment stage. Rather, the comparative magnitude of capital cost for the different options is presented based upon the high-level scope of works of each. Once a preferred option is chosen, along with route selection and concept design, a costing exercise can be undertaken.

Option 1 and Option 2, with new road construction and a new bridge over Bombala River, are considered the most expensive options. The creation of an additional road link and bridge would also have associated additional ongoing maintenance costs for the Council and Roads and Maritime.

Option 3, dependent upon the level of upgrade works required, is considered a lower cost option. Ongoing maintenance issues could result if the existing pavement depth is not sufficient to support the volume of heavy traffic using the route.

Option 4, dependent upon the level of upgrade works required, is considered a moderate-high cost option as new road construction is required in parts, extensive sections of road upgrade works likely, and the potential need for bridge works. Ongoing maintenance issues could result if the existing pavement depth is not sufficient to support the volume of heavy traffic using the route.

Option 5, involving treatments to an existing roadway, is considered a lower cost option.

## 6 RECOMMENDED OPTION

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### 6.1 RECOMMENDATION

Option 5 “Town Centre Improvements” is the recommended option for Council to pursue for the treatment of heavy vehicle traffic in Bombala.

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### 6.2 COMMENTARY

Option 1 “Bombala Bypass” and Option 2 “Mahratta Street Extension” are likely to reduce town centre traffic volumes by a significant proportion. However, the actual volume of traffic is unlikely to justify investment in new road and bridge infrastructure. These approaches, to separate the through movement, are also not aligned with the transport planning principles for a regional local town such as Bombala.

Option 3 “Southern Alternative Route” and Option 4 “Eastern Alternative Route” are expected to attract only a minor level of traffic, and the benefit they would provide to the town centre is therefore limited.

Option 5 “Town Centre Improvements” is aligned with providing treatments along Maybe Street and Forbes Street that balance the through movement function of the corridor with the place-making function of the town centre.

It is logical to stage Option 5 as the initial option to pursue, as it does not preclude investments in the wider regional road network should they become warranted in the future. Had Options 1 to 4 been recommended, additional investment in the town centre (Option 5) would have also been recommended to occur concurrently.

Further and ongoing dialogue with the timber industry is recommended, to identify more accurately the origin and destination patterns and volumes of traffic associated with the forestry industry. Given the expected fluctuations in the year-to-year volume of timber heavy haulage, particular initiatives may be implemented for the “peak” years. For example, temporary reduced town centre speed limits and informative dialogue with the community.

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### 6.3 NEXT STEPS

To progress Option 5, the following actions are recommended:

- 1 Clarify and document the Roads and Maritime minimum design parameters for Maybe Street (Monaro Highway).
- 2 Using the established town centre concept plans as a starting reference, extend the planning further west along Maybe Street to incorporate the entire road corridor within the town, with a greater focus on transport outcomes (as opposed to landscape).
- 3 Further investigate treatments to manage vehicle traffic movements within the town centre, and to improve pedestrian and cyclist networks. Potential treatments identified during this options study include:
  - a Entry statements to create a sense of arrival and changed corridor function (from movement outside the town, to movement and place within the town).
  - b Line marking to direct line of travel of vehicles, and advisory signage.
  - c Road geometry, including intersections with side streets. Tighter radii can slow traffic movements.
  - d Main street parking removal or reconfiguration (for example, to parallel parking). More corridor width could be dedicated to place-making or pedestrian and cyclist use. A narrower width of asphalt is also more easily crossed. Short term parking could be retained on the main street with longer term parking elsewhere, potentially side street locations or consolidated in an off-street location, reducing the number of potential conflict points on Maybe Street and Forbes Street.

- 4 Concept design phase, including stakeholder and community engagement to obtain community buy-in.
- 5 Develop an implementation plan, containing:
  - a A staged approach that enables works to occur as funding is available
  - b Financial appraisal and exploration of funding arrangements and sources
  - c Project governance structure
  - d Identification of regulatory issues and approvals requirements
  - e Risk assessment and mitigation measures.



## 7 LIMITATIONS

This Report is provided by WSP Australia Pty Limited (WSP) for Snowy Monaro Regional Council (Client) in response to specific instructions from the Client and in accordance with WSP's proposal and agreement with the Client dated 24 August 2018 (Agreement).

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### 7.1 PERMITTED PURPOSE

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### 9.3.2 SECTION 64 CONTRIBUTIONS CREDIT FOR THE 52 LOT KUNAMA RIDGE SUBDIVISION AT 47 KUNAMA DRIVE, EAST JINDABYNE

Record No:

Responsible Officer:	Director Operations & Infrastructure
Author:	Water and Waste Engineer
Key Theme:	3. Environment Outcomes
CSP Community Strategy:	7.2 Water, waste, sewer and stormwater management practices are contemporary and efficient
Delivery Program Objectives:	7.2.2 Water and sewer infrastructure is maintained and improved to provide a quality service
Attachments:	1. S64 Contribution credit request letter from the developer's representative ( <i>Under Separate Cover</i> ) - <b>Confidential</b> 2. S64 Developer Contribution Credit for the Kunama Ridge Subdivision ( <i>Under Separate Cover</i> ) - <b>Confidential</b>
Cost Centre	13-2010
Project	
Further Operational Plan Actions:	

#### EXECUTIVE SUMMARY

A 52 lot subdivision development application (DA) DA0179/2006 was approved by former Snowy River Shire Council in 2006 to develop a parcel of land located at the end of Kunama Drive in East Jindabyne. Subsequently, modification to development application MOD4020/2017 was approved in the financial year 2016-2017 for this development.

As part of this subdivision, a new reservoir and a water booster pumping station were required to be constructed to service this subdivision and a few properties in the Kunama Drive, East Jindabyne.

The developer has constructed the new reservoir, the new water booster pumping station and other associated infrastructure such as water rising main, trunk water main and the access road to the new reservoir.

The current Development Servicing Plan calculation accounts for the reservoir and the rising main to service this development, however the access road to the new reservoir was not part of this calculation.

Therefore, the developer is requesting water and sewer contribution credit for the justifiable expense incurred to construct the access road infrastructure as part of this subdivision. Council met with the Developer and the recommended amount was agreed between the parties.

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

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**OFFICER'S RECOMMENDATION**

That Council approve the S64 contribution credit of \$223,241.73 (Incl. GST) instead of the requested credit of \$351,367.52 (Incl. GST) for the access road construction to the newly built high-level reservoir as part of new 52 lots Kunama Ridge subdivision in East Jindabyne.

**BACKGROUND**

A new subdivision application DA0179/2006 was approved at the end of Kunama Drive in East Jindabyne by former Snowy River Shire Council in 2006. Subsequently, in the year 2016-2017 Modification to development application MOD4020/2017 was approved. The proposal was to develop 52 lots near the existing Kunama Reservoir site located at the end of Kunama Drive in East Jindabyne.

To service this subdivision, the water supply infrastructure (a new reservoir, a new water booster pumping station and other associated infrastructure such as water rising main, trunk water main and access road) has been provided by the developer as part of this subdivision construction works.

The current Development Servicing Plan calculation accounts for the reservoir and the trunk main infrastructure. However, the access road wasn't included in the development servicing plan calculation. The reservoir access had to be constructed to service the new reservoir.

The developer is requesting S64 contribution credit for the construction expenditure of this access road to the new reservoir.

The justification on the paved access road construction to the reservoir site is as below:-

- A safer and reliable access to the reservoir is necessary especially for medium to heavy rigid vehicular access to undertake future operation and maintenance of the reservoir
- The developer initially proposed the access road off Kosciuszko Road to the reservoir site. The proposal was to construct a proper rural access to meet RMS standards that would be sealed incorporating Left-in, Left-out from Kosciuszko Road to make it safer. This would allow access in/out only from one direction which limits the accessibility to the reservoir for medium to heavy rigid vehicles. The only alternative was to construct an internal access road from the subdivision to the reservoir.
- The access road design and construction had to comply with Council's current development specifications
- Therefore, internal road access was constructed which wasn't part of a consent condition

**QUADRUPLE BOTTOM LINE REPORTING****1. Social**

Provision of water and sewer services to communities in growth areas increases the social wellbeing of the region.

**2. Environmental**

Environmentally sustainable Development in the region is beneficial to the region.

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### **3. Economic**

There is a considerable economic benefit from the additional customers in the growth areas. The developer will gain a credit of \$223,241.73 (Incl. GST) for the construction of road infrastructure to provide vehicular access to the reservoir site for the future operation and maintenance purposes. The road construction has complied with the relevant Council's development standards.

### **4. Civic Leadership**

The current development servicing plan (DSP) was approved by the former Snowy River Shire Council in 2008. A new DSP is being developed and will be submitted to Council when the final calculation are completed by the consultant.

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### **9.3.3 CONTRACT CONFIRMATION - BOMBALA/DELEGATE STREETScape AND BOMBALA KIOSK CONSTRUCTION**

Record No:

Responsible Officer: Director Operations & Infrastructure  
Author: Group Manager Asset Management & Engineering  
Key Theme: 3. Environment Outcomes  
CSP Community Strategy: 8.2 Improve and maintain our public owned infrastructure and assets and facilities to a high standard  
Delivery Program Objectives: 8.2.3 Stronger Communities fund project delivers improved community infrastructure and assets through the Major Projects Program (MPP)  
Attachments: Nil  
Cost Centre  
Project  
Further Operational Plan Actions:

#### **EXECUTIVE SUMMARY**

At its meeting on Thursday 18 July 2019, Council endorsed to finalise and award the contracts for the Bombala and Delegate Streetscape Project and the Bombala Kiosk Construction (Resolution 262/19 and 259/19).

In accordance with Clause 179 of the Local Government (General) Regulation 2005, Council must specify the name of the tenderer whose tender was accepted and the amount of the successful tender.

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

#### **OFFICER'S RECOMMENDATION**

That Council receive and note the following contracts be awarded:

- A. Bombala Kiosk Construction – Davone Constructions Pty Ltd for \$402,687.27 excluding GST.
- B. Bombala and Delegate Streetscape Project – RD Miller Pty Ltd for \$977,065 excluding GST.

#### **BACKGROUND**

At its meeting on Thursday 18 July 2019, Council endorsed to finalise and award the contracts for the Bombala and Delegate Streetscape Project and the Bombala Kiosk Construction (Resolution 262/19 and 259/19).

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9.3.3 CONTRACT CONFIRMATION - BOMBALA/DELEGATE STREETScape AND BOMBALA KIOSK CONSTRUCTION

In accordance with Clause 179 of the Local Government (General) Regulation 2005 Council must specify the name of the tenderer whose tender was accepted and the amount of the successful tender.

	Details
<b>Contract Name</b>	Bombala Kiosk Construction
<b>Contract Number</b>	017/2019
<b>Contract Class</b>	Class One
<b>Successful Tenderer</b>	Davone Constructions Pty Ltd
<b>Address of Tenderer</b>	PO Box 88 Woonona NSW 2517
<b>Subcontractors</b>	TBC
<b>Council meeting date and resolution number</b>	18 July 2019 Resolution 259/19
<b>Commencement Date</b>	1 August 2019
<b>Contract Duration</b>	16 Weeks
<b>Description of Goods / Service / Consultancy</b>	Demolition of existing and construction of new Kiosk building at the Bombala Showground
<b>Tender Method</b>	Open
<b>Tendered Amount</b>	\$402,687.27 excluding GST.
<b>Provisions for Variation to the Amount</b>	As per the contract
<b>Provisions for Renegotiation</b>	Not Applicable
<b>Criteria of Tender Evaluation</b>	Demonstrated capability and capacity Understanding of requirements Relevant experience and key personnel Contract Program Schedule of Price
<b>Provision for Operational and Maintenance Services</b>	Not Applicable

	Details
<b>Contract Name</b>	Bombala and Delegate Streetscape Project
<b>Contract Number</b>	029/2019
<b>Contract Class</b>	Class One
<b>Successful Tenderer</b>	RD Miller Pty Ltd

<b>Address of Tenderer</b>	PO Box 461 Bega NSW 2550
<b>Subcontractors</b>	TBC
<b>Council meeting date and resolution number</b>	18 July 2019 Resolution 262/19
<b>Commencement Date</b>	1 August 2019
<b>Contract Duration</b>	4 months
<b>Description of Goods / Service / Consultancy</b>	Construction of streetscape works (as per design) for Bombala and Delegate townships.
<b>Tender Method</b>	Open
<b>Tendered Amount</b>	\$977,065 excluding GST.
<b>Provisions for Variation to the Amount</b>	As per the contract
<b>Provisions for Renegotiation</b>	Not Applicable
<b>Criteria of Tender Evaluation</b>	Demonstrated capability and capacity Understanding of requirements Relevant experience and key personnel Contract Program Schedule of Price
<b>Provision for Operational and Maintenance Services</b>	Not Applicable

## QUADRUPLE BOTTOM LINE REPORTING

### 1. Social

The Stronger Communities Fund was established by the NSW Government to provide recently merged councils with funding to kick start the delivery of projects that improve community infrastructure and services.

Councils are to fund projects that deliver new or improved infrastructure or services to the community.

Projects that are prioritised for funding must meet the following criteria:

- have been through a community consultation process
- demonstrate social and/or economic benefits to the community
- consider issues of sustainability and equity across the broader community
- demonstrate project feasibility and value for money, including full lifecycle costs;
- did not have funds allocated by the former councils

- give consideration to the processes and procedures outlined in the capital expenditure review guidelines issued by the Office of Local Government.

## 2. Environmental

A compulsory component of the tender assessment is submission of a *Schedule of Environmental Management*. If the applicant did not meet this assessment criteria, they have not been considered. Council places a high emphasis on environmental impact and management.

## 3. Economic

Council has followed the NSW tendering regulations; guidelines; internal policies and procedures when issuing and evaluating this tender.

## 4. Civic Leadership

<b>COUNCIL RESOLUTION</b>	<b>259/19</b>
That Council review and award the packaged works contract as per attached PWA tender assessment and recommendation.	
<b>Moved Councillor Stewart</b>	<b>Seconded Councillor Maslin</b>
	<b>CARRIED</b>

<b>COUNCIL RESOLUTION</b>	<b>262/19</b>
That Council:	
A. Transfer the remaining budget from the Bombala Streetscape and Therry Streetscape projects to the Bombala Balancing Project 1 (PJ100145).	
B. Transfer the additional funds required for the detailed scope of works for the Delegate Streetscape works to be completed from the Bombala Balancing Project 1 (\$287,618.29 PJ100143) and Bombala Balancing Project 2 (\$90,952.73 PJ100145).	
C. Review and award the packaged works contract as per the tender assessment and recommendation attached.	
<b>Moved Councillor <u>Castellari</u></b>	<b>Seconded Councillor Corbett</b>
	<b>CARRIED</b>

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#### 9.3.4 PROPOSED CLOSURE AND SALE OF PUBLIC PATHWAY IN KALKITE

Record No:

Responsible Officer:	Director Operations & Infrastructure
Author:	Land & Property Officer
Key Theme:	3. Environment Outcomes
CSP Community Strategy:	8.2 Improve and maintain our public owned infrastructure and assets and facilities to a high standard
Delivery Program Objectives:	8.2.2 Public Infrastructure and Assets are maintained and replaced according to Council's Asset Management Strategy
Attachments:	<ol style="list-style-type: none"><li>1. Letter from Thomas &amp; Bisley - Pathway in Kalkite (<i>Under Separate Cover</i>) - <b>Confidential</b></li><li>2. Email from owners of lot 39 in Kalkite (<i>Under Separate Cover</i>) - <b>Confidential</b></li><li>3. Lots 38 and 39 DP 260285 (<i>Under Separate Cover</i>) - <b>Confidential</b></li></ol>
Cost Centre	1830 – Unsealed rural roads - local
Project	
Further Operational Plan Actions:	

#### EXECUTIVE SUMMARY

Over a period of two and a half years, Council has considered the request from landowners to close and sell the public pathway which runs between lots 38 and 39 DP 260285 in Gardenia Court, Kalkite.

The latest resolution was made on 18 May 2018 when Council resolved to postpone further consideration of this matter until both parties had confirmed in writing their intention to purchase 50% each of the pathway between their properties.

Recently the owners of lot 38 wrote to Council asking why this matter was not progressing and that they were willing to purchase the whole of the pathway for \$20,000 incl. GST. Council contacted the owners of lot 39 to enquire if they were still interested and received an email reply to say that they could only purchase half the pathway if they could make arrangements to pay for the land through a repayment schedule to be paid in conjunction with their land rates. The owners of lot 38 have requested that they be afforded the same consideration of paying via a repayment schedule.

This matter has been unresolved since 2015 and the owners of lots 38 and 39 DP 260285 have now agreed on the proposed terms.

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

**OFFICER'S RECOMMENDATION**

That Council

- A. Agree to close the pathway and sell the land 50% to each adjoining landowner for \$10,000 including GST each with each party to pay their own legal fees;
- B. Notify the owners of lots 38 and 39 that Council approves the payment for 50% of the pathway as a "repayment schedule" to be paid in conjunction with the land rates to be fully paid prior to 30 June 2020;
- C. Apply to the Crown to close the public pathway;
- D. Engage the services of a surveyor to create a plan of subdivision with the pathway to be divided along its length (front to back);
- E. Engage the services of a solicitor to draw up contracts for the sale of the land; and
- F. Authorise the General Manager to execute the documents for the sale of the property

**BACKGROUND**

In September 2015 Council received an enquiry from the owners of 4 Gardenia Court, Kalkite (lot 38 DP 260285) requesting that Council sell the public footpath (3.5m wide) adjoining their property to them and their neighbour at 2 Gardenia Court (lot 39 DP 260285). There is a Council public footway which divides the properties running from Gardenia Court to Council land at the rear of the properties although the footway does not facilitate the only access to the foreshore.

On 23 May 2016 Council wrote to the owners of lot 38 and lot 39 setting out a summary of the process for closing the footpath and the subsequent sale together with estimates of costs involved. It was pointed out in the letter that the purchaser would be responsible for all costs associated with the process and that the purchase price including the costs incurred would be determined by Council. The interested parties were asked to respond in writing to confirm that they were still interested in purchasing the footpath.

On 8 July, 2016 solicitors acting for the owners of lot 38 confirmed in writing that they were still interested in purchasing the footpath but no response was received from the owners of lot 39.

Negotiations have been ongoing and delays have been experienced because the owners of lot 39 have not responded to correspondence although they explained that they collect their mail from the Service Station at East Jindabyne and often find that their mail has gone astray.

On 8 August 2016 Council resolved (res. 17/16) as follows:

- A. *"Approve the proposal to apply to the Minister to close the pathway between lots 38 and 39 DP 260285 at Kalkite*
  - B. *Engage the services of a surveyor o provide a plan to create a lot and DP number for the closed pathway including the proposed easement to drain sewerage.*
  - C. *Engage the services of Council's solicitor to provide an 88B Instrument for drainage of sewer across the rear of the pathway and contract for sale.*
  - D. *If there are no objections to the road closure, agree to sell the closed pathway to the owners of lot 38 for a purchase price of \$22,280.00 plus GST to include all costs.*
-

- E. In consideration of Council's Policy GOV 025 and that the pathway would not benefit anyone other than an adjoining neighbour and if no objections were received to the proposal to close the pathway, to dispose of the pathway to the adjoining owner through the process of private treaty.*
- F. If objections to the proposal to close the road (pathway) are received, to bring another report to Council.*
- G. Authorise the General Manager to execute the Contract, 88B Instrument and Transfer of Title on behalf of Council in addition to any other legal documents in connection with the road closing and sale of the pathway.*

All the landowners were notified of Council's decision and later in December 2016 and an alternate offer of \$20,000 including GST (inclusive of all administrative costs) was made by the owners of lot 38 through their solicitor. Council continued to attempt to contact the owners of lot 39 before placing the alternative offer before Council.

On 14 March 2017 Council wrote to Thomas & Bisley, solicitors acting for the owners of lot 38 notifying them that the owners of lot 39 had contacted Council enquiring where the matter was up to. It was explained that as they had not responded to correspondence it was assumed that they were no longer interested and that Council has resolved to sell the pathway to the owners of lot 38. Council's property officer agreed to write to the Thomas & Bisley explaining the issue and asking if their client would still agree to split the purchase of the pathway with the owners of lot 39.

Thomas and Bisley responded to say that their client would agree to the purchase of the pathway on the basis that the pathway is split lengthways equally with the owners of lot 39 buying the eastern half of the pathway and the owners of lot 38 buying the western half of the pathway. The agreed arrangement was that each owner is to pay \$10,000 incl of GST plus their own solicitors fees.

In December 2017 Council rescinded resolution 17/16 and resolved as follows:

- A. "Rescind resolution 17/16 of the Administrator Delegations dated 8 August, 2016.*
  - B. Approve the proposal to apply to the Minister to close the pathway between lots 38 and 39 DP 260285 at Kalkite.*
  - C. Engage the services of Council's solicitor to provide an 88B Instrument for the easement over the sewer main*
  - D. Engage the services of Council's solicitor to provide an 88B Instrument for the easement over the sewer main*
  - E. Accept the offer to purchase the land within the closed pathway, 50% to the owners of lot 38 and 50% to the owners of lot 39 for the sum of \$10,000 including GST each with the purchasers to pay their own legal costs.*
  - F. To sell the land via the process of private treaty as it would only benefit the adjoining landowners who have expressed an interest in purchasing the land.*
  - G. Authorise the general Manager to execute the Contract, 88B Instrument and transfer of Title on behalf of Council in addition to any other legal documents in connection with the road closing and sale of the pathway.*
-

- H. Both parties indicated that they were keen to proceed but further attempts to contact the owners of lot 39 failed.

On 18 May 2018 a further report to Council outlined the difficulties in progressing this matter because the owners of lot 39 were not responding to letters seeking their agreement in writing. Council resolved (res. 202/18) *“That Council postpone any further consideration of this matter until written confirmation of acceptance of the terms of the sale of the pathway is received from the owners of lot 39.”*

On 21 June 2019 the owners of lot 39 contacted Council in response to an email asking him to confirm in writing if he was still interested in purchasing 50% of the pathway.

On 27 June the owners of lot 39 emailed Council to say that he disagreed with the asking price of \$20,000 including GST which was to be divided equally between the properties adjoining the pathway. The owners of lot 38 agreed to either pay \$20,000 including GST for the entire pathway or to purchase half the pathway for \$10,000 including GST. The owners of lot 39 objected strongly to the entire pathway being sold to the owners of lot 38.

The asking price of \$20,000 including GST was set based on the costs of closing the pathway, creating a first title, survey fees, legal fees, subdivision fees etc.

The owner of lot 39 has stated that he is unable to fund the acquisition of half the pathway at present and has requested that he be allowed to pay for the land via a “repayment schedule” to be paid in conjunction with his land rates.

The owner of lot 38 has requested that he be afforded the same consideration ie to pay for the land via a “repayment schedule” to be paid in conjunction with his land rates.

## **QUADRUPLE BOTTOM LINE REPORTING**

### **1. Social**

In response to a request from the landowners of lots 38 and 39 DP 260285 in Gardenia Court, Kalkite Council agreed to close the pathway between their properties and sell the land to them. The land is surplus to Council needs as the public can access the foreshore from Kalkite Road through lot 5 DP 1154645 which is owned by Council being the Kalkite Waste Water Pump Station

### **2. Environmental**

There will be no environmental impact.

### **3. Economic**

The sale of the land will generate income of \$20,000 including GST. It is estimated that the cost of fee for application for road closing, survey and subdivision of the pathway, legal fees, Land Registry Services fees will be \$18,000.

Whilst Council will achieve little, if any, income from the sale of the land it will not be responsible for a pathway which only leads to Council owned land leading to the foreshore. Lot 5 is a battle-axe block which can be accessed from Kalkite Road.

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#### **4. Civic Leadership**

Council disposes of assets which are surplus to both Council and the public needs. The proposal to close and sell the pathway was advertised, the neighbours were notified and there were no objections received.

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#### 9.4.1 BUDGET VARIATIONS JUNE 2019

Record No:

Responsible Officer:	Director Corporate and Community Services
Author:	Management Accountant
Key Direction:	4. Leadership Outcomes
Delivery Plan Strategy:	11.2 Council utilises sound fiscal management practices, pursues and attracts other sources of income
Operational Plan Action:	11.2.2 Provision of statutory reporting enables our leaders to make decisions on Council's financial sustainability
Attachments:	Nil
Cost Centre	4010 Financial Services

#### EXECUTIVE SUMMARY

Council adopted its 2019 Operational Plan on the 28 June 2018, including details of Estimated Income and Expenditure. The quarterly budget review statements for the periods ended 30 September 2018, 31 December 2018 and 31 March 2019 were submitted to Council as required by the Local Government (General) Regulation 2005.

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

#### OFFICER'S RECOMMENDATION

That Council authorise the adjustments to the Council's budgeted Income & Expenditure, Capital Expenditure as detailed in the report.

#### BACKGROUND

Clause 203 (1) of the *Local Government (General) Regulation 2005* (the Regulations) requires a council's responsible accounting officer to prepare and submit a QBRS to the governing body of council 2 months after the end of each quarter (*except the June Quarter*).

Whilst a June QBRS is not a legislative requirement, a number of Grants were awarded in this June Quarter. These grants, the associated expenses and other expenses have been summarised for Council in this report for Councils approval.

The total changes to the 2019 Budget net a \$34,105 positive impact to the operating result before capital grants and contributions income. Due to timing, the majority of these items will be carried forward to the 2020 financial year and reflected in the September 2019 Quarterly Budget Review Statement.

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**Recommended changes to revised budget – Income Statement**

<b>Grants &amp; Contributions - Operating</b>	
Roads to Recovery Funding - Sandy Creek Bridge Upgrade	\$50,000
Weeds Action Program Grant 2019 - Department of Primary Industries	\$25,726
<b>Total</b>	<b>\$75,726</b>
<b>Grants &amp; Contributions - Capital</b>	
Contribution towards upgrade of Sandy Creek Bridge - Snowy Mountains Forests	\$50,000
Boating Now Grant - Jindabyne Boat Ramp Transport for NSW – Incorrect Original estimates	-\$422,727
Yallambee Lodge Extension - Grant Department of Health ACAR	\$500,000
<b>Total</b>	<b>\$127,273</b>
<b>Materials &amp; Contracts</b>	
Weeds Action Program Grant 2019 - Department of Primary Industries	\$25,726
<b>Other Expenses</b>	
Sponsorship of L'etape Event in December 2019	\$15,895
<b>Impact to Net Operating Result</b>	<b>\$161,378</b>
<b>Impact to Net Operating Result before Capital Grants and Contributions</b>	<b>\$34,105</b>

**Recommended changes to revised budget – Capital Expenditure**

<b>Capital Expenditure</b>	
CR 208/19 Purchase of Volvo L70D Wheel Loader	\$39,978
CR166/19 Commissioner Street Cooma Flood Mitigation Works	\$21,450
Yallambee Lodge Building Extension	\$500,000
Jindabyne Boat Ramp – incorrect original estimates	-\$10,000
Sandy Creek Bridge Upgrade	\$150,000
<b>Total</b>	<b>\$701,428</b>
<b>Grants &amp; Contributions - Capital</b>	
Contribution towards upgrade of Sandy Creek Bridge - Snowy Mountains Forests	\$50,000
Boating Now Grant - Jindabyne Boat Ramp Transport for NSW – incorrect Original estimates	-\$422,727
Yallambee Lodge Extension - Grant Department of Health ACAR	\$500,000
<b>Total</b>	<b>\$127,273</b>
<b>Transfers from Unexpended Grants Merger Reserve</b>	
Boating Now Grant - Jindabyne Boat Ramp Transport for NSW	\$400,000
<b>Transfers from Other Internal Reserves</b>	
Boating Now Grant - Jindabyne Boat Ramp Transport for NSW	\$12,727
CR166/19 Commissioner Street Cooma Flood Mitigation Works	\$21,450
Sandy Creek Bridge Upgrade	\$50,000
<b>Total</b>	<b>\$84,177</b>
<b>Transfers from Waste Services Reserve</b>	
CR 208/19 Purchase of Volvo L70D Wheel Loader	\$39,978

## **QUADRUPLE BOTTOM LINE REPORTING**

### **1. Social**

This report provides a summary of the impact to Council's Budget to aid decision making for Council's financial sustainability and ability to deliver services to the community.

### **2. Environmental**

It is not considered that the recommendations will have any environmental impacts.

### **3. Economic**

Refer to the attached report for the details of the financial impact to both Operating and Capital Income and Expenditure.

### **4. Civic Leadership**

Council's operational plan sets out its achievements, goals and revenue policy, including estimated income and expenditure. The QBRS plays an important role in monitoring council's progress against the plan and the ongoing management of Council's annual budget.

The 2019 budget was adopted under Council Resolution 256/18 (on 28 June 2018).

The September quarterly budget review statement was adopted under Council Resolution 556/18 (on 6 December 2018).

The December quarterly budget review statement was adopted under Council Resolution 70/19 (on 21 February 2019).

The March quarterly budget review statement was adopted under Council Resolution 20/19 (on 16 May 2019).

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#### 9.4.2 AN ALTERNATIVE SOLUTION TO RECRUITMENT SHORTFALLS

Record No:

Responsible Officer:	General Manager
Key Theme:	4. Leadership Outcomes
CSP Community Strategy:	10.4 Council will manage service delivery in an efficient and sustainable way as an employer of choice
Delivery Program Objectives:	10.4.1 Council employs an engaged multi -skilled, workforce and encourages staff to take ownership of service delivery in a responsible and efficient manner
Attachments:	1. Wagga Wagga City Council's Proposal ( <i>Under Separate Cover</i> ) - <b>Confidential</b>
Cost Centre	3210 Executive Team

#### EXECUTIVE SUMMARY

Council continues to have difficulty recruiting suitable staff to fill current vacancies. This is a common problem across the local government sector and the Wagga Wagga City Council has decided to trial the use of a Sydney office to facilitate the engagement of specialist staff whose duties enable them to primarily work remotely if supported by adequate technology.

Wagga Wagga City Council has invited other Councils to join them in the trial.

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

#### OFFICER'S RECOMMENDATION

That Council

- A. Approve participation in Wagga Wagga City Council's one-year trial of an office located in Sydney to facilitate the recruitment of suitable staff;
- B. Authorise the General Manager to enter into an appropriate sub-lease or other agreement with Wagga Wagga City Council; and
- C. Fund the trial through a transfer from Council's adopted budget for consultants.

#### BACKGROUND

Councillors have previously been advised of the ongoing difficulty that many regional Councils, including Snow Monaro Regional Council, have in attracting suitably qualified staff. There are a number of reasons for this but one often cited is the difficulty of relocating when it involves matters of partner employment and the dislocation of school-aged children.

SMRC competes with the ACT and Sydney to attract professional and specialist staff and has occasionally agreed to pay a "market premium" to attract staff. In any event staff that do relocate are provided a subsidy for the cost of moving.

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While staff have considered a number of options to increase recruitment success, Wagga Wagga City Council has proposed an interesting and innovative initiative of opening a Sydney office for staff whose duties allow them, for a significant part of their work, can be located offsite. With modern technology the range of jobs that can be offsite is increasing. Nevertheless there will be a requirement that such staff would spend a minimum amount of time in Snowy Monaro.

This approach has the added benefits of allowing people considering a tree change to “try before you buy”. It also assists those who have made the decision to relocate to more easily transition. For example it enables them to stay with their family while their partner seeks work and / or waiting until year-end to relocate school-age children.

The twelve-month trial is intended to test the hypotheses that these benefits will improve our recruitment success rates.

The \$20K per year for the office space lease equates roughly to the costs of one or two annual market premiums for staff.

The availability of office space in Sydney also allows SMRC staff to attend meetings/forums in Sydney, then work productively in the Sydney CBD office between meeting commitments and return travel.

Sub-leasing office space in Sydney allows Council to offer potential staff and specialists the opportunity to work from Sydney, removing the need for Council to pay marketing premiums and reducing travel and accommodation expenses.

An inability to attract suitable staff has led to the need to use more contract hire staff and consultants.

The lack of suitably experienced and qualified staff adds additional risk to council’s many large infrastructure and other projects.

The shared office space would enable access to several workstations, meeting rooms and facilities in Sydney for council staff. It offers opportunities for collaboration between staff of several councils and enhances the prospects of success of proposals to share staff between councils. It is also understood that a small unit of the newly created Department of Planning Environment and Infrastructure that works closely with regional councils might also be located in this office.

WWCC bears the main cost and risk for the overall lease.

The opportunity to work remotely is commonly identified as a key issue as the economy transitions from bricks-and-mortar workplaces.

It is understood that several councils have already taken up WWCC’s offer.

## **QUADRUPLE BOTTOM LINE REPORTING**

### **1. Social**

While in regional councils there is an expectation that new employees will relocate to their council area and thereby not only contributing to the community by the provision of their labour but also by generating economic activity by spending their wages within the local community.

This is not the current reality as people seek more mobile careers and access to services that they perceive to be only available in major centres. The desire of modern families for both members of a couple to have meaningful careers also limits the mobility of families.

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This proposal, initially only for a trial period, attempts to address the current realities of attracting and retaining specialist staff who are in high demand by local government and other sectors.

## 2. Environmental

No significant variation to current operations.

## 3. Economic

Wagga Wagga City Council (WWCC) holds a head lease of a vacated office owned and subsidised by the NSW Government near Parliament House in Sydney. WWCC sought interest from regional councils with significant infrastructure pipelines and challenges attracting staff to share the office space at a modest lease sharing costs of \$20K per year.

The trial period will enable council to test the assumption that there will be savings of a similar value.

Estimated Expenditure	Amount	Financial year	Ledger		Account string															
Rent – External Premises	\$20,000	2020	G	L	1	0	3	2	1	0	1	0	0	1	6	3	6	2	0	
Funding (Income/reserves)	Amount		Ledger		Account string															
Transfer from existing budget “Consultants – Other”	(\$20,000)	2020	G	L	1	0	3	2	1	0	1	0	0	1	6	3	3	0	4	

## 4. Civic Leadership

It is the General Manager’s responsibility to ensure that the organisation meets its service obligation through the employment of suitably qualified staff. While there are other initiatives being developed to address the current staffing shortfall, this proposal is innovative and addresses the current realities of lifestyle choices, particularly of those generations that have come after the baby-boomers.

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### 9.4.3 ANSWERS TO QUESTIONS WITH NOTICE

Record No:

Responsible Officer:	Director Corporate and Community Services
Author:	Secretary Council and Committees
Key Theme:	4. Leadership Outcomes
CSP Community Strategy:	10.2 Sound governance practices direct Council business and decision making
Delivery Program Objectives:	10.2.2 Councillors are supported to make informed decisions in the best interest of the community and to advocate on behalf of the community
Attachments:	1. In Progress Questions with Notice - Updates to end of July 2019 (Under Separate Cover)
Cost Centre	3120 Governance
Project	
Further Operational Plan Actions:	

### EXECUTIVE SUMMARY

In order to provide Councillors with updates on questions asked by Councillors, a report has been generated with a summary of questions that are current and have recently been completed, for the period ending July 2019.

The Councillor Questions In Progress for the period ending July 2019 is attached to this report.

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

#### OFFICER'S RECOMMENDATION

That Council receive and note the Councillor Questions In Progress report for the period ended July 2019.

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#### 9.4.4 RESOLUTION ACTION SHEET UPDATE

Record No:

Responsible Officer:	Director Corporate and Community Services
Author:	Secretary Council and Committees
Key Direction:	7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy:	DP7.1.1.2 Council's leadership is based on ethics and integrity to enable informed and appropriate decisions in the community's best interest.
Operational Plan Action:	OP7.7 Provide timely, accurate and relevant information to Council to enable informed decision making.
Attachments:	1. In Progress Actions - Includes all Actions up to end of July 2019 (Under Separate Cover)
Cost Centre	3120 Governance

#### EXECUTIVE SUMMARY

In order to provide Councillors with updates on resolutions of Council, a report has been generated with a summary of action that are current and have recently been completed, for the period ending July 2019.

The In Progress Resolution Action Sheet for period ending July 2019 is attached to this report.

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

#### OFFICER'S RECOMMENDATION

That Council receive and note the In Progress Resolution Action Sheet Update for the period ending July 2019.

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#### 9.4.5 AMENDMENT TO THE SMRC CODE OF MEETING PRACTICE

Record No:

Responsible Officer:	Director Corporate and Community Services
Author:	Manager Corporate Governance
Key Theme:	4. Leadership Outcomes
CSP Community Strategy:	10.2 Sound governance practices direct Council business and decision making
Delivery Program Objectives:	10.2.2 Councillors are supported to make informed decisions in the best interest of the community and to advocate on behalf of the community
Attachments:	1. Policy - Code of Meeting Practice Revised Draft August 2019
Cost Centre	3110

#### EXECUTIVE SUMMARY

Following adoption of the Code of Meeting Practice at the 20 June 2019 Council meeting, the adopted Code was put into practice at the 18 July 2019 Council meeting.

Councillors indicated at the July Council meeting that the requirement for a show of hands on voting for all items was not practical, as required in clause 11.10;

*11.10 All voting at council meetings, (including meetings that are closed to the public), must be recorded in the minutes of meetings with the names of councillors who voted for and against each motion or amendment, (including the use of the casting vote), being recorded.*

Although this clause had been previously agreed by Councillors, as it is a non-mandatory clause, it can be removed.

The attached revised Code of Meeting Practice no longer includes this clause, and clauses 11.11 to 11.14 have been renumbered 11.10 to 11.13 as a result of the removal of this clause.

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

#### OFFICER'S RECOMMENDATION

That Council adopt the Code of Meeting Practice Revised Draft August 2019.

#### BACKGROUND

Council had adopted a code of meeting practice as on 20 June 2019, which comprised of mandatory clauses indicated in black font and non-mandatory clause indicated in red font.

At the Ordinary Council Meeting held on 18 July 2019, Councillors requested the removal of clause 11.10, which is a non-mandatory clause in the adopted Code of Meeting Practice.

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### **1. Social**

Ensuring Council has a clear and transparent Code of Meeting Practice, that meets legislative obligations, will ensure our community members are able to engage with Council effectively at Council meetings.

### **2. Environmental**

There are no perceived environmental impacts identified associated with the removal of item 11.10 from the Code of Meeting Practice.

### **3. Economic**

There are no financial impacts identified associated with the removal of item 11.10 from the Code of Meeting Practice.

### **4. Civic Leadership**

Providing updates on Code and Policy documents is a responsibility undertaken by Council to ensure these Codes and Policies are effective for our community, staff and Council.

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# Policy



<b>Title of Policy</b>	<b>SMRC 72 - Code of Meeting Practice</b>		
<b>Responsible Department</b>	Corporate Governance	<b>Document Register ID</b>	250.2016.1.3
<b>Policy Owner</b>	Governance	<b>Review Date</b>	30 June 2021
<b>Date of Council Meeting</b>	21 February 2019	<b>Resolution Number</b>	200/17
<b>Legislation, Australian Standards, Code of Practice</b>	Local Government Act 1993 Local Government (General) Regulation 2005 Model Code of Conduct for Local Government Councils in NSW December 2019		
<b>Aim</b>	To adopt a Code of Meeting Practice which determines the conduct of Ordinary and Extraordinary meetings of Council, Committees of Council, Sub-Committees, Working Parties, Briefing Sessions and Workshops of Council.		

## Variation

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

## Table of Contents

<a href="#"><u>1</u></a>	<a href="#"><u>INTRODUCTION</u></a>	3
<a href="#"><u>2</u></a>	<a href="#"><u>MEETING PRINCIPLES</u></a>	4
<a href="#"><u>3</u></a>	<a href="#"><u>BEFORE THE MEETING</u></a>	5
<a href="#"><u>4</u></a>	<a href="#"><u>PUBLIC FORUMS</u></a>	10
<a href="#"><u>5</u></a>	<a href="#"><u>COMING TOGETHER</u></a>	13
<a href="#"><u>6</u></a>	<a href="#"><u>THE CHAIRPERSON</u></a>	17
<a href="#"><u>7</u></a>	<a href="#"><u>MODES OF ADDRESS</u></a>	19
<a href="#"><u>8</u></a>	<a href="#"><u>ORDER OF BUSINESS FOR ORDINARY COUNCIL MEETINGS</u></a>	20
<a href="#"><u>9</u></a>	<a href="#"><u>CONSIDERATION OF BUSINESS AT COUNCIL MEETINGS</u></a>	21
<a href="#"><u>10</u></a>	<a href="#"><u>RULES OF DEBATE</u></a>	24
<a href="#"><u>11</u></a>	<a href="#"><u>VOTING</u></a>	27
<a href="#"><u>12</u></a>	<a href="#"><u>COMMITTEE OF THE WHOLE</u></a>	29
<a href="#"><u>13</u></a>	<a href="#"><u>DEALING WITH ITEMS BY EXCEPTION</u></a>	30
<a href="#"><u>14</u></a>	<a href="#"><u>CLOSURE OF COUNCIL MEETINGS TO THE PUBLIC</u></a>	31
<a href="#"><u>15</u></a>	<a href="#"><u>KEEPING ORDER AT MEETINGS</u></a>	36
<a href="#"><u>16</u></a>	<a href="#"><u>CONFLICTS OF INTEREST</u></a>	39
<a href="#"><u>17</u></a>	<a href="#"><u>DECISIONS OF THE COUNCIL</u></a>	40
<a href="#"><u>18</u></a>	<a href="#"><u>TIME LIMITS ON COUNCIL MEETINGS</u></a>	43
<a href="#"><u>19</u></a>	<a href="#"><u>AFTER THE MEETING</u></a>	44
<a href="#"><u>20</u></a>	<a href="#"><u>COUNCIL COMMITTEES</u></a>	46
<a href="#"><u>21</u></a>	<a href="#"><u>IRREGULARITIES</u></a>	50
<a href="#"><u>22</u></a>	<a href="#"><u>DEFINITIONS</u></a>	51



## 1 INTRODUCTION

This Model Code of Meeting Practice for Local Councils in NSW (the Model Meeting Code) is made under section 360 of the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2005* (the Regulation).

This code applies to all meetings of councils and committees of councils of which all the members are councillors (committees of council), Briefing Sessions and Workshops. Council committees whose members include persons other than councillors may adopt their own rules for meetings unless the council determines otherwise.

Council is adopting a code of meeting practice that incorporates the mandatory and non mandatory provisions of the Model Meeting Code.

A council and a committee of the council of which all the members are councillors must conduct its meetings in accordance with the code of meeting practice adopted by the council.

The Model Meeting Code also applies to meetings of the boards of joint organisations and county councils.

## 2 MEETING PRINCIPLES

2.1 Council and committee meetings should be:

*Transparent:* Decisions are made in a way that is open and accountable.

*Informed:* Decisions are made based on relevant, quality information.

*Inclusive:* Decisions respect the diverse needs and interests of the local community.

*Principled:* Decisions are informed by the principles prescribed under Chapter 3 of the Act.

*Trusted:* The community has confidence that councillors and staff act ethically and make decisions in the interests of the whole community.

*Respectful:* Councillors, staff and meeting attendees treat each other with respect.

*Effective:* Meetings are well organised, effectively run and skilfully chaired.

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*Orderly:* Councillors, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

### **3 BEFORE THE MEETING**

#### **Timing of ordinary council meetings**

- 3.1 The council shall, by resolution, set the frequency, time, date and place of its ordinary meetings.

Note: Under section 365 of the Act, councils are required to meet at least ten (10) times each year, each time in a different month unless the Minister for Local Government has approved a reduction in the number of times that a council is required to meet each year under section 365A.

#### **Extraordinary meetings**

- 3.2 If the mayor receives a request in writing, signed by at least two (2) councillors, the mayor must call an extraordinary meeting of the council to be held as soon as practicable, but in any event, no more than fourteen (14) days after receipt of the request. The mayor can be one of the two councillors requesting the meeting.

Note: Clause 3.2 reflects section 366 of the Act.

#### **Notice to the public of council meetings**

- 3.3 The council must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings and of each meeting of committees of the council.

Note: Clause 3.3 reflects section 9(1) of the Act.

- 3.4 For the purposes of clause 3.3, notice of a meeting of the council and of a committee of council is to be published before the meeting takes place. The notice must be published on the council's website, and in such other manner that the council is satisfied is likely to bring notice of the meeting to the attention of as many people as possible.
- 3.5 For the purposes of clause 3.5, notice of more than one (1) meeting may be given in the same notice.
-

**Notice to councillors of ordinary council meetings**

- 3.6 The general manager must send to each councillor, at least three (3) days before each meeting of the council, a notice specifying the time, date and place at which the meeting is to be held, and the business proposed to be considered at the meeting.

Note: Clause 3.6 reflects section 367(1) of the Act.

- 3.7 The notice and the agenda for, and the business papers relating to, the meeting may be given to councillors in electronic form, but only if all councillors have facilities to access the notice, agenda and business papers in that form.

Note: Clause 3.7 reflects section 367(3) of the Act.

**Notice to councillors of extraordinary meetings**

- 3.8 Notice of less than three (3) days may be given to councillors of an extraordinary meeting of the council in cases of emergency.

Note: Clause 3.8 reflects section 367(2) of the Act.

**Giving notice of business to be considered at council meetings**

- 3.9 A councillor may give notice of any business they wish to be considered by the council at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted **10** business days before the meeting is to be held.

- 3.10 A councillor may, in writing to the general manager, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.

- 3.11 If the general manager considers that a notice of motion submitted by a councillor for consideration at an ordinary meeting of the council has legal, strategic, financial or policy implications which should be taken into consideration by the meeting, the general manager may prepare a report in relation to the notice of motion for inclusion with the business papers for the meeting at which the notice of motion is to be considered by the council.

- 3.12 A notice of motion for the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the notice of motion. If the notice of motion does not identify a funding source, the general manager must either:

- (a) prepare a report on the availability of funds for implementing the motion if adopted for inclusion in the business papers for the meeting at which the notice of motion is to be considered by the council, or
  - (b) by written notice sent to all councillors with the business papers for the meeting for which the notice of motion has been submitted, defer consideration of the matter by the council to such a date specified in the notice, pending the preparation of such a report.
-

**Questions with notice**

- 3.13 A councillor may, by way of a notice submitted under clause 3.9, ask a question for response by the general manager about the performance or operations of the council.
- 3.14 A councillor is not permitted to ask a question with notice under clause 3.13 that comprises a complaint against the general manager or a member of staff of the council, or a question that implies wrongdoing by the general manager or a member of staff of the council.
- 3.15 The general manager or their nominee may respond to a question with notice submitted under clause 3.13 by way of a report included in the business papers for the relevant meeting of the council or orally at the meeting.

**Agenda and business papers for ordinary meetings**

- 3.16 The general manager must cause the agenda for a meeting of the council or a committee of the council to be prepared as soon as practicable before the meeting.
- 3.17 The general manager must ensure that the agenda for an ordinary meeting of the council states:
- (a) all matters to be dealt with arising out of the proceedings of previous meetings of the council, and
  - (b) if the mayor is the chairperson – any matter or topic that the chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and
  - (c) all matters, including matters that are the subject of staff reports and reports of committees, to be considered at the meeting, and
  - (d) any business of which due notice has been given under clause 3.9.
- 3.18 Nothing in clause 3.18 limits the powers of the mayor to put a mayoral minute to a meeting under clause 9.6.
- 3.19 The general manager must not include in the agenda for a meeting of the council any business of which due notice has been given if, in the opinion of the general manager, the business is, or the implementation of the business would be, unlawful. The general manager must report, without giving details of the item of business, any such exclusion to the next meeting of the council.
- 3.20 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the general manager, is likely to take place when the meeting is closed to the public, the general manager must ensure that the agenda of the meeting:
- (a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and
  - (b) states the grounds under section 10A(2) of the Act relevant to the item of business.
-

Note: Clause 3.20 reflects section 9(2A)(a) of the Act.

- 3.21 The general manager must ensure that the details of any item of business which, in the opinion of the general manager, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to councillors for the meeting concerned. Such details must not be included in the business papers made available to the public, and must not be disclosed by a councillor or by any other person to another person who is not authorised to have that information.

### **Availability of the agenda and business papers to the public**

- 3.22 Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of the council and committees of council, are to be published on the council's website, and must be made available to the public for inspection, or for taking away by any person free of charge at the offices of the council, at the relevant meeting and at such other venues determined by the council.

Note: Clause 3.22 reflects section 9(2) and (4) of the Act.

- 3.23 Clause 3.23 does not apply to the business papers for items of business that the general manager has identified under clause 3.21 as being likely to be considered when the meeting is closed to the public.

Note: Clause 3.23 reflects section 9(2A)(b) of the Act.

- 3.24 For the purposes of clause 3.23, copies of agendas and business papers must be published on the council's website and made available to the public at a time that is as close as possible to the time they are available to councillors.

Note: Clause 3.24 reflects section 9(3) of the Act.

- 3.25 A copy of an agenda, or of an associated business paper made available under clause 3.23, may in addition be given or made available in electronic form.

Note: Clause 3.25 reflects section 9(5) of the Act.

### **Agenda and business papers for extraordinary meetings**

- 3.26 The general manager must ensure that the agenda for an extraordinary meeting of the council deals only with the matters stated in the notice of the meeting.

- 3.27 Despite clause 3.26, business may be considered at an extraordinary meeting of the council, even though due notice of the business has not been given, if:

- (a) a motion is passed to have the business considered at the meeting, and
- (b) the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.

- 3.28 A motion moved under clause 3.27(a) can be moved without notice but only after the business notified in the agenda for the extraordinary meeting has been dealt with.
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- 3.29 Despite clauses 10.20–10.30, only the mover of a motion moved under clause 3.27(a) can speak to the motion before it is put.
- 3.30 A motion of dissent cannot be moved against a ruling of the chairperson under clause 3.27(b) on whether a matter is of great urgency.

### **Pre-meeting briefing sessions**

- 3.31 Prior to each ordinary meeting of the council, the general manager may arrange a pre-meeting briefing session to brief councillors on business to be considered at the meeting. Pre-meeting briefing sessions may also be held for extraordinary meetings of the council and meetings of committees of the council.
- 3.32 Pre-meeting briefing sessions are to be held in the absence of the public.
- 3.33 The general manager or a member of staff nominated by the general manager is to preside at pre-meeting briefing sessions.
- 3.34 Councillors must not use pre-meeting briefing sessions to debate or make preliminary decisions on items of business they are being briefed on, and any debate and decision-making must be left to the formal council or committee meeting at which the item of business is to be considered.
- 3.35 Councillors (including the mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of a briefing at a pre-meeting briefing session, in the same way that they are required to do so at a council or committee meeting. The council is to maintain a written record of all conflict of interest declarations made at pre-meeting briefing sessions and how the conflict of interest was managed by the councillor who made the declaration.

## **4 PUBLIC FORUMS**

- 4.1 The council may hold a public forum prior to each ordinary meeting of the council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting, **or other Council related items if time permits. Items on the current business paper would take priority over general public forum items.** Public forums may also be held prior to extraordinary council meetings and meetings of committees of the council. **Thirty minutes to be allocated per meeting for general items unless there are three or more development applications with requests to speak.**
- 4.2 Public forums are to be chaired by the mayor or their nominee.
- 4.3 To speak at a public forum, a person must first make an application to the council in the approved form. Applications to speak at the public forum must be received by **no later than 2 business days** before the date on which the public forum is to be held, and must identify the item of business on the agenda of the council meeting the person wishes to speak on, and whether they wish to speak 'for' or 'against' the item. **If the item is a general business topic the speaker will be advised 1 day prior to the meeting if there is available time in public forum for their topic.**
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- 4.4 A person may apply to speak on no more than **1** item of business on the agenda of the council meeting, unless Council votes otherwise.
- 4.5 Legal representatives acting on behalf of others are not to be permitted to speak at a public forum unless they identify their status as a legal representative when applying to speak at the public forum.
- 4.6 The general manager or their delegate may refuse an application to speak at a public forum. The general manager or their delegate must give reasons in writing for a decision to refuse an application.
- 4.7 No more than **3 speakers are to be permitted to speak 'for' or 3 speakers 'against' a development application, or 1 speaker 'for' and 1 speaker 'against' any other item of business on the agenda for the council meeting.**
- 4.8 If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the general manager or their delegate may request the speakers to nominate from among themselves the persons who are to address the council on the item of business. If the speakers are not able to agree on whom to nominate to address the council, the general manager or their delegate is to determine who will address the council at the public forum.
- 4.9 If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the general manager or their delegate may, in consultation with the mayor or the mayor's nominated chairperson, increase the number of speakers permitted to speak on an item of business, where they are satisfied that it is necessary to do so to allow the council to hear a fuller range of views on the relevant item of business.
- 4.10 Approved speakers at the public forum are to register with the council any written, visual or audio material to be presented in support of their address to the council at the public forum, and to identify any equipment needs **no less than 2 business days** before the public forum. The general manager or their delegate may refuse to allow such material to be presented.
- 4.11 The general manager or their delegate is to determine the order of speakers at the public forum.
- 4.12 Each speaker will be allowed **5** minutes to address the council. This time is to be strictly enforced by the chairperson. There will be no extensions.
- 4.13 Speakers at public forums must not digress from the item on the agenda of the council meeting they have applied to address the council on. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.
- 4.14 Councillors may ask questions of a speaker following their address at a public forum.
- 4.15 Speakers at public forums cannot ask questions of the council, councillors or council staff.
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- 4.16 The general manager or their nominee may, with the concurrence of the chairperson, address the council for up to **2** minutes in response to an address to the council at a public forum after the address and any subsequent questions and answers have been finalised.
- 4.17 Where an address made at a public forum raises matters that require further consideration by Councillors and/or council staff, the general manager may recommend that the council defer consideration of the matter pending the preparation of a further report on the matters.
- 4.18 When addressing the council, speakers at public forums must comply with this code and all other relevant council codes, policies and procedures. Speakers must refrain from engaging in disorderly conduct, publicly alleging breaches of the council's code of conduct or making other potentially defamatory statements.
- 4.19 If the chairperson considers that a speaker at a public forum has engaged in conduct of the type referred to in clause 4.19, the chairperson may request the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any inappropriate comments. Where the speaker fails to comply with the chairperson's request, the chairperson may immediately require the person to stop speaking.
- 4.20 Clause 4.20 does not limit the ability of the chairperson to deal with disorderly conduct by speakers at public forums in accordance with the provisions of Part 15 of this code.
- 4.21 Where a speaker engages in conduct of the type referred to in clause 4.19, the general manager or their delegate may refuse further applications from that person to speak at public forums for such a period as the general manager or their delegate considers appropriate.
- 4.22 Councillors (including the mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of an address at a public forum, in the same way that they are required to do so at a council or committee meeting. The council is to maintain a written record of all conflict of interest declarations made at public forums and how the conflict of interest was managed by the councillor who made the declaration.

**Note: Public forums should not be held as part of a council or committee meeting. Council or committee meetings should be reserved for decision-making by the council or committee of council. Where a public forum is held as part of a council or committee meeting, it must be conducted in accordance with the other requirements of this code relating to the conduct of council and committee meetings.**

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## **5 COMING TOGETHER**

### **Attendance by councillors at meetings**

- 5.1 All councillors must make reasonable efforts to attend meetings of the council and of committees of the council of which they are members.

**Note: A councillor may not attend a meeting as a councillor (other than the first meeting of the council after the councillor is elected or a meeting at which the councillor takes an oath or makes an affirmation of office) until they have taken an oath or made an affirmation of office in the form prescribed under section 233A of the Act.**

- 5.2 A councillor cannot participate in a meeting of the council or of a committee of the council unless personally present at the meeting.
- 5.4 Where a councillor is unable to attend one or more ordinary meetings of the council, the councillor should request that the council grant them a leave of absence from those meetings. This clause does not prevent a councillor from making an apology if they are unable to attend a meeting. However the acceptance of such an apology does not constitute the granting of a leave of absence for the purposes of this code and the Act.
- 5.5 A councillor's request for leave of absence from council meetings should, if practicable, identify (by date) the meetings from which the councillor intends to be absent and the grounds upon which the leave of absence is being sought.
- 5.6 The council must act reasonably when considering whether to grant a councillor's request for a leave of absence.
- 5.7 A councillor's civic office will become vacant if the councillor is absent from three (3) consecutive ordinary meetings of the council without prior leave of the council, or leave granted by the council at any of the meetings concerned, unless the holder is absent because they have been suspended from office under the Act, or because the council has been suspended under the Act, or as a consequence of a compliance order under section 438HA.

**Note: Clause 5.7 reflects section 234(1)(d) of the Act.**

- 5.8 A councillor who intends to attend a meeting of the council despite having been granted a leave of absence should, if practicable, give the general manager at least two (2) days' notice of their intention to attend.

### **The quorum for a meeting**

- 5.9 The quorum for a meeting of the council is a majority of the councillors of the council who hold office at that time and are not suspended from office.

**Note: Clause 5.9 reflects section 368(1) of the Act.**

- 5.10 Clause 5.9 does not apply if the quorum is required to be determined in accordance with directions of the Minister in a performance improvement order issued in respect of the council.
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**Note: Clause 5.10 reflects section 368(2) of the Act.**

- 5.11 A meeting of the council must be adjourned if a quorum is not present:
- (a) at the commencement of the meeting where the number of apologies received for the meeting indicates that there will not be a quorum for the meeting, or
  - (b) within half an hour after the time designated for the holding of the meeting, or
  - (c) at any time during the meeting.
- 5.12 In either case, the meeting must be adjourned to a time, date and place fixed:
- (a) by the chairperson, or
  - (b) in the chairperson's absence, by the majority of the councillors present, or
  - (c) failing that, by the general manager.
- 5.13 The general manager must record in the council's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of the council, together with the names of the councillors present.
- 5.14 Where, prior to the commencement of a meeting, it becomes apparent that a quorum may not be present at the meeting, or that the safety and welfare of councillors, council staff and members of the public may be put at risk by attending the meeting because of a natural disaster (such as, but not limited to flood or bushfire), the mayor may, in consultation with the general manager and, as far as is practicable, with each councillor, cancel the meeting. Where a meeting is cancelled, notice of the cancellation must be published on the council's website and in such other manner that the council is satisfied is likely to bring notice of the cancellation to the attention of as many people as possible.
- 5.15 Where a meeting is cancelled under clause 5.14, the business to be considered at the meeting may instead be considered, where practicable, at the next ordinary meeting of the council or at an extraordinary meeting called under clause 3.2.

**Entitlement of the public to attend council meetings**

- 5.16 Everyone is entitled to attend a meeting of the council and committees of the council. The council must ensure that all meetings of the council and committees of the council are open to the public.

**Note: Clause 5.16 reflects section 10(1) of the Act.**

- 5.17 Clause 5.16 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.
- 5.18 A person (whether a councillor or another person) is not entitled to be present at a meeting of the council or a committee of the council if expelled from the meeting:
- (a) by a resolution of the meeting, or
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- (b) by the person presiding at the meeting if the council has, by resolution, authorised the person presiding to exercise the power of expulsion.

**Note: Clause 5.18 reflects section 10(2) of the Act.**

### **Webcasting of meetings**

- 5.19 All meetings of the council and committees of the council are to be webcast on the council's website.

**Note: Councils will be required to webcast meetings from 14 December 2019. Councils that do not currently webcast meetings should take steps to ensure that meetings are webcast by 14 December 2019.**

**Note: Councils must include supplementary provisions in their adopted codes of meeting practice that specify whether meetings are to be livestreamed or recordings of meetings uploaded on the council's website at a later time. The supplementary provisions must also specify whether the webcast is to comprise of an audio visual recording of the meeting or an audio recording of the meeting.**

- 5.20 Clause 5.19 does not apply to parts of a meeting that have been closed to the public under section 10A of the Act.
- 5.21 At the start of each meeting the chairperson is to make a statement informing those in attendance that the meeting is being webcast and that those in attendance should refrain from making any defamatory statements.
- 5.22 A recording of each meeting of the council and committee of the council is to be retained on the council's website for **[council to specify the period of time the recording is to be retained on the website]**. Recordings of meetings may be disposed of in accordance with the *State Records Act 1998*.

### **Attendance of the general manager and other staff at meetings**

- 5.23 The general manager is entitled to attend, but not to vote at, a meeting of the council or a meeting of a committee of the council of which all of the members are councillors.

**Note: Clause 5.23 reflects section 376(1) of the Act.**

- 5.24 The general manager is entitled to attend a meeting of any other committee of the council and may, if a member of the committee, exercise a vote.

**Note: Clause 5.24 reflects section 376(2) of the Act.**

- 5.25 The general manager may be excluded from a meeting of the council or a committee while the council or committee deals with a matter relating to the standard of performance of the general manager or the terms of employment of the general manager.

**Note: Clause 5.25 reflects section 376(3) of the Act.**

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- 5.26 The attendance of other council staff at a meeting, (other than as members of the public) shall be with the approval of the general manager.

## 6 THE CHAIRPERSON

### The chairperson at meetings

- 6.1 The mayor, or at the request of or in the absence of the mayor, the deputy mayor (if any) presides at meetings of the council.

**Note: Clause 6.1 reflects section 369(1) of the Act.**

- 6.2 If the mayor and the deputy mayor (if any) are absent, a councillor elected to chair the meeting by the councillors present presides at a meeting of the council.

**Note: Clause 6.2 reflects section 369(2) of the Act.**

### Election of the chairperson in the absence of the mayor and deputy mayor

- 6.3 If no chairperson is present at a meeting of the council at the time designated for the holding of the meeting, the first business of the meeting must be the election of a chairperson to preside at the meeting.

- 6.4 The election of a chairperson must be conducted:

- (a) by the general manager or, in their absence, an employee of the council designated by the general manager to conduct the election, or
- (b) by the person who called the meeting or a person acting on their behalf if neither the general manager nor a designated employee is present at the meeting, or if there is no general manager or designated employee.

- 6.5 If, at an election of a chairperson, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the chairperson is to be the candidate whose name is chosen by lot.

- 6.6 For the purposes of clause 6.5, the person conducting the election must:

- (a) arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and
- (b) then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.

- 6.7 The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.
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- 6.8 Any election conducted under clause 6.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.

### **Chairperson to have precedence**

- 6.9 When the chairperson rises or speaks during a meeting of the council:
- (a) any councillor then speaking or seeking to speak must cease speaking and, if standing, immediately resume their seat, and
  - (b) every councillor present must be silent to enable the chairperson to be heard without interruption.

## **7 MODES OF ADDRESS**

- 7.1 If the chairperson is the mayor, they are to be addressed as 'Mr Mayor' or 'Madam Mayor'.
- 7.2 Where the chairperson is not the mayor, they are to be addressed as either 'Mr Chairperson' or 'Madam Chairperson'.
- 7.3 A councillor is to be addressed as 'Councillor [surname]'.
- 7.4 A council officer is to be addressed by their official designation or as Mr/Ms [surname].

## **8 ORDER OF BUSINESS FOR ORDINARY COUNCIL MEETINGS**

- 8.1 At a meeting of the council, the general order of business is as fixed by resolution of the council.
- 8.2 The order of business as fixed under clause 8.1 may be altered for a particular meeting of the council if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.

**Note: If adopted, Part 13 allows council to deal with items of business by exception.**

- 8.3 Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 8.2 may speak to the motion before it is put.

## **9 CONSIDERATION OF BUSINESS AT COUNCIL MEETINGS**

### **Business that can be dealt with at a council meeting**

- 9.1 The council must not consider business at a meeting of the council:
- (a) unless a councillor has given notice of the business, as required by clause 3.10, and
  - (b) unless notice of the business has been sent to the councillors in accordance with clause 3.7 in the case of an ordinary meeting or clause 3.9 in the case of an extraordinary meeting called in an emergency.
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- 9.2 Clause 9.1 does not apply to the consideration of business at a meeting, if the business:
- (a) is already before, or directly relates to, a matter that is already before the council, or
  - (b) is the election of a chairperson to preside at the meeting, or
  - (c) subject to clause 9.9, is a matter or topic put to the meeting by way of a mayoral minute, or
  - (d) is a motion for the adoption of recommendations of a committee, including, but not limited to, a committee of the council.
- 9.3 Despite clause 9.1, business may be considered at a meeting of the council even though due notice of the business has not been given to the councillors if:
- (a) a motion is passed to have the business considered at the meeting, and
  - (b) the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.
- 9.4 A motion moved under clause 9.3(a) can be moved without notice. Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 9.3(a) can speak to the motion before it is put.
- 9.5 A motion of dissent cannot be moved against a ruling by the chairperson under clause 9.3(b).

### **Mayoral minutes**

- 9.6 Subject to clause 9.9, if the mayor is the chairperson at a meeting of the council, the mayor may, by minute signed by the mayor, put to the meeting without notice any matter or topic that is within the jurisdiction of the council, or of which the council has official knowledge.
- 9.7 A mayoral minute, when put to a meeting, takes precedence over all business on the council's agenda for the meeting. The chairperson (but only if the chairperson is the mayor) may move the adoption of a mayoral minute without the motion being seconded.
- 9.8 A recommendation made in a mayoral minute put by the mayor is, so far as it is adopted by the council, a resolution of the council.
- 9.9 A mayoral minute must not be used to put without notice matters that are routine and not urgent, or matters for which proper notice should be given because of their complexity. For the purpose of this clause, a matter will be urgent where it requires a decision by the council before the next scheduled ordinary meeting of the council.
- 9.10 Where a mayoral minute makes a recommendation which, if adopted, would require the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan, it must identify the source of funding for the expenditure that is the subject of the recommendation. If the mayoral minute does not identify a funding source, the council must defer consideration of the
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matter, pending a report from the general manager on the availability of funds for implementing the recommendation if adopted.

### **Staff reports**

- 9.11 A recommendation made in a staff report is, so far as it is adopted by the council, a resolution of the council.

### **Reports of committees of council**

- 9.12 The recommendations of a committee of the council are, so far as they are adopted by the council, resolutions of the council.
- 9.13 If in a report of a committee of the council distinct recommendations are made, the council may make separate decisions on each recommendation.

### **Questions**

- 9.14 A question must not be asked at a meeting of the council unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.10 and 3.14.
- 9.15 A councillor may, through the chairperson, put a question to another councillor about a matter on the agenda.
- 9.16 A councillor may, through the general manager, put a question to a council employee about a matter on the agenda. Council employees are only obliged to answer a question put to them through the general manager at the direction of the general manager.
- 9.17 A councillor or council employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to documents. Where a councillor or council employee to whom a question is put is unable to respond to the question at the meeting at which it is put, they may take it on notice and report the response to the next meeting of the council.
- 9.18 Councillors must put questions directly, succinctly, respectfully and without argument.
- 9.19 The chairperson must not permit discussion on any reply to, or refusal to reply to, a question put to a councillor or council employee.

## **10 RULES OF DEBATE**

### **Motions to be seconded**

- 10.1 Unless otherwise specified in this code, a motion or an amendment cannot be debated unless or until it has been seconded.
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**Notices of motion**

- 10.2 A councillor who has submitted a notice of motion under clause 3.10 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.
- 10.3 If a councillor who has submitted a notice of motion under clause 3.10 wishes to withdraw it after the agenda and business paper for the meeting at which it is to be considered have been sent to councillors, the councillor may request the withdrawal of the motion when it is before the council.
- 10.4 In the absence of a councillor who has placed a notice of motion on the agenda for a meeting of the council:
- (a) any other councillor may, with the leave of the chairperson, move the motion at the meeting, or
  - (b) the chairperson may defer consideration of the motion until the next meeting of the council.

**Chairperson's duties with respect to motions**

- 10.5 It is the duty of the chairperson at a meeting of the council to receive and put to the meeting any lawful motion that is brought before the meeting.
- 10.6 The chairperson must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.
- 10.7 Before ruling out of order a motion or an amendment to a motion under clause 10.6, the chairperson is to give the mover an opportunity to clarify or amend the motion or amendment.
- 10.8 Any motion, amendment or other matter that the chairperson has ruled out of order is taken to have been lost.

**Motions requiring the expenditure of funds**

- 10.9 A motion or an amendment to a motion which if passed would require the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the motion. If the motion does not identify a funding source, the council must defer consideration of the matter, pending a report from the general manager on the availability of funds for implementing the motion if adopted.

**Amendments to motions**

- 10.10 An amendment to a motion must be moved and seconded before it can be debated.
- 10.11 An amendment to a motion must relate to the matter being dealt with in the original motion before the council and must not be a direct negative of the original motion. An amendment to a motion which does not relate to the matter being dealt with in the original motion, or which is a direct negative of the original motion, must be ruled out of order by the chairperson.
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- 10.12 The mover of an amendment is to be given the opportunity to explain any uncertainties in the proposed amendment before a seconder is called for.
- 10.13 If an amendment has been lost, a further amendment can be moved to the motion to which the lost amendment was moved, and so on, but no more than one (1) motion and one (1) proposed amendment can be before council at any one time.
- 10.14 While an amendment is being considered, debate must only occur in relation to the amendment and not the original motion. Debate on the original motion is to be suspended while the amendment to the original motion is being debated.
- 10.15 If the amendment is carried, it becomes the motion and is to be debated. If the amendment is lost, debate is to resume on the original motion.
- 10.16 An amendment may become the motion without debate or a vote where it is accepted by the councillor who moved the original motion.

### **Foreshadowed motions**

- 10.17 A councillor may propose a foreshadowed motion in relation to the matter the subject of the original motion before the council, without a seconder during debate on the original motion. The foreshadowed motion is only to be considered if the original motion is lost or withdrawn and the foreshadowed motion is then moved and seconded. If the original motion is carried, the foreshadowed motion lapses.
- 10.18 Where an amendment has been moved and seconded, a councillor may, without a seconder, foreshadow a further amendment that they propose to move after the first amendment has been dealt with. There is no limit to the number of foreshadowed amendments that may be put before the council at any time. However, no discussion can take place on foreshadowed amendments until the previous amendment has been dealt with and the foreshadowed amendment has been moved and seconded.
- 10.19 Foreshadowed motions and foreshadowed amendments are to be considered in the order in which they are proposed. However, foreshadowed motions cannot be considered until all foreshadowed amendments have been dealt with.

### **Limitations on the number and duration of speeches**

- 10.20 A councillor who, during a debate at a meeting of the council, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.
- 10.21 A councillor, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.
- 10.22 A councillor must not, without the consent of the council, speak more than once on a motion or an amendment, or for longer than five (5) minutes at any one time.
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- 10.23 Despite clause 10.22, the chairperson may permit a councillor who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment, and for longer than five (5) minutes on that motion or amendment to enable the councillor to make a statement limited to explaining the misrepresentation or misunderstanding.
- 10.24 Despite clause 10.22, the council may resolve to shorten the duration of speeches to expedite the consideration of business at a meeting.
- 10.25 Despite clauses 10.20 and 10.21, a councillor may move that a motion or an amendment be now put:
- (a) if the mover of the motion or amendment has spoken in favour of it and no councillor expresses an intention to speak against it, or
  - (b) if at least two (2) councillors have spoken in favour of the motion or amendment and at least two (2) councillors have spoken against it.
- 10.26 The chairperson must immediately put to the vote, without debate, a motion moved under clause 10.25. A seconder is not required for such a motion.
- 10.27 If a motion that the original motion or an amendment be now put is passed, the chairperson must, without further debate, put the original motion or amendment to the vote immediately after the mover of the original motion has exercised their right of reply under clause 10.20.
- 10.28 If a motion that the original motion or an amendment be now put is lost, the chairperson must allow the debate on the original motion or the amendment to be resumed.
- 10.29 All councillors must be heard without interruption and all other councillors must, unless otherwise permitted under this code, remain silent while another councillor is speaking.
- 10.30 Once the debate on a matter has concluded and a matter has been dealt with, the chairperson must not allow further debate on the matter.

## 11 VOTING

### Voting entitlements of councillors

- 11.1 Each councillor is entitled to one (1) vote.

**Note: Clause 11.1 reflects section 370(1) of the Act.**

- 11.2 The person presiding at a meeting of the council has, in the event of an equality of votes, a second or casting vote.

**Note: Clause 11.2 reflects section 370(2) of the Act.**

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- 11.3 Where the chairperson declines to exercise, or fails to exercise, their second or casting vote, in the event of an equality of votes, the motion being voted upon is lost.

### **Voting at council meetings**

- 11.4 A councillor who is present at a meeting of the council but who fails to vote on a motion put to the meeting is taken to have voted against the motion.
- 11.5 If a councillor who has voted against a motion put at a council meeting so requests, the general manager must ensure that the councillor's dissenting vote is recorded in the council's minutes.
- 11.6 The decision of the chairperson as to the result of a vote is final, unless the decision is immediately challenged and not fewer than two (2) councillor's rise and call for a division.
- 11.7 When a division on a motion is called, the chairperson must ensure that the division takes place immediately. The general manager must ensure that the names of those who vote for the motion and those who vote against it are recorded in the council's minutes for the meeting.
- 11.8 When a division on a motion is called, any councillor who fails to vote will be recorded as having voted against the motion in accordance with clause 11.5 of this code.
- 11.9 Voting at a meeting, including voting in an election at a meeting, is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system). However, the council may resolve that the voting in any election by councillors for mayor or deputy mayor is to be by secret ballot.

### **Voting on planning decisions**

- 11.10 The general manager must keep a register containing, for each planning decision made at a meeting of the council or a council committee (including, but not limited to a committee of the council), the names of the councillors who supported the decision and the names of any councillors who opposed (or are taken to have opposed) the decision.
- 11.11 For the purpose of maintaining the register, a division is taken to have been called whenever a motion for a planning decision is put at a meeting of the council or a council committee.
- 11.12 Each decision recorded in the register is to be described in the register or identified in a manner that enables the description to be obtained from another publicly available document.
- 11.13 Clauses 11.12–11.14 apply also to meetings that are closed to the public.
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**Note: Clauses 11.10–11.13 reflect section 375A of the Act.**

**Note: The requirements of clause 11.10 may be satisfied by maintaining a register of the minutes of each planning decision.**

## **12 COMMITTEE OF THE WHOLE**

- 12.1 The council may resolve itself into a committee to consider any matter before the council.

**Note: Clause 12.1 reflects section 373 of the Act.**

- 12.2 All the provisions of this code relating to meetings of the council, so far as they are applicable, extend to and govern the proceedings of the council when in committee of the whole, except the provisions limiting the number and duration of speeches.

**Note: Clauses 10.20–10.30 limit the number and duration of speeches.**

- 12.3 The general manager or, in the absence of the general manager, an employee of the council designated by the general manager, is responsible for reporting to the council the proceedings of the committee of the whole. It is not necessary to report the proceedings in full but any recommendations of the committee must be reported.
- 12.4 The council must ensure that a report of the proceedings (including any recommendations of the committee) is recorded in the council's minutes. However, the council is not taken to have adopted the report until a motion for adoption has been made and passed.

## **13 DEALING WITH ITEMS BY EXCEPTION**

- 13.1 The council or a committee of council may, at any time, resolve to adopt multiple items of business on the agenda together by way of a single resolution.
- 13.2 Before the council or committee resolves to adopt multiple items of business on the agenda together under clause 13.1, the chairperson must list the items of business to be adopted and ask councillors to identify any individual items of business listed by the chairperson that they intend to vote against the recommendation made in the business paper or that they wish to speak on.
- 13.3 The council or committee must not resolve to adopt any item of business under clause 13.1 that a councillor has identified as being one they intend to vote against the recommendation made in the business paper or to speak on.
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- 13.4 Where the consideration of multiple items of business together under clause 13.1 involves a variation to the order of business for the meeting, the council or committee must resolve to alter the order of business in accordance with clause 8.3.
- 13.5 A motion to adopt multiple items of business together under clause 13.1 must identify each of the items of business to be adopted and state that they are to be adopted as recommended in the business paper.
- 13.6 Items of business adopted under clause 13.1 are to be taken to have been adopted unanimously.
- 13.7 Councillors must ensure that they declare and manage any conflicts of interest they may have in relation to items of business considered together under clause 13.1 in accordance with the requirements of the council's code of conduct.

## 14 CLOSURE OF COUNCIL MEETINGS TO THE PUBLIC

### Grounds on which meetings can be closed to the public

- 14.1 The council or a committee of the council may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:
- (a) personnel matters concerning particular individuals (other than councillors),
  - (b) the personal hardship of any resident or ratepayer,
  - (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business,
  - (d) commercial information of a confidential nature that would, if disclosed:
    - (i) prejudice the commercial position of the person who supplied it, or
    - (ii) confer a commercial advantage on a competitor of the council, or
    - (iii) reveal a trade secret,
  - (e) information that would, if disclosed, prejudice the maintenance of law,
  - (f) matters affecting the security of the council, councillors, council staff or council property,
  - (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
  - (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land,
  - (i) alleged contraventions of the council's code of conduct.
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**Note: Clause 14.1 reflects section 10A(1) and (2) of the Act.**

- 14.2 The council or a committee of the council may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.

**Note: Clause 14.2 reflects section 10A(3) of the Act.**

**Matters to be considered when closing meetings to the public**

- 14.3 A meeting is not to remain closed during the discussion of anything referred to in clause 14.1:
- (a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and
  - (b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless the council or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

**Note: Clause 14.3 reflects section 10B(1) of the Act.**

- 14.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 14.1(g) unless the advice concerns legal matters that:
- (a) are substantial issues relating to a matter in which the council or committee is involved, and
  - (b) are clearly identified in the advice, and
  - (c) are fully discussed in that advice.

**Note: Clause 14.4 reflects section 10B(2) of the Act.**

- 14.5 If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in clause 14.2), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in clause 14.1.

**Note: Clause 14.5 reflects section 10B(3) of the Act.**

- 14.6 For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:
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- (a) a person may misinterpret or misunderstand the discussion, or
- (b) the discussion of the matter may:
  - (i) cause embarrassment to the council or committee concerned, or to councillors or to employees of the council, or
  - (ii) cause a loss of confidence in the council or committee.

**Note: Clause 14.6 reflects section 10B(4) of the Act.**

- 14.7 In deciding whether part of a meeting is to be closed to the public, the council or committee concerned must consider any relevant guidelines issued by the Chief Executive of the Office of Local Government.

**Note: Clause 14.7 reflects section 10B(5) of the Act.**

**Notice of likelihood of closure not required in urgent cases**

- 14.8 Part of a meeting of the council, or of a committee of the council, may be closed to the public while the council or committee considers a matter that has not been identified in the agenda for the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed, but only if:
- (a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 14.1, and
  - (b) the council or committee, after considering any representations made under clause 14.9, resolves that further discussion of the matter:
    - (i) should not be deferred (because of the urgency of the matter), and
    - (ii) should take place in a part of the meeting that is closed to the public.

**Note: Clause 14.8 reflects section 10C of the Act.**

**Representations by members of the public**

- 14.9 The council, or a committee of the council, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.

**Note: Clause 14.9 reflects section 10A(4) of the Act.**

- 14.10 A representation under clause 14.9 is to be made after the motion to close the part of the meeting is moved and seconded.
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- 14.11 Where the matter has been identified in the agenda of the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under clause 14.9, members of the public must first make an application to the council in the approved form. Applications must be received by **5pm, 3 business days** before the meeting at which the matter is to be considered.
- 14.12 The general manager (or their delegate) may refuse an application made under clause 14.11. The general manager or their delegate must give reasons in writing for a decision to refuse an application.
- 14.13 No more than **1** speaker are to be permitted to make representations under clause 14.9.
- 14.14 If more than the permitted number of speakers apply to make representations under clause 14.9, the general manager or their delegate may request the speakers to nominate from among themselves the persons who are to make representations to the council. If the speakers are not able to agree on whom to nominate to make representations under clause 14.9, the general manager or their delegate is to determine who will make representations to the council.
- 14.15 The general manager (or their delegate) is to determine the order of speakers.
- 14.16 Where the council or a committee of the council proposes to close a meeting or part of a meeting to the public in circumstances where the matter has not been identified in the agenda for the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to the public, the chairperson is to invite representations from the public under clause 14.9 after the motion to close the part of the meeting is moved and seconded. The chairperson is to permit no more than **1** speaker to make representations in such order as determined by the chairperson.
- 14.17 Each speaker will be allowed **3** minutes to make representations, and this time limit is to be strictly enforced by the chairperson. Speakers must confine their representations to whether the meeting should be closed to the public. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.

#### **Expulsion of non-councillors from meetings closed to the public**

- 14.18 If a meeting or part of a meeting of the council or a committee of the council is closed to the public in accordance with section 10A of the Act and this code, any person who is not a councillor and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.
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- 14.19 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary restrain that person from re-entering that place for the remainder of the meeting.

### **Information to be disclosed in resolutions closing meetings to the public**

- 14.20 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:
- (a) the relevant provision of section 10A(2) of the Act,
  - (b) the matter that is to be discussed during the closed part of the meeting,
  - (c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

**Note: Clause 14.20 reflects section 10D of the Act.**

### **Resolutions passed at closed meetings to be made public**

- 14.21 If the council passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting, has ended, and the resolution must be recorded in the publicly available minutes of the meeting.
- 14.22 Resolutions passed during a meeting, or a part of a meeting, that is closed to the public must be made public by the chairperson under clause 14.21 during a part of the meeting that is webcast.

## **15 KEEPING ORDER AT MEETINGS**

### **Points of order**

- 15.1 A councillor may draw the attention of the chairperson to an alleged breach of this code by raising a point of order. A point of order does not require a seconder.
- 15.2 A point of order cannot be made with respect to adherence to the principles contained in clause 2.1.
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- 15.3 A point of order must be taken immediately it is raised. The chairperson must suspend the business before the meeting and permit the councillor raising the point of order to state the provision of this code they believe has been breached. The chairperson must then rule on the point of order – either by upholding it or by overruling it.

### **Questions of order**

- 15.4 The chairperson, without the intervention of any other councillor, may call any councillor to order whenever, in the opinion of the chairperson, it is necessary to do so.
- 15.5 A councillor who claims that another councillor has committed an act of disorder, or is out of order, may call the attention of the chairperson to the matter.
- 15.6 The chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of the council.
- 15.7 The chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

### **Motions of dissent**

- 15.8 A councillor can, without notice, move to dissent from a ruling of the chairperson on a point of order or a question of order. If that happens, the chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.
- 15.9 If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been rejected as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course.
- 15.10 Despite any other provision of this code, only the mover of a motion of dissent and the chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

### **Acts of disorder**

- 15.11 A councillor commits an act of disorder if the councillor, at a meeting of the council or a committee of the council:
- (a) contravenes the Act or any regulation in force under the Act or this code, or
  - (b) assaults or threatens to assault another councillor or person present at the meeting, or
  - (c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the council or the committee, or addresses or attempts to address the council or the committee on such a motion, amendment or matter, or
  - (d) insults or makes personal reflections on or imputes improper motives to any other council official, or alleges a breach of the council's code of conduct, or
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- (e) says or does anything that is inconsistent with maintaining order at the meeting or is likely to bring the council or the committee into disrepute.

15.12 The chairperson may require a councillor:

- (a) to apologise without reservation for an act of disorder referred to in clauses 15.11(a) or (b), or
- (b) to withdraw a motion or an amendment referred to in clause 15.11(c) and, where appropriate, to apologise without reservation, or
- (c) to retract and apologise without reservation for an act of disorder referred to in clauses 15.11(d) and (e).

### **How disorder at a meeting may be dealt with**

15.13 If disorder occurs at a meeting of the council, the chairperson may adjourn the meeting for a period of not more than fifteen (15) minutes and leave the chair. The council, on reassembling, must, on a question put from the chairperson, decide without debate whether the business is to be proceeded with or not. This clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of councillors.

### **Expulsion from meetings**

15.14 All chairpersons of meetings of the council and committees of the council are authorised under this code to expel any person other than a councillor, from a council or committee meeting, for the purposes of section 10(2)(b) of the Act. Councillors may only be expelled by resolution of the council or the committee of the council.

15.15 Clause 15.14, does not limit the ability of the council or a committee of the council to resolve to expel a person, including a councillor, from a council or committee meeting, under section 10(2)(a) of the Act.

15.16 A councillor may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for having failed to comply with a requirement under clause 15.12. The expulsion of a councillor from the meeting for that reason does not prevent any other action from being taken against the councillor for the act of disorder concerned.

15.17 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for engaging in or having engaged in disorderly conduct at the meeting.

15.18 Where a councillor or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.

15.19 If a councillor or a member of the public fails to leave the place where a meeting of the council is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the councillor or member of the public from that place and, if necessary, restrain the councillor or member of the public from re-entering that place for the remainder of the meeting.

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### **Use of mobile phones and the unauthorised recording of meetings**

- 15.20 Councillors, council staff and members of the public must ensure that mobile phones are turned to silent during meetings of the council and committees of the council.
- 15.21 A person must not live stream or use an audio recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of the council or a committee of the council without the prior authorisation of the council or the committee.
- 15.22 Any person who contravenes or attempts to contravene clause 15.22, may be expelled from the meeting as provided for under section 10(2) of the Act.
- 15.23 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place for the remainder of the meeting.

## **16 CONFLICTS OF INTEREST**

- 16.1 All councillors and, where applicable, all other persons, must declare and manage any conflicts of interest they may have in matters being considered at meetings of the council and committees of the council in accordance with the council's code of conduct. All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must be recorded in the minutes of the meeting at which the declaration was made.

## **17 DECISIONS OF THE COUNCIL**

### **Council decisions**

- 17.1 A decision supported by a majority of the votes at a meeting of the council at which a quorum is present is a decision of the council.

**Note: Clause 17.1 reflects section 371 of the Act in the case of councils and section 400T(8) in the case of joint organisations.**

- 17.2 Decisions made by the council must be accurately recorded in the minutes of the meeting at which the decision is made.

### **Rescinding or altering council decisions**

- 17.3 A resolution passed by the council may not be altered or rescinded except by a motion to that effect of which notice has been given under clause 3.10.
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**Note: Clause 17.3 reflects section 372(1) of the Act.**

- 17.4 If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.

**Note: Clause 17.4 reflects section 372(2) of the Act.**

- 17.5 If a motion has been lost, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with clause 3.10.

**Note: Clause 17.5 reflects section 372(3) of the Act.**

- 17.6 A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been lost, must be signed by three (3) councillors if less than three (3) months has elapsed since the resolution was passed, or the motion was lost.

**Note: Clause 17.6 reflects section 372(4) of the Act.**

- 17.7 If a motion to alter or rescind a resolution has been lost, or if a motion which has the same effect as a previously lost motion is lost, no similar motion may be brought forward within three (3) months of the meeting at which it was lost. This clause may not be evaded by substituting a motion differently worded, but in principle the same.

**Note: Clause 17.7 reflects section 372(5) of the Act.**

- 17.8 The provisions of clauses 17.5–17.7 concerning lost motions do not apply to motions of adjournment.

**Note: Clause 17.8 reflects section 372(7) of the Act.**

- 17.9 A notice of motion submitted in accordance with clause 17.6 may only be withdrawn under clause 3.11 with the consent of all signatories to the notice of motion.

- 17.10 A notice of motion to alter or rescind a resolution relating to a development application must be submitted to the general manager no later than **1 business day** after the meeting at which the resolution was adopted.

- 17.11 A motion to alter or rescind a resolution of the council may be moved on the report of a committee of the council and any such report must be recorded in the minutes of the meeting of the council.
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**Note: Clause 17.11 reflects section 372(6) of the Act.**

- 17.12 Subject to clause 17.7, in cases of urgency, a motion to alter or rescind a resolution of the council may be moved at the same meeting at which the resolution was adopted, where:
- (a) a notice of motion signed by three councillors is submitted to the chairperson, and
  - (b) a motion to have the motion considered at the meeting is passed, and
  - (c) the chairperson rules the business that is the subject of the motion is of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.
- 17.13 A motion moved under clause 17.12(b) can be moved without notice. Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 17.12(b) can speak to the motion before it is put.
- 17.14 A motion of dissent cannot be moved against a ruling by the chairperson under clause 17.12(c).

#### **Recommitting resolutions to correct an error**

- 17.15 Despite the provisions of this Part, a councillor may, with the leave of the chairperson, move to recommit a resolution adopted at the same meeting:
- (a) to correct any error, ambiguity or imprecision in the council's resolution, or
  - (b) to confirm the voting on the resolution.
- 17.16 In seeking the leave of the chairperson to move to recommit a resolution for the purposes of clause 17.15(a), the councillor is to propose alternative wording for the resolution.
- 17.17 The chairperson must not grant leave to recommit a resolution for the purposes of clause 17.15(a), unless they are satisfied that the proposed alternative wording of the resolution would not alter the substance of the resolution previously adopted at the meeting.
- 17.18 A motion moved under clause 17.15 can be moved without notice. Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 17.15 can speak to the motion before it is put.
- 17.19 A motion of dissent cannot be moved against a ruling by the chairperson under clause

**17.15.**

- 17.20 A motion moved under clause 17.15 with the leave of the chairperson cannot be voted on unless or until it has been seconded.

**18 TIME LIMITS ON COUNCIL MEETINGS**

- 18.1 Meetings of the council and committees of the council are to conclude no later than **10pm**.
- 18.2 If the business of the meeting is unfinished at **10pm**, the council or the committee may, by resolution, extend the time of the meeting.
- 18.3 If the business of the meeting is unfinished at **10pm**, and the council does not resolve to extend the meeting, the chairperson must either:
- (a) defer consideration of the remaining items of business on the agenda to the next ordinary meeting of the council, or
  - (b) adjourn the meeting to a time, date and place fixed by the chairperson.
- 18.4 Clause 18.3 does not limit the ability of the council or a committee of the council to resolve to adjourn a meeting at any time. The resolution adjourning the meeting must fix the time, date and place that the meeting is to be adjourned to.
- 18.5 Where a meeting is adjourned under clause 18.3 or 18.4, the general manager must:
- (a) individually notify each councillor of the time, date and place at which the meeting will reconvene, and
  - (b) publish the time, date and place at which the meeting will reconvene on the council's website and in such other manner that the general manager is satisfied is likely to bring notice of the time, date and place of the reconvened meeting to the attention of as many people as possible.

**19 AFTER THE MEETING****Minutes of meetings**

- 19.1 The council is to keep full and accurate minutes of the proceedings of meetings of the council.

**Note: Clause 19.1 reflects section 375(1) of the Act.**

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- 19.2 At a minimum, the general manager must ensure that the following matters are recorded in the council's minutes:
- (a) details of each motion moved at a council meeting and of any amendments moved to it,
  - (b) the names of the mover and seconder of the motion or amendment,
  - (c) whether the motion or amendment was passed or lost, and
  - (d) such other matters specifically required under this code.

- 19.3 The minutes of a council meeting must be confirmed at a subsequent meeting of the council.

**Note: Clause 19.3 reflects section 375(2) of the Act.**

- 19.4 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

- 19.5 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.

**Note: Clause 19.5 reflects section 375(2) of the Act.**

- 19.6 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.

- 19.7 The confirmed minutes of a council meeting must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of its meetings on its website prior to their confirmation.

#### **Access to correspondence and reports laid on the table at, or submitted to, a meeting**

- 19.8 The council and committees of the council must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting.

**Note: Clause 19.8 reflects section 11(1) of the Act.**

- 19.9 Clause 19.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public.
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**Note: Clause 19.9 reflects section 11(2) of the Act.**

- 19.10 Clause 19.8 does not apply if the council or the committee resolves at the meeting, when open to the public, that the correspondence or reports are to be treated as confidential because they relate to a matter specified in section 10A(2) of the Act.

**Note: Clause 19.10 reflects section 11(3) of the Act.**

- 19.11 Correspondence or reports to which clauses 19.9 and 19.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

### **Implementation of decisions of the council**

- 19.12 The general manager is to implement, without undue delay, lawful decisions of the council.

**Note: Clause 19.12 reflects section 335(b) of the Act.**

## **20 COUNCIL COMMITTEES**

### **Application of this Part**

- 20.1 This Part only applies to committees of the council whose members are all councillors.

### **Council committees whose members are all councillors**

- 20.2 The council may, by resolution, establish such committees as it considers necessary.
- 20.3 A committee of the council is to consist of the mayor and such other councillors as are elected by the councillors or appointed by the council.
- 20.4 The quorum for a meeting of a committee of the council is to be:
- (a) such number of members as the council decides, or
  - (b) if the council has not decided a number – a majority of the members of the committee.

### **Functions of committees**

- 20.5 The council must specify the functions of each of its committees when the committee is established, but may from time to time amend those functions.
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**Notice of committee meetings**

- 20.6 The general manager must send to each councillor, regardless of whether they are a committee member, at least three (3) days before each meeting of the committee, a notice specifying:
- (a) the time, date and place of the meeting, and
  - (b) the business proposed to be considered at the meeting.
- 20.7 Notice of less than three (3) days may be given of a committee meeting called in an emergency.

**Attendance at committee meetings**

- 20.8 A committee member (other than the mayor) ceases to be a member of a committee if the committee member:
- (a) has been absent from three (3) consecutive meetings of the committee without having given reasons acceptable to the committee for the member's absences, or
  - (b) has been absent from at least half of the meetings of the committee held during the immediately preceding year without having given to the committee acceptable reasons for the member's absences.
- 20.9 Clause 20.8 does not apply if all of the members of the council are members of the committee.

**Non-members entitled to attend committee meetings**

- 20.10 A councillor who is not a member of a committee of the council is entitled to attend, and to speak at a meeting of the committee. However, the councillor is not entitled:
- (a) to give notice of business for inclusion in the agenda for the meeting, or
  - (b) to move or second a motion at the meeting, or
  - (c) to vote at the meeting.

**Chairperson and deputy chairperson of council committees**

- 20.11 The chairperson of each committee of the council must be:
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- (a) the mayor, or
  - (b) if the mayor does not wish to be the chairperson of a committee, a member of the committee elected by the council, or
  - (c) if the council does not elect such a member, a member of the committee elected by the committee.
- 20.12 The council may elect a member of a committee of the council as deputy chairperson of the committee. If the council does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.
- 20.13 If neither the chairperson nor the deputy chairperson of a committee of the council is able or willing to preside at a meeting of the committee, the committee must elect a member of the committee to be acting chairperson of the committee.
- 20.14 The chairperson is to preside at a meeting of a committee of the council. If the chairperson is unable or unwilling to preside, the deputy chairperson (if any) is to preside at the meeting, but if neither the chairperson nor the deputy chairperson is able or willing to preside, the acting chairperson is to preside at the meeting.

### **Procedure in committee meetings**

- 20.15 Subject to any specific requirements of this code, each committee of the council may regulate its own procedure. The provisions of this code are to be taken to apply to all committees of the council unless the council or the committee determines otherwise in accordance with this clause.
- 20.16 Whenever the voting on a motion put to a meeting of the committee is equal, the chairperson of the committee is to have a casting vote as well as an original vote unless the council or the committee determines otherwise in accordance with clause 20.15.
- 20.17 Voting at a council committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

### **Closure of committee meetings to the public**

- 20.18 The provisions of the Act and Part 14 of this code apply to the closure of meetings of committees of the council to the public in the same way they apply to the closure of meetings of the council to the public.
- 20.19 If a committee of the council passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended, and report the resolution or
-

recommendation to the next meeting of the council. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.

- 20.20 Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the chairperson under clause 20.19 during a part of the meeting that is webcast.

### **Disorder in committee meetings**

- 20.21 The provisions of the Act and this code relating to the maintenance of order in council meetings apply to meetings of committees of the council in the same way as they apply to meetings of the council.

### **Minutes of council committee meetings**

- 20.22 Each committee of the council is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a committee must ensure that the following matters are recorded in the committee's minutes:

- (a) details of each motion moved at a meeting and of any amendments moved to it,
- (b) the names of the mover and seconder of the motion or amendment,
- (c) whether the motion or amendment was passed or lost, and
- (d) such other matters specifically required under this code.

- 20.23 All voting at meetings of committees of the council (including meetings that are closed to the public), must be recorded in the minutes of meetings with the names of councillors who voted for and against each motion or amendment, (including the use of the casting vote), being recorded.

- 20.24 The minutes of meetings of each committee of the council must be confirmed at a subsequent meeting of the committee.

- 20.25 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

- 20.26 When the minutes have been confirmed, they are to be signed by the person presiding at that subsequent meeting.

- 20.27 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.
-

20.28 The confirmed minutes of a meeting of a committee of the council must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of meetings of committees of the council on its website prior to their confirmation.

## 21 IRREGULARITIES

21.1 Proceedings at a meeting of a council or a council committee are not invalidated because of:

- (a) a vacancy in a civic office, or
- (b) a failure to give notice of the meeting to any councillor or committee member, or
- (c) any defect in the election or appointment of a councillor or committee member, or
- (d) a failure of a councillor or a committee member to declare a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a council or committee meeting in accordance with the council's code of conduct, or
- (e) a failure to comply with this code.

**Note: Clause 21.1 reflects section 374 of the Act.**

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## 22 DEFINITIONS

the Act	means the <i>Local Government Act 1993</i>
act of disorder	means an act of disorder as defined in clause 15.11 of this code
amendment	in relation to an original motion, means a motion moving an amendment to that motion
audio recorder	any device capable of recording speech
business day	means any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales
chairperson	in relation to a meeting of the council – means the person presiding at the meeting as provided by section 369 of the Act and clauses 6.1 and 6.2 of this code, and in relation to a meeting of a committee – means the person presiding at the meeting as provided by clause 20.11 of this code
this code	means the council's adopted code of meeting practice
committee of the council	means a committee established by the council in accordance with clause 20.2 of this code (being a committee consisting only of councillors) or the council when it has resolved itself into committee of the whole under clause 12.1
council official	has the same meaning it has in the Model Code of Conduct for Local Councils in NSW
day	means calendar day
division	means a request by two councillors under clause 11.7 of this code requiring the recording of the names of the councillors who voted both for and against a motion
foreshadowed amendment	means a proposed amendment foreshadowed by a councillor under clause 10.18 of this code during debate on the first amendment
foreshadowed motion	means a motion foreshadowed by a councillor under clause 10.17 of this code during debate on an original motion
open voting	means voting on the voices or by a show of hands or by a visible electronic voting system or similar means
planning decision	means a decision made in the exercise of a function of a council under the <i>Environmental Planning and Assessment Act 1979</i> including any decision relating to a development application, an environmental planning instrument, a development control plan or a development contribution plan under that Act, but not including the making of an order under Division 9.3 of Part 9 of that Act
performance improvement order	means an order issued under section 438A of the Act

quorum	means the minimum number of councillors or committee members necessary to conduct a meeting
the Regulation	means the <i>Local Government (General) Regulation 2005</i>
webcast	a video or audio broadcast of a meeting transmitted across the internet either concurrently with the meeting or at a later time
year	means the period beginning 1 July and ending the following 30 June

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#### 9.4.6 WEBCASTING

Record No:

Responsible Officer:	Director Corporate and Community Services
Author:	Group Manager Governance
Key Theme:	4. Leadership Outcomes
CSP Community Strategy:	12.2 Residents have access to timely, relevant and accurate information on issues that affect them
Delivery Program Objectives:	12.2.2 Council provide convenient ways for customers to engage with us and we respond appropriately
Attachments:	Nil
Cost Centre	3110

#### EXECUTIVE SUMMARY

At the July 2019 Council meeting, Council requested verification of the quality of webcasting from the proposed portable unit.

Group Manager Governance and ICT Manager watched webcasting from Port Stephens Council and Bega Valley Council to assess quality. The quality of the streaming was for both the 3 camera mobile and 1 Camera mobile solutions. The streaming quality was comparable with the current system fixed in Cooma, however the single camera mobile solution was very difficult to follow through the meeting as it was only able to focus on one person at a time and made it difficult to assess speakers.

It should be noted that the current webcasting from the fixed units in Cooma is not deemed “production quality” as referenced by Councillors expectations in the meeting. The recommended solution will not provide “production quality” webcasting either. On average we have 200 community members access webcasting either live or in archive state, and the cost to upgrade facilities to a production quality would be prohibitive to justify for this size audience.

On this basis we recommend that Council approve the purchase of the 3 Camera portable solution for remote meetings, or alternatively host all Council meetings at Cooma on the fixed Camera solution.

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

#### OFFICER’S RECOMMENDATION

That Council

- A. Approve the acquisition of a portable three camera webcasting solution through Interstream; and
  - B. Authorise the expenditure of \$28,038 allocated in the 2020 Financial Year Budget with funding to be provided from cost centre 3110.
-



## **BACKGROUND**

### **Information provided in July 2019 Council meeting:**

The Code of Meeting Practice adopted by Council at the Ordinary Council meeting held on 20 June 2019 has a mandatory requirement for all Council meetings to be webcast from 14 December 2019.

As Council currently rotates the location of Council meetings between multiple sites, additional webcasting equipment will be required to facilitate the multiple site requirement at those locations outside the Cooma office where fixed webcasting equipment is currently located. Given the locations of these meetings, a mobile, portable solution has been considered.

To maintain consistency, there are a number of options available through the existing webcasting service provider Interstream.

The recommended solution is a portable three camera webcasting solution that allows Council to webcast from any location at a low cost with no additional ongoing service charges.

In June 2017, Council resolved to begin webcasting Council meetings as a means to communicate information and the decision making processes to a wider geographical audience (Resolution No. 126/17).

A fixed three camera webcasting solution was installed at a cost of \$31,500 in the Cooma chambers in August 2017 and has been operating successfully, averaging 175 live views and 130 archive views per month.

The adopted Code of Meeting Practice requires Council to establish a meeting recording and publishing solution for all Council meetings by 14 December 2019.

To facilitate webcasting of all Council meetings the following four options have been considered with options one to three available via Council's existing webcast service provider Interstream.

#### **1. Portable Three Camera Solution**

Option 1 involves implementing a portable three camera webcasting solution that can be setup at any location utilising boundary microphones that are placed on the tables between meeting attendees.

The system consists of:

- A portable console rack case containing webcast streaming equipment.
- Three tripod mounted cameras
- A boundary microphone on each table
- A powered speaker facing the public gallery.
- Same 30+ seconds broadcast delay as the Cooma Chambers configuration.

This option can be implemented at a cost of \$28,038 (refer Table 1).

Benefits:

- Full video coverage of meeting attendees as the current set up in the Cooma Chambers.
  - Allows viewers to clearly identify audio to the correct Council member.
-

- All Council members readily viewable front on.

Disadvantages:

- Setup complexity will require on-site IT support at each meeting to set up and monitor transmission.
- Mobile solutions have a degree of wear and tear from assembly, disassembly, and transportation and will incur maintenance expenses.

## **2. Portable Single Camera Solution**

Option 2 involves implementing a portable single camera webcasting solution that can be setup at any location utilising Boundary microphones that are placed on the tables between meeting attendees.

The system consists of:

- A portable console rack case containing webcast streaming equipment.
- A single camera mounted on a tripod
- A boundary microphone on each table
- A powered speaker facing the public gallery.
- Same 30+ seconds broadcast delay as the Cooma Chambers configuration.

This option can be implemented at a cost of \$18,128 (Refer Table 1).

Benefits:

- Less expensive than the Three Camera or Fixed Camera solutions.
- Slightly less complex and slightly faster to setup

Disadvantages:

- Setup Complexity will require on site IT support at each meeting to set up and monitor transmission.
- Mobile solutions have a degree of wear and tear from assembly, disassembly, and transportation and will incur maintenance expenses
- Limited single view only of attendees from one aspect and viewers may be unable to discern visually, who is talking.
- Councillors not readily identifiable from a single view perspective.

## **3. Fixed Camera Solution Installed At Each Council Meeting Site**

Option 3 is to install a fixed camera solution at each Council meeting site. Given that the availability of remote sites is not always guaranteed, numerous sites would need to be fitted with equipment to meet the mandatory requirement. The cost of fixed camera solutions for one additional site is comparable with the cost of the 3 camera mobile solution which allows multiple site coverage. Additional fixed cameras at each Council meeting site is cost prohibitive and therefore not recommended.

## **4. Host and Webcast All Council Meetings From Cooma Office**

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Option 4 considers hosting all Council meetings at the Cooma office, where a fixed camera solution currently exists which would avoid major additional expenditure.

Benefits:

- Equipment is already installed and with the addition of a speaker (\$600) over the public gallery to enhance sound quality would require no significant additional expense.
- The installed fixed camera solution requires no IT resourcing to set up and monitor at the meeting.

Disadvantages:

- Council would not be holding the meetings across the region as resolved in 2017.
- Access to the Council chambers is restrictive for attendance.
- All public presentations would have to be made in Cooma
- Staff and Councillors from outside of Cooma would be travelling for every meeting.

Table 1

ITEMS	3 CAMERA PORTABLE	1 CAMERA PORTABLE	WEBCAST ALL MEETINGS FROM COOMA
Video - Supply and Install Panasonic camera solution	17,060	7,150	0
Audio - Supply and install Audio system	7,678	7,678	0
Portable Case and Equipment	2,700	2,700	0
Powered Speaker for public Gallery	600	600	600
Cable and power installation	0	0	0
<b>TOTAL</b>	<b>28,038</b>	<b>18,128</b>	<b>600</b>

The implementation of any of these options will have no effect on the annual webcasting budget as the existing monthly processing services provided by Interstream cover any Council meeting locations.

## RECOMMENDATION

If Council chooses to host and webcast from multiple locations, the following recommendation is proposed:

That Council implement Option 1 and acquire a portable three camera webcasting solution provided by Interstream at a cost of \$28,038, to meet the webcast requirements introduced by the Code of Meeting Practice.

## **QUADRUPLE BOTTOM LINE REPORTING**

### **1. Social**

The impacts to the community are increased access to information and the decision making process, allowing residents to gain a better understanding about the services and processes of Council.

### **2. Environmental**

None anticipated

### **3. Economic**

The funding for the portable webcasting solution has been included in the 2020FY Budget. There will be no impact to annual ongoing service costs.

Budget expenditure from the 2020FY of \$28,038 will be required to implement the project recommendation. This does not include the cost to have ICT Support on site for all remote meetings for setup and duration of the meeting.

### **4. Civic Leadership**

Webcasting of Council meetings demonstrates a commitment by Council to engage with its residents to provide greater access to the decision making process. It also provides a broader means of communication allowing greater access to information.

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#### 9.4.7 ADOPTION OF CRJO CODE OF CONDUCT PANEL

Record No:

Responsible Officer:	Director Corporate and Community Services
Author:	Group Manager Governance
Key Theme:	4. Leadership Outcomes
CSP Community Strategy:	10.2 Sound governance practices direct Council business and decision making
Delivery Program Objectives:	10.2.2 Councillors are supported to make informed decisions in the best interest of the community and to advocate on behalf of the community
Attachments:	Nil
Cost Centre	3120

#### EXECUTIVE SUMMARY

The Administrative Framework (Part 3 of the Procedures for the Administration of The Model Code of Conduct for Local Councils in NSW) requires that councils and joint organisations establish a Panel of Conduct Reviewers. Councils may enter into an arrangement with one or more Councils to share a panel of conduct reviewers including through a joint organisation. If councils wish to use the CRJO panel then they will need to determine this by way of their own resolution.

CRJO went to the market with an expression of Interest and received 27 responses. These were assessed by a panel, including the SMRC General Manager.

Extracts from the CRJO report on the process undertaken, and the resolution adopted by CRJO on establishment of the Panel are included in this report.

Given SMRC has supported the panel selection process, it is recommended that SMRC adopt the CRJO Code of Conduct Panel.

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

#### OFFICER'S RECOMMENDATION

That Council resolve to establish its own panel of Conduct reviewers as the CRJO Panel of Conduct Reviewers.

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## **BACKGROUND**

The Administrative Framework (Part 3 of the Procedures) requires that councils and joint organisations establish a Panel of Conduct Reviewers. Councils may enter into an arrangement with one or more Councils to share a panel of conduct reviewers including through a joint organisation. If councils wish to use the CRJO panel then they will need to determine this by way of their own resolution.

### **Process Undertaken by CRJO – extract from the May 2019 CRJO Board Report.**

The Canberra Region Joint Organisation (CRJO) invited an Expressions of Interest (EOI) from eligible persons for appointment to a regional Panel of Conduct Reviewers, in accordance with the Administrative Framework of Procedures for Administration of the Model Code of Conduct for Local Councils in New South Wales 2018.

The EOI was advertised from the 5 April 2019 through eProcure (electronic tender site) and in the Local Government Tender Section of the Sydney Morning Herald on Tuesday 9 April 2019, Tuesday 16 April 2019, and Tuesday 30 April 2019.

The advertisement was also placed on the CRJO website and the websites of all member Councils. All ten (10) Member Councils participated in the process by advertising the EOI on their websites.

Bega Valley Shire Council, Eurobodalla Shire Council, Goulburn Mulwaree Council, Hilltops Council, Queanbeyan-Palerang Regional Council, Upper Lachlan Shire Council, Snowy Monaro Regional Council, Snowy Valleys Council, Wingecarribee Shire Council, Yass Valley Council.

The Office of Local Government confirmed that placing of the EOI on the Council websites met the requirement of clause 3.4 of the Administrative Framework to advertise 'locally'.

There were twenty seven submissions received and an evaluation panel was established comprising General Manager of Snowy Valleys Council, the General Manager of Bega Valley Shire Council and the General Manager of Snowy Monaro Regional Council.

The evaluation team provided a confidential report to GMAC recommending the consultants/entities as listed in the recommendation be included on the CRJO Panel of Conduct Reviewers.

GMAC endorsed this recommendation of the panel.

It should be noted that the evaluation report was provided as a confidential report to GMAC as it contained commercial-in-confidence information that was provided within the EOI submissions. Seven of the tenderers were not recommended to be included on the CRJO Panel of Conduct Reviewers as they had limited capacity and experience and were deemed to represent an unacceptable risk in the quality of service that would be expected to be delivered. Twelve of the remaining twenty were recommended for the Panel following evaluation.

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## Resolution of the CRJO Board

### CRJO BOARD MEETING MINUTES #5/2018 24 May 2019



#### 14. Code of Conduct Panel Reviewers

##### RESOLUTIONS 85/2018

*1. That the CRJO establish a "CRJO Panel of Conduct Reviewers" to operate from 1 June 2019 to 30 June 2022*

*2. That the following 12 consultants/entities be appointed to the "CRJO Panel of Conduct Reviewers"*

- 1. Echidna Associates*
- 2. Meehan and Meehan*
- 3. Applied Integrity Solutions*
- 4. Train Reaction*
- 5. Sinc Solutions*
- 6. Centium*
- 7. O'Connor Marsden*
- 8. Aust Workplace Training*
- 9. Weir Consulting*
- 10. Mediate Today*
- 11. Nemesis Consultancy Group*
- 12. Redenbach lee Lawyers*

*3. That it be noted by member councils that to utilise the CRJO Panel, councils will need to resolve to establish its own panel of conduct reviewers as the "CRJO Panel of Conduct Reviewers"*

For: L.Innes, B.Kirk, J.Hayes OAM, J.Rooney, R.Abbey, T.Overall, D.Gair, J.Stafford

Against: M.Nadin

## QUADRUPLE BOTTOM LINE REPORTING

### 1. Social

It is expected this report will not have any social impacts.

### 2. Environmental

There are no environmental impacts associated with the recommendation of this report.

### 3. Economic

There are no economic impacts associated with the recommendation of this report.

### 4. Civic Leadership

Council demonstrates its commitment to good governance, and effective engagement of professionals to ensure an open and transparent review process. Utilisation of a joint panel leverages economies of scale across multiple Councils.

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#### 9.4.8 2019 DELIVERY PROGRAM AND OPERATIONAL PLAN REPORT

Record No:

Responsible Officer:	Director Corporate and Community Services
Author:	Governance Officer
Key Theme:	4. Leadership Outcomes
CSP Community Strategy:	10.1 Planning and decision making is holistic and integrated and has due regard to the long term and cumulative effects
Delivery Program Objectives:	10.1.2 Integrated Planning and Reporting guides long term planning and organisational sustainability
Attachments:	1. 2019 Operational Plan Final Report 2. Business as Usual Activities for the 2019 Financial Year
Cost Centre	3120

#### EXECUTIVE SUMMARY

In accordance with Section 404(5) of the *Local Government Act 1993* (the Act), the General Manager must ensure that regular progress reports are provided to the Council with respect to the principal activities detailed in the Delivery Program. Progress reports must be provided at least every six months, with the final report of the year being reported after the end of each financial year. This report covers the period July 2018 to June 2019.

In addition to the Section 404 report an additional document is attached providing an overview on the other activities undertaken as part of business as usual (BAU) by the respective business units throughout the year. Business as usual activities provide some context on resourcing allocations required just to maintain the everyday functions of Council, that on occasion impact the delivery of the Delivery and Operational Plan actions.

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

#### OFFICER'S RECOMMENDATION

That Council receive and note the 2019 Operational Plan Final Report and the Business as Usual Activities for the 2019 Financial Year Report.

#### BACKGROUND

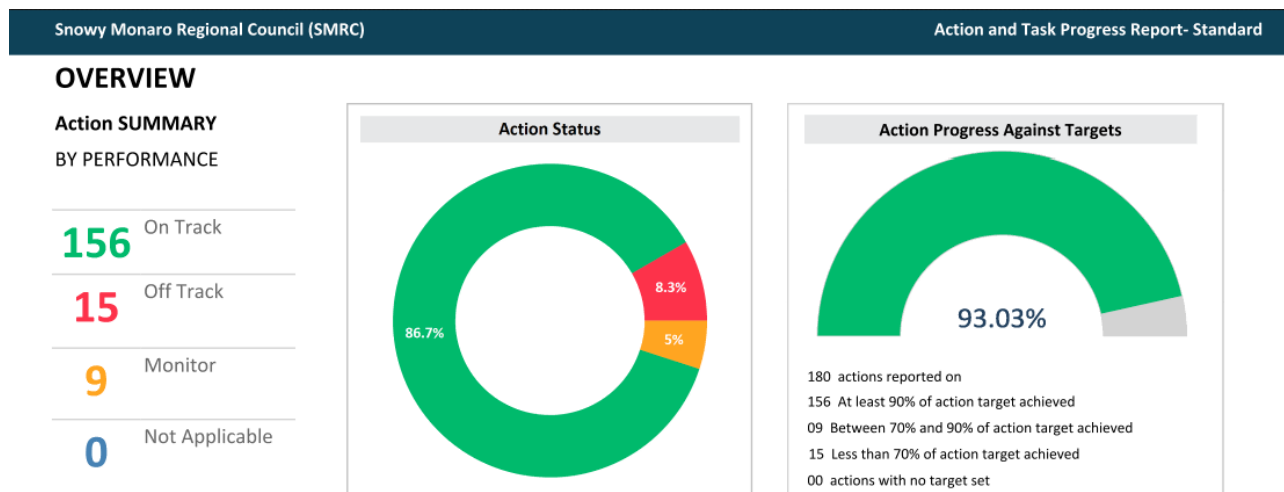
Section 428 of the Act states that Council's Annual Report must include the achievements in implementing the Delivery Program and the effectiveness of the principal activities undertaken to work towards the objectives in the Community Strategic Plan (CSP).

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Accordingly, the 2019 Operational Plan Final Report presented to Council will form part of the Annual Report, a copy of which is submitted to the Minister for Local Government in November each year.

### Summary of the Delivery Report – Full Report attached.



As the Operational Actions for 2019 within the Delivery Program only represent a portion of Council operational activities for the period, a summary of other key activities currently undertaken by business units has been included.

## QUADRUPLE BOTTOM LINE REPORTING

### 1. Social

The Delivery Program Progress Report provides information on progress that Council has made towards the stated directions in the Community Strategic Plan (CSP).

### 2. Environmental

Environmental matters are captured under “Our natural environment is protected and sustainable” of the Community Strategic Plan (CSP).

### 3. Economic

Preparation of the Delivery Program Progress Report for the period of July 2018 to June 2019 has been undertaken as an operational function using allocated budget.

### 4. Civic Leadership

This report promotes accountability and is a mechanism used to ensure that Council and the community are aware of progress towards achieving outcomes.



## Action and Task Progress Report- Standard

Snowy Monaro Regional Council (SMRC)

camms**strategy**

Print Date: 31-Jul-2019

## OVERVIEW

### Action SUMMARY BY PERFORMANCE

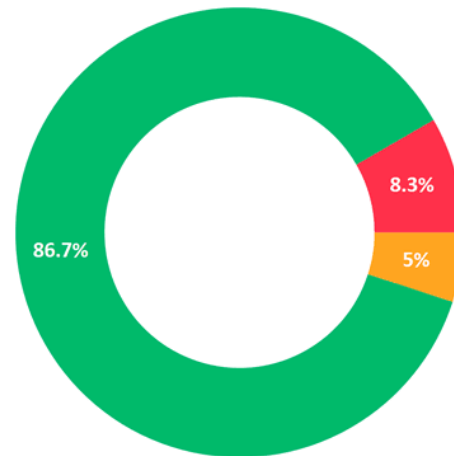
156 On Track

15 Off Track

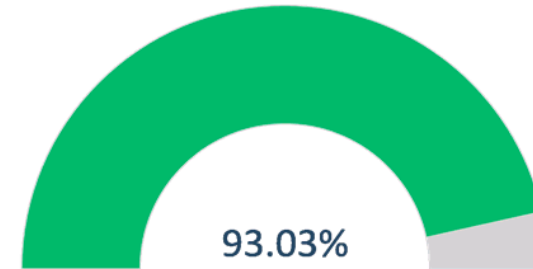
9 Monitor

0 Not Applicable

Action Status



Action Progress Against Targets



180 actions reported on

156 At least 90% of action target achieved

09 Between 70% and 90% of action target achieved

15 Less than 70% of action target achieved

00 actions with no target set

## ACTION PLANS



GREEN

At least 90% of action target achieved



AMBER

Between 70% and 90% of action target achieved



RED

Less than 70% of action target achieved

—

No target set

\* Dates have been revised from the Original dates

### 2019 Delivery Program

#### 1 Community: Our health and wellbeing needs are met

##### 1.1 Quality health and well-being services that support the changing needs of the community through all stages of the lifecycle are provided through government and non-government organisations

##### 1.1.1 Regional health and wellbeing services have been planned through community consultation and partnerships with other levels of government

Action Title: 1.1.1.1 Consult with health and wellbeing service providers with a view to developing a Regional Health Strategy

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Peter Bascomb - General Manager	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	GREEN

##### Action Progress Comments:

Limited action to date apart from discussions with Gwydir Shire regarding the alliance they have established.

Separately the Aged Care Review addressed the aged care component, culminating in the application for additional beds.

Last Updated: 31-Jul-2019

##### 1.1.2 Water and Sewer Services meet legislative and quality requirements

Action Title: 1.1.2.1 Undertake an annual review and update the Drinking Water Quality Management Plans.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gnai Ahamat - Group Manager Water & Wastewater Services	Deferred	01-Jul-2018	30-Jun-2019	85.00%	100.00%	AMBER

##### Action Progress Comments:

The annual review document required by NSW Health by 31 August has been sent with all the relevant information.

Element 8 for community consultation and executive participation will be done before end June

March 2019 - Quote from the consultant has been sought and being evaluated.

June 2019 - A second quote has been sought in line with Councils purchasing policy and will be evaluated on receipt of the quotes. Review completed, Elements 8 & 12 of Drinking Water Management Plan carried forward under 2020 Action 1.1.2.1 - Undertake Councillor executive and community reference groups to create awareness of Councils water quality requirements

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard


under legislation.

Last Updated: 30-Jul-2019

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

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

Action Title: 1.2.1.1 Implement Community Transport Strategy actions relevant to the 2019 financial year

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Bianca Padbury - Group Manager Community Support Services and Aged Care	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

#### Action Progress Comments:


Community Transport Strategy is in draft form. Areas as identified in the strategy are being implemented. The Community Transport team have been working on marketing the program to the broader community. The Community Transport Strategy was presented to Council in a briefing workshop. This went out for consultation in February/March 2019 and is being designed as a final document.

A business case has been submitted to Transport for NSW looking to dispose of the 21 seat bus and trade this in for two smaller vehicles. In addition a new wheelchair accessible vehicle has been ordered providing greater access to transport for people in the Snowy Monaro Region.

The completed Community Transport DRAFT strategy is going to Council for endorsement July 2019.

Last Updated: 30-Jul-2019

Action Title: 1.2.1.2 Review fees and charges of Home Care Packages

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Bianca Padbury - Group Manager Community Support Services and Aged Care	Completed	01-Jul-2018	30-Nov-2018	100.00%	100.00%	 GREEN

#### Action Progress Comments:

A review of Home Care Package program fees and charges has been completed. Information from other providers has been collated as a baseline, the fee structure is competitive in the region. The administration fee has been reduced to greater align with industry. Home Care Package fees and charges have been advertised on Council's website as required.

Last Updated: 11-Jul-2019

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

Action Title: 1.2.2.1 Implement recommendations from the Residential Aged Care review, applicable to the 2019 financial year, subject to funding.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
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Snowy Monaro Regional Council (SMRC)


Action and Task Progress Report- Standard

Bianca Padbury - Group Manager Community Support Services and Aged Care	Completed	01-Jul-2018	30-Nov-2018	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b> We have commenced implementation of the recommendations. The below have been completed.</p> <p>#3 Apply for 16 places in the upcoming Aged Care Approvals Round (ACAR) to extend Yallambee Lodge with the addition of a dementia specific wing of 8 places #4 Apply for up to 40 places for a new facility in Jindabyne #14 Develop a report for the Community that retains the integrity of this report while providing an easy to read synopsis of its findings and recommendations.</p> <p>4/1/2019 The following Recommendations have been activated: #2 Promote and facilitate the amalgamation of current and future individual services in the region into the least number of operators possible. #6 Implement the operational and capital recommendations for existing and new facilities. - A number of improvements have been scheduled for Yallambee Lodge to coincide with the new Quality Standards that commence in 2019. 2 x new medication trolley's have been implemented IT systems - internet has been upgraded to NBN to create administration efficiencies Garden's are being tended too with reticulation upgraded A spring clean of the external of the facility and main administration area has occurred. A number of upgrades are in progress and will be reported on when implemented.</p> <p>#8 Facilitate the formation of a steering committee of Jindabyne residents to guide the acquisition of land and development of a Jindabyne facility as a community asset. Expected completion date 30/6/2019. Four steering committee pre meetings occurred in October, November 2018 and January and March 2019 with Group Manager Community Support Services and Aged Care, Councillor Castellari and community member's. A base constitution was developed. Applications calling for committee members has occurred with applications closing 25 January 2019. Interviews were held in 2019. Last Updated: 30-Apr-2019</p>						

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

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

Action Title: 1.3.1.2 Develop an Pool Strategy

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Glen Hines - Group Manager Facilities Management	Deferred	01-Jul-2018	31-Dec-2018	50.00%	100.00%	 RED
<p><b>Action Progress Comments:</b> A draft Swimming Pool Operations manual and inspection forms have been developed for implementation over the 2018/19 swimming pool season. Data will be gathered over this season for inclusion in an overall Regional Swimming Pool Strategy.</p> <p>Update 19/12/18 - Updated Operations Manual and Forms developed and implemented at Bombala,. Successful in SCCF R2 Grants for Cooma and Bombala which will impact on Strategy</p> <p>Update 19/06/19 - Facilities team has focused on ensuring operation and maintenance of pools. Strategy Document will need to be completed in 2019/2020 and following scope and delivery of Cooma and Bombala indoor pools. New Operations Manual to be extended to Jindabyne, Berridale and Adaminiby pools.</p>						

31-Jul-19

cammsstrategy

Page 5 of 71


Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Last Updated: 15-Jul-2019

**1.3.2 Council has effectively identified community and visitor needs in the development and enhancement of the Region's recreational facilities to ensure sound decision making**

Action Title: 1.3.2.1 Prepare a report on the impact of recreational fishing in the region

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Group Manager Economic Development & Tourism	Completed	01-Jul-2018	31-Mar-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

September - This action will be tasked to the new Economic Development Officer once they commence.


December - The new Economic Development Officer commenced at the end of November and has researched potential consultants for the job and prepared a project brief. A request for quotes has been issued and currently awaiting responses from consultants. Aiming to have a consultant appointed by mid-Feb and the report complete by the end of April, subject to discussions with the successful consultant.

June - Report has been completed and a briefing provided to Councillors at July briefing session.

Last Updated: 30-Jul-2019

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

Action Title: 1.3.3.1 Review, update and implement a region wide inspection schedule to ensure safety and fit for purpose of Councils recreation facilities

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Glen Hines - Group Manager Facilities Management	Deferred	01-Jul-2018	30-Jun-2019	85.00%	100.00%	 AMBER

**Action Progress Comments:**

Facilities Staff are currently working on a suite of facility specific documents in line with Statewide Mutual Guidelines to be implemented across the region including parks and playgrounds, caravan parks and swimming pools

Update 19/12/18 -

Swimming pool inspection developed and implemented, property inspections in draft, sale yards in draft and to be finalised in January 2019, play ground inspections implemented - Berridale/Jindabyne Inspections complete, Caravan Park inspections in draft.

Update 19/6/2019 - Staff are undertaking inspections, reporting issues and continue to refine and document templates. Development of further facility specific inspection documents and schedules will continue through 2019/2020

Last Updated: 15-Jul-2019

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


**1.4.1 Youth of the region are engaged, supported, mentored and trained to be the leaders of tomorrow**



Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Action Title: 1.4.1.1 Invest in Train the Trainer programs for staff to facilitate waste education programs

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Patrick Cannon - Group Manager Resource and Waste Management	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

8/10/18 A Suitable training program is yet to be identified for the Waste Education Officers.


5/12/18 A suitable training course has been identified which is being held in Canberra during March/May 2019. Relevant staff have been requested to complete the required training nomination forms.

24/1/19 2 Staff members have had their training applications approved. They are due to attend the nominated course on 25/26 February 2019

26/2/19 2 Staff members attended the "Professional Presentations" training program by Australian Institute of Management in Canberra on the 25/26 February.

Last Updated: 29-Jul-2019

Action Title: 1.4.1.2 Promote council traineeships, apprenticeships and cadetships by attending career fairs


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Luke O'Sullivan - Group Manager People & Culture	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

There have been no career fairs between 1/7/18 and 30/06/19. Therefore there has been no ability to provide adequate promotion.

Last Updated: 12-Jul-2019

Action Title: 1.4.1.3 Mentor and train young leaders in line with commitments of the Family and Community Services (FACS) grant

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Group Manager Economic Development & Tourism	Completed	01-Jul-2018	30-Dec-2018	100.00%	100.00%	 GREEN

**Action Progress Comments:**

December - In the second half of 2018 a group of youth from the region attended a Youth Leadership Camp in Sydney as part of their continuing leadership development. This was supported by the Family and Community Services (FACS) grant funds. Members of the 2018 Youth Council participated in this camp and continued to grow their leadership skills by continued participation in the Youth Council during Terms 3 and 4. Members of the Youth Council conducted several projects throughout this time. At the final 2018 Youth Council meeting in October it was evident that each member of the Youth Council had grown in their leadership skills among their peers, their skills in running and conducting formal meetings and their understanding of processes that are fair and inclusionary. Skills in project management had also begun to develop as well as the confidence of the youth in leadership situations. Funds from the FACS grant were also used to purchase new IT equipment which will provide ongoing support to new youth entering the program. Youth of the region continue to be developed from the Youth Council and associated activities eg Youth Parliament.

Last Updated: 30-Jul-2019




Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

**1.4.2 Activities and recreational infrastructure for children and young people is planned for and promoted to contribute to their active living, health and wellbeing**

Action Title: 1.4.2.1 Consolidation of regions Playground Strategies

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Glen Hines - Group Manager Facilities Management	Deferred	01-Jul-2018	30-Jun-2019	65.00%	100.00%	 RED

**Action Progress Comments:**


A strategic review of Bombala district playgrounds to be undertaken and consolidated with the former Cooma and Snowy Strategies. Operational, routine and annual inspection policy, schedules, procedures and forms are in draft and have been sent out for comment. These were reviewed as part of the recent Statewide Mutual Continuous Improvement Pathway workshop and require minor updates to meet the Statewide mutual guidelines.

Update 19/12/18 - Following former Cooma and Snowy strategies at present. Bombala Strategic review not yet commenced

Update 19/6/2019 - Open Space and Recreation have developed a list of playground to be removed and will communicate this to Council and the community. Facilities are still operating under the former Council Strategies. A single action in the 20/21 Plan will be for the development of a Recreation Facilities strategy covering all Council operated recreation assets.

Last Updated: 15-Jul-2019

Action Title: 1.4.2.2 Identify the strategic needs for recreational infrastructure in the region

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Group Manager Economic Development & Tourism	Completed	01-Jul-2018	30-Apr-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

September - Have commenced collaborative work with the Group Manager - Facilities and Open Space and Recreation Manager to identify existing recreational facilities and needs throughout the region.

December - Continuing to work collaboratively with the Facilities unit to develop a list of current recreational facilities and are in the process of reviewing these against broader community needs and expectations as well as State Government Strategy.

June - a recreation survey for the community has been prepared and will be released in July-August for community comment. This will inform an assessment of the strategic recreational needs for our region.

A Recreation Strategy is being prepared in the 2020 financial year under 2020 Action 1.4.2.2 - Commence preparation of a Recreation Strategy for the region.


Last Updated: 30-Jul-2019

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

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

**10.1.1 Council has a transparent and bold growth objective which provides a framework for decision making**

Action Title: 10.1.1.1 Council sets a population growth target for 2040

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Group Manager Economic Development & Tourism	Deferred	01-Jul-2018	30-Apr-2019	80.00%	100.00%	 AMBER

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

**Action Progress Comments:**


December - A draft of a Snowy Monaro 2040 Development Vision is currently being prepared which will primarily address a population target of the region on a 20 year planning horizon. This will be discussed with Councillors at a workshop in due course prior to reporting to Council and public exhibition of a draft document.

June - A draft paper addressing population issues in the region and presenting some different scenario's for Council to consider into the future is almost complete. Discussions with Councillors regarding this will be held at a future briefing session. This Action is ongoing through development of the Settlement Strategy and Local Strategy Planning State (LSPS).

Last Updated: 30-Jul-2019

**10.1.2 Integrated Planning and Reporting guides long term planning and organisational sustainability**

Action Title: 10.1.2.1 Facilitate development of four year plans for all Business Units

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nola Brady - Group Manager Governance	Deferred	01-Jul-2018	28-Feb-2019	85.00%	100.00%	 AMBER

**Action Progress Comments:**

2019 06 30 - The development of 4 year plans has been deferred. Inclusion of Business as Usual (BAU) actions and integration of CAMMS action tasks to the Performance Evaluation System (PES) has been completed as progress in business planning.


2019 04 30 - The development of the 2020 Operational Plan has now captured Business as Usual activity that will incorporate tasks and KPI's to be linked to the PES. This will capture Business unit core activity until an agreed approach for 4 Year Plans is developed for the next Delivery Plan following the structure review.

There has been some discussion regarding format of 4 year plans, however with new General Manager engaged we will revise the 4 year plan development as part of the 2020 Operational Plan delivery.

Last Updated: 29-Jul-2019

**10.1.3 Council demonstrates improvement in it's knowledge capture, performance and service delivery by fully embracing a learning organisation and innovation mindset**

Action Title: 10.1.3.1 Complete one extensive service review and document key findings, risks and benefits realisation

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Iliada Bolton - Executive Manager Innovation & Business Development	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

2019 06 20 - No service reviews identified or supported by EMT in FY2019. Deferred indefinitely following results and recommendations of NSW Audit Office Performance Audit (EMIBD)

2019 04 01 - Extensive Service Review - Resource and Waste (completed in April 2018) presented to ARIC meeting on 06/03/2019. (EMIBD)

2019 03 12 - Continuous improvement and service review projects on hold as the responsible officer has been transferred to deliver Major Projects Program works. Project will not be completed this financial year. (EMIBD)

2018 10 09 - This project not yet commenced. Dependency on Operational Plan Action: 10.1.3.3 (Review baseline service reviews) (EMIBD)

Last Updated: 31-Jul-2019

Action Title: 10.1.3.2 Innovation and Business Development team responsive to the external and internal environments and adjusts work plans/priorities accordingly to leverage opportunity

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
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31-Jul-19

cammsstrategy

Page 9 of 71


Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Iliada Bolton - Executive Manager Innovation & Business Development	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b></p> <p>2019 06 20 - Winton consulting utilising Performace Excellence Program data for the organisational redesign project. (EMIBD)</p> <p>2019 04 01 - EMIBD attended Performance Excellence Program Development Day by Webinar with PWC and LG Professionals (NSW) on 27 March 2019. Many Councils are using the data analysis tool to implement continuous improvement initiatives. Also discussed the various audiences and uses for the reports and capability of the tools. Out of interest, information that was sited that generally effects Local Government included; first year 'churn' (turnover of employees within first year of employment), knowledge transfer from a large percentage of the workforce due to retire in the next five years; employee well-being specifically looking at the data regarding leave accruals and overtime paid; digital transformation and; a reference to support for a maximum number of 32 service areas for each council. Organisational Restructure may present future opportunities for strategy development in workforce, operations and process improvement. There is a move for the Association to lobby for streamlined reporting and linking PEP with existing requirements (EMIBD)</p> <p>2019 03 12 - PWC Performance Excellence Program (PEP) report presented to EMT on 28 February 2019. No continuous improvement actions identified for the 2020 Operational Plan based on business as usual priorities. (EMIBD). Meeting being hosted by LG Professionals and PWC on Wednesday 27 March 2019, SMRC may attend by webinar. Evaluation survey to be completed by participants. (EMIBD)</p> <p>2019 02 15 - Receipt of "The Australasian LG Performance Excellence Program FY18" in December 2018. Review of the report undertaken in January 2019 and report provided to the Executive Leadership Team (ELT) on 6 February 2019. Following consideration and resolution of ELT the report has been issued to Group Managers for consideration and distribution within their teams at discretion. Report will also be considered at 2019 February EMT meeting. Support is offered to utilise the data analytics tool. The report will also inform recommendations through completion of action "10.1.3.3 - Review baseline service reviews and prioritise business processes". Other initiatives being investigated include a corporate energy audit and tehcnology trends for various business processes (EMIBD)</p> <p>2018 12 12 - Report to Executive Leadership Team with Michael McQueen "Towards 2030 Trend White Paper" for information (EMIBD).</p> <p>2018 11 20 - EMIBD attended "Leading Culture and Change - Organisational Trends" workshop and briefed ELT on 21/11/2018 regarding the tools and tips for measuring and monitoring culture and change management initiatives. (EMIBD)</p> <p>2018 10 23 - Performance Excellence Program (PEP) interim submission pack received and issued to ELT and relevant group managers. Final report is expected in February 2019 and will inform recommendations for 2020 operational plan projects. (EMIBD)</p> <p>2018 10 19 - IBD team provided 52 ideas to EMT for addressing outcomes of the employee engagement survey results. (EMIBD)</p> <p>2018 10 24 - Participation in Local Government Excellence survey for FY2018. Data being entered into system. 70% complete at 8 October 2018. First review of data to be undertaken by PWC by 19 October. (EMIBD)</p> <p>2018 10 09 - Progress and relevance of the recommendations contained in the 'Extensive Road Maintenance Service Review' being considered and reassessed.</p> <p>2018 09 30 - IBD facilitation of 'Productivity: Practical Strategies' for internal staff have been undertaken at all council administration sites.</p> <p>2018 08 17 - Work has commenced on the service improvement framework with the foundation being based on the "Service Delivery Review A how to manual for local government" by University of Technology Sydney (UTS) Centre for Local Government (CLG for ACELG. (EMIBD)</p>						

Last Updated: 21-Jun-2019

Action Title: 10.1.3.3 Review baseline service reviews and prioritise business processes that will see a high return on investment


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Iliada Bolton - Executive Manager Innovation & Business Development	Completed	01-Jul-2018	31-Dec-2018	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b></p> <p>2019 06 20 - Baseline service reviews report reviewed and a decision to 'roll-up' the 78 service profiles in to 29 service functions. Discussion with the Executive Management Team has provided insight as to current service levels and community expectations from a management perspective. Framework to undertake process improvement with high return on investment will</p>						

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

be prepared in the 2020 Operational Plan. (EMIBD)  
2019 05 02 - Following receipt of the NSW Audit Office | Performance Audit | Workforce reform in three amalgamated councils; EMIBD presented to EMT on Systems Thinking and the initial thoughts on the approach to address recommendation No. 1 of the report. Formal framework documentation continuing to be developed. (EMIBD)  
2019 03 12 - IBD Team meeting to discuss a service review prioritisation methodology. Utilising all available information, this will then be the focus of one-on-one meetings with each Group Manager as to their service unit priority areas before making a submission to ELT and Council on a four-year cyclical program. Additional consultation will be undertaken with senior management team which will extend delivery time frame for this project (EMIBD)  
2019 02 15 - Research and investigation of historical data and environmental trends being undertaken. Draft proposal commenced. Planned consultation with Group Managers to inform draft recommendations with a view to the report being presented by March 2019 (EMIBD)  
2018 12 14 - Review of baseline service reviews, prioritisation methodology and organisational strategy/direction prepared for submission to ELT for feedback. Project will be influenced by outcome of current organisational restructure proposal. (EMIBD)  
2018 10 09 - Not yet commenced. (EMIBD)  
Last Updated: 21-Jun-2019

Action Title: 10.1.3.4 Complete six business process mapping workshops across all operational directorates

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Iliada Bolton - Executive Manager Innovation & Business Development	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

2019 06 20 - Business as usual activity that is no longer resourced due to secondments and resignations in the IBD team. Process mapping workshops held for:

- Applications 149s and Certificates
- GIPAs and forms
- Accounts Payable
- Credit card statements
- Investment confirmation
- Bank statements
- Review rates accounts
- Debt recovery current accounts

These process maps are in draft. (EMIBD)

2019 03 12 - Process mapping workshops being held regularly. These are being used to provide support to business cases for productivity improvement opportunities, such as hand-held devices for Rangers. (EMIBD)

2018 12 10 - IBD team has commenced a process for mapping operational services. Three process maps have been undertaken with multiple service units. Continued investigation into software (ProMap) to automate this and provide greater value for money through business analytics feature. (EMIBD)

2018 10 09 - Not yet commenced. (EMIBD)




Last Updated: 21-Jun-2019

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

Action Title: 10.1.4.1 Develop a comprehensive list of all Council legislative reporting deliverables, council policies, procedures and forms, including accountable business unit and calendar showing review dates, and publish on intranet.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
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Snowy Monaro Regional Council (SMRC)				Action and Task Progress Report- Standard		
Nola Brady - Group Manager Governance	Deferred	01-Jul-2018	30-Jun-2019	90.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b></p> <p>2019 06 30 - Draft Corporate Calendar has been developed.</p> <ul style="list-style-type: none"> <li>- This Action will be carried over to the 2020 Operational Plan under Action 10.1.4.1 - Finalise the harmonisation of Council legislative reporting deliverables, Council policies, procedures and forms, including accountable business unit and add to the corporate calendar</li> </ul> <p>2019 04 30 - Draft Corporate Calendar has been proposed to Executive Management Team and will be populated with the actions for the 2020 Operational Plan and Business as Usual actions by 30 June 2019.</p> <p>A spreadsheet has been draft capturing current policies and procedures and will link to the OLG Compliance Calendar to align review dates.</p> <p>Governance resourcing is still not at capacity. This has been delayed to be completed Jan - March 2019 following recruitment of Secretary Council and Committees.</p> <p>Last Updated: 29-Jul-2019</p>						
Action Title: 10.1.4.3 Undertake a gap analysis of Council policies and procedures relative to industry best practice and develop recommendations to implement.						
<b>Responsible Person</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>Complete %</b>	<b>Target</b>	<b>On Target %</b>
Nola Brady - Group Manager Governance	Deferred	01-Jul-2018	30-Jun-2019	90.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b></p> <p>2019 06 30 - This Action will be carried over to the 2020 Operational Plan under Action 10.1.4.1 - Finalise the harmonisation of Council legislative reporting deliverables, Council policies, procedures and forms, including accountable business unit and add to the corporate calendar.</p> <p>2019 04 30 - A comparison has been undertaken between SMRC and other NSW Councils for a gap analysis on policies and procedures and a plan is being developed to address the gaps in the 2020 year aligned to the changes to procedures required for the new Corporate Information System (CIS).</p> <p>Some research undertaken to collate a list of Policies and procedures at NSW Councils</p> <p>Assessment of SMRC policies and procedures underway.</p> <p>Last Updated: 29-Jul-2019</p>						
Action Title: 10.1.4.4 Implement a complaint management framework, including policy, procedures and comprehensive register and report.						
<b>Responsible Person</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>Complete %</b>	<b>Target</b>	<b>On Target %</b>
Nola Brady - Group Manager Governance	Deferred	01-Jul-2018	30-Jun-2019	90.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b></p> <p>2019 06 30 - Consultation has been undertaken with Group Managers and draft process and procedures developed. An Interim Complaints Register has been developed to register and monitor complaints until the new corporate system is implemented. Due to scheduling the completion of this action will be managed as business as usual and will be completed by 30 September 2019.</p> <p>Complaints Policy adopted by Council</p> <p>Unreasonable Complainants Policy adopted by Council</p> <p>Draft Complaints procedure is underway.</p>						

Snowy Monaro Regional Council (SMRC)


Action and Task Progress Report- Standard

Draft Unreasonable Complainants Policy is underway.

Draft Procedure for completion by January 2019 with reporting to commence in March 2019

Last Updated: 29-Jul-2019

Action Title: 10.1.4.5 Develop a Debt Management Policy

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Matt Payne - Chief Financial Officer	Completed	01-Jul-2018	31-Aug-2018	100.00%	100.00%	 GREEN

Action Progress Comments:

10/10/2018 The RFQ process for a single debt recovery agent is complete with the final selection by the revenue team expected by 19/10/2018. This selection will inform the Debt Management procedures linked to the policy which is currently in draft form.


30/11/2018 Office of Local Government Debt Management and Hardship Guidelines - Policy release deferred to reference the new guidelines.

4/2/2019 Draft Debt Management and Hardship policies to be presented at a March 2019 Council meeting.

7/3/2019 The policies were adopted on 7 March 2019 and are available on Council's website.

Last Updated: 29-Jul-2019

Action Title: 10.1.4.6 Review the provision of Debt Recovery services.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Matt Payne - Chief Financial Officer	Completed	22-Jun-2018	31-Dec-2018	100.00%	100.00%	 GREEN


Action Progress Comments:

10/10/2018 The RFQ process is complete with the final selection by the revenue team expected by 19/10/2018.

4/1/2019 The preferred debt recovery agent has been selected and the draft contract is under review. Expected completion and implementation by April 2019.

Last Updated: 05-Feb-2019

Action Title: 10.1.4.7 Achieve a stronger, more efficient Council through finalisation of merger projects

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Iliada Bolton - Executive Manager Innovation & Business Development	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

Action Progress Comments:

2019 05 02 - Following receipt of the NSW Audit Office | Performance Audit | Workforce reform in three amalgamated councils; recommendation No. 2 of the report is being progressed. LBCT and other final reports are being reviewed. One-on-One meetings will result in shared information on benefits and outcomes which will be reported to Council. First report due in December 2019. (EMIBD)

2019 04 01 - Research into reporting on Local Benefit Capture Tool (LBCT) being done by another Council. Some Council's are continuing to use the template and providing updates through

Snowy Monaro Regional Council (SMRC)


Action and Task Progress Report- Standard

Council business papers. Progressing this at SMRC is being considered (EMIBD)  
2019 03 12 - All reporting completed. Awaiting the outcomes of the NSW Audit Office - Performance Audit for mergers. (EMIBD)  
2019 02 15 - NCIF and SCF 2016 Fund report sent to Office of Local Government (OLG) on 4 February 2019. 2018 untied grant fund reporting template being prepared by Grants Officer. NCIF Project Close Out reports for completed NCIF projects to be prepared and submitted to OLG (EMIBD)  
2018 11 19 - Confirmation and agreement with CFO that the \$2.2M balance of the NCIF is being allocated to the corporate system project. All transition projects are now completed (with the exception of the LEP budget of \$50k). Continued transformation/improvement projects now funded in business development operational budget. (EMIBD)  
2018 10 09 - Funding report sent to Office of Local Government 31/07/2018 (EMIBD)  
Last Updated: 27-May-2019

## 10.2 Sound governance practices direct Council business and decision making

### 10.2.1 Independent audit and risk framework drives accountability

Action Title: 10.2.1.1 Undertake the actions to target zero high risk items on the Audit Management Letter, for the 2019 financial year.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Matt Payne - Chief Financial Officer	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN


#### Action Progress Comments:

20/09/2018 Zero high risk items on the interim management letter as reported to the Audit Risk and Improvement Committee.  
2018 Year end audit in progress with management letter expected by end of October 2018.

4/1/2019 The Audit Management Letter contained no high risk items.

Last Updated: 05-Feb-2019

Action Title: 10.2.1.2 Develop a Section 355 sub committee, focused on regulatory compliance in relation to aged care.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Bianca Padbury - Group Manager Community Support Services and Aged Care	Completed	01-Jul-2018	31-Jul-2018	100.00%	100.00%	 GREEN


#### Action Progress Comments:

Discussion has commenced regarding this committee and how it will be shaped to spread across Community Support Services and Aged Care in light of the same accreditation process surrounding Residential Aged Care and Home Care Packages.

The overarching Section 355 committee had it's first meeting in October 2018.

Last Updated: 30-Jul-2019

Action Title: 10.2.1.3 Develop Internal Audit Work Plan that meets the requirements of Council.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Iliada Bolton - Executive Manager Innovation & Business Development	Completed	01-Jul-2018	30-Sep-2018	100.00%	100.00%	 GREEN

#### Action Progress Comments:

2018 12 05 - Strategic Internal Audit Work Plan 2018-2022 presented to and approved by Audit, Risk and Improvement Committee at its meeting held on 5 December 2018. The Annual

Snowy Monaro Regional Council (SMRC)


Action and Task Progress Report- Standard

Internal Audit Work Plan for financial year 2018/19 is incorporated in the Strategic Internal Audit Work Plan. (SIA)

2018 09 19 - Internal Audit Work Plan was presented to ARIC. ARIC has suggested changes to the plan and recommended that an updated plan along with a rolling 4-year plan be presented to the next meeting on 5 December 2018. Internal Audit work will continue as per the changes suggested by ARIC. (SIA)

Last Updated: 10-Dec-2018

Action Title: 10.2.1.4 Delivery of internal audits in accordance with the annual Audit Work Plan.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Iliada Bolton - Executive Manager Innovation & Business Development	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

2019 06 20 - Business as usual action. Internal Audit Work Plan (IAWP) 3 x 100% completed, 2 x 90% complete; 3 x in progress; 1 Management initiated request (MIR) completed. 2019 Action complete and will continue across into 2020 operational activities of Internal Audit Service. (EMIBD)

2019 05 01 - Action on track (EMIBD)

2018 12 10 - Following confirmation of Internal Audit Work Plan - schedule has been reviewed and allocated across remainder of FY2019. (EMIBD)

2018 12 10 - As per approved Internal Audit Work Plan 10 audits scheduled for the year.

1. 100% complete

2. 90% complete


3. 40% complete

(SIA)

2018 10 09 - 8 Audits scheduled for the year. The first is 50% complete (EMIBD)

Last Updated: 21-Jun-2019

Action Title: 10.2.1.5 Risk management maturity assessment completed and progress against previous results reported to Audit, Risk and Improvement Committee (ARIC)

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Iliada Bolton - Executive Manager Innovation & Business Development	Completed	01-Jul-2018	31-Dec-2018	100.00%	100.00%	 GREEN

**Action Progress Comments:**

2019 02 15 - The Risk and Audit Maturity Assessment (RAMA) Report completed by external provider (JLT Consulting) was presented to ARIC in September 2018. This meets the requirements of this action. (EMIBD)

2018 12 10 - All RAMA recommendations are being reviewed and included when developing the Enterprise Risk Management (ERM) Framework. Organisational Risk Officer position vacant since October 2018 and therefore delivery date of this action will need to be extended to March 2019 (EMIBD)

2018 10 09 - External review of council's risk and audit maturity undertaken by JLT. The assessment was presented to Audit, Risk and Improvement Committee, (ARIC), in September 2018.

Internal Audit and Enterprise Risk services will action outcomes from the assessment separately and continue to report to ARIC on progress. (EMIBD)

Last Updated: 15-Feb-2019


Action Title: 10.2.1.6 Implement consolidated Enterprise Risk Management (ERM) system.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
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Snowy Monaro Regional Council (SMRC)


Action and Task Progress Report- Standard

Iliada Bolton - Executive Manager Innovation & Business Development	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b></p> <p>2019 06 20 - ERMF documentation being finalised and implementation to improve risk management maturity continues through development of strategy, policy, resourcing, system and documentation. (EMIBD)</p> <p>2019 05 01 - Acting Organisational Risk Officer has commenced one-on-one meetings with Group Managers to populate Organisational Risk Register in CAMMS IRM. Continuous improvement in configuration of software system to better reflect the framework. (EMIBD)</p> <p>2019 04 10 - Acting ORO presented report on progress of ERM framework to ELT. Recommendations now being progressed. (EMIBD)</p> <p>2019 04 01 - Risk has withdrawn support of Vault module due to lack of maturity and capability of the system for risk management and reporting. Notification provided to Project Manager and Direct Manager. A/Organisational Risk Officer is continuing with use of CAMMS IRM as the existing risk management software. (EMIBD)</p> <p>2019 03 15 - Webinar with StateCover attended by several project team members for the capability of risk management module in the Vault system (EMIBD). A/Risk Officer providing support, advice and administration assistance to various operational units to enter risk assessments directly into CAMMS IRM. (EMIBD)</p> <p>2019 02 07 - The due date of this project/action has been extended to include the second-half of FY18/19. The broad nature of this project will continue over the next two financial years to 20/21. The intent of this project for this current financial year was to implement risk management software. During the course of the year, it has become more clear that risk management software, as a tool, is only one component of a complete Enterprise Risk Management 'system'. This approach will now influence future planning. (EMIBD)</p> <p>2018 12 10 - Alternative software being investigated. Organisational Risk Officer position vacant since October 2018 with no progress on implementation at that date. Project Management Plan for roll-out of ERM system to be developed during third quarter of FY18/19. End date will need to be extended, with a phased implementation likely to be recommended. (EMIBD)</p> <p>2018 10 09 - Not yet commenced. (EMIBD)</p> <p>Last Updated: 21-Jun-2019</p>						

Action Title: 10.2.1.7 Provide oversight of the strategic, operational and project risk registers and report quarterly

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Iliada Bolton - Executive Manager Innovation & Business Development	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b></p> <p>2019 06 20 - One-on-one training with various group managers to enter operational risks into the register. Risk Management progress report presented to ARIC on 15 June 2019 and Executive Leadership Team on 20 June 2019. (EMIBD)</p> <p>2019 04 10 - Review of SMRC strategic registers undertaken with ELT. Responsible Officers allocated and documentation of controls commenced. Progress report on risk management activities provided to the March meeting of ARIC (EMIBD)</p> <p>2019 03 15 - Comprehensive review of strategic risks being undertaken by A/Organisational Risk Officer. Workshop held with Executive Leadership Team on 15 March 2019. SMRC participated in NSW Audit Office Interim Audit and will await recommendations for management of risk registers. (EMIBD)</p> <p>2018 12 10 - Risk assessments and risk register business rules and templates being developed with Enterprise Risk Management (ERM) Framework. Currently utilising existing adopted procedures and templates which are to be updated. (EMIBD)</p> <p>2018 10 09 - Work has commenced on the organisational strategic risk register. (EMIBD)</p> <p>Last Updated: 21-Jun-2019</p>						

Action Title: 10.2.1.8 Design and introduce the corporate project management framework (PMF) and associated policy and procedure

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Iliada Bolton - Executive Manager Innovation & Business Development	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b></p>						

31-Jul-19

cammsstrategy


Page 16 of 71

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

2019 03 15 - Project Management Office (PMO) function and team has been transferred to Group Manager Assets & Engineering for delivery of Major Projects Program (MPP). This action is now considered complete by IBD and has transferred for progression by engineering division. (EMIBD)  
2018 12 10 - All Project Management Framework (PMF) draft documents continue to be available to the organisation and being used by some teams. Discussion regarding usage of the SMRC PMF versus the QPRC PMF which is endorsed by the CRJO Engineering Group. Ownership of PMF for Capital projects will likely be transferred to Group Manager Assets who has issued an organisational direction for use of the PMF on 07/12/2018. Coordination by IBD team will cease upon implementation of the restructure. (EMIBD)  
2018 10 09 - Consultation has concluded. This project has been postponed while resources are allocated to MPP (EMIBD)  
Last Updated: 10-Apr-2019


Action Title: 10.2.1.9 Council's insurance policies cover assets at the desired level based on council's assessment of risk.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Iliada Bolton - Executive Manager Innovation & Business Development	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

Action Progress Comments:

2019 06 20 - 2020 Insurance renewal documentation submitted on 06 May 2019. Insurance premium report to be provided by 24 June. Notification by Council to Statewide Mutual advising of withdrawal in March 2019. Investigation of running an insurance tender for 2021 commenced. (EMIBD)  
2019 03 15 - Insurance renewal process has commenced. Meeting with JLT on 05 March 2019 discussing cover, predicted premium increase for future years and gap analysis programme (EMIBD)  
2019 02 15 - We will be undertaking an "Insurance Review Programme" in March 2019 which will inform Council's insurance renewal process. (EMIBD)  
2018 12 10 - Continuous Improvement Pathway Plan completed and documents projects required for Statewide Rebate eligibility. Insurance renewals timing confirmed at meeting with JLT on 21/11/2018 and will be project managed to ensure renewal completed in accordance with requirements. (EMIBD)  
2018 10 09 - Council participated in the Statewide Mutual conference. An event management forum was held for staff in September 2018. Work has commenced on the 2019 Continuous Improvement Program (CIP) and investigation into suitability/appetite of Environmental Liability Insurance cover is also underway. (EMIBD)  
Last Updated: 31-Jul-2019

Action Title: 10.2.1.10 Support People & Culture team to implement the incident reporting system.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Iliada Bolton - Executive Manager Innovation & Business Development	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

Action Progress Comments:

2019 05 - Project Implementation Plan developed and provided to People & Culture Team for Vault System Project. (EMIBD)  
2019 05 01 - Continued support provided to People and Culture team in developing project implementation plan for VAULT system to manage incidents. (EMIBD)  
2019 04 01 - Risk has withdrawn support of Vault module due to lack of maturity and capability of the system for risk management and reporting. Notification of withdrawal and options for continued support provided to Project Manager and Direct Manager on 20/03/2019. (EMIBD)  
2019 03 15 - Project Management Specialist has been supporting WHS Officer (Project Manager) to develop comprehensive Project Management Plan (PMP) identifying milestones, stakeholders, communication and change management requirements. Most information has been sent by Council to Vault, who will configure production system based on the documents provided. (EMIBD)  
2018 12 10 - People and Culture and IBD teams met on 29/11/2018 to discuss software options and project management to implement an incident management system. Confirmed that WHS Officer will own project and SPM:CM will support by preparing a comprehensive Project Management Plan (PMP) for roll-out of incident system. Discussion regarding moving from paper-based to online/app. Project on hold until decision on agreed software solution (EMIBD)  
2018 10 09 - Work on administrative templates for public liability incident notifications has commenced. (EMIBD)  
Last Updated: 21-Jun-2019

31-Jul-19

cammsstrategy


Page 17 of 71

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

**10.2.2 Councillors are supported to make informed decisions in the best interest of the community and to advocate on behalf of the community**

Action Title: 10.2.2.1 Facilitate Councillor training needs analysis and available programs for the 2019 financial year

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nola Brady - Group Manager Governance	Completed	01-Jul-2018	31-Mar-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

2019 04 30 - Monthly workshops are scheduled for Councillors to provide education on a variety of topics including Integrated Planning and Reporting, Code of Conduct, Code of Meeting Practice, Financial updates and planning compliance.


Individual Councillor specific training will be re-evaluated again at the beginning of the 2020 financial year..

Revised workshop and training schedule is being developed in conjunction with revised meeting schedule.

Last Updated: 29-Jul-2019

**10.2.3 Records management practices are contemporary and compliant to legislation**

Action Title: 10.2.3.1 Develop a Records Management Framework including, policy, procedures and guidelines

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nola Brady - Group Manager Governance	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

2019 06 30 - Records Management Policy and Framework adopted by Council on 20 June 2019 under resolution 230/19.

2019 04 30 - Draft Framework will be provided to ELT mid May 2019


Following the recruitment of Team Leader Records and Customer Service the draft work on the framework will be completed in January - March 2019. Some work has been developed and will be handed over in December.

Framework is currently being draft and will be ready for internal review by 28 February 2019.

Framework and Policy have been draft, currently with Group Manager Governance to out forward to internal review by 31 March 2019.

Last Updated: 29-Jul-2019

Action Title: 10.2.3.2 Develop a project plan to consolidate classification/ destruction and archiving across all council paper records and undertake actions applicable to the 2019 financial year

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nola Brady - Group Manager Governance	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

2019 06 30 - 2019 Financial year destruction of records schedule was completed

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard


2019 04 30 - Records have developed a schedule for the review and destruction of records - commencing at the Cooma office, and progressing to all archives during the next 12 months. Regular destruction of records is currently being undertaken in line with current Council policies.

Following the recruitment of Team Leader Records and Customer Service a plan for Records Management will be developed within the framework in conjunction with consultation with the Council Business units.

Plans have started to be developed of which records we have and when/where they need to be archived or destroyed. Some departments handle more hard copy files than others, which needs to be taken into consideration. The Corporate Computer system finalisation will make this run a lot smoother when planning for the 2019/2020 financial years.

Last Updated: 29-Jul-2019

Action Title: 10.2.3.3 Scope the resourcing and cost required to transfer hard copy records to electronic files at all council sites and prepare a report for consideration.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nola Brady - Group Manager Governance	Deferred	01-Jul-2018	31-Mar-2019	30.00%	100.00%	 RED

**Action Progress Comments:**

2019 06 30 Digitisation project deferred to 2020 financial year due to resourcing constraints with the Corporate Information System (CIS) project. This business case for this project will be completed under Action 10.2.3.1 in the 2020 financial year.


2019 04 30 This action has been deferred to the 2020 financial year for the development of a business case for digitisation of records.

Scoping will not commence until February 2019 due to resourcing focus on request for tender.

There has been some effort commenced at Cooma to digitize legal records and commence discussion with departments about their requirements.

Last Updated: 29-Jul-2019

Action Title: 10.2.3.4 Streamline processes to reduce dependency on paper consumption business processes

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nola Brady - Group Manager Governance	Completed	01-Jul-2018	31-Mar-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

2019 06 30 - Process review will be undertaking through the automation of consolidated systems in the 2020 financial year. Targeted processes for the 2019 financial year including devices for portability for Council staff, and improved network technology have improved digital correspondence over paper dependency.

2019 04 30 - Areas targeted by Governance for streamlining in 2019 financial year are Council reports and Public Exhibition documentation.

Screens have been installed at the 4 Council sites for community members to view documents electronically on exhibition rather than printing - some feedback from senior community members still requiring hard copy access.

In addition Councillors were requested to operate electronically for reports - however 6 Councillors still require hard copy papers.

Following the recruitment of staff to Governance from late October 2018 - this actions will be targeted in the January - March 2019 quarter,

Some work has commenced on reducing paper consumption through Council meetings.

Last Updated: 29-Jul-2019

### 10.3 Advocate and work with other levels of government, community and industry to improve outcomes


#### 10.3.1 Council connects, recognises, advocates and works in collaboration with all leaders across the community and beyond our boundaries



Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Action Title: 10.3.1.1 Provide an annual report to the community on companion animal impounding statistics demonstrating collaboration with RSPCA and other rescue organisations.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gina McConkey - Group Manager Environmental Management	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

The framework for data collection has been developed and a review of internal corporate system setup is taking place to ensure that all required and relevant data is being captured for not just the reportable Annual Reporting but additional information for the benefit of the community.

Last Updated: 24-Sep-2018

Action Title: 10.3.1.2 Investigate additional funding opportunities for services provided under the Community Home Support Program (CHSP).

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Bianca Padbury - Group Manager Community Support Services and Aged Care	Completed	01-Jul-2018	31-Mar-2019	100.00%	100.00%	 GREEN


**Action Progress Comments:**

Council were successful in gaining an additional \$16k in February 2019 for the Community Home Support Program (CHSP) based on evidence provided regarding demand for services.

Last Updated: 30-Jul-2019

**10.3.2 Community support services reach a wider user base**

Action Title: 10.3.2.1 Secure funding for the purchase of a four wheel drive to better meet the needs for the community services in remote areas.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Bianca Padbury - Group Manager Community Support Services and Aged Care	Completed	01-Jul-2018	31-Oct-2018	100.00%	100.00%	 GREEN

**Action Progress Comments:**

A business case has been submitted to Transport for NSW in December 2018 seeking to replace all vehicles on the existing schedule with All Wheel Drive (AWDs). This is the most practical option due to the accessibility for consumers. We are awaiting an outcome (April 2019).


We are still waiting for an outcome from Transport for New South Wales July 2019.

Last Updated: 11-Jul-2019

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

**10.4.1 Council employs an engaged multi-skilled, workforce and encourages staff to take ownership of service delivery in a responsible and efficient manner**

Action Title: 10.4.1.1 Develop a Corporate Training Framework

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Luke O'Sullivan - Group Manager People & Culture	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

Snowy Monaro Regional Council (SMRC)


Action and Task Progress Report- Standard

**Action Progress Comments:**

A Corporate Training Framework document has been developed and is scheduled for consultation in July 2019.

Last Updated: 29-Jul-2019

Action Title: 10.4.1.2 Use the results derived from the Performance Evaluation System to inform corporate key performance indicators, corporate training and performance management


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Luke O'Sullivan - Group Manager People & Culture	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

Performance Evaluation System (PES) data reviewed.

Last Updated: 01-Feb-2019

Action Title: 10.4.1.3 Launch / deliver programs to promote Visions, Values and Behaviours, rollout the Behaviours that align with the Visions and Values

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Luke O'Sullivan - Group Manager People & Culture	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**


Vision and Values information available to staff on intranet and reviewed in staff performance evaluations.

Vision and value driven behaviours assessed each year at annual performance reviews.

Action plans to address cultural issues identified in the 2018 staff survey developed and presented to EMT.

Last Updated: 29-Jul-2019

Action Title: 10.4.1.4 Review recruitment process to accelerate on boarding of staff


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Luke O'Sullivan - Group Manager People & Culture	Completed	01-Jul-2018	31-Aug-2018	100.00%	100.00%	 GREEN

**Action Progress Comments:**

Employment Screening processes reviewed and expanded. Online recruitment and onboarding system configured. Pilot testing in progress with launch date scheduled for September 2019.

Last Updated: 29-Jul-2019

Action Title: 10.4.1.5 Report to Council on outcomes of Staff Engagement Survey and develop action plan of implementation of adopted recommendations on Staff Engagement Survey to Council and consider recommendations

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Luke O'Sullivan - Group Manager People & Culture	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

Reports on staff survey presented to ELT and EMT. Action plan for implementation by Group Managers developed and presented to EMT during the review period.

31-Jul-19

cammsstrategy


Page 21 of 71

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Last Updated: 09-Jul-2019

Action Title: 10.4.1.6 Undertake an assessment of the impact of the end of the 3 year protections (May 2019) as per Section 354 of the Local Government Act, prepare a report for council at conclusion of protections and any impacts on internal environment

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Luke O'Sullivan - Group Manager People & Culture	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN


**Action Progress Comments:**

Consultation commenced with United Services Union (USU) and Local Government NSW (LGNSW).

Information Prepared for EMT 28 March 2019 meeting.

Last Updated: 29-Jul-2019

Action Title: 10.4.1.7 Develop quarterly business performance activity reporting for all service units.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Luke O'Sullivan - Group Manager People & Culture	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN


**Action Progress Comments:**

People and Culture Quarterly activity report developed and presented quarterly.

Last Updated: 12-Jul-2019

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

Action Title: 10.4.2.1 Develop a Work Health Safety Framework and implement


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Rick Scott - Supervisor - Organisational Procurement	Completed	01-Jul-2018	31-Mar-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

WHS Policies available to staff on Council's intranet

Last Updated: 04-Jan-2019

Action Title: 10.4.2.2 Review the Working Alone policy and pilot in Transport and Infrastructure Operations to identify opportunities or areas of improvement.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gary Shakespeare - Group Manager Transport Infrastructure (Operations)	Completed	01-Jul-2018	31-Dec-2018	100.00%	100.00%	 GREEN

**Action Progress Comments:**

Work to review, amend and implement a Working Alone Policy has not yet been started.

This review is now underway with People & Culture plus Group Managers being requested to identify those position within council that are prone to working alone. The position taken by this review is not to identify solutions to working alone situations; these will be determined by departments through procedures underlying this policy. However it will reiterate the legislative

31-Jul-19

cammsstrategy

Page 22 of 71

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

requirement for Council to consider staff who work alone and the necessity to provide measures that reduces risk.

Work on the DRAFT Working Alone Policy remains ongoing with an expectation that a draft document will be released for staff comment in June 2019.

Due to circumstances beyond the control of the Group Manager, a full review of the Working Alone Policy has not been completed. Consultation across all Group Managers was requested and feedback received. While the Action required a review and pilot take place in Transport and Infrastructure. This will be continued under business as usual.


Last Updated: 31-Jul-2019

## 11 Leadership: Our Council delivers the best value to the community

### 11.1 Public services and processes are delivered reliably and efficiently in response to community needs

#### 11.1.1 Information and communication systems support the business to deliver agile and quality service to the community

Action Title: 11.1.1.1 Facilitate an expression of interest for the selection of an integrated Corporate System and seek Council endorsement of recommendation.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nola Brady - Group Manager Governance	Completed	01-Jul-2018	03-May-2019	100.00%	100.00%	 GREEN

#### Action Progress Comments:

Expression of interest (EOI) completed September 2018 to shortlist 4 Corporate Information System (CIS) and 3 Global Information System (GIS) vendors for a select request for tender (RFT). EUIT engaged to facilitate the RFT

RFT released 10 October 2018

Vendor Briefing held 16 October 2018 at Cooma.

Vendor Demonstrations completed 12 December 2018

Evaluation process completed 12 December 2018

Draft CIS/GIS RFT Evaluation Consolidation Report 13 December 2018

Legal team engaged for contract preparation 6 December 2018

Shortlist following RFT scoring has been completed to undertake site visits and reference checks and commence contract negotiations.

Vender Reference Checks have been completed

Draft contract for vendor feedback completed 12 February 2019

Vendor item clarification meeting onsite 14 to 15 February 2019

Report to March Council 21 March 2019

Preferred vendor selected 21 March 2019


Contract Negotiations commenced 26 March 2019

Contract Negotiations completed 8 May 2019

Contract executed 9 May 2019

Last Updated: 29-Jul-2019

Action Title: 11.1.1.2 Develop a project plan for the Corporate System Integration following the expression of interest and complete milestones relevant to the 2019 financial year.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nola Brady - Group Manager Governance	Completed	01-Jul-2018	28-Jun-2019	100.00%	100.00%	 GREEN



Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

**Action Progress Comments:**

2019 06 30 - Project Plan has been developed for the Corporate Information System (CIS) project and the Statement of Works (SOW) signed off. Project Implementation Document is in draft and will be signed off by mid July 2019.


2019 04 30 - Vendor has produced a SOW and in conjunction with the request for tender (RFT) response a high level plan is developed - this will be finalised in May following workshops with the Vendor after signing of the contract.

Following submissions from Vendors on the RFT a project plan will be developed to align to the successful vendor implementation proposals.

Project Manager and Manager ICT are developing a high level draft plan to discuss with preferred Vendor based on RFT submission.

Last Updated: 29-Jul-2019

Action Title: 11.1.1.3 Develop a recommendation for the management of GIS processes across Council and implement.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nola Brady - Group Manager Governance	Deferred	01-Jul-2018	30-Jun-2019	75.00%	100.00%	 AMBER


**Action Progress Comments:**

2019 06 30 - The business case component of this action will be completed as business as usual (BAU) in the 2020 financial year due to the dependencies on the Corporate Information System (CIS) / Global Information System (GIS) project and the organisational structure review.

A business case has commenced regarding a review of SMRC GIS structure and function. The completion of this case is being undertaken in parallel with the request for tender because the systems chosen will have an impact on the internal processes and resource requirements.

Last Updated: 30-Jul-2019

Action Title: 11.1.1.4 Undertake cost benefit analysis for the use of hand held mobile technology for penalty infringement processes.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gina McConkey - Group Manager Environmental Management	Completed	30-Jun-2018	31-Mar-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

Cost benefit analysis has been completed with a business case prepared ready for 2019/2020 budgeting process.

Last Updated: 19-Dec-2018

Action Title: 11.1.1.5 Investigate the replacement of the Community Care software package.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Bianca Padbury - Group Manager Community Support Services and Aged Care	Completed	01-Jul-2018	31-Mar-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

A walk through has occurred with Care Master, TMA software, ANZ Procura and Autumn Care. We are continuing to explore a number software options.

Further exploration of this is required. Due to a change in standards of care, we are waiting for software updates before deciding on a vendor.

31-Jul-19

cammsstrategy


Page 24 of 71

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Last Updated: 11-Jul-2019

Action Title: 11.1.1.6 Establish an Information, Communications and Technology Committee

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nola Brady - Group Manager Governance	Completed	01-Jul-2018	31-Mar-2019	100.00%	100.00%	 GREEN

Action Progress Comments:

2019 04 30 - Resources and Project Scope Committee (PSC) have been identified for the duration of the Corporate Information System (CIS) project - this group comprise the ICT Committee for the 2020 financial year which will be re-evaluated post project completion.

As the Council is undertaking an request for tender (RFT) for a new CIS and GIS system a PSC was established in July 2018 to facilitate the governance of the Expression of Interest (EOI) and RFT process.

This committee includes the General Manager and Directors, Group Manager Governance and the Project Manager.

In addition a Project Working Group (PWG) - currently Evaluators has been established as the core group for the project at this stage.

As the project progresses a PWG will be engaged for the implementation of the System.


Following the contract engagement of a new Vendor a group will be established to assist with the facilitation of communication through the implementation and discuss residual system issues identified.

A Council committee will not be established outside the project format and communications until after the project has completed.

Last Updated: 30-Jul-2019

11.1.2 Centres of Business/Operational Excellence drive improved organisational efficiency and effectiveness and reduce duplication

Action Title: 11.1.2.1 Coordinate and manage the enterprise 'innovation register' of ideas and projects that follow Federal and State government trending which will see positive return on investment and increased community satisfaction.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Iliada Bolton - Executive Manager Innovation & Business Development	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

Action Progress Comments:

2019 03 15 - Currently IBD Specialist Project Manager is progressing business case for implementation of hand-held devices for Rangers. This is being captured into the development of the 2020 Operational Plan for Environmental Management Services. Project Management Office (PMO) function and team has been transferred to Group Manager Asset Management & Engineering for delivery of Major Projects Program (MPP). Group Manager AME has issued an all staff communication taking ownership of the project register. This action is now considered complete by IBD and has transferred for progression by engineering division. (EMIBD)


2018 10 09 - The IBD has been working on an evidence based leadership (EBL) strategy for the new team. This has resulted in a number of initiatives undertaken which includes development of a communication strategy. Other business development projects that the team has supported to date is writing the business case for the Drone Project with one of our Biosecurity Officers; assistance to progress a waste strategy; completing a report for the EMT on equitable employee access; review of the development application process and the development of an innovation register for the organisation. The IBD team now also has dedicated office space with the conversion of two units into office space that accommodate nine new workstations and a meeting room for use by the organisation. (EMIBD)

Last Updated: 31-Jul-2019

Action Title: 11.1.2.2 Investigate Enterprise Project Management Software options


Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Iliada Bolton - Executive Manager Innovation & Business Development	Completed	01-Jul-2018	30-Sep-2018	100.00%	100.00%	 GREEN
<b>Action Progress Comments:</b> 2019 03 15 - A review of suitable software that could be used corporate wide was not identified. In addition, project management functionality was not included in the specifications for the corporate information system. With the IBD team Project Management Office function and being transferred to Group Manager Assets & Engineering. This action is now considered complete by IBD. (EMIBD) 2018 10 09 - Research into available technology for managing corporate projects that require collaboration is being investigated. (EMIBD) Last Updated: 15-Mar-2019						

**11.1.3 Rates, Fees and Charges are rationalised to support community needs and services**


Action Title: 11.1.3.1 Undertake Capacity to Pay study for Rates Harmonisation - Special rate variation

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Matt Payne - Chief Financial Officer	Completed	01-Jul-2018	31-Dec-2018	100.00%	100.00%	 GREEN
<b>Action Progress Comments:</b> 15/10/2018 Consolidation of rates databases into 1 system a higher priority than the capacity to pay study. Resourcing for the corporate system implementation and rates harmonisation project in progress with a project plan to be developed.  5/2/2019 Currently seeking quotes for a rates harmonisation action plan, ability to pay analysis and rates structure options.  29/4/2019 Preferred vendor selected, rating data provided, initial meeting scheduled for 2 May 2019  30/06/2019 Rates harmonisation briefing paper, capacity to pay report, ratepayer impact analysis and service pricing and rates benefit model complete.  Last Updated: 12-Jul-2019						

**11.2 Council utilises sound fiscal management practices, and pursues and attracts other sources of revenue**

**11.2.1 Councils has best practice management for financial sustainability**

Action Title: 11.2.1.1 Improve alignment of Asset Management Plan and Long Term Financial Plan

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Matt Payne - Chief Financial Officer	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN
<b>Action Progress Comments:</b> 4/1/2019 Asset Management Plan (AMPs) and Long Term Financial Plan (LTFP) were developed and resolved by Council in 2018. Consolidation of asset registers and condition assessments are currently planned to improve the alignment of the AMPs for each asset class to the LTFP.  17/06/2019 Depreciation review and fair value assessments completed including recommendations on useful lives and unit rates for infrastructure assets across the region.						


Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

30/06/2019 Further improvements will be made in 2019/20 financial year subject to completion of condition assessments, asset valuations and revision of Asset Management Plans.

Last Updated: 29-Jul-2019

Action Title: 11.2.1.2 Continuously monitor results against Office of Local Government benchmarks for financial sustainability and reporting.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Matt Payne - Chief Financial Officer	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

Action Progress Comments:

28/09/2018 Improved end of month processes and consolidation of full trial balance data into one system and integrated profit and loss and balance sheet will enable greater level of detail in reporting on Quarterly Budget Review Statements (QBRs).

6/12/2018 September QBRs was reported to Council on 6 December 2018 including introduction of quarterly reporting against financial sustainability ratios.


4/1/2019 December QBRs to be reported to Council on 21 February 2019.

30/06/2019 March QBRs reported to Council on 16 May 2019.

Last Updated: 29-Jul-2019

11.2.2 Provision of statutory reporting enables our leaders to make decisions on Council's financial sustainability

Action Title: 11.2.2.1 Develop a Financial Statement Management Plan to deliver within statutory timeframes and align to the external Client Service Plan.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Matt Payne - Chief Financial Officer	Completed	01-Jul-2018	28-Feb-2019	100.00%	100.00%	 GREEN

Action Progress Comments:

4/1/2019 A draft Audit Engagement Plan (AEP) from Audit Office of NSW was received in January 2019. The Financial Statement Management Plan will be completed by 28 February 2019 with reference to the AEP.

18/2/2019 The Financial Statement Management Plan has been drafted and will be reported to the Audit Risk and Improvement Committee meeting 6 March 2019.

Last Updated: 29-Jul-2019

Action Title: 11.2.2.2 Provide NSW Environmental Protection Authority (EPA) with a updated draft Landfill Environmental Management Plan (LEMP) for Bombala.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
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31-Jul-19

cammsstrategy

Page 27 of 71


Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Patrick Cannon - Group Manager Resource and Waste Management	Completed	01-Jul-2018	31-Dec-2018	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b></p> <p>11/10/18 Work has commenced on the draft Local Environment Management Plan (LEMP) for Bombala. It is anticipated that a draft LEMP can be provided to the EPA during December.</p> <p>14/12/18 Advice has been provided that the draft LEMP will be completed Thursday 20 December. The Waste Facilities Manager will review the document, make minor amendments and submit to the EPA for comment on Friday 21 December.</p> <p>7/6/19 The LEMP was submitted to the EPA on 21/12/2018. A reply from the EPA was received on the 19/02/2019.</p> <p>The EPA recommended the following:</p> <ul style="list-style-type: none"> <li>• Council considers that the active cell be lined</li> <li>• Leachate storage designed to landfill guidelines</li> <li>• Stormwater management be designed to landfill guideline</li> <li>• Monitoring captures changes in leachate and stormwater management and result on local environment is captured.</li> </ul> <p>The draft plans from Tonkin have designed the leachate and stormwater to the landfill guidelines.</p> <p>No changes were needed to the LEMP until addition of the management plans from Tonkin are finalised and a monitoring plan is developed.</p> <p>Last Updated: 07-Jun-2019</p>						

**11.2.3 Alternative sources of revenue to rating income are identified and maximised**

Action Title: 11.2.3.1 Maximise State, Federal and other funding opportunities and report to council on opportunities and results.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Matt Payne - Chief Financial Officer	Completed	01-Jul-2018	30-May-2019	100.00%	100.00%	 GREEN


**Action Progress Comments:**

4/1/2019 Quarterly grant activity reporting to council implemented.

Last Updated: 05-Feb-2019

**11.2.4 A balanced approach to investment strategies**

Action Title: 11.2.4.1 Develop quarterly Debtor Ageing Report for Council.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Matt Payne - Chief Financial Officer	Completed	30-Jun-2018	30-May-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

4/1/2019 A quarterly Debtor Ageing Report has been implemented and presented to Executive Leadership Team meetings. The first council report is planned for March 2019.

30/6/2019 Staff turnover and competing priority projects impacted a debtor ageing report being prepared prior to 30 June 2019. Item deferred to 2019/20 financial year with timing and format subject to the Corporate Information System (CIS) debtor module reports.



Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard


Last Updated: 29-Jul-2019

## 12 Leadership: Our Community is informed and engaged in decision making

### 12.1 Our community has multiple opportunities to be consulted and engaged in the development of plans, services and policies that affect the region

#### 12.1.1 Council is a trusted community partner providing value for money through delivering according to Council's adopted Delivery Program

Action Title: 12.1.1.1 Council works in partnership with the relevant parties to ensure the success of Snowy Hydro 2.0.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Peter Bascomb - General Manager	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

#### Action Progress Comments:

Apr 19: Significant progress has been made and strong partnership with Snowy Hydro has been developed, with contact made with relevant staff from the contractors, FutureGen.  
Dec 18: Council staff have been working with Snowy Hydro and various State and Federal agencies to identify and mitigate any potential obstacles. In particular, staff have met with the Department of Premier and Cabinet officers to assist in the development of the State and regional response to identified challenges. This includes quarterly meetings with the Regional Coordination Group comprising representatives of DP&C, SHL, SVC, and relevant state agencies. Other activities include ad hoc meetings with SHL and relevant agencies together with business groups.

Last Updated: 31-Jul-2019

Action Title: 12.1.1.2 Council is an active member of the Snowy Monaro Chambers of Commerce.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Peter Bascomb - General Manager	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN


#### Action Progress Comments:

Council is currently a member of the Cooma Chamber, but staff and councillors attend meetings of all Chambers by invitation. It is part of the responsibilities of the recently appointed Economic Development Officer to actively engage with all Chambers.

Last Updated: 07-Jan-2019

#### 12.1.2 Community strategic planning is managed in partnership with the community

Action Title: 12.1.2.1 Engage with Chamber of Commerce and key Community groups to discuss engagement and consultation in the development of strategic planning.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nola Brady - Group Manager Governance	Completed	01-Jul-2018	28-Feb-2019	100.00%	100.00%	 GREEN

#### Action Progress Comments:

2019 04 30 - Engagement has been undertaken with all S355 Committees. Community stalls have been facilitated for community feedback on the Operational Plan 2020. Staff attended local shows community meetings and Chamber of Commerce to discuss development of key Council strategies and plans.

Delayed due to resourcing constraints - this action will be completed by 30 June 2019.  
Some initial contact has been undertaken with regard to the S355 Committees as a start to engagement.

Snowy Monaro Regional Council (SMRC)


Action and Task Progress Report- Standard

Last Updated: 30-Jul-2019

**12.2 Residents have access to timely, relevant and accurate information on issues that affect them**

**12.2.1 Our community is satisfied with performance and quality of service in the areas that are most important to them**

Action Title: 12.2.1.1 Develop a Communications and Media Strategy that utilises a variety of methods and engagement tools and is implemented across the organisation.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Peter Bascomb - General Manager	In Progress	01-Jul-2018	30-Sep-2018	30.00%	100.00%	 RED


**Action Progress Comments:**

Apr 19: A key objective of the organisational structure currently underway is to strengthen the organisation's capacity in community engagement and customer experience.

Dec 18: Council adopted a Communications Policy in May 2018, but work on the supporting documents has not progressed.

Last Updated: 29-Apr-2019

Action Title: 12.2.1.2 We provide current and relevant information through our website, social media, newspapers and printed mail.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Peter Bascomb - General Manager	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

Council's communication team provides frequent press releases, and is constantly improving the website.

Last Updated: 04-Jan-2019

Action Title: 12.2.1.3 Develop strong communication strategies and work plans to address Customer Satisfaction Survey 2017 focus areas of Demonstrating Value for Money, Being a Well Run and Managed Council and Standard of Council Roads


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Peter Bascomb - General Manager	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

This was undertaken as part of 2019 Action 12.2.1.1 - Develop a Communications and Media Strategy that utilises a variety of methods and engagement tools and is implemented across the organisation.

Last Updated: 31-Jul-2019

Action Title: 12.2.1.4 Provide opportunities for elected Councillors and Senior Management to participate in face to face engagement with our community.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nola Brady - Group Manager Governance	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

2019 04 30 - Council staff and Councillors have been present at local shows, community meetings and Chamber of Commerce meetings to provide updates on the Operational Plan, strategy development and specific community issues. In addition stalls have been organised in Bombala, Cooma and Jindabyne to gather feedback on the 2020 Operational Plan, Fees and Charges and

31-Jul-19

cammsstrategy

Page 30 of 71

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard


Revenue Policy.

Planning has commenced planning for a Council presence at all five of the community Shows scheduled for February and March. It is the intent that at least one Councillor and one senior staff will attend each show, together with selected officers from specialist services such as biosecurity.

Last Updated: 30-Apr-2019

**12.2.2 Council provide convenient ways for customers to engage with us and we respond appropriately**

Action Title: 12.2.2.1 Review Customer Service Charter and develop procedures, tools and guidelines to meet the requirements.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nola Brady - Group Manager Governance	Deferred	01-Jul-2018	30-Jun-2019	90.00%	100.00%	 GREEN

**Action Progress Comments:**

2019 06 30 - Revised draft Customer Service Charter will be presented to EMT in August 2019 following Complaints procedure finalisation. This will be completed as BAU in the 2020 financial year.


2019 04 30 - Customer Service Charter is being reviewed with the Complaints procedure and new system implementation. A revised draft will be provided to internal staff by 30 June 2019 for feedback before community consultation in 2020FY

Progress has been delayed due to recruitment of new Team Leader Records and Customer Service.

This is still in progress - will speak to Corporate Governance Manager and Group Manager Governance to work through the procedure.

Last Updated: 30-Jul-2019

Action Title: 12.2.2.2 Develop a process to capture data on all customer service interactions initiated through customer service officers including response times.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nola Brady - Group Manager Governance	Deferred	01-Jul-2018	31-Mar-2019	25.00%	100.00%	 RED

**Action Progress Comments:**

2019 04 30 - This task is realigned as part of the Corporate Information System (CIS) project for the 2020 financial year.

Progress has been delayed due to recruitment of new Team Leader Records and Customer Service.

Manual data collection will be developed in the next 3 months with automated capture developed in line with the new Corporate system once functionality is known following request for tender.

The completion of this action will be required to be extended until March 2019

Manual Data capture is being looked into, including how best the staff capture the data eg spreadsheets or CRM in TechOne etc. Staff access is also being looked over.

Last Updated: 30-Jul-2019

Action Title: 12.2.2.3 Facilitate the development of an internal council wide enquiry directory including process flows and escalation protocols to improve customer response time and quality and publish on intranet.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
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31-Jul-19





cammsstrategy

Page 31 of 71



Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Nola Brady - Group Manager Governance	Completed	01-Jul-2018	30-Apr-2019	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b> 2019 04 30 - In Out Board has been updated with staff contact details After hours protocols are reviewed regularly for on call contacts The intranet Who's Who site is being populated by all business units on the intranet.</p> <p>A New Team Leader has been recruited for Records and Customer Service that will provide the additional resourcing to have this action moved forward. This has also been flagged in the Staff Engagement Survey action plan as a benefit to the Council staff and will be progressed in coming months. Christmas Office Closure period started this process when all departments were asked to give details of whom would be on-call for any emergencies. This information was then passed onto the Councils Call Centre so that the Christmas office closure period ran smoothly - intranet publications will be discuss and worked on for the Easter closure period. Last Updated: 30-Jul-2019</p>						
Action Title: 12.2.2.4 Review Community Engagement Policy.						
<b>Responsible Person</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>Complete %</b>	<b>Target</b>	<b>On Target %</b>
Peter Bascomb - General Manager	Completed	01-Jul-2018	28-Feb-2019	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b> A new policy, rather than a review, is required. Will be included as 2019 Action 12.2.1.1 - Develop a Communications and Media Strategy that utilises a variety of methods and engagement tools and is implemented across the organisation. Last Updated: 31-Jul-2019</p>						
Action Title: 12.2.2.5 Support and encourage public engagement methods which invite comment from community and informs the decision making.						
<b>Responsible Person</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>Complete %</b>	<b>Target</b>	<b>On Target %</b>
Peter Bascomb - General Manager	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b> Will be included as part of 2019 Action 12.2.1.1 - Develop a Communications and Media Strategy that utilises a variety of methods and engagement tools and is implemented across the organisation. Last Updated: 31-Jul-2019</p>						
Action Title: 12.2.2.6 Develop Community Engagement Procedure.						
<b>Responsible Person</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>Complete %</b>	<b>Target</b>	<b>On Target %</b>
Peter Bascomb - General Manager	Completed	01-Jul-2018	28-Feb-2019	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b> Will be included as part of 2019 Action 12.2.1.1 - Develop a Communications and Media Strategy that utilises a variety of methods and engagement tools and is implemented across the organisation.</p>						

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Last Updated: 31-Jul-2019

**12.3 Our community is empowered and supported in facilitating community outcomes**

**12.3.1 Community organisations and individuals have the capacity to apply for a range of grants funding opportunities**

Action Title: 12.3.1.1 Implement a consistent policy and procedure for donations and sponsorship requests and communicate to the community.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nola Brady - Group Manager Governance	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

Donations and Sponsorship Policy was adopted by Council in February 2018.  
A procedure was developed and Round 1 of submissions for Sponsorship was completed in August 2018 utilising the new process.  
Community were advised through advertising and direct contact.  
Round 2 of submissions is currently underway and the policy and procedure have been implemented successfully.  
21/12/2018 - Submissions received for Round 2 of Sponsorships went to the 20 December Council Meeting.

Last Updated: 30-Jul-2019

Action Title: 12.3.1.2 Facilitate the Boco Wind Farm Community Sponsorship program through a consolidated committee for Cooma and Bombala submissions.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nola Brady - Group Manager Governance	Completed	01-Jul-2018	31-Oct-2018	100.00%	100.00%	 GREEN


**Action Progress Comments:**

Establishment of new combined committee completed  
Expression of interest for community representation undertaken and 4 community representatives were engaged  
New Charter adopted.  
Submission round for funding advertised and completed.  
Committee evaluation of applications completed.  
All applicants advised of outcomes.  
Funding agreements are currently being completed for successful applications.  
There are only 2 funding agreements outstanding from the 2019 financial year submission round.  
Acquittals are currently being assessed.

Last Updated: 30-Jul-2019

**12.3.2 Council has two-way mechanisms in place to encourage people to maintain their involvement in the regions community planning and decision making**

Action Title: 12.3.2.1 Finalise the review of Section 355 Advisory and Management Committees and work with community members to transition to the revised structure of Committees.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nola Brady - Group Manager Governance	Completed	01-Jul-2018	30-Nov-2018	100.00%	100.00%	 GREEN

31-Jul-19

cammsstrategy

Page 33 of 71

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

**Action Progress Comments:**

2019 4 30 - All S355 Committees have been contacted.  
A designated Governance Officer has been allocated to manage all enquiries.  
A SWOT analysis and profile has been completed with the committees to identify key risks and needs, including funding requirements.  
Facilities will undertake a condition assessment on the facilities for the committees in the 2020 financial year.  
In 2020 a review of all charters will be undertaken in business as usual to ensure ongoing compliance.

Approximately 6 of the 11 Advisory Committees are functioning regularly - and the remainder have Councillor representative nominations.  
Stocktake questionnaire is currently underway with all management committees to determine current activity and priorities.

Responses from Committees are being assessed and high risk issues will be prioritised.


Last Updated: 30-Jul-2019

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

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

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

Action Title: 2.1.1.1 Council to continue its participation and promotion of NAIDOC week activities


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Group Manager Economic Development & Tourism	Completed	01-Jul-2018	30-Sep-2018	100.00%	100.00%	 GREEN

**Action Progress Comments:**

Sept - NAIDOC week was held in July. Council organised accommodation and other arrangements for Ngarigo elders during the week. Council staff organised and attended a meet the elders afternoon tea at the Hub in Cooma and also assisted with arrangements for the opening of an art exhibition at the Raglan Gallery.

Last Updated: 04-Jan-2019

Action Title: 2.1.1.2 Ongoing consultation regarding Bundian Way expansion

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Peter Bascomb - General Manager	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

Councillor Castellari and Council's Economic Development Officer have been attending meetings. The focus of which is currently down the coast. Participation in the project will continue and meetings attended in anticipation of the project involving the SMRC area of the Bundian Way in the future.

Last Updated: 31-Jul-2019

**2.1.2 Council celebrates and enriches the heritage fabric throughout the region**

Action Title: 2.1.2.1 Implement actions of the Heritage Strategy as required for the 2019 financial year action plan

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
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31-Jul-19

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

John Gargett - Group Manager Development & Building Certification	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN
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**Action Progress Comments:**


Actions currently undertaken include grants for Heritage Advisors and Places Near Me underway and heritage assessment of DA's on-going. New Heritage Grant program released by State Government with application to lodged for both Heritage Advisors and Places Near Me equivalent programs. Awaiting advice on success of applications. Grants successful and to be implemented for 2019/20 & 2020/2021 financial years. New Strategy to be developed.

Last Updated: 11-Jul-2019

## 2.2 Support and promote the arts recognising the broad and diverse contribution it makes to community identity and wellbeing

### 2.2.1 A range of regional level arts and cultural activities are delivered and promoted in partnership with the community

Action Title: 2.2.1.1 Investigate council support for the provision of recycling materials for regional art projects

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Patrick Cannon - Group Manager Resource and Waste Management	Completed	01-Jul-2018	31-Dec-2018	100.00%	100.00%	 GREEN

**Action Progress Comments:**


8/10/18 The Waste Education Officers have contacted the relevant groups to identity what types of materials would be required and how these materials could be put aside at Council waste facilities which would reduce the risk of injury from collecting such material.

Based on conversations to date a report is being developed with recommendations on how SMRC could assist. This report is due to Council in December

6/12/18 A report was presented to Council at the 6 December 2018 meeting identifying a support package for materials which artists can obtain from Council Waste Facilities for use by artists during the Jindabyne lake-light Festival. Council adopted the recommendation to provide support under resolution 543/18.

Last Updated: 29-Jul-2019

Action Title: 2.2.1.2 Stocktake of cultural and arts facilities / assets public art in the region to establish a baseline and understand the needs across the region

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Group Manager Economic Development & Tourism	Completed	01-Jul-2018	30-Apr-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

September - This action has not yet commenced.

December - Currently in the process of preparing a list of facilities across the region with a view towards identifying gaps.

June - The newly formed Arts and Cultural Committee will be preparing an Arts Strategy which will include consideration of existing facilities. A list is partially complete but requires further refinement.

Will be continuing under 2020 Action 2.2.1.1 - Progress analysis of Cultural and Arts Facilities in the region with the Arts and Cultural Committee.


Last Updated: 30-Jul-2019

### 2.2.2 Facilities for the provision of arts and cultural activities have been planned for in partnership with other government agencies and the community

Action Title: 2.2.2.1 Review the business case for the Old Bombala Primary School Innovation Community Hub to seek funding as a shovel ready project

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Group Manager Economic Development & Tourism	Completed	01-Jul-2018	30-Sep-2018	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b></p> <p>September - Council is awaiting the outcome of a Stronger Countries Community Fund (SCCF) grant application concerning physical upgrade works to the building. Review of the business case for an Innovation Hub at the centre can take place once Council knows the outcome of the SCCF grant for building upgrade works.</p> <p>December - Awaiting public announcement on outcome of SCCF grant application. Substantive work required to upgrade the building, which is now under Council's ownership, to current building standards. Council's Land and Property Officer is organising works to eradicate termites and prepare the building for safe access at present. A decision needs to be made by Council as to the intended use of the building in order to direct the focus of building restoration works and any future grant application for the use of the facility. A review of the business case for an innovation centre will be carried out in this context.</p> <p>June - Upgrading works have been continuing and an internal Council working group is being formed with Facilities to consider future use. Will be ongoing under business as usual.</p> <p>Last Updated: 30-Jul-2019</p>						

### 3 Community: We are a safe and caring community


#### 3.1 Develop, maintain and promote safe spaces and facilities that are enabling, accessible and inclusive for all

##### 3.1.1 Public and community spaces are regulated and managed to be safe and equitable for all abilities

Action Title: 1.3.1.1 Develop a high level Recreational Facilities Strategy including consolidation of former Council strategies and plans

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Glen Hines - Group Manager Facilities Management	Deferred	01-Jul-2018	31-Dec-2019	50.00%	50.00%	 GREEN
<p><b>Action Progress Comments:</b></p> <p>Former Council strategies are being reviewed for relevance.</p> <p>Update 19/12/18 - Commenced regular meetings with Group Manager Tourism Economic Development and Recreation Planner re Recreation Strategy. No start on draft document as yet.</p> <p>Update 19/06/19 - Facilities have worked closely with Tourism and Economic Development in developing a regional recreation survey. This will be put out July/August 2019 and will inform the development of the Regional Strategy. A single action in the 20/21 Plan will be fore the development of a Recreation Facilities strategy covering all Council operated recreation assets including pools, parks, playgrounds and sporting facilities.</p> <p>Last Updated: 11-Jul-2019</p>						

Action Title: 3.1.1.1 Identify and implement actions from the Disability Inclusion Action Plan that can be completed in the 2019 financial year

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Group Manager Economic Development & Tourism	Completed	30-Jun-2018	30-Sep-2018	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b></p> <p>September - Report prepared for Council meeting on 20 September 2018 identifying actions from the Disability Inclusion Action Plan (DIAP) to be implemented this financial year. Identified actions are to be implemented for the remainder of the year.</p>						




Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

December - continuing to work at implementation of the 9 actions identified in the Council report in September.  
June - All but one of the 9 actions identified for this year have been actioned. The one that hasn't relates to the award of a grant to local business for implementing accessibility measures in their business.  
Last Updated: 30-Jul-2019

Action Title: 3.1.1.2 Undertake parking signage audit to determine compliance for street parking and council owned car parks

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gina McConkey - Group Manager Environmental Management	Completed	21-Jun-2018	30-Dec-2018	100.00%	100.00%	 GREEN


Action Progress Comments:

Audit completed and to be provided to Transport Infrastructure (Operations)

Last Updated: 31-Jan-2019

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

Action Title: 3.1.2.1 Upgrade the Bombala Truck wash facilities

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Glen Hines - Group Manager Facilities Management	Deferred	30-Jun-2018	30-Jun-2019	25.00%	100.00%	 RED

Action Progress Comments:

An Engineer has been engaged to provide design concept and price estimates which are expected in October. These will be used for the basis of grant application to the Fixing Country Roads fund.

Update 19/12/18 - Grant Application submitted to Fixing Country Roads Fund 18/12/18 - \$796K. Note BCA < 1 and will require further data collection for the existing truck wash


Update 30/6/19 - Council unsuccessful in grant application. On hold pending suitable funding opportunities circa \$800K. Will continue to seek funding in 19/20. Develop management document for existing Bombala Truck wash to reduce environmental risks and to collect and collate required data for use in subsequent grant applications

Last Updated: 04-Jul-2019

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

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

Action Title: 3.2.1.1 Roll out the "I'm alert" online training tool for retail food businesses

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gina McConkey - Group Manager Environmental Management	Completed	01-Jul-2018	31-Dec-2018	100.00%	100.00%	 GREEN

Action Progress Comments:


The "I'm Alert" on-line training tool logo and licence has been purchased by Council from Environmental Health Australia. The tool is now available by a link from Councils web page free of charge to the public.

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Last Updated: 24-Sep-2018

Action Title: 3.2.1.2 Review and implement revised impounding policies and procedures with regard to companion animals

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gina McConkey - Group Manager Environmental Management	Completed	01-Jul-2018	28-Feb-2019	100.00%	100.00%	 GREEN


Action Progress Comments:

Policies completed in draft form ready for staff circulation and adoption

Last Updated: 31-Jan-2019

3.2.2 Council supports and encourages safety initiatives to promote our connected communities

Action Title: 3.2.2.1 Implement Roads and Maritime Service Road Safety Program

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gary Shakespeare - Group Manager Transport Infrastructure (Operations)	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

Action Progress Comments:

Under the Roads and Maritime Services Local Government Road Safety Program (LGRSP), the Road Safety Officer position has developed, co-ordinated and contributed to the following state-wide and regional road safety initiatives:

- 1) Crash Mapping - When crash statistics become available, the results are enter into a Google Earth screen. This enables crash statistics to be broken down by Road, Township or suburb, RUM (Road User Movement) Code, Type of Vehicle involved and Degree of Injury.
- 2) Country Roads - Speed - By using Radar Activated Speed Signs (RASS), it has been possible to gather traffic data from a designated site. The data includes Average Daily Traffic (ADT), average speed, 85th percentile speed, maximum speed recorded and percentage of speeding violations. This data can be used to determine the placement of engineering or behavioural treatments to reduce speeds.
- 3) Heavy Vehicle Forum - This forum attracted 55 representatives from a wide variety of contexts including Roads and Maritime Services, National Heavy Vehicle Regulator, Australian Trucking Association, Department of Defence, Commonwealth Department of Infrastructure, Crane Industry Council of Australia, neighbouring Local Government Areas, along with heavy vehicle operators from the local area and as far away as Yass, Queanbeyan and East Gippsland. This forum covered areas such as Chain of Responsibility, Heavy Vehicle Permit applications and Performance Based Standard vehicles.
- 4) Night Bus Promotion - In the past, Roads and Maritime Services have funded up to 10 Night Buses around the state. Unfortunately, the Jindabyne Night Bus is the last one to continue operating. The Night Bus operates a two services on a set route to a set timetable over three nights per week. The service covers a number of hotels, clubs and accommodation venues with the aim of providing an alternative to drink-driving. The operators ask for a gold coin donation and each bus has security personnel on board.
- 5) Older Road User Workshops - These workshops are a requirement by the Centre for Road Safety to address road safety for older road users. The workshops covers good health for driving, licencing requirements at 75 and 85, retiring from driving, pedestrian safety, alternate forms of transport and misunderstood road rules.
- 6) Helping Learner Drivers Become Safer Drivers - This workshop is designed for drivers who are supervising Learner Drivers. It covers what is involved in being a supervising driver, issues facing young drivers, how the NSW graduated licensing scheme works, the importance of learner driver experience, lesson planning and dealing with stress, tips for safe solo driving and where to go for more information.

31-Jul-19

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Page 38 of 71

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

7) Breath Testing at Events - Roads and Maritime Services provides a trailer especially set up for the breath testing of attendees at selected events. For SMRC, the event is the SnowTunes Music Festival. There are no legal ramifications from the breath testing exercise. It is simply giving festival goers the information needed to make an informed decision about whether to drive home or find an alternative. It has been encouraging to see the positive peer influence displayed by festival goers to stop friends from driving when they register over the limit BCA.

8) Look Out Before You Step Out - This project is aimed at pedestrian safety. Over two periods almost 70 "Look Out Before You Step Out" decals have been placed around the SMRC area. They have been placed in Bredbo, Cooma, Berridale, Jindabyne and Bombala. The decals are designed to encourage pedestrians to become aware of their surroundings before crossing the road. A pedestrian survey conducted in Cooma found that most people made use of the pedestrian refuge to cross Sharp Street (Snowy Mountains Highway). However, an uncomfortable number of people cross the road in unsafe areas, often with young children in tow. It was very encouraging to note that High School students were the most consistent users of the pedestrian refuges.

The following projects are designed to involve local service providers, stakeholders and the local community in developing and delivering road safety messages:

1) VMS Trailers - Village Entry Treatment - Data from Transport for NSW shows that 6 of the 708 crashes in the SMRC area between 2013 & 2017, speed was determined to be a contributing factor in 294 crashes (42%). Of all the crashes in the area 138 (20%) occurred in area with a speed limit of 50 or 60 km/h. This is the posted speed limit for all of the small villages in SMRC. Speed on local roads accounted for 209 (30%) crashes involving speed. Local data has shown that between 10% and 30% of vehicles passing through some of these villages are violating the speed limit. Speeds of 112 km/h have been recorded in 50 km/h speed zones. The aim of the project is to install VMS trailers and RASS in appropriate locations. VMS and RASS will be installed for a period of around 8 weeks:

- Weeks 1 & 2 - No VMS in place. RASS recording speed, time, date, etc. (Baseline data)
- Weeks 3 & 4 - VMS in place. RASS recording speed, time, date, etc.
- Week 5 & 6 - VMS in place. RASS displaying speed and recording speed, time, date, etc.
- Week 7 & 8 - No VMS in place. RASS recording speed, time, date, etc.

2) Virtual Fencing - This project is make use of technology to trial a one kilometre stretch of identified road area of Virtual Technology. The Virtual Fencing device is activated by approaching headlights, which causes it to emit a combination of sound and light stimuli that alert and repel animals from the road side. This alert system of audible alert and blue and yellow strobe-type LED lights are an innovative concept based on proven technologies. The devices are placed at 25-metre intervals on alternating sides of the road. They are triggered in sequence by the vehicle headlight as a car approaches along the road, forming a virtual fence. The data collected from this part of the project would have Associate Professor Julie Old from Western Sydney University to analyse the data collected, both pre- and post-fencing.

3) Snowy Hydro 2.0 - The Snowy Hydro 2.0 project will consist of the construction of 27 km of tunnel between Tantangara and Talbingo Dams, a generator gallery and associated works including a "village" for up to 3,000 Fly-In-Fly-Out workers. The vehicular movements will be a major concern for the Council and the community. Estimates have been as high as 700-plus extra vehicles per month in the SMRC area over the 2019/2020 summer periods. This does not take into account Over-size/Over-mass vehicles. This is for exploratory works only. Main works are not expected to commence until second quarter 2020. The increase in heavy vehicle movements for this part of the project have not been estimated.

4) Motorcycle Hazard Mapping - Motorcycle riders have a different perception of road geometry and road pavements. What may seem "safe" to a driver of a 1,500 kg car will be seen very differently by a rider on a 450 kg bike. Issues such as loose gravel, painted road markings, road camber and bridge deck condition can all have a major impact on the safety of riders. The hazard mapping exercise is aimed at gathering data from local riders about locations that can cause riders to lose control or near-miss situations.

5) MotorFest - This is an opportunity for a variety of road safety messages to be made visible to the local community and visiting car enthusiasts. Some of the messages can include:

- Saving Lives on Country Roads campaign (including development of media articles)
- Expect the Unexpected (Crashes involving wildlife)
- Morning-after breath testing
- Understanding of Top Ten Misunderstood Road Rules

Last Updated: 31-Jul-2019



Snowy Monaro Regional Council (SMRC)


Action and Task Progress Report- Standard

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

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

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

Action Title: 4.1.1.1 Review and finalise the Regional Economic Development Strategy and prioritise actions for 2019 financial year

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Group Manager Economic Development & Tourism	Completed	01-Jul-2018	30-Sep-2018	100.00%	100.00%	 GREEN

**Action Progress Comments:**

Sept - A draft Regional Economic Development Strategy (REDS) document is on public exhibition until 12 October following a workshop with Councillors on 10 September 2018 also attended by Anna Shaw from the Centre for Economic and Regional Development (CERD). CERD are responsible for considering all comments made on the draft document and will present a final document to Council for consideration at a Council meeting in November.


Dec - The final version of the REDS was endorsed by Council at its meeting on 15th November. Work has begun on developing a Bombala Activation Plan which was an early stage action identified in the REDS. This is the main priority from the REDS for the remainder of the 2019 FY. A report will be prepared for Council on priority actions from the REDS for the remainder of the 2019 FY.

Jun - A report was prepared for Council's meeting on 21 March 2019. Implementation of identified actions in the REDS continues.

Last Updated: 05-Jul-2019

**4.1.2 Procurement policies encourage local businesses to be competitive market suppliers**

Action Title: 4.1.2.1 Attend workshops with local business to educate on doing business with Council

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Matt Payne - Chief Financial Officer	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN


**Action Progress Comments:**

31/3/2019 Attended 2 workshops in for contractors (Bombala and Cooma) in March 2019 covering procurement policies and procedures.

8/4/2019 Attended Bombala Chamber of Commerce meeting on the benefits of using Vendor Panel for economic development and advise on purchasing policy and tendering requirements.

Last Updated: 29-Apr-2019

Action Title: 4.1.2.2 Increase the numbers of local businesses registered for online tendering services

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Matt Payne - Chief Financial Officer	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

10/07/2018 - Team Leader Organisational Procurement gave a presentation to the Regional Development Australia (Southern Inland) sponsored Tender Writing (Responding) Workshop held in Cooma CBD.

24/07/2018 - Council's website page 'Doing Business with Council' updated to include a page describing Council's VendorPanel eProcurement tool which included simplified links to the Self

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Registration and Self Invitation to active Service Panels. <https://www.snowymonaro.nsw.gov.au/1258/VendorPanel>.

17/08/2018 - Draft Tender Management Framework updated to include the necessity to advertise all Tenders in Local Newspapers as well as the Sydney Morning Herald as required under Section 55 of the Local Government Act.

15/12/2018- Maintenance to the 'Plant and Truck Hire - Preferred Contractors Register' panel to simplify the Self Registering process.


17/12/2018 - Release and activation of the 'Trade Services - Repairs, Maintenance and Construction' panel in VendorPanel which is aimed at local providers.

5/2/2019 - As at 1 July 2018 there were no local business registered for online tendering services and as at 5 February 2019 there are 95 registered.

8/4/2019 Attended Bombala Chamber of Commerce meeting on the benefits of using Vendor Panel for economic development and advise on purchasing policy and tendering requirements.  
Last Updated: 29-Jul-2019

**4.1.3 Council is an active community partner in supporting regional business initiatives**

Action Title: 4.1.3.1 Council to investigate opportunities to assist with Dongwha Stage 2

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Group Manager Economic Development & Tourism	Completed	01-Jul-2018	31-Dec-2018	100.00%	100.00%	 GREEN

**Action Progress Comments:**


Sept - This action will be tasked to the new Economic Development Officer once they commence.

Dec - the new Economic Development Officer began in late November and is seeking to meet with Dongwha to understand key issues. A meeting has been arranged with Dongwha for 18 February through the General Manager, which he will also attend.

Jun - Meeting with Dongwha was held and the General Manager followed up on identified actions flowing from this meeting.

Last Updated: 05-Jul-2019

Action Title: 4.1.3.2 Identify industries in the region where there is a skills shortage

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Group Manager Economic Development & Tourism	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

September - This action will be tasked to the new Economic Development Officer once they commence. The Department of Premier and Cabinet (DPC) are also doing work in this space in the context of understanding the impacts of Snowy 2.0 on the region.

December - A meeting was held with the DPC Regional Local Director regarding work DPC are doing in this space. They are engaging a consultant to prepare a report on workforce and skills issues in the region likely to result from Snowy 2.0. Councils Economic Development Officer is also working with local business on this issue. TAFE and local Chambers of Commerce are also engaged in this space.

June - A business survey has been prepared which will be sent to the local business community in July-August. DPC are also undertaking work in this space as part of their response to Snowy 2.0. Survey results to be used as part of ongoing business as usual.


Last Updated: 30-Jul-2019

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

**4.1.4 Strategic projects undertaken that grow the local economy**

Action Title: 4.1.4.1 Undertake strategic projects to grow the local economy, subject to grant funding. Refer to SMRC Strategic Projects Grant Funding. i.e Rail trail, mountain bike and walking trails

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Peter Bascomb - General Manager	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN


**Action Progress Comments:**

Significant grants have been obtained, and further announcements are anticipated. Funded projects are being implemented and staff will continue to seek funding for priority projects. The Regional Economic Development Strategy has been finalized, and the Destination Management Plan is under development. Council has received numerous grants, such as funding for the former TAFE building and Bombala and Cooma swimming pools upgrades. Rail Trail feasibility study being undertaken under 2020 Action 1.3.2.1 - Undertake a feasibility study into the Monaro Rail Trail  
Last Updated: 31-Jul-2019

**4.2 Foster and support adaptive, sustainable industries**

**4.2.1 Council's 'Smart Cities' initiative promotes innovative, adaptable solutions and policies to foster sustainable industries across the region**

Action Title: 4.2.1.1 Lobby State Government for the inclusion of Jindabyne in the Smart Cities Pilot Program

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Group Manager Economic Development & Tourism	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

September - This action will be tasked to the new Economic Development Officer once they commence.  
December - The new Economic Development Officer began in November but has not yet had sufficient time to action this issue. It is anticipated that this issue will arise as the Department of Planning prepares the Jindabyne masterplan and this may be an opportunity to obtain some formal state government recognition of this issue.  
June - A report was provided to Council at its meeting on 7 March indicating that research has revealed there is no pilot program for smart cities being implemented by the State Government.  
Last Updated: 30-Jul-2019

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

**4.3.1 Council has advocated for increased regional outcomes that support the Snowy Monaro local government area**

Action Title: 4.3.1.1 Make representation on behalf of the region at Regional, Federal and State Government forums

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Peter Bascomb - General Manager	In Progress	01-Jul-2018	30-Jun-2019	75.00%	100.00%	 AMBER

**Action Progress Comments:**

Councillors and staff participate in a number of regional forums and promote Snowy Monaro. Informal opportunities also taken from time to time, and in the lead up to the 2019 State and Federal elections there will be continued opportunities to meet with candidates. The Mayor and General Manager have met with candidates for the Federal Election, and staff have work closely with the staff from the offices of local members to support grant applications, both by Council and those submitted by community groups.


Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Last Updated: 22-Jan-2019

**4.3.2 Promotion of the Region's commercial facilities through advocacy and discussion with other levels of government and regional local groups has been heightened**

Action Title: 4.3.2.1 Develop Council Saleyard Management Strategy

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Glen Hines - Group Manager Facilities Management	Deferred	01-Jul-2018	30-Jun-2019	85.00%	100.00%	 AMBER

**Action Progress Comments:**

A Strategic Review of the Cooma Sale Yards has been commissioned with BVSC commencing in October 2018. The output of this review will be the basis of the SMRC Sale Yard Strategy. An internal review of the Bombala Sale Yards is planned to determine the required size of the facility for transit and impound stock only.

Update 19/12/18 -


Strategic Review underway. Awaiting draft report from consultant. Inspection forms in draft and will be rolled out commencing January with start of Sale Yard Assistant.

Update 30/6/219 - Strategic Review of Saleyards complete and presented to Council. Strategy document to be developed during 2019/2020

Last Updated: 19-Jun-2019

**4.3.3 Council (where nominated with a role to play) has delivered in partnership the recommendations from the State Government South East and Tablelands Regional Plan 2036**

Action Title: 4.3.3.1 Lobby for projects as appropriate

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Peter Bascomb - General Manager	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN


**Action Progress Comments:**

Please refer to actions 4.1.41 and 4.3.1.1 for updates.

Last Updated: 22-Jan-2019

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

Action Title: 4.3.4.1 Implement a study to ensure all regional transportation corridors are fit for purpose to support economic growth predictions

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gary Shakespeare - Group Manager Transport Infrastructure (Operations)	Deferred	01-Jul-2018	30-Jun-2019	95.00%	100.00%	 GREEN

**Action Progress Comments:**

Council have released the tender for a Strategic Road Network Analysis which is expected to close on 11 October 2018. A tender review is scheduled for 15 October 2018 with a report to Council expected in November 2018. Once the contractor is engaged, it is expected that a full Strategic Road Network Analysis Report will be available for Council review in February/March 2019. The purpose of the Strategic Network Analysis is to provide Council with sufficient detailed analysis of the current Transportation Network across the Region to enable informed decision making on future maintenance and construction strategies that will ensure transportation corridors are fit-for-purpose.



Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard


The results of the Strategic Network Analysis Tender were presented to Council for approval at the meeting of 6 December 2018. The Australian Road Research Board were appointed as the successful tenderer and a confirmation letter was sent from council on 8 December. An analysis of the network is expected to commence in January 2019 with the results and report to council in late March, early April 2019.

Physical inspection of the road network has been completed by ARRB and the data is now being analysed. A full report on the outcomes is expected in May 2019 and it is expected that a report to Council will be available in June/July 2019.

DRAFT study papers on both the Sealed and Unsealed Road Network have now been received from ARRB and the data is being reviewed. Unfortunately, due to equipment breakdown, some of the road data has not been analysed by ARRB and a comprehensive analysis of the full network is not yet available. ARRB have apologized and assured Council that all remaining road assets will be captured, analysed and provided via a report to Council once their equipment has been repaired/replaced. This is expected sometime in September/October 2019. An interim report on the ARRB review is being compiled for Council consideration. The ARRB Study will be completed after winter 2019, see 2020 Action 9.1.1.2 - Following Council workshop and approval of the Strategic Network Analysis Report findings, undertake community consultation to determine the frequency of road maintenance.

Last Updated: 31-Jul-2019

Action Title: 4.3.4.2 Undertake feasibility study for the villages of Michelago, Numeralla and the Four Mile with regard to water supply

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gnai Ahamat - Group Manager Water & Wastewater Services	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

SSW Application for funds have been forwarded.

A quote has been received for commencing the feasibility for Four Mile in Cooma along with hydraulic analysis of the Cooma reticulation.

December 2018 - Tender has been awarded and work commenced for the Four Mile area in Cooma.

March - 2019 - Water Supply strategy for the Four Mile Area is being completed and the draft report will be submitted by consultant in May 2019. A detailed application for the grant funding under SSWP (Safe and Secure Water Program) for Michelago Water and Sewerage Infrastructure scoping study has been submitted to the department.

June 2019 - Awaiting draft report for four mile in Cooma and the outcome of the SSWP application. Tender for the feasibility studies for the villages will be released in August which is currently being drawn up.

Four Mile and Numeralla to continue under business as usual. Michelago is to be carried forward under 2020 Action 4.3.4.1 - Water and sewer services to be aligned with any strategic study to be undertaken for Michelago in conjunction with the regional IWCM (Integrated Water Cycle Management).


Last Updated: 30-Jul-2019

## 5 Economy: Our community has access to a range of diverse lifelong learning opportunities

### 5.1 Advocate for and promote education and lifelong learning opportunities

#### 5.1.1 The Region's Library Network promotes community connectedness and facilitates the provision of information an services for the community

Action Title: 5.1.1.1 Implement the Library Strategy actions relevant to the 2019 financial year.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Bianca Padbury - Group Manager Community Support Services and Aged Care	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

**Action Progress Comments:**

The 2019 - 2022 Library Strategy is in draft form. Many actions and strategies have commenced planning for implementation. The first phase of the Bombala Library refurbishment grant has commenced with a new circulation desk and 1 new public access computer. A number of shelving units have been purchased in addition to a new microfilm reader and printer.

We have had another 4 digital seniors sessions at Cooma and 1 session in Bombala that has been of great success. There is a large schedule for seniors week that is also going to Bombala.


Council have purchased 2 x new Ipad for use in the Mobile Library. A new parking sign has been ordered for the mobile Library to highlight parking areas in Nimmitabel.

Council have organised workshops bringing in experts from the Community to discuss topics of interest. There are also two exhibitions booked for the coming months Art of Ageing Digital Exhibition and the Blue Exhibition from the National Art Gallery.

The DRAFT Library Strategy is going to Council in July 2019 for endorsement.

Last Updated: 11-Jul-2019

Action Title: 5.1.1.2 Secure funding to improve security at public library facilities.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Bianca Padbury - Group Manager Community Support Services and Aged Care	Completed	01-Jul-2018	30-Nov-2018	100.00%	100.00%	 GREEN

**Action Progress Comments:**


Council have applied for grant funding via CCTV Futures and Safer Community Fund Round 3. Applications closed 25 September 2018. The application was for 20 cameras - 14 for Cooma Library inside and outside and 6 for Bombala Library inside and outside.

April 2019 - this funding was unsuccessful.

Last Updated: 30-Apr-2019

**5.1.2 Council works in partnership with the Region's businesses and tertiary education partners to explore the occupation skills and tertiary options needed for the future for the region**

Action Title: 5.1.2.1 Develop a relationship and explore options through Country Universities Centre and other tertiary providers to provide training for Council cadets and trainees

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Luke O'Sullivan - Group Manager People & Culture	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

Relationships with training providers such as Canberra Institute Technology (CIT) and TAFE NSW maintained during the reporting period.

Meetings with Country Universities Centre to discuss training and development options scheduled in February 2019 failed to progress development of opportunities..

Last Updated: 29-Jul-2019


**5.2 Promote and provide access and spaces both physical, digital and mobile where people can learn and connect**

**5.2.1 Community infrastructure options are explored that facilitate the expansion, improvement and accessibility of life learning spaces across the region**

Action Title: 5.2.1.1 Explore options for joint use facilities with the Department of Education and Training

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Group Manager Economic Development & Tourism	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN
<b>Action Progress Comments:</b> September - Council has prepared and submitted a business case to the Regional Cultural Fund for a joint use Library and Community Hub at Jindabyne Central School and is awaiting the outcome. Council was unsuccessful with its application to the Regional Sports Infrastructure Fund for a Regional Sports Facility at Monaro High, but continues to be a part of the Project Reference Group (PRG) as a joint use agreement may still be a possibility in relation to another facility proposed at the school. The PRG are still keen for the Regional Indoor Sports Centre to occur on the school site at a later stage. December - Council have continued to be involved in the PRG for the Monaro High project and an update on current plans for this project was provided for Councillors at the briefing workshop on 20 December. It is intended to review and possibly rescope the proposed Indoor Sports Facility which was unsuccessful in its grant application. There will likely be opportunity in the new year to further engage with the Department on shared use or joint use arrangements at both Monaro High and Jindabyne Central School. June - Continued liaison with schools infrastructure is occurring in relation to the Jindabyne Library Project and the grant funding awarded to Council requires a joint use project agreement be made. Due to the Monaro High project moving to tender stage at this point there are no opportunities for joint use agreement available in relation to this specific school upgrade. Last Updated: 30-Jul-2019						

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

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


**6.1.1 Promote tourism and enhance the Snowy Monaro Region as a year round destination of choice through a collaborative approach between all stakeholders and interest groups**

Action Title: 6.1.1.1 Incorporate recommendations from the LEK Report on Jindabyne into the Tourism Strategy

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Group Manager Economic Development & Tourism	Completed	01-Jul-2018	30-Apr-2019	100.00%	100.00%	 GREEN
<b>Action Progress Comments:</b> September - The Destination Management Plan (DMP) is currently being prepared by TRC Consulting who have been made aware of the LEK Report. Many of the recommendations of the LEK Report have already been included in grant funded projects which have already been announced or are under active consideration by funding bodies. December - A draft DMP was received just prior to Christmas and will be reviewed in consideration of the LEK Report recommendations. June - A draft final DMP has been prepared and the LEK report was considered in preparation of the draft DMP. Last Updated: 30-Jul-2019						

**6.1.2 Safe and well maintained facilities i.e. parks and reserves; multi-function buildings and community halls and the showground contribute to the region**

Action Title: 6.1.2.1 Scope required improvements and apply for grant funding for the Cooma Multifunction Centre

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Glen Hines - Group Manager Facilities Management	Completed	01-Jul-2018	30-Apr-2019	100.00%	100.00%	 GREEN
<b>Action Progress Comments:</b> The Deputy Premier announced funding of \$500K for the Multi-Function Center (MFC). Staff awaiting funding agreement. Initial user group meetings have been held to determine wish list for upgrades with a variety of suggestions received. Highest on the list is replacement of the existing commercial kitchen equipment and upgrade of electrical infrastructure. \$300K for the MFC						

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

and Showground was requested thorough the SCCF with the outcome not yet known.


Update 19/12/18 -

Funding deed signed December 2018. EOI to be put out for Project Management (scope, tender, delivery) early 2019. Project to be completed by June 2020. Meeting with users held to discuss this process.

Last Updated: 17-Jun-2019

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

Action Title: 6.1.3.1 Continued promotion through Visitor's Centres

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Group Manager Economic Development & Tourism	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

Sept - The Visitors Centres continue to promote the region on an ongoing basis through various platforms including face to face, online, social media, hosting bus tours, promoting and organising events, email notifications and the Snowy Guide App.


Dec - The VCs helped to promote the recent L'Etape bike race and provide information and direction to visitors to the area associated with that event. The regular 'Whats On' email provides updates to a growing list of people regarding events in the region throughout the year.

Last Updated: 04-Jan-2019

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

**6.2.1 Improvements to towns and villages physical environments for parks are incorporated in consultation with community and developed within the unique character of each town**

Action Title: 6.2.1.1 Develop a Parking Strategy for Jindabyne

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Group Manager Economic Development & Tourism	Deferred	01-Jul-2018	30-Dec-2018	10.00%	100.00%	 RED

**Action Progress Comments:**

September - Not yet commenced, however funding for additional car parking spaces at the Kalkite Street car park have been applied for as part of the grant for the joint use facility at Jindabyne Central School.

December - An analysis of traffic and parking issues in Jindabyne will be a part of the Jindabyne Masterplan process. Liaison with the Department of Planning in coming months will determine if there is value in Council continuing with this action separately at a future date. Until the Masterplan process is complete there is no value in pursuing this task for the time being. Awaiting results of the Jindabyne Masterplan to determine future requirements.

Last Updated: 30-Jul-2019

**6.2.2 Council's town infrastructure is sympathetic to the heritage and character of each town**

Action Title: 6.2.2.1 Implement the adopted recommendations from the Bombala and Delegate Main Street Heritage Study

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
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Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Mark Adams - Group Manager Economic Development & Tourism	Completed	01-Jul-2018	30-Sep-2018	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b></p> <p>September - The draft studies have been completed and some recommendations are being incorporated into proposed street upgrading works being undertaken as part of the major projects list. Further opportunities will be sought to work with individual business owners and the Chamber of Commerce to implement further recommendations of the studies.</p> <p>December - The Bombala Chamber have been successful in obtaining state government funds and intend to use this in part to enhance the heritage character of the main street on private buildings. Staff will continue to liaise with the Bombala Chamber on this issue.</p> <p>June - Council's proposed street upgrade works and the Bombala Chambers revitalisation project have both considered the heritage main street study and will be implemented once works are complete.</p> <p>Last Updated: 30-Jul-2019</p>						

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

Action Title: 6.2.3.1 Implement actions from the Heritage Strategy for 2019 financial year						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Group Manager Development & Building Certification	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b></p> <p>Actions currently undertaken include grants for Local Heritage Advisors and Places Near Me underway and heritage assessment of DA's on-going. New Heritage Grant program released by State Government with applications to lodged for both Local Heritage Advisors and Places Near Me equivalent programs for the 2019-2021 periods. Awaiting advice on success of applications. Grants successful and to be implemented for 2019/20 &amp; 2020/2021 financial years. New Strategy to be developed.</p> <p>Last Updated: 11-Jul-2019</p>						


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

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

Action Title: 6.3.1.1 Prepare a Visitor Economy Strategy for the region						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Group Manager Economic Development & Tourism	In Progress	01-Jul-2018	30-Apr-2019	90.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b></p> <p>September - Preparation of the Destination Management Plan (DMP) is currently underway and the Visitor Economy Strategy will be incorporated as part of this Plan.</p> <p>December - Council has now received a draft DMP which is currently under review and will be reported to Council prior to being placed on public exhibition, with a view to final completion in April.</p> <p>June - A draft final DMP has been prepared following public consultation and will be reported to Council for consideration and adoption once agency responses to proposed actions are received. Will be put to Council in September for consideration and adoption.</p> <p>Last Updated: 30-Jul-2019</p>						
Action Title: 6.3.1.2 Improve signage for the Bombala Visitor Information Centre						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %


Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Mark Adams - Group Manager Economic Development & Tourism	Deferred	01-Jul-2018	31-Dec-2018	60.00%	0.00%	 GREEN
<p><b>Action Progress Comments:</b> September - New corflute signage has been installed at the Bombala Visitors Centre (VC). Further signs which meet Tourist Attraction Signposting Assessment Committee (TASAC) requirements for visitor information signs, are yet to be installed along the roadway. These will provide more notice for drivers of the presence of the visitors centre. December - Still seeking to have signs installed on the roadway to improve visibility of the VC to passing traffic. June - Investigations with RMS to improve roadside signage for the Bombala VC were not successful. A new option to install more noticeable signage at the VC itself is now being investigated and are intended to be implemented, if feasible, in the next financial year. Deferred to business as usual. Last Updated: 30-Jul-2019</p>						

6.3.2 The Region's caravan parks, are maintained, upgraded and promoted to attract visitors

Action Title: 6.3.2.1 Undertake a condition assessment of Council assets to determine lifecycle and ongoing maintenance requirements for Caravan and Holiday Parks

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Glen Hines - Group Manager Facilities Management	Deferred	01-Jul-2018	30-Jun-2019	75.00%	75.00%	 GREEN
<p><b>Action Progress Comments:</b> Update 19/12/18 - A condition assessment template has been developed and circulated with Assets team for comment. Once finalised it will be implemented across the caravan parks  Update - 19/6/19 - Staff commissioned condition assessments on electrical system for both Bombala and Nimmitabel and drainage on Bombala Caravan Parks. Assessment identified significant upgrade requirements which staff are scoping. Requested \$100K into Facilities 2019/2020 budget to undertake condition assessments on key assets wit data to be included in new CIS Asset register. Last Updated: 11-Jul-2019</p>						

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

Action Title: 6.3.3.1 Council continues to support and work with state and regional tourism agencies and organisations to market the region externally

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Group Manager Economic Development & Tourism	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b> September - Council continues to work with Tourism Snowy Mountains (TSM) and has received a draft memorandum of understanding (MOU) from TSM which will be reported to a Council meeting for endorsement. Collaboration on tourism matters is also recommencing with the Canberra Regional Joint Organisation (CRJO) following the break whilst the organisation adjusted to the legislative changes. Visit Canberra and Destination Southern NSW are also being consulted with regards to the Destination Management Plan (DMP). December - The MOU with TSM has been endorsed by Council. Considerable and valuable external marketing for the region was carried out for the L'Etape cycling event in the months leading up to the event in December. Liaison with other agencies has taken place as part of the development of the draft DMP. Last Updated: 30-Jul-2019</p>						





7 Environment: Our natural environment is protected and sustainable

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

7.1 Protect, value and enhance the existing natural environment

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


Action Title: 7.1.1.1 Develop an Enforcement Policy and have it adopted						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Group Manager Development & Building Certification	Completed	01-Jul-2018	31-Oct-2018	100.00%	100.00%	 GREEN
<b>Action Progress Comments:</b> Final draft of Enforcement Policy developed. Presentation to EMT and consultation with staff completed. Workshop to be held with Councillors and report to be put to Council for adoption in May 2019. Policy adopted and completed. Last Updated: 11-Jul-2019						
Action Title: 7.1.1.2 Develop and implement a procedure to record compliance data within Development and Building Certification						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Group Manager Development & Building Certification	Completed	01-Jul-2018	28-Feb-2019	100.00%	100.00%	 GREEN
<b>Action Progress Comments:</b> Collect of data and development of new procedures underway in anticipation of new IT platform. Adoption of new Compliance and Enforcement Policy to assist in this regard without the need to duplicate procedure. A new review will be required upon introduction of new IT platform. Last Updated: 29-Apr-2019						
Action Title: 7.1.1.3 Develop a new Fire Safety Program						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Group Manager Development & Building Certification	Deferred	01-Jul-2018	30-Jun-2019	25.00%	100.00%	 RED
<b>Action Progress Comments:</b> Initial discussions underway in consultation with other Local Government Authorities being held to ascertain best practice model for adoption by Council. New Fire Safety Program development to be transferred to 2019/2020 reporting period. Last Updated: 26-Apr-2019						
Action Title: 7.1.1.4 Implement year 1 of the Swim Safety Program across the entire Snowy Monaro region and report on compliance						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Group Manager Development & Building Certification	Deferred	01-Jul-2018	30-Jun-2019	80.00%	100.00%	 AMBER
<b>Action Progress Comments:</b> Review being undertaken of Swim Pool Safety Programs from other Local Government Authorities with aim of formalising a new Swim Safety Program. Mandatory swimming pool inspections undertaken as legislated and joint education campaign underway with Royal Life Saving NSW. See Action 7.1.3.4. Action to be transferred into BAU business program for completion in the 2019/2020 reporting period.						

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Last Updated: 11-Jul-2019

Action Title: 7.1.1.5 Develop a compliance procedure for the Biosecurity Weeds Team to support the Enforcement Policy


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gina McConkey - Group Manager Environmental Management	Completed	01-Jul-2018	31-Oct-2018	100.00%	100.00%	 GREEN

Action Progress Comments:

Compliance procedure developed, circulated to staff and implemented.

Last Updated: 31-Jan-2019

Action Title: 7.1.1.6 Implement procedures to record all illegal dumping through NSW Environmental Protection Authority Report Illegal Dumping (RID) online portal to measure volume cost to council and identify hotspot trends, and report on annually


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gina McConkey - Group Manager Environmental Management	Completed	01-Jul-2018	30-Sep-2018	100.00%	100.00%	 GREEN

Action Progress Comments:

Procedures have been developed and Council's Environment Officer undertakes the investigations and records all incidences using Report Illegal Dumping (RID) online.

Last Updated: 31-Jan-2019

Action Title: 7.1.1.7 Implement Plant Hygiene Policy

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gina McConkey - Group Manager Environmental Management	Completed	01-Jul-2018	31-Oct-2018	100.00%	100.00%	 GREEN

Action Progress Comments:


The Plant Hygiene Policy was adopted by Council at the 6 September 2018 meeting. Completion of internal procedures and acceptance across business units is still to be completed in consultation with affected Group Managers and Managers. The completion of plant hygiene and material hygiene procedures is deferred over to the 2020 Operational Plan to ensure extensive consultation with internal affected stakeholders can take place.

Implementation to be undertaken under 2020 Action 7.1.1.1 - Implement Plant Hygiene Policy.

Last Updated: 30-Jul-2019

**7.1.2 The significance and protection of the region's natural assets along with the efficient and equitable planning of public services, infrastructure and amenities is provided for in Council's LEP's**

Action Title: 7.1.2.1 Develop, adopt, implement and communicate Waste Management Strategy

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Patrick Cannon - Group Manager Resource and Waste Management	Deferred	01-Jul-2018	28-Feb-2019	45.00%	100.00%	 RED

Action Progress Comments:

This project is behind schedule do to insufficient resources available within the waste department. It is anticipated this project will gain traction in the December quarter and will overrun the original completion date of February 2019.

31-Jul-19

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Page 51 of 71



Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard


5/12/18 A Draft Scope of works/request for quotation is currently being compiled. The request for quotation will be issued early in 2019 with the anticipated completion date for the draft strategy yet to be determined.

14/12/18. A report is being presented to the next waste committee meeting in January outlining the proposed plan for development of the waste Strategy. There is a potential that this may take until June/July to be completed, based on the expected responses from consultants on the development timelines. Waste Committee endorsement is being sought on the proposed action plan.

10/4/19 This action has been deferred to the 2019/20 financial year, under 2020 Action 7.1.2.1 Develop, adopt, implement and communicate Waste Management Strategy.

Last Updated: 29-Jul-2019

Action Title: 7.1.2.2 Completion of a new Bushfire Prone Land Map

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Group Manager Economic Development & Tourism	Deferred	01-Jul-2018	31-Dec-2018	90.00%	100.00%	 GREEN

Action Progress Comments:


September - Council is awaiting provision of a draft map from the Rural Fire Service (RFS) which has not yet been forthcoming.

December - A draft Snowy Monaro Bushfire Prone Land Map has been received from the Rural Fire Service as is currently under review by planning staff.

June - Comments were provided back to the RFS by Council staff recommending some changes to the draft bushfire prone land map but no response to the suggested amendments have been received from the RFS. Deferred to business as usual, awaiting outcome of RFS.

Last Updated: 30-Jul-2019

Action Title: 7.1.2.3 Develop a project plan for the production of the Snowy Monaro Local Environmental Plan (LEP) text and maps

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Group Manager Economic Development & Tourism	Deferred	01-Jul-2018	30-Apr-2019	80.00%	100.00%	 AMBER

Action Progress Comments:


September - This action will be completed next year once the draft land use strategies are underway.

December - A draft project plan has been prepared and will be reported to Council later in this financial year once the draft land use strategy preparations are underway.

June - A draft project plan has been prepared but with influential factors such as Go Jindabyne, Snowy 2 impacts, Local Strategic Planning Statements and preparation of land use strategies staff are not yet at a point to have sufficient confidence that a project plan for the LEP has sufficient clarity for its scope. As such this has not yet been reported to Council. Deferred to 2021 pending finalisation of Planning Land Use Strategy.

Last Updated: 30-Jul-2019

Action Title: 7.1.2.4 Report final Koala Management Plan to Council

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Group Manager Economic Development & Tourism	Deferred	01-Jul-2018	31-Dec-2018	50.00%	100.00%	 RED

Action Progress Comments:

September - A Draft Koala Plan of Management (KPoM) was prepared by the former Cooma-Monaro Shire Council and publicly exhibited. This document is undergoing refinement before

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

being reported to a Council meeting. Impending changes to State Environmental Planning Policy 44 which would assist with the finalisation of the KPoM have not yet been implemented by the Department of Planning.


December - Council strategic planning staff met with staff from Office of Environment and Heritage (OEH) in December who have prepared a detailed GIS mapping tool regarding koala habitat around the state. SMRC has been selected to be involved in the pilot for this project. It is understood that amendments to SEPP 44, required to progress Council's KPoM to final approval by the Department of Planning, will be implemented once the Koala Habitat Mapping Tool is finalised, likely to be around the middle of 2019. In the meantime the Senior Strategic Planner will work at finalising the KPoM within Council so it can progress once the SEPP changes are made.

Jun - deferred to business as usual awaiting outcomes of State Planning Policy.

Last Updated: 30-Jul-2019

**7.1.3 Council delivers a range of initiatives to the Snowy Monaro community to enhance their awareness and engagement of sustaining our pristine natural environment**

Action Title: 7.1.3.1 Rehabilitate Dalgety Landfill, pending grant approval

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Patrick Cannon - Group Manager Resource and Waste Management	Deferred	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN


**Action Progress Comments:**

The Dalgety funding request has been denied by the Environment Trust. This project will be on hold until such time that Council allocates sufficient funds to complete the project.

8/10/18 Feedback provided by the Environmental Trust indicated that this project would not be eligible as the landfill stopped accepting waste in 2013.

Last Updated: 08-Oct-2018

Action Title: 7.1.3.2 Upgrade leachate control systems at Bombala Landfill

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Patrick Cannon - Group Manager Resource and Waste Management	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

8/10/18 A quotation specification has been developed for the proposed detail design. This is due to be issued in October with the design works to be completed by the end of December.

5/12/18 A consultant has been engaged to provide detailed design drawings for the proposed infrastructure changes required to improve the leachate and storm water management at the Bombala Landfill. The detailed design is expected to be completed by the end of December 2018.

30/3/19 Consultants are currently assessing design parameters to obtain the most cost effective solution for Council. There are a number of constraints with the site which have the potential to increase the construction costs of the leachate control system. It is anticipated that a final design profile will be agreed to in April which will allow the detailed design of the leachate control system to commence.

11/4/19 An assessment has been undertaken on the proposed fill plan provided by the consultants. SMRC department managers have agreed to the proposed fill plan which allows for continued operations at Bombala whilst reducing the overall footprint of the active landfill cell. Consultants will finalise the design specifications and drawings.


7/6/19 The final leachate control system design documents will be finalised in June 2019. Once completed work will commence on site with a change to the fill plan. SMRC will also shortly undertake the procurement process to engage a contractor to undertake the required works.

Last Updated: 07-Jun-2019

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Action Title: 7.1.3.3 Provision of a Fire Safety Education Program


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Group Manager Development & Building Certification	Deferred	01-Jul-2018	30-Apr-2019	25.00%	100.00%	 RED

**Action Progress Comments:**

Upon completion of Fire Safety Program, education program to be developed. See Action 7.1.1.3. New Fire Safety Education Program development to be transferred to 2019/2020 reporting period.

Last Updated: 26-Apr-2019

Action Title: 7.1.3.4 Provision of a Swim Safety Education Program


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Group Manager Development & Building Certification	Completed	01-Jul-2018	31-Oct-2018	100.00%	100.00%	 GREEN

**Action Progress Comments:**

Council has entered into a joint education campaign with Royal Life Saving NSW to promote active supervision of young children around pools and spas and ensuring pool gate and fence compliance. Media campaign undertaken in February and new program to be developed upon adoption of new Swimming Pool Inspection Program.

Last Updated: 29-Apr-2019

Action Title: 7.1.3.5 Perform cost benefit analysis of Drone (unmanned aerial vehicle technology) for invasive weed identification and mapping


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gina McConkey - Group Manager Environmental Management	Completed	01-Jul-2018	31-Dec-2018	100.00%	100.00%	 GREEN

**Action Progress Comments:**

Cost benefit analysis has been completed and successful grant funding received at Council for the purchase of two drones. An application for a CASA licence has been made and a staff member undertaken pilot training. Drones have been purchased and are currently in use for surveillance activities associated with the NSW Orange Hawkweed eradication program.

Last Updated: 04-Jan-2019

Action Title: 7.1.3.6 Weed related strategies and policy direction communicated to key community representatives quarterly

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gina McConkey - Group Manager Environmental Management	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**


Snowy Monaro Regional Council's Weeds Advisory Committee has been formed and meets on a quarterly basis. The minutes of the meeting are reported to Council after each meeting. Councils Biosecurity Extension Officer has been appointed and community information sessions " Rural Living" have been developed and rolled out for the benefit of rural community groups scheduled on a regular basis. The Biosecurity Extension Officer has developed a High School engagement program with the Agricultural Studies students and attends all rural shows.

Last Updated: 31-Jan-2019

Action Title: 7.1.3.7 Develop sustainability strategy in consultation with Green Team that meets targets of 'Sustainable Business Development' policy and State of Environment priorities

Snowy Monaro Regional Council (SMRC)


Action and Task Progress Report- Standard

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Iliada Bolton - Executive Manager Innovation & Business Development	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b></p> <p>2019 06 20 - ELT is supporting the Statewide Mutual Board Offering for 2020 of the Climate Change Risk Assessment. Investigation into "Cities Power Partnership"; Power Purchase Agreements and an Energy Review is currently underway. Broadening Council's management approach of sustainability across social, and economic responsibilities is deferred until the organisational re-design is completed and dependent on whether this activity will be resourced. (EMIBD)</p> <p>Will be reviewed in 2021 based on outcome of organisational review and resourcing requirements.</p> <p>2019 05 27 - Presentation from OEH to ELT who has suggested that funding through "Sustainability Advantage" offered by their agency may be able to provide service to develop action plan aligned with a Climate Change Risk Assessment (yet to be completed by SMRC). Also investigating programs offered by Statewide Mutual for Climate Change Risk Assessment. (EMIBD)</p> <p>2019 03 26 - Representatives from Green Team attended the Local Government Energy and Innovation Conference 2019 in Wagga Wagga. A briefing on the outcomes and initiatives was provided to EMIBD by attendees, with a number of opportunities that can be further investigated when developing an organisational sustainability strategy. (EMIBD)</p> <p>2019 03 12 - Green Team meeting held on 5 March 2019. Discussion regarding additional data analysis options offered by Planet Footprint. The Committee agreed that the timing is not right and the proposal should be reviewed at a later date. Sustainability Officer position on hold during restructure proposal. Sustainability Strategy Project carried forward into the 2020 Operational Plan (and dependent on resource) (EMIBD)</p> <p>2019 02 15 - Next Green Team Meeting to be held in March 2019. (EMIBD)</p> <p>2018 12 07 - Sustainability Officer recruitment on hold due to IBD team restructure proposal. Next Green Team meeting has not been confirmed due to vacant position and other organisational commitments of members. (EMIBD)</p> <p>2018 10 09 - Sustainability Officer position vacant. Priority 1 position for recruitment for IBD business unit. Research into development of a sustainability strategy has commenced. (EMIBD)</p> <p>Last Updated: 31-Jul-2019</p>						

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

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

Action Title: 7.2.1.1 Complete annual review and update of Pollution Incident Reporting Management Plans for all Sewerage Treatment Plants

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gnai Ahamat - Group Manager Water & Wastewater Services	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b></p> <p>Desktop review of the Pollution Incident Reporting Management Plans (PIRMPS) with all staff of all 6 Sewerage Treatment Plant (STP) and drainage systems were completed. Minor changes identified in the desktop review need to be finalised.</p> <p>Also as per the STP licences the outstanding Performance reports for all systems were completed in August 2018 as required by the EPA.</p> <p>December 2018 - Documentation review in progress.</p> <p>March 2019 The PRIMPS are being updated.</p> <p>June 2019 - Licence anniversaries are due after July 2019 when they will be reviewed and finalised.</p> <p>Last Updated: 30-Jul-2019</p>						


Action Title: 7.2.1.2 Expand Liquid Trade Waste Program to regions where not currently implemented i.e. Cooma and Bombala

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
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Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Gnai Ahamat - Group Manager Water & Wastewater Services	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b>                      Lack of staff and the current Liquid Trade Waste (LTW) officer being engaged on legal matters relating to nuisance dogs have not enabled the program to get underway. A report will be presented to Council on the program of implementation commencing with an education campaign in 2018/2019.                      Only one staff is currently available for this very big task and this needs to be addressed urgently.                      Report to Council for the approval of the draft policy for exhibition was submitted on Dec 6 2018 and the LTW implementation program for Cooma and Bombala areas was approved by Council.                      April 2019 - The LTW policy has been adopted by Council and the recruitment is currently underway for the Assistant LTW officer.                      June 2019 - The LTW media release was approved by Council on 20 June 2019. The information packages for the inspection and education of nonresidential properties in Bombala, Cooma, Delegate and Nimmitabel have been completed with inspections to commence in mid July. 2020 Action 7.2.1.2 - Undertake an audit of Liquid Trade Waste (LTW) requirements of commercial premises for the Cooma and Bombala areas.                      Last Updated: 30-Jul-2019</p>						

Action Title: 7.2.1.3 Prepare Water and Sewer Strategic Business Plan

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gnai Ahamat - Group Manager Water & Wastewater Services	Deferred	01-Jul-2018	30-Jun-2019	10.00%	100.00%	 RED
<p><b>Action Progress Comments:</b>                      Department of Industry (DOI) Water is reviewing the Best Practice requirements for the Strategic Business Plan (SBP) and the Integrated Water Cycle Management (IWCM). When it is clearer on the policy direction by DOI Water, a report will be presented to Council on any changes.                      December 2018 - IWCM Evaluation is to be undertaken. Hence SBP will be deferred until the IWCM for the region is finalised.                      April 2019 - IWCM tender will be advertised for the appointment of consultant to prepare IWCM study.                      Deferred for four years until completion of IWCM.                      Last Updated: 30-Jul-2019</p>						


Action Title: 7.2.1.4 Develop customer information fact sheets on the expected water delivery services

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gnai Ahamat - Group Manager Water & Wastewater Services	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b>                      Workshop held with all Water &amp; Sewer Engineers and Supervisors to harmonise procedures commencing with ones which relate to customers.                      The connection process was different in different areas and is being harmonised. A brochure is being finalised which will be followed by fact sheets.                      June 2019 - Information pamphlet on water and sewer billing has been mailed out and public meetings will be held in Cooma and Jindabyne on 24 July 2019.                      Fact sheets have been developed and will be reviewed prior to publishing on Councils website by December 2019, Elements 8 &amp;12 of Drinking Water Management Plan.                      Last Updated: 30-Jul-2019</p>						

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Action Title: 7.2.1.5 Implement the region wide Water and Sewer Services Development Servicing Plan (Section 64 Contributions)

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gnai Ahamat - Group Manager Water & Wastewater Services	Completed	01-Jul-2018	31-Dec-2018	100.00%	100.00%	 GREEN

**Action Progress Comments:**

Consultant engaged through a competitive tender process. Public works have been successful and work is in progress

Dec 2018 - Data for the study is being collected and being forwarded to the consultant.


April 2019 - Councillor workshop was organised and comments have been received from the workshop. The Developer Charges are being processed as per the guidelines before presenting to Council.

June 2019 - Post Councillor workshop cross subsidy calculations is currently underway. When this has been finalised, A council report will be submitted to review the cross subsidy and the developer charges. Ongoing for adoption of Independent Audit and Plan under 2020 Action 7.2.1.1 - Independent Audit by regulatory body and councillor adoption of Water and Sewer Development Services Development Servicing Plan (Section 64 Contributions).

Last Updated: 30-Jul-2019

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

Action Title: 7.2.2.1 Implement the Water and Sewage Capital Works Program for the 2019 financial year, in accordance with the annual financial plan

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gnai Ahamat - Group Manager Water & Wastewater Services	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

Water Mains replacement in all areas are under way. Sewer mains tender will be advertised shortly.

REFs are being undertaken for the replacement of the Timor Street Bombala SPS. Adaminaby and Bombala STP final design is nearing completion with tender to be advertised shortly for the construction of the Bombala STP. Letter requesting funding for the construction of the Adaminaby STP has been forwarded to the Deputy Premier .

Fluoridation Plants for Bombala, Jindabyne and East Jindabyne WTP has been reviewed by DOI water and will be out to tender shortly.

Dec 2018 - Re advertised the Fluoridation tender and council approval for extra funds for the Bombala STP obtained (Report to 6 Dec Council) to proceed to tender.

Water mains replacement in progress in Bombala, Jindabyne and Cooma.

April 2019 - Water Mains Replacement –Water mains replacement in Sharp St Cooma will be completed before Easter break.

Bombala and Delegate WTP intake pump station –The requested information has been sent to the consultant and the initial visit has been planned for week starting 15 April 2019.

Sewer Mains Replacement - Documentation stage. Draft document has been received from PWA is under review and 3 year sewer mains replacement program is prepared for the tender.

Snowy 1 Reservoir –The final report has been received and the tender will be advertised in the month of May 2019.

Bombala and Adaminaby STP – The tender was closed on 26 March 2019 and the evaluation is being completed for Bombala STP.

Fluoridation for Bombala, Jindabyne and East Jindabyne – Tender evaluation is being completed. A Council report is being prepared for the tender approval.

Timor St Sewage Pump Station, Bombala – The evaluation is completed and the report was submitted to Council for approval to award the tender. The tender is being awarded.

June 2019

1. Fluoridation contract was approved by Council on 20 June 2019 and a "start-up" meeting has been set up for the works to commence

2. Contract for the Water Mains Realignment in Jindabyne and Cooma has been awarded and work to commence after the winter season in October

3. Bombala STP - Re tender was approved by Council on 20 June and will be advertised by end July

4. Bombala Timor Street Sewer Pump Station - Options study is underway with a workshop held with the Consultant and Council staff. The draft report will be presented to Council prior to public consultation


Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

5 Snowy Reservoir and Sewer mains replacement tender documentation currently with Public works  
6 Adaminaby STP Augmentation - SSW funding application was resubmitted and Council is awaiting the outcome of this application. A meeting has been organised with the EPA, DOI water and the designer to review the concept design and proceed with the final design for the upgrade

Last Updated: 30-Jul-2019

Action Title: 7.2.2.2 Improve water quality at Bombala and Delegate, subject to funding

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gnai Ahamat - Group Manager Water & Wastewater Services	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

Fluoridation Plants for Bombala, Jindabyne and East Jindabyne Water Treatment Plant (WTP) has been reviewed by Department of Industry Water (DOI) and will be out to tender shortly. The tender for the feasibility and options study and concept design for the Bombala WTP has been advertised and closes on 11 October 2018. A business case is required for the funding for the project with the application closing on 12 October 2018.

December 2018 - Tenders received and evaluated by Council. Tender evaluation by DOI Water is currently underway prior to award of tender for the Options study.

Final application for the augmentation of the plant was submitted to the Department of Premier and Cabinet (DPC) and no response received to date.

Raw water quality data project has commenced and will be available for designers of the plant.

December 2018 - Tender for the Options study has been awarded. The consultant has visited the plants and the requested information is being submitted to Consultant.

Final application for the augmentation of the plant was submitted to the DPC and a grant funding letter has been received.


Raw water quality data project has commenced and will be available for designers of the plant.

June 2019 - Bombala and Delegate Water Treatment Plants - Council approved the groundwater investigation to proceed prior to the finalisation of the options study.

Last Updated: 30-Jul-2019

**7.2.3 Innovative solutions and infrastructure supporting waste and recycling operations to reduce landfill have been investigated**

Action Title: 7.2.3.1 Implement kerbside collection services Bredbo, Michelago and Nimmitabel, pending Council approval

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Patrick Cannon - Group Manager Resource and Waste Management	Completed	01-Jul-2018	30-Sep-2018	100.00%	100.00%	 GREEN


**Action Progress Comments:**

8/10/18 All Kerbside Bins have been delivered to the Villages. Waste education sessions along with community consultation sessions have occurred between July and September.

First kerbside collections occurred on 5 October 2018

Last Updated: 14-Dec-2018

Action Title: 7.2.3.2 Trial alternative landfill covers for the benefit of cost reduction

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Patrick Cannon - Group Manager Resource and Waste Management	Completed	01-Jul-2018	28-Feb-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

31-Jul-19

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

8/10/18 Contact has been made with a number of suppliers of alternative landfill cover systems. The suppliers do not provide trial units of their equipment. A cost benefit analysis is now being undertaken to identify if such equipment would prove to be financially viable at Bombala. Each of the units are quite expensive.

5/12/18 Quotes have been obtained from 2 suppliers of alternative landfill cover equipment. A cost benefit analysis is now being undertaken to identify if any such alternatives would be beneficial at one or more of SMRC's landfills. It is not expected that such a unit would be financially viable at Bombala. A report is anticipated to be presented to the 31 January 2019 Waste Committee Meeting.


11/4/19 A report will be provided to the on 30 May 2019 which will outline a recommendation on the proposed alternative landfill cover trial.

7/6/19 The Waste committee at the 30 May 2019 meeting received a report on the proposed trial. The committee, under resolution WMC18/19, authorised for the trial of mechanical devices as alternative landfill cover not to proceed. The minutes of the Waste Committee meeting will be presented to Council at the 20 June 2019 Ordinary Meeting.

4/7/19 Council endorsed the recommendations from the Waste Committee minutes at the 20 June 2019 meeting.

Last Updated: 29-Jul-2019

Action Title: 7.2.3.3 Trial compactable litter bins

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Patrick Cannon - Group Manager Resource and Waste Management	Completed	01-Jul-2018	31-Dec-2018	100.00%	100.00%	 GREEN

Action Progress Comments:

8/10/18 Work has not commenced on this project due to restricted resources in the department. Whilst there will be a delay to the completion date of this project it is expected that the project can still be completed by early next year.


5/12/18 Quotes have been received from 2 suppliers to undertake a trial of the compactable litter bins. SMRC have also had discussions with two other Councils which have installed each different unit. The general consensus is that in rural areas the units are problematic and require frequent cleaning and repairs. A report will be presented to the 31 January 2019 Waste Committee on the potential trial.

12/4/19 A report was presented to the Waste Committee at the meeting held on 12 April 2019. Report recommended that the trial not proceed due to operational issues identified and the high maintenance costs associated with repairing the units.

4/7/19 Council endorsed the recommendations from the Waste Committee minutes at the 20 June 2019 meeting.

Last Updated: 29-Jul-2019

Action Title: 7.2.3.4 Investigate expansion of organic composting and marketing

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Patrick Cannon - Group Manager Resource and Waste Management	Completed	01-Jul-2018	31-Mar-2019	100.00%	100.00%	 GREEN

Action Progress Comments:

31-Jul-19



Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

8/10/18 Work has not commenced on this project due to restricted resources in the department. Whilst there will be a delay to the completion date of this project it is expected that the project can still be completed next year.

5/12/18 A request for quotation has been issued to engage a consultant to identify options to SMRC for organics composting. It is anticipated that a consultant will be engaged mid December 2018.


14/12/18 The request for quotation process has been completed. An assessment has been undertaken on the responses received and a recommendation has been made on the preferred contractor. This project is on track and expected to be completed by the end of March 2019.

19/3/19 Final report received from the consultants.

12/4/19 Consultants report has been presented to the Waste Committee at the meeting held on 12 April 2019. Committee has endorsed the recommendations from the report.

Last Updated: 29-Jul-2019

Action Title: 7.2.3.5 Investigate future options of Jindabyne Landfill

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Patrick Cannon - Group Manager Resource and Waste Management	Completed	01-Jul-2018	28-Feb-2019	100.00%	100.00%	 GREEN

Action Progress Comments:

8/10/18 Work has not commenced on this project due to restricted resources in the department. Whilst there will be a delay to the completion date of this project it is expected that the project can still be completed next year.

5/12/18 Consultants have been engaged to investigate the future options of Jindabyne Landfill. It is expected that a report will be completed in late January/early February 2019

11/4/19 Consultants are due to finalise the Jindabyne Landfill Future Options report by 18 April 2019. Once completed a report will be provided to the 31 May 2019 Waste Committee Meeting

7/6/19 The Waste Committee received a report at the 30 May 2019 meeting which contained the results of the consultants investigation. The Committee has endorsed the recommendations presented, under resolution WMC19/19. The key recommendation from the report is that the proposed second lift does not proceed and that the planning process to extend the landfill into the former quarry commences immediately. The minutes from the meeting will be provided to Council at the 20 June 2019 Ordinary Council meeting.

4/7/19 Council endorsed the recommendations from the Waste Committee minutes at the 20 June 2019 meeting.

Last Updated: 29-Jul-2019

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

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


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

Action Title: 8.1.1.1 Prepare a Settlement Strategy

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
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Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Mark Adams - Group Manager Economic Development & Tourism	Deferred	01-Jul-2018	30-Apr-2019	50.00%	100.00%	 RED
<p><b>Action Progress Comments:</b>  September - Preparation of a Discussion Paper that will assist with the preparation of the Settlements Strategy is currently underway.  December - A draft Discussion Paper is close to completion and will be workshopped with Councillors in January prior to being reported to Council in February ahead of public exhibition. The feedback from the discussion paper will feed into preparation of the Settlement Strategy, which it is now anticipated will be completed in the second half of 2019.  June - a draft Settlements Strategy is now being prepared and matters for consideration by Councillors are being presented at monthly briefing sessions. 50% completed. Will be ongoing under 2020 Action 8.1.1.1 - Finalise a Snowy Monaro Settlements Strategy.  Last Updated: 30-Jul-2019</p>						


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

Action Title: 8.1.2.1 Prepare a Rural Land Use Strategy


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Adams - Group Manager Economic Development & Tourism	Deferred	01-Jul-2018	30-Apr-2019	50.00%	100.00%	 RED
<p><b>Action Progress Comments:</b>  September - Preparation of a Discussion Paper that will assist with the preparation of the Rural Land Use Strategy is currently underway.  December - A draft Discussion Paper is close to completion and will be workshopped with Councillors in January prior to being reported to Council in February ahead of public exhibition. The feedback from the discussion paper will feed into preparation of the Rural Land Use Strategy, which it is now anticipated will be completed in the second half of 2019.  June - a draft Rural Land Use Strategy is now being prepared and matters for consideration by Councillors are being presented at monthly briefing sessions. 50% completed. Will be ongoing under 2020 Action 8.1.2.1 - Finalise a Rural Land Use Strategy.  Last Updated: 30-Jul-2019</p>						

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

Action Title: 8.1.3.1 Review and update policies and procedures for development and building certification assessment processes

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Group Manager Development & Building Certification	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b>  Staff currently reviewing and updating of policies and procedures during reporting period. Review and updating of policies and procedures on-going in line with legislative requirements.  Last Updated: 26-Apr-2019</p>						

Action Title: 8.1.3.2 Develop and implement a procedure to collect building and certification data to meet a new requirements under Building Professionals Act

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
John Gargett - Group Manager Development & Building Certification	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b>  Council has developed and is implementing collection of building and certification data in line with legislative requirements via a mobile app IT platform. Initial discussions held with the NSW</p>						

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard


Building Professionals Board representatives undertaken with ideas for improving functionality of app provided to Board. Process working well with new desktop application to be developed by Board.

Last Updated: 04-Jan-2019

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

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

Action Title: 8.2.1.1 Formalise a combined Asset Register and hierarchy from the three existing systems, in conjunction with the Corporate Systems Implementation Project

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Linda Nicholson - Group Manager Asset Management & Engineering Services	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

#### Action Progress Comments:


19/6/19: LN. Corporate System Implementation Underway. Data cleaning and identification of gaps underway.

Asset registers have been combined into a single register. The register will be formalised during the process of implementing the selected new corporate business system.

Last Updated: 30-Jul-2019

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

Action Title: 8.2.2.1 Develop a ten year Cemetery Management Plan


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gina McConkey - Group Manager Environmental Management	Completed	01-Jul-2018	31-Mar-2019	100.00%	100.00%	 GREEN

#### Action Progress Comments:

The Cemetery Management Plan development has commenced through collaboration with the Cemetery Advisory Committee. It is planned for early 2019 to inspect each cemetery with the committee to identify risks, prepare a capital works plan for each cemetery and identify opportunities available for strategic development to complete the plan. The completion of the Cemetery Management Plan has been deferred to the 2020 Operational Plan to encompass IPART's Review of interment costs and pricing with the final report to be released December 2019, under 2020 Action 7.1.3.6 - Finalise a 10 year Cemetery Management Plan.

Last Updated: 30-Jul-2019

Action Title: 8.2.2.2 The regions three dog pounds improvement program is completed by December 2018

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gina McConkey - Group Manager Environmental Management	Completed	01-Jul-2018	31-Dec-2018	100.00%	100.00%	 GREEN

#### Action Progress Comments:

Upgrade works have been completed at both the Cooma and Berridale dog pounds. Plans for the upgrade of the Bombala Dog Pound located at the Bombala Sewerage Treatment Plant (STP) stalled due to the proposed upgrade of the STP. The upgrade requires the demolition of the Dog Pound to make way for new infrastructure. Quotes have been received for the Bombala Dog Pound relocation, however, funding sources are to be identified. Further investigations to be undertaken under business as usual.




Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Last Updated: 30-Jul-2019

**8.2.3 Stronger Communities Fund project delivers improved community infrastructure and assets through the Major Projects Program (MPP)**

Action Title: 8.2.3.1 Plan, deliver and evaluate success of Roads and Bridges package

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Linda Nicholson - Group Manager Asset Management & Engineering Services	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

2019 06 19 - All projects are commenced and in progress with an average of 53% complete, with all projects underway (GrpMgr AM&ES)

2019 04 30 - All projects are commenced and in progress with an average of 49% complete (GrpMgr AM&ES)


2018 12 20 - All projects are commenced and in progress with an average of 32% complete. (EMIBD)

2018 10 09 - All projects are commenced and in progress with an average of 20% complete. (EMIBD)

Action completed for 2019 remaining projects to be finalised under 2020 Action 8.2.3.1 - Completion of the Stronger Communities Fund Major Projects Program (SCFMPP).

Last Updated: 30-Jul-2019

Action Title: 8.2.3.2 Plan, deliver and evaluate success of Buildings - Upgrades or Modifications package

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Linda Nicholson - Group Manager Asset Management & Engineering Services	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

2019 06 19 - All projects are commenced and in progress with an average of 53% complete, with all projects underway (GrpMgr AM&ES)

2019 04 30 - All projects are commenced and in progress with an average of 49% complete (GrpMgr AM&ES)


2018 12 20 - All projects are commenced and in progress with an average of 23% complete. Many projects have been designed and will be ready for tender to construct. (EMIBD)

2018 10 09 - All projects are commenced and in progress with an average of 20% complete. (EMIBD)

Action completed for 2019 remaining projects to be finalised under 2020 Action 8.2.3.1 - Completion of the Stronger Communities Fund Major Projects Program (SCFMPP).

Last Updated: 30-Jul-2019

Action Title: 8.2.3.3 Plan, deliver and evaluate success of Public Health (including cemeteries) package

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Linda Nicholson - Group Manager Asset Management & Engineering Services	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

2019 06 19 - All projects are commenced and in progress with an average of 53% complete, with all projects underway (GrpMgr AM&ES)

2019 04 30 - All projects are commenced and in progress with an average of 49% complete (GrpMgr AM&ES)

2018 12 20 - All projects are commenced and in progress with an average of 57% complete. (EMIBD)

2018 10 09 - All projects are commenced and in progress with an average of 20% complete. (EMIBD)


Action completed for 2019 remaining projects to be finalised under 2020 Action 8.2.3.1 - Completion of the Stronger Communities Fund Major Projects Program (SCFMPP).

Last Updated: 30-Jul-2019

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard


Action Title: 8.2.3.4 Plan, deliver and evaluate success of Recreational Facilities package

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Linda Nicholson - Group Manager Asset Management & Engineering Services	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

Action Progress Comments:

2019 06 19 - All projects are commenced and in progress with an average of 53% complete, with all projects underway (GrpMgr AM&ES)  
2019 04 30 - All projects are commenced and in progress with an average of 49% complete (GrpMgr AM&ES)  
2018 12 20 - All projects are commenced and in progress with an average of 51% complete. (EMIBD)  
2018 10 09 - All projects are commenced and in progress with an average of 20% complete. (EMIBD)  
Action completed for 2019 remaining projects to be finalised under 2020 Action 8.2.3.1 - Completion of the Stronger Communities Fund Major Projects Program (SCFMPP).  
Last Updated: 30-Jul-2019


Action Title: 8.2.3.5 Plan, deliver and evaluate success of Renewable Energy package

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Linda Nicholson - Group Manager Asset Management & Engineering Services	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

Action Progress Comments:

2019 06 19 - All projects are commenced and in progress with an average of 53% complete, with all projects underway (GrpMgr AM&ES)  
2019 04 30 - All projects are commenced and in progress with an average of 49% complete (GrpMgr AM&ES)  
2018 12 20 - All projects are commenced and completed, with the exception of the close out report that is being prepared. This action is therefore 88% complete. (EMIBD)  
2018 10 09 - All projects are commenced and in progress with an average of 53% complete. (EMIBD)  
Action completed for 2019 remaining projects to be finalised under 2020 Action 8.2.3.1 - Completion of the Stronger Communities Fund Major Projects Program (SCFMPP).  
Last Updated: 30-Jul-2019

Action Title: 8.2.3.6 Plan, deliver and evaluate success of Streetscape Projects package

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Linda Nicholson - Group Manager Asset Management & Engineering Services	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

Action Progress Comments:

2019 06 19 - All projects are commenced and in progress with an average of 53% complete, with all projects underway (GrpMgr AM&ES)  
2019 04 30 - All projects are commenced and in progress with an average of 49% complete (GrpMgr AM&ES)  
2018 12 20 - All projects are commenced and in progress with an average of 24% complete, noting that all streetscape projects are at final design and being shared with the community for feedback before construction. (EMIBD)  
2018 10 09 - All projects are commenced and in progress with an average of 20% complete. (EMIBD)  
Action completed for 2019 remaining projects to be finalised under 2020 Action 8.2.3.1 - Completion of the Stronger Communities Fund Major Projects Program (SCFMPP).  
Last Updated: 30-Jul-2019

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

Action Title: 8.2.4.1 Investigate refurbishment grant funding opportunities applicable to Residential Aged Care Facilities.


Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Bianca Padbury - Group Manager Community Support Services and Aged Care	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN
<b>Action Progress Comments:</b> Council applied for \$1.5M funding in Rural and Regional Infrastructure Grants round and were unsuccessful. At this stage there are no further grant opportunities available. Last Updated: 31-Jan-2019						


8.2.5 Our public buildings utilise best practice energy and water efficiency

Action Title: 8.2.5.1 Review efficiency of solar heating for swimming pools to be undertaken in conjunction with the Green Team

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Glen Hines - Group Manager Facilities Management	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN
<b>Action Progress Comments:</b> A review of the Berridale pool before and after solar installation identified an increase in efficiency (ie a decrease in mains energy consumption) however data is skewed with the installation of mains supplied electric hot water systems during the same period. Bombala Pool operated on the newly installed solar system for the entire 18/19 swimming season but given that prior heating was delivered via a wood fire heat exchange system, a comparison on energy consumption is not possible. It is widely accepted that moving to solar heating for pools provides a significant reduction in energy costs over the life of the solar system. Last Updated: 10-Jul-2019						

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


Action Title: 8.2.6.1 Develop a plan for the management of weeds on all Council assets.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gina McConkey - Group Manager Environmental Management	Completed	01-Jul-2018	31-Dec-2018	100.00%	100.00%	 GREEN
<b>Action Progress Comments:</b> Review complete and budget allocated within the 2019/2020 budget. Last Updated: 31-Jan-2019						

8.3 Advocate for a range of suitable housing and accommodation that is available for the changing needs of our community

8.3.1 Planning policies facilitate options for a range of housing types

Action Title: 8.3.1.1 Council advocate to State and Federal governments for provision of housing that facilitates connecting disadvantaged persons with alternate accommodation

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Peter Bascomb - General Manager	Deferred	01-Jul-2018	30-Jun-2019	10.00%	100.00%	 RED
<b>Action Progress Comments:</b> A scheduled workshop for Councillors was postponed and will be rescheduled in the first quarter of 2019. This workshop will help identify tasks required to meet this action. Deferred to business as usual.						

Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Last Updated: 31-Jul-2019

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

**9.1 Transportation corridors throughout the region are improved and maintained**

**9.1.1 Management of road corridors is effective and efficient**

Action Title: 9.1.1.1 Review and prepare a Strategy of Weed Control Contracts


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gina McConkey - Group Manager Environmental Management	Deferred	01-Jul-2018	31-Oct-2018	90.00%	100.00%	 GREEN

**Action Progress Comments:**

Deferred and expected to be completed by August 2019 as part of the 2020 Operational Plan. An internal review of current contract arrangements is underway with a full debrief with contractors took place early June 2019 to discuss current contract arrangements with a view to harmonise contracts across the Snowy Monaro Regional Council. No Strategy developed, will review current weed control contract arrangements under 2020 Action 9.1.1.1 - Review current weed control contract arrangements.

Last Updated: 30-Jul-2019

Action Title: 9.1.1.2 Undertake community consultation to determine the frequency of maintenance grading including road prioritisation and methodology.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gary Shakespeare - Group Manager Transport Infrastructure (Operations)	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

All Council Unsealed Regional and Collector Roads are scheduled for two (2) maintenance grades per annum; the remainder are maintained once. This equates to 717.95 kilometers of gravel road compared to 1,727.74 across the Region (or 41%) at an estimated cost per maintenance crew at \$1,700 per day or an average of 3 kilometers of gravel road maintained per day. In monetary terms, the annual financial commitment for Unsealed Road Maintenance on Regional and Collector Roads is in excess of \$4M per annum. Following the Strategic Network Analysis (Action 4.3.4.1), it is intended to consult with the community to establish agreed levels of service (i.e. road condition, frequency of maintenance grading and cost) which will then determine what increase, if any, is necessary to implement that agreement.

Council has met with a number of residents and groups in relation to road complaints, road condition and planned maintenance schedules; primarily in relation to the Unsealed Rural Road network. A substantial amount of work has been undertaken with the State Government and a commitment of \$17.5M has been made to seal approximately 38 kilometers of unsealed road across the Region. In addition, a submission through the CRJO has requested funding for upgrades to the sealed/unsealed road network totaling \$110M across 11 roads and \$11M for the upgrade of six (6) bridges.

Staff have ensured a weekly grading program is available to the public through Councils website and via the Mayors Facebook page. In addition Council has maintained over 1335 kilometers of gravel road during the 2018/2019 financial year and provided regular advice/feedback to residents following enquiries about road maintenance, road grading and gravel road re-sheeting.

Last Updated: 10-Jul-2019


Action Title: 9.1.1.3 Deliver a community education paper on road maintenance and scheduling

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
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Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Gary Shakespeare - Group Manager Transport Infrastructure (Operations)	Deferred	01-Jul-2018	31-Dec-2018	90.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b></p> <p>The community education paper on road maintenance and scheduling will be released following the Strategic Network Analysis Report. In the interim, weekly maintenance grading schedules are placed on Councils website and on the Mayor's Facebook page. A quarterly maintenance schedule is also published for information.</p> <p>Given the delay in appointing the Australian Road Research Board to undertake a Strategic Network Analysis of the transportation network and a full report not expected until late March/early April, a community education paper on road maintenance and scheduling will be prepared on current road maintenance strategies.</p> <p>See comments in Action 4.3.4.1 - Implement a study to ensure all regional transportation corridors are fit for purpose to support economic growth predictions. The ARRB Study that was expected for completion in May 2019 has been delayed due to equipment breakdown and an inability to complete the road assessment for the sealed and unsealed networks. The strategic assessment undertaken by ARRB is essential for any community education paper as it provides an independent view of Councils transportation network and long term (15 year) projections on the investment required to maintain and/or improve road condition and levels of service expected by the community. ARRB Study will be completed after winter 2019, see 2020 Action 9.1.1.2 - Following Council workshop and approval of the Strategic Network Analysis Report findings, undertake community consultation to determine the frequency of road maintenance.</p> <p>Last Updated: 31-Jul-2019</p>						

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

Action Title: 9.1.2.1 Conduct a full review of maintenance practices to determine whether sufficient plant, staff and resources exist to deliver councils maintenance strategy.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gary Shakespeare - Group Manager Transport Infrastructure (Operations)	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN
<p><b>Action Progress Comments:</b></p> <p>Following 12 months of a Transport and Infrastructure (Operations) structure, approved by the General Manager in June 2017, a review has taken place with Stage 1 being presented to the Executive Leadership Team in September 2018. Stage 2 of the structure review for the Transport &amp; Infrastructure (Operations) group will be submitted in November 2018. The purpose of this review is to ensure staff are situated in positions that allow maintenance and construction strategies to be delivered more efficiently and in a cost effective manner. Once the structure review is complete i.e. by December 2018, a review of equipment, plant and heavy plant will be conducted to ensure maintenance and construction staff are resourced to levels that support annual works schedules and budgets.</p> <p>The stage 1 structure review has now passed through a 28 day consideration period by USU and tabled in front of Council's Consultative Committee for comment. Having received nothing to suggest the implementation of stage 1 cannot progress, a final report is being prepared for ELT approval. Delays have occurred due to the position of a Works Engineer and concerns regarding the pay grade at which this position was first advertised.</p> <p>The stage 1 review will complete any proposed changes to the maintenance department and provide sufficient staff to deliver councils maintenance strategy. However this structure review has not yet been aligned with work to determine the resources required i.e. heavy plant.</p> <p>Reviews of the Transport and Infrastructure (Operations) structure are now complete with movement of staff into more suitable positions across both Maintenance and Construction departments, the creation of a Bridge Maintenance Team within Construction and transfer of the Road Safety Officer into the Manager Construction department. Resources are sufficient to meet current demands with substantial opportunities for network improvements arising from both State and Federal elections in 2019. The ARRB Strategic Network Review will identify future investment needs over the next 15 years to deliver an improved network to the community and to meet the growth in transportation resulting from tourism, population growth and Snowy2.0.</p>						


Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Last Updated: 10-Jul-2019

**9.1.3 Land use and transportation corridor planning is integrated to improve decision making and outcomes**

Action Title: 9.1.3.1 Undertake a review of Roads Maintenance Council Contracts (RMCC) and Roads and Maritime Service audit works to identify the impact this has on maintenance of council public roads.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gary Shakespeare - Group Manager Transport Infrastructure (Operations)	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

RMS have yet to make a decision of the future of Road Maintenance Council Contracts (RMCC) with Local Government. There is a suggestion that RMS will seek to agree a single RMCC with CRJO, thus avoiding 11 RMCC with individual Councils. However the RMCC for 2018/2019 has a value of \$500,000 and RMS Ordered Works are valued in excess of \$2M; 12% of that comes to Council as profit. In addition, there are staff positions funded through the RMCC and opportunities to use a broader spectrum of construction skills through RMS Ordered Works.


The full benefits of any future agreement between RMS and Council through an RMCC or Ordered Works will only be better understood once RMS decides who it wishes to form an agreement with.

No further information on the future of RMCC has been received from RMS and Council continues to operate under the 2008 RMCC agreements which do not include state roads through the former Cooma LGA.

Council was subject to an Audit of RMCC, by the RMS, in February 2019 with an Audit Report received in April 2019. This report identified 19 Major Corrective Action requests, 11 Minor Corrective Action requests and 2 Opportunities for Improvement. Council have been given 6 months in which to provide evidence that all Major Corrective Action requests have been addressed, many of which relate to the absence of Construction and Maintenance Safety Management Plans. Staff continue to work closely with RMS to ensure all outstanding actions are being addressed and Council continue to receive Satisfactory Performance Reports from RMS on its RMCC obligations.

Last Updated: 10-Jul-2019

Action Title: 9.1.3.2 Implement recommendations from the Australian Road Research Board (ARRB) Strategic Network Analysis, as relevant to the 2019 financial year.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gary Shakespeare - Group Manager Transport Infrastructure (Operations)	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

Recommendations from the Strategic Network Analysis will be implemented once the report is received, which is expected in February 2019.

The results of the Strategic Network Analysis Tender were presented to Council for approval at the meeting of 6 December 2018. The Australian Road Research Board were appointed as the successful tenderer and a confirmation letter was sent from council on 8 December. An analysis of the network is expected to commence in January 2019 with the results and report to council in late March, early April 2019.

Physical inspection of the road network has been completed by ARRB and the data is now being analysed. A full report on the outcomes is expected in May 2019 and it is expected that a report to Council will be available in June/July 2019.

See comments in 4.3.4.1 - Implement a study to ensure all regional transportation corridors are fit for purpose to support economic growth predictions – to see progress on the availability of a Strategic Network Analysis by ARRB. ARRB Study to be completed after winter 2019, see 2020 Action 9.1.1.2 - Following Council workshop and approval of the Strategic Network Analysis Report findings, undertake community consultation to determine the frequency of road maintenance.

31-Jul-19

cammsstrategy

Page 68 of 71


Snowy Monaro Regional Council (SMRC)

Action and Task Progress Report- Standard

Last Updated: 31-Jul-2019

**9.1.4 Council's transportation strategy identifies initiatives that improve and maintain the region's transportation networks including public transport, vehicles, bikes and pedestrians**

Action Title: 9.1.4.1 Create a discussion paper on quality control methodologies for road construction contracts inline with existing Roads and Maritime Service quality control documents.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gary Shakespeare - Group Manager Transport Infrastructure (Operations)	Completed	01-Jul-2018	31-Jan-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

RMS conducted an Audit on Councils RMCC and Ordered Works with a report and recommendations received in April 2019. Council has provided commentary on the report findings and given an undertaking that all outstanding areas of concern in relation to Quality Control, Quality Management and Safety (along with an overarching Maintenance Management and Construction Management Document) will be addressed within six (6) months.

Last Updated: 26-Apr-2019

Action Title: 9.1.4.2 Review and implement initiatives from the Transport and Infrastructure Asset Management Plan, relevant to the 2019 financial year.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gary Shakespeare - Group Manager Transport Infrastructure (Operations)	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

While detailed Asset Management Plans for Transport & Infrastructure (Operations) are not yet available, the Deep Dive Review of Roads, combined with work undertaken by ARRB, results of the Level 2 and Level 3 Timber and Concrete Bridge Analysis, along with improved data from Councils Asset System has allowed greater integration of the Asset Management and Engineering department with Transport and Infrastructure (Operations) to determine which assets are scheduled for construction and maintenance activities. However, the majority of current construction and maintenance strategies are determined by road condition and are mostly reactive in nature.

Last Updated: 10-Jul-2019

Action Title: 9.1.4.3 Implement the recommendations from the Transport and Infrastructure Deep Dive, as applicable to the 2019 financial year

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gary Shakespeare - Group Manager Transport Infrastructure (Operations)	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

**Action Progress Comments:**

A review of the Deep Dive Service Review (dated June 2017) is currently underway between Transport & Infrastructure and Innovation & Business Development. The purpose of this review is to determine what Key Findings and Proposed Actions remain relevant given the Deep Dive was conducted prior to release on the Organisational Structure which separated Road Maintenance/Construction from Fleet & Plant. In addition, the expected delivery of a Corporate System that allowed Asset Management, Financial Management and Works & Assets to be integrated and therefore record intervention levels through work orders has been delayed and some of the Actions cannot be delivered until a Corporate System has been implemented. The review is set to finalise around December 2018.

ARIC have requested a presentation to their June 2019 meeting on the outcomes of the findings from the Deep Dive Review. Unfortunately due to circumstances that were unavoidable, the presentation to ARIC has now been postponed until September 2019. However, where possible, the recommendations from the Transport and Infrastructure Deep Dive have been reviewed and implemented.



Snowy Monaro Regional Council (SMRC)


Action and Task Progress Report- Standard

Last Updated: 10-Jul-2019

## 9.2 Transportation initiatives are aligned to State and neighbouring local government areas plans

### 9.2.1 Council leverages partnerships for inclusion of our transportation initiatives within state and regional planning

Action Title: 9.2.1.1 Council to advocate and leverage partnerships for inclusion of our transport initiatives that have been captured with in state and regional planning

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Peter Bascomb - General Manager	Completed	01-Jul-2018	30-Jun-2019	100.00%	100.00%	 GREEN

#### Action Progress Comments:


Council is an active participant in a number of groups that help leverage its advocacy role. Most notable among these is the Canberra Region Joint Organisation that has had considerable success in making representations to State and Federal ministers regarding the freight task in the region. Council has also made a grant application to address some of the local road asset renewal backlog. No direct work on public transport initiatives to date.

Last Updated: 22-Jan-2019

## 9.3 Our region has access to effective telecommunication infrastructure and services

### 9.3.1 Council has worked in partnership with the private sector to take advantage of grant funding opportunities to improve remote area connectivity

Action Title: 9.3.1.1 Develop an SMRC prospectus for upcoming State and Federal government elections to advocate for funding.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Peter Bascomb - General Manager	Completed	01-Jul-2018	31-Dec-2018	100.00%	100.00%	 GREEN

#### Action Progress Comments:

A draft has been prepared after consultation with councillors, but recent funding announcements for identified projects require the draft to be modified, with some alternate projects added and others removed.

Last Updated: 04-Jan-2019



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**Snowy Monaro Regional Council**  
**Business as Usual Activities**  
**for the period**  
**July 2018 to June 2019**

### Executive Summary

Council is provided with a six monthly 404 report showing the progress on the actions included in the Delivery and Operational Plan. The full report is included in the Annual Report each year.

This document provides an overview on the other activities undertaken as part of business as usual (BAU) by the respective business units and provides some context on resourcing allocation required just to maintain the everyday functions of Council that on occasion impact the delivery of the Operational actions.

<b>Transport Infrastructure (Operations)</b>	<p>Roads:</p> <ul style="list-style-type: none"> <li>• Jerangle Road Upgrade Stage 2 remains ongoing with significant works scheduled for the Jerangle area to be completed by September 2019.</li> <li>• Maintenance of approximately 1,224.7 Kilometres of unsealed road, completed.</li> <li>• Heavy patching and reseals of local roads, completed.</li> <li>• Jindabyne Kosciusko Road Median Strip.</li> <li>• Leesville Estate Pavement Upgrade (Roads to Recovery).</li> <li>• Mittagang Road guardrail Replacement.</li> <li>• Reed Access Upgrade - Lot 2- Delegate Road.</li> <li>• Ordered works on behalf of RMS to upgrade a section of Kosciuszko Road near Cooma Airport.</li> <li>• Smiths Road (Pavement upgrade and seal extended by 1 kilometre).</li> <li>• Tinderry Road (Pavement upgrade and seal extended by 0.5 Kilometre).</li> <li>• Ryrie Street, Michelago, Survey &amp; Design Tender released.</li> <li>• Design of Slacks Creek Road Stage 2 (rehabilitation &amp; widening of approximately 1 kilometre or road), completed.</li> </ul> <p>Footpaths &amp; Parking</p> <ul style="list-style-type: none"> <li>• Accessibility and footpath upgrades in Berridale/Jindabyne.</li> <li>• Disability parking – Commissioner Street Library.</li> <li>• Footpath connecting Reedy's Cutting Road to Park Road via the John Connor Oval in Jindabyne, completed.</li> </ul> <p>Bridges:</p> <ul style="list-style-type: none"> <li>• Broadview Bridge Replacement (SCFMPP)</li> <li>• Burra Bridge (Burra Road) Deck Upgrade &amp; Widening).</li> </ul>

	<ul style="list-style-type: none"> <li>• Church Creek Bridge (Delegate Rd) (RRRP).</li> <li>• Horsey Swamp Bridge Tantawangalo Road Replacement.</li> <li>• Mattong Bridge Repairs (Mattong Road).</li> <li>• Parsonage Creek Bridge Replacement remains ongoing with demolition of the old bridge completed in the current financial year and construction of the new bridge started in July 2019.</li> <li>• Rock Flat Creek Bridge Abutment Reinforcing.</li> <li>• Cow Bed Bridge (Berridale) Options Report completed.</li> </ul> <p>Townships:</p> <ul style="list-style-type: none"> <li>• Cooma Infrastructure Upgrade CBD Stage 3 remains ongoing with an additional \$1M available for CBD upgrades as a result of the 2019 State Federal Election commitment.</li> <li>• Jindabyne CBD (Snowy River Avenue), Kalkite Street and Kalkite Street Car Park upgrade and modification.</li> <li>• Delegate School of Arts Plaza. (SCFMPP).</li> <li>• Jindabyne Boat Ramp Access Upgrade – Officially opened by John Barillaro MP on Thursday 23 May 2019.</li> <li>• Tender for survey &amp; design of Ryrie Street extension, Michelago, released.</li> </ul> <p>Drainage &amp; Stormwater</p> <ul style="list-style-type: none"> <li>• Culvert extension-Creewah Road.</li> <li>• Ironmungie and Jimenbuen Road drainage correction.</li> </ul> <p>Events</p> <ul style="list-style-type: none"> <li>• L-Etape preparation and position in the Operations Room for the 2018 event.</li> </ul>
<b>Water and Wastewater Services</b>	<ul style="list-style-type: none"> <li>• Campbell Street Delegate watermain replacement Stewart to Orr St</li> <li>• Emergency work at Jindabyne Nuggets Crossing Roundabout</li> <li>• Fire damage repair to WTP pump shed</li> <li>• Sewer Mains Replacement - Documentation stage</li> <li>• Sludge Dewatering – Cooma STP dewatering</li> <li>• Water Mains Replacement - Clyde St Jindabyne</li> <li>• Water Mains Replacement - East Jindabyne water supply area</li> <li>• Water Mains Replacement – High and Queen Streets Bombala</li> <li>• Water Mains Replacement – Polo Flat, Cooma</li> <li>• Bombala STP Augmentation – Council approved to retender. Work in progress to retender by end July and close tender by end August</li> <li>• Submitted a business case to the BBR (federal funding) to extend the funding period and sent a request to SSW (state government) for increase of funding and extension of time for Bombala STP Augmentation</li> <li>• Adaminaby STP Augmentation – Progressing on final design and meeting with DOI water, EPA and Hunter H2O on 23 July to finalise design</li> <li>• S64 – Review of calculated developer charges to be decreased and cross subsidy to be calculated</li> </ul>

	<ul style="list-style-type: none"> <li>• Elements 8 and 12 of the Drinking Water Management Plan – Quotes received and evaluated. Public consultation and Councillor and Senior Management workshop will follow</li> <li>• Bombala Timor Street Pump Station – Options study review with staff completed. Public consultation to follow</li> <li>• Delegate and Bombala WTP – Council approved to proceed with the hydrogeological studies and works on this have commenced</li> <li>• Cooma Water Intake Weir – Fisheries are unwilling to approve “like for like” repair works as it has been identified as being a location of significant biodiversity. The REF and Part 5 approval required will delay works from proceeding as well as significant costs will be incurred. A review of the water budget will be submitted when the costs are known</li> <li>• Fluoridation of Jindabyne, and East Jindabyne water supplies – Contract awarded</li> <li>• LTW Policy exhibited to public for comments and approved by Council at the end of the exhibition period</li> <li>• Cooma, Bombala, Nimmitabel and Delegate - LTW media release proposed with inspections of properties and education to commence mid-July in the listed areas</li> <li>• Snowy Reservoir 1 – preparation of tender documentation based on recommendation in the investigation report. Very critical asset for the supply of water to the proposed batching plant for the Snowy 2 project</li> <li>• Water meter replacements in Bombala and Snowy River areas</li> <li>• Development Jindabyne – High view estate sewer trunk main to SPS 4 has been inspected and completed</li> <li>• Development Tyrolean Village – The new sewer pump station SPS3 has been completed with some remedial work underway currently. New Reservoir and WPS have also been completed. Transfer of these assets to Council will follow</li> <li>• Smoke testing of sewer network – Contract awarded with work commencing in mid-July. This work is to meet EPA requirements to minimize the storm water ingress into the network. Media release on the proposed works are out this week and letters will be sent to affected residents when works will be undertaken in the respective areas</li> <li>• Review of the WHS non-compliant manholes in Bombala has been concluded with work to commence on the required modifications</li> </ul>
<b>Asset Management and Engineering Services (inc Fleet)</b>	<ul style="list-style-type: none"> <li>• Plant replacement program including 2 heavy ridged tipper, new recycling truck and a 12.5 t smooth drum roller</li> <li>• Ongoing maintenance of Council’s and RFS Fleet – over 800 plant and equipment items</li> <li>• Ongoing review and collation of data for the Asset Management Register to allow for a smooth transition to the new corporate system</li> <li>• Improved processes under way to improve assessment times for our development engineers</li> <li>• Supporting the business with our internal survey and design team</li> <li>• Review of our Emergency Operations Centre Standard Operating Procedures</li> <li>• Coordinating Local Emergency Management Committee and Local Rescue Committee quartile meetings</li> <li>• Continuous review of road usage via traffic counters; including a significant study of traffic in the Polo Flat area</li> <li>• Plant replacement program ongoing</li> </ul>

	<ul style="list-style-type: none"> <li>• Ongoing maintenance of Council's and RFS Fleet – over 800 plant and equipment items</li> <li>• Ongoing review and collation of data for the Asset Register to allow for a smooth transition to the new corporate system</li> <li>• Improved processes under way to improve assessment times for our development engineers</li> <li>• Supporting the business with our internal survey and design team</li> <li>• Review of our Emergency Operations Centre Standard Operating Procedures</li> <li>• Coordinating Local Emergency Management Committee and Local Rescue Committee quartile meetings</li> <li>• Continuous review of road usage via traffic counters</li> <li>• Compiling and providing road segment data for Roads Strategic Network Analysis commissioned by Transport Infrastructure (Operations) group</li> <li>• Engaged Bureau of Meteorology to inspect and repair rain and flood gauges for the Cooma Flood Warning System</li> <li>• Reviewing and updating mapping of Council assets in amalgamated local government area (LGA)</li> <li>• Consolidating data for revaluation of roads assets</li> <li>• Liaising with Chief Financial Officer group on fair value assessments of Council assets</li> <li>• Ongoing recruitment of vacant positions: Design Engineer, Development Support Engineer, Project Manager and Asset Inspection Officer positions filled</li> <li>• Assessing DA engineering referrals, Subdivision Works Certificate Applications and Section 138 Applications</li> <li>• 'Drop-in' sessions implemented at the Berridale, Bombala, Cooma and Jindabyne offices, where members of the public can seek development engineering advice from Council engineers at pre-scheduled times. This additionally provides staff at the Bombala office with face-to-face development engineering support on a fortnightly basis, which has been received favourably</li> </ul>
<b>Facilities</b>	<ul style="list-style-type: none"> <li>• 204 Maybe Street – renovations commenced</li> <li>• 63 Queen St Bombala works to residence and flat</li> <li>• Additional planting for the median strip in Jindabyne</li> <li>• Bredbo Centennial Park Gazebo construction</li> <li>• Bredbo Public Toilet – upgrade of septic system</li> <li>• Cann Valley intersection tree planting</li> <li>• Centennial Park Elm tree removal</li> <li>• Dalgety Showground Sheep Pavilion</li> <li>• Delegate Caravan Park refurbishment works on amenities building and installation of Camp Kitchen</li> <li>• Electrical Testing and Tagging and RCD installation - all Council Offices</li> <li>• Fertilising and topdressing of sportsgrounds</li> </ul>



	<ul style="list-style-type: none"> <li>• Jindabyne Foreshore - Claypits tree removal</li> <li>• Lions Park Project</li> <li>• Norris Park toilet</li> <li>• Platypus Reserve project - tables ordered</li> <li>• Playground inspections and maintenance</li> <li>• Repairs to Cooma Saleyards cattle yard gates and toilet amenities</li> <li>• Strategic Review of Cooma Saleyards</li> <li>• Update and Implementation of Playground Inspection documents and schedule</li> <li>• Maintenance works Council House at 52 Sandy Crossing Rd Bombala</li> <li>• Agreement with NSW Health for Doctors residence 52 Sandy Crossing Rd</li> <li>• Re-coat / sealing of Cooma Swimming Pool</li> <li>• Commissioning of solar pool heating, Bombala</li> <li>• Licence Agreement with Monaro Equestrian Centre</li> <li>• Classification of Crown Land and submission to Minister</li> <li>• BCA Inspection and Report for Delegate School of Arts</li> <li>• Completion of Delegate Exhibition Ground Commercial Kitchen</li> <li>• RFS Hazard Reduction Maintenance all areas</li> <li>• Event preparation all areas</li> <li>• Bombala TAFE Building pest treatment and replacement of sub-floor structure</li> <li>• Preliminary site contamination investigation – Mulach St Cooma</li> <li>• Installation of hand dryers in public toilets</li> <li>• Native Title and Aboriginal Land Claim Investigations</li> <li>• Upgrade of office flag poles</li> <li>• Electrical / RCD upgrades Cooma and Bombala Offices</li> </ul>
<b>Resource and Waste Management</b>	<ul style="list-style-type: none"> <li>• Monitoring Councils Domestic and Commercial Collection Services</li> <li>• Monitoring Councils Waste Facility Operations</li> <li>• Dealing with Customer Enquiries and Complaints</li> <li>• Preparation of Council/Waste Committee/ELT Reports</li> <li>• Attendance at Waste Committee Meetings</li> <li>• Monitoring of Councils Waste management Contract</li> <li>• Attendance at CRJO Regional Waste Group Meetings/Liaise with Waste Staff from other Council regions</li> <li>• Participation in Tender/procurement processes</li> <li>• Waste Facility Site Visits</li> </ul>

	<ul style="list-style-type: none"> <li>• Investigate waste management business improvement opportunities</li> <li>• Attendance at Council workshops/meetings</li> <li>• Attendance at EMT/ELT meetings</li> <li>• Monitor department staff/leave arrangements</li> <li>• Facilitate Department staff education sessions/activities</li> <li>• Facilitate Staff Training</li> <li>• Facilitate/Monitor Capital Works Projects</li> <li>• Preparation and Monitoring of Department Budgets</li> <li>• Assist development of Councils annual report, DP, OP, Revenue Policy and Fees and Charges</li> <li>• Preparation and review of department media releases</li> <li>• Assist/monitor Department Community Surveys</li> <li>• Participate in Community Meetings/Events</li> <li>• Negotiate Contract Outcomes to the Benefit of Council</li> <li>• Develop/Manage Grant Funding applications</li> <li>• Participate in Staff Recruitment Processes</li> <li>• Provide written submissions/advice to State and Federal Government departments relative to Waste management</li> <li>• Provide professional advice to relevant parties</li> </ul>
<b>Environmental Management</b>	<p><b>Public Health &amp; Environment</b></p> <ul style="list-style-type: none"> <li>• Group Manager Environmental Management has been endorsed to sit on the NSW Food Regulation forum</li> <li>• On-Site Sewage Management commenced in November</li> <li>• On-Site Sewage Management inspections being undertaken on 44 Council assets</li> <li>• On-Site Sewage Management Inspections on private property commenced in December, with approximately 250 inspections completed since December</li> <li>• Over 100 Food Premises inspections out of the 240 for this financial year already completed</li> <li>• New Manager of Public Health and Environment commenced at Council in early May</li> <li>• As at the end of June 2019 Council Environmental Health Officers have completed 170 Food Premise inspection to meet NSW Food Authority targets</li> <li>• Numerous illegal dumping incidences have been investigated by Council's Environmental Officer with all being recorded on the NSW RID Online platform</li> <li>• Investigated two serious illegal dumping of fill incidences in conjunction with NSW EPA and ACT EPA</li> </ul> <p><b>Ranger Services</b></p> <ul style="list-style-type: none"> <li>• Completion of the refurbishment of Cooma Dog Pound</li> <li>• Completion of upgrades and solar at the Berridale Dog Pound</li> <li>• Completion of the drafting of new Impounding Procedures for Stock, Vehicles, Dogs and Cats and Shopping Trolleys</li> </ul>

	<ul style="list-style-type: none"> <li>• Increased number of instances of Dog Attacks on stock reported over the last 6 months to December</li> <li>• Dog Attacks have remained static since December, however, increased turnarounds of investigations, means finalising within 2 weeks of the attack</li> <li>• Noticed reduction in the impoundment of dogs</li> <li>• 50% increase in the number of abandoned vehicles on our streets and roads to December, and has been static to June 2019</li> <li>• Roaming stock incidences have reduced since December based on consistent education and enforcement procedures being developed</li> <li>• Winter foreshore surveillance commenced early June for the regulation on overnight campers on the leased foreshore area of Lake Jindabyne</li> </ul> <p><b>Cemetery Services</b></p> <ul style="list-style-type: none"> <li>• Numerous projects within the cemeteries are currently underway or completed</li> <li>• A notable large project to the value of \$60 000 has been the removal and maintenance of high risk trees within the cemeteries</li> <li>• New information boards have been installed at each cemetery to inform visitors</li> <li>• Rabbit control has been completed at both Boloco and Moonbah cemeteries with rehabilitation of the affected areas now complete.</li> <li>• Further rabbit and wombat issues being managed within some Cemeteries</li> <li>• Weed control works being undertaken as required</li> <li>• Nimmitabel cemetery internal road project was completed with surface water diversion and new gravel and reshaping</li> <li>• Cooma cemetery beam extensions was completed allowing for an additional 30 interment spaces. Cemetery roadwork maintenance was also completed</li> <li>• Council staff completed the arrangements for approximately 60 burials within our cemeteries</li> <li>• Cemetery staff completed a busy maintenance season for mowing and general maintenance within our 16 operational cemeteries</li> <li>• Maintenance works have commenced on the Lytch gate and the Prayer room at Bombala cemetery</li> <li>• New beam extensions have been ordered for Bombala and Delegate cemeteries</li> </ul> <p><b>Biosecurity Weeds Services</b></p> <ul style="list-style-type: none"> <li>• Biosecurity weeds team are busy undertaking routine scheduled inspections</li> <li>• Councils Biosecurity Extension Officer has undertaken numerous 'Rural Living Sessions' over the last six months</li> <li>• An information session with the Agricultural students at Jindabyne Central School</li> <li>• Further information sessions will be co-ordinated for Bombala and Monaro High Schools</li> </ul>
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	<ul style="list-style-type: none"> <li>• Successful Grant Funding for the surveillance of Hawkweed which enabled the purchase of a Drone and the funds to undertake surveillance days</li> <li>• Councils roadside weed spraying program is well underway</li> <li>• Approximately 600 property inspections were undertaken from January through to the end of June</li> <li>• Council's roadside weed spraying program was completed early June covering many thousands of kilometres of our road network</li> <li>• Council staff attended the Country Shows with a Biosecurity (weeds) information stall at</li> <li>• Cooma, Bombala and Dalgety with 23 general weeds surveys completed</li> <li>• Council attended a Biosecurity presentation with Luke Pope of the LLS to the Adaminaby CWA (9 attendees)</li> <li>• Council facilitated an Intrepid Landcare - Intrepid Way – Engagement and co-design workshop (16 attendees)</li> <li>• Council attended the Bredbo Progress Assoc. Rural Living workshop – African Lovegrass and Fire (10 attendees)</li> <li>• Biosecurity staff joined in with Council's Planning Department at Drop in sessions to advertise the AGL Management plan Draft – Cooma, Nimmitabel, Bombala, Bredbo &amp; Michelago</li> <li>• Biosecurity staff attended an Industry workshop – Preview of a Serrated Tussock DNA diagnostics Tool with Research Scientists from DPI</li> <li>• Council staff manned a Biosecurity stand at the Waste and recycling expo – (Engaged with 14 landholders as well as Landcare members from Tilba and Upper Snowy)</li> <li>• Council Biosecurity Extension officer facilitated African Lovegrass Management Plan workshops – 13 workshops held with 197 participants</li> <li>• Council Biosecurity Extension officer facilitated an African Lovegrass Management Plan Online survey – 49 responses + 5 written submissions</li> <li>• Coordinated aerial spray program in January approx. 100ha targeted for St John's Wort</li> <li>• Coordinated aerial spray program in April/May approx. 2085 ha targeted for Serrated tussock and African lovegrass</li> <li>• Inspected approx. 134,569 ha of private and public lands for Priority weeds</li> <li>• Applied for CRIFP (Crown land funding) for the 2019-2020</li> </ul>
<b>Development and Building Certification</b>	<p><b>Development Assessment</b></p> <ul style="list-style-type: none"> <li>• Liaising and management of Heritage Places Grant Program</li> <li>• Liaising and management of Heritage Advisors Grant Program</li> <li>• Preparation of grant submission for 2019/2021 Community Heritage Grants - Community Heritage Grants Program and Local Heritage Advisor Service. Two grant applications successful</li> <li>• Development Application assessment of 446 applications lodged between 1<sup>st</sup> July 2018 – 30<sup>th</sup> June 2019 including Council report preparation for business papers and site inspections</li> <li>• Undertake Development Application pre-lodgement meetings with applicants both on site and in office</li> <li>• 48 sub-division certificates issued between 1<sup>st</sup> July 2018 – 30<sup>th</sup> June 2019</li> </ul>

	<ul style="list-style-type: none"> <li>• Lodgement, assessment and issuing of over 1200 Planning 10.7 (s149) Certificates between 1<sup>st</sup> July 2018 – 30<sup>th</sup> June 2019</li> <li>• Lodgement, assessment and issuing of outstanding order and notice requests</li> <li>• Lodgement, assessment and issuing of property information requests</li> <li>• 109 GIPA Application requests actioned between 1<sup>st</sup> July 2018 – 30<sup>th</sup> June 2019</li> <li>• General development face to face and phone enquiries</li> <li>• 268 drainage diagram requests between 1<sup>st</sup> July 2018 – 30<sup>th</sup> June 2019</li> <li>• Investigate and consultation with NSW State Government Department of Planning and Environment ePlanning Program for on-line DA services and Online Concurrence and Referral Service</li> <li>• Represent Council in Land and Environment Court Appeal Applications</li> <li>• Recruitment of vacant positions in line with Adopted Organisational Structure and on-board training program</li> <li>• Development of a Guide to Development in the Snowy Monaro Region and associated actions</li> <li>• Undertake regulatory compliance work in line with legislative requirements</li> <li>• 50 Development compliance complaint investigations</li> </ul> <p><b>Building Certification</b></p> <ul style="list-style-type: none"> <li>• Construction Certificate Application lodged 102 between 1<sup>st</sup> July 2018 – 30<sup>th</sup> June 2019</li> <li>• Complying Development Applications lodged 12 between 1<sup>st</sup> July 2018 – 30<sup>th</sup> June 2019</li> <li>• 260 Local Government Application Plumbing and Drainage/OSSM/Transportable Home applications lodged between 1<sup>st</sup> July 2018 – 30<sup>th</sup> June 2019</li> <li>• Undertake over 800 individual progress construction inspections of development including plumbing and drainage works</li> <li>• 20 Building Information Certificate applications assessed between 1<sup>st</sup> July 2018 – 30<sup>th</sup> June 2019</li> <li>• 22 Swimming Pool Certificate inspections</li> <li>• 101 Occupation Certificate applications processed</li> <li>• Development and participation in “Easy to do business program” in consultation with NSW Government</li> <li>• Recruitment of vacant positions in line with Adopted Organisational Structure and on-board training program</li> <li>• Undertake on-going professional development program in line with accreditation under the Building Professional Board Scheme</li> <li>• Undertake regulatory compliance work in line with legislative requirements</li> <li>• Undertake education programs with key stakeholders and present at local forums</li> </ul>
<b>Economic Development and Tourism</b>	<p><b>Strategic Land Use Planning</b></p> <ul style="list-style-type: none"> <li>• Prepared a Discussion Paper into strategic land use planning issues in the region</li> <li>• Assessed and reported to Council a Planning Proposal at 461 Barry Way, Jindabyne</li> <li>• Conducted preliminary assessment of a Planning Proposal at 218 Barry Way, Jindabyne</li> <li>• Liaised with the Office of Environment and Heritage</li> </ul>

	<ul style="list-style-type: none"> <li>• Finalised the former Bombala Shire Heritage Study</li> <li>• Participating in and assisting the Department of Planning in the 'Go Jindabyne' project</li> <li>• Preparing amendments to existing Development Control Plans</li> <li>• Assisting OEK with a pilot of a new koala habitat mapping tool for NSW.</li> <li>• Begun preparation of a Local Strategic Planning Statement for the region.</li> <li>• Reviewed feedback reviewed from the Discussion Paper.</li> <li>• Prepared a draft Community Participation Plan for the region.</li> <li>• Reviewed and continued to provide information and feedback to the Department of Planning in relation to the Go Jindabyne project.</li> </ul>
	<p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>• Ran three 'Business Boost' workshops in Small Business Month (October) in Cooma, Bombala and Jindabyne</li> <li>• In process of organising the 2019 Snowy Monaro Business Awards in conjunction with the local Chambers</li> <li>• Liaising with the DPC in relation to the international trade mission to the region in February &amp; preparing visitor information packs</li> <li>• Investigating the local feral deer meat industry and opportunities</li> <li>• Liaising with Chambers of Commerce throughout the region</li> <li>• Following up with grant opportunities and potential new projects</li> <li>• Keeping in touch with Snowy 2.0 and other major new developments in the region to understand economic impact</li> <li>• Delivered the Snowy Monaro business awards working together with local chambers</li> <li>• Working on a Bombala Activation Plan.</li> <li>• Preparing a business survey to better understand local business issues</li> <li>• Assisted Jindabyne Aero Club with their grant application</li> <li>• Provided assistance to local business looking to register on Vendor panel.</li> </ul>
	<p><b>Recreation Planning</b></p> <ul style="list-style-type: none"> <li>• Working with NPWS on the Thredbo Valley Trail through Gaden Trout Hatchery</li> <li>• Preparing a concept design for Jindabyne Shared Trail around Lake Jindabyne</li> <li>• Preparing a detailed design for the Lions Park to Murrumbidgee Reserve bike path</li> <li>• Applying for grant funding for various projects</li> <li>• Construction of new bike paths at Mount Gladstone</li> <li>• Preparing the consultants brief for the Monaro Rail Trail report</li> <li>• Participating in the Project Reference Group for the Monaro High School upgrade</li> <li>• Engaged consultants and had inception meeting for the Monaro Rail Trail feasibility study</li> <li>• Have prepared a more detailed concept level costing for the Lake Jindabyne Shared trail grant application.</li> <li>• Prepared a upgraded design for Jindabyne Skate Park</li> <li>• Have prepared a recreation survey for the region to be released in July</li> </ul>

	<b>Community Development</b> <ul style="list-style-type: none"> <li>• Organising and chairing the Monaro Regional Housing Forum</li> <li>• Implementing the Disability Action Plan</li> <li>• Liaising with Ngarigo elders and others in the indigenous community</li> <li>• Liaising with various social groups in the community</li> <li>• Investigation and networking into the closure of Active Achievers in Cooma</li> <li>• Conducted process and report for the reinstatement for Alcohol Free Zones and Alcohol Prohibited Areas in Cooma and Jindabyne</li> <li>• Set up the Snowy Monaro Regional Arts Committee and held first meeting</li> </ul>
	<b>Youth Development</b> <ul style="list-style-type: none"> <li>• Providing school holiday programs and activities</li> <li>• Chairing the Monaro Regional Youth Interagency forum</li> <li>• Organising the Youth Council</li> <li>• Delivering workshops to youth in liaison with local service providers and schools</li> <li>• Running a drop in centre at Cooma Hub</li> <li>• Prepared a draft Youth Strategy</li> <li>• Have been researching potential community youth spaces in Jindabyne and Bombala</li> <li>• Preparing to launch the SMYC clothing social enterprise project.</li> </ul>
	<b>Tourism and Events</b> <ul style="list-style-type: none"> <li>• Running the Cooma and Bombala Visitors Centres</li> <li>• Liaising with community groups in relation to Australia Day</li> <li>• Participating in the TSM Board</li> <li>• Maintaining the Snowy Guide App</li> <li>• Organising various marketing initiatives throughout the region</li> <li>• Maintaining social media content in relation to tourism in the region</li> <li>• Liaising with the new General Manager for Destination Southern NSW</li> <li>• Organised the Lifestyle Magazine promotion</li> </ul>
Chief Financial Officer	<b>Financial Accounting Team</b> <ul style="list-style-type: none"> <li>• 2019 Annual Rates Levy</li> <li>• 1<sup>st</sup> quarter Instalment notices</li> <li>• 1<sup>st</sup> Triannual Water notices</li> <li>• Sundry debtors invoicing as required</li> <li>• Sundry debtors monthly statements</li> </ul>



	<ul style="list-style-type: none"> <li>• Processing of supplier invoices and payments</li> <li>• Consolidation of accounts payable processing out of 1 system</li> <li>• Co-ordinate 2020 Fees and Charges</li> <li>• Co-ordinate 2020 Revenue Policy</li> <li>• Quarterly rates instalment notices</li> <li>• Rates modelling</li> <li>• Supplementary valuation processing and reconciliations</li> <li>• Triannual water notices</li> <li>• System fees and charges updates</li> <li>• Sundry debtors invoicing as required</li> <li>• Debt management</li> <li>• Processing of supplier invoices and payments</li> <li>• Vendor master file maintenance</li> </ul>
	<p><b>Management Accounting Team</b></p> <ul style="list-style-type: none"> <li>• Preparation and lodgement of 2018 annual financial statements on time and on budget</li> <li>• September quarterly budget review</li> <li>• Monthly BAS statements</li> <li>• Monthly Payroll Tax compliance</li> <li>• Internal monthly management reporting development and training</li> <li>• Development of group 2020-2023 budget packs for delivery and operating plan</li> <li>• 2020 Budget for operational plan</li> <li>• Ongoing revision of Council's Long Term Financial Plan</li> <li>• 2019 external interim audit by NSW Audit Office</li> <li>• December and March Quarterly Budget Review Statements</li> <li>• Internal monthly management reporting</li> <li>• Finance training workshops</li> <li>• Monthly trial balance reconciliations</li> <li>• Monthly Funds Management Reports to Council</li> <li>• Monthly Business Activity Statements (BAS)</li> <li>• Monthly payroll tax compliance</li> <li>• 2019 Fringe Benefits Tax return</li> </ul>
	<p><b>Purchasing</b></p> <ul style="list-style-type: none"> <li>• Co-ordinate Request for Quote (RFQ) processes across the organisation</li> <li>• Co-ordinate Request for Tender (RFT) processes across the organisation</li> <li>• Purchasing system maintenance and staff training support</li> <li>• Procurement compliance reviews and reporting</li> </ul>

	<ul style="list-style-type: none"> <li>• Completion of 2019 annual stocktakes</li> <li>• Maintenance of centralised contract register</li> <li>• Inventory management at Council's 3 stores</li> </ul>
	<p><b>Systems, Quality Assurance and Grants</b></p> <ul style="list-style-type: none"> <li>• Implementation of electronic plant hire processing</li> <li>• Improved end of month procedures to streamline financial statements preparation and annual audit</li> <li>• Implementation of audit management letter recommendations and improved financial controls</li> <li>• Assist with evaluation of Corporate Information System project submissions</li> <li>• Implementation plan for EFTSure to strengthen fraud protection controls</li> <li>• Customer complaints management reporting and process improvements</li> <li>• Grants activity per quarterly reports to council</li> <li>• Business Process Mapping for Corporate Information System (CIS) Implementation</li> <li>• Data Migration planning for CIS implementation</li> <li>• Financial system end of year rollover</li> <li>• Business process and system improvements</li> <li>• Quality Assurance support provided to Residential Aged Care</li> <li>• Customer complaints management and reporting</li> <li>• Quarterly grants activity reports to Council</li> <li>• Monthly grants upcoming communication to Council</li> <li>• Assist with grant applications, execution, monitoring and acquittal processes</li> <li>• Grants register development</li> </ul>
<b>People and Culture</b>	<p><b>Recruitment</b></p> <ul style="list-style-type: none"> <li>• Facilitated recruitment of a temporary General Manager position in August 2018</li> <li>• Reports and workshops prepared for Councillors to select a provider to recruit and select the General Manager resulting in appointment in November 2018</li> <li>• 78 Vacancies at 30 June 2019</li> <li>• 68 Internal and 93 external recruitments were completed</li> <li>• 51 External appointments in to permanent positions</li> <li>• 42 external appointments were in to casual positions</li> <li>• 24 Casual appointments were internal</li> <li>• A report proposing expansion of recruitment screening was presented to the Executive Leadership Team in December 2018 and is currently implemented</li> </ul>

	<ul style="list-style-type: none"> <li>• A corporate on line recruitment system was configured during the period – pilot testing un June 2019.Due for launch in September 2019</li> <li>• Recruitment activity reported to ELT quarterly</li> </ul>
	<b>Audit</b> <ul style="list-style-type: none"> <li>• The People and Culture team participated in audit processes related to the amalgamation of Councils in NSW in 2016</li> <li>• More than 200 items of documentation were provided to inform a report presented to Parliament in May 2019</li> <li>• Payroll Masterfile check reports were developed in conjunction with advice from Council’s Senior Internal Auditor and implemented producing a fortnightly checking report</li> </ul>
	<b>Induction</b> <ul style="list-style-type: none"> <li>• 77 Staff attended group induction training which included Code of Conduct and Conflict of Interest awareness</li> </ul>
	<b>Payroll</b> <ul style="list-style-type: none"> <li>• Over 400 staff on average were paid each fortnight</li> <li>• The payroll team participated in an internal audit of payroll processes that commenced in November 2018 – no critical risks identified with 10 actions recommended</li> <li>• Reports were provided to the Executive Leadership Team to inform monitoring of excessive leave</li> <li>• A report was presented to ELT summarising the use of Time In Lieu (TOIL) accruals and proposing a plan to reduce excessive TOIL leave liabilities</li> </ul>
	<b>Performance Reviews</b> <ul style="list-style-type: none"> <li>• Reports documenting the detail and outcomes of the 2017/2018 annual performance reviews (PES) presented to ELT</li> <li>• 98.7% of reviews were completed and further reports provided to inform salary progression outcomes provided</li> <li>• The system was reconfigured to enable training data to be extracted for the 2019 reviews</li> <li>• Reviewers and new staff attended updated training sessions for PES reviews to expand on scoring convention</li> <li>• 345 reviews were configured for the 2019 process</li> </ul>
	<b>Salary Progression</b> <ul style="list-style-type: none"> <li>• A Salary progression framework was finalised following extensive consultation with Unions and ELT</li> <li>• 51 Staff received salary step progression</li> <li>• Salary progression was completed within budget</li> </ul>
	<b>Staff Survey</b> <ul style="list-style-type: none"> <li>• An action plan to address issues of arising from the 2018 Staff Survey was developed</li> <li>• Feedback from Staff Survey was collated with 426 lines of commentary from staff feedback</li> <li>• Presented a draft Action Plan relating to Staff Survey results to Executive Management Team</li> <li>• The draft Staff Survey Action Plan was published, provide to all staff for comment and has since been adopted</li> </ul>

	<b>Organisational Restructure</b> <ul style="list-style-type: none"> <li>• Provided analysis, advice and recommendations on proposed changes to structure throughout the year</li> <li>• The Water Wastewater, Transport Infrastructure (Operations) and Resource and Waste Management Business Cases have been adopted by Council</li> <li>• Work was completed to transfer staff affected by the restructures identified in approved business cases</li> <li>• Additional information and advice was provided to inform a proposal to restructure the Executive Office</li> <li>• A scope was developed to enable an organisation redesign for the General Manager</li> <li>• RFI and selection process facilitated to select a consultancy to commence an organisation review and redesign</li> <li>• Over 200 documents provided to inform the organisation design review</li> <li>• Workshops organised for over 50 staff to attend various redesign workshops with consultants</li> <li>• Communication and Consultation program developed to enable change management resulting from the organisation redesign</li> <li>• Video messages developed for the General Manager to disseminate Organisation Redesign progress updates</li> </ul>
	<b>Health and Wellbeing</b> <ul style="list-style-type: none"> <li>• Health and Wellbeing events were provided to staff in the Cooma, Berridale and Bombala</li> <li>• Half day sessions for all staff included a presentations and interactive sessions on health and wellbeing</li> <li>• Held Councils Annual Skin Screening Program, with approximately 156 staff participating</li> <li>• Providers for resilience and Musculo-skeletal workshops trialled for the 2019 program</li> </ul>
	<b>Staff Issues</b> <ul style="list-style-type: none"> <li>• Support for managers was been provided with support including informal advice, mediation and formal disciplinary processes</li> </ul>
	<b>WHS</b> <ul style="list-style-type: none"> <li>• Monthly WHS reports were developed and implemented in addition to quarterly reporting</li> <li>• Evacuation drills were conducted in Council offices across the region</li> <li>• Alcohol testing continued during the period</li> <li>• A workplace inspection guideline was developed and adopted in September 2018</li> <li>• Workshops trialled for staff identified as most at risk of manual handling injury</li> </ul>
	<b>Training</b> <ul style="list-style-type: none"> <li>• Training was provided that took advantage of NSW Government funded training program LG Skills Strategy (VET) with savings exceeding approximately \$20,000</li> <li>• 193 units of compliance training were completed</li> <li>• Professional development training options for Group Managers developed and presented to EMT</li> <li>• Professional development for 25 staff in “Stepping in to Supervising” two day workshop by Local Government Professionals</li> </ul>
	<b>Community Support Services</b> <ul style="list-style-type: none"> <li>• Community transport delivered to 5295 clients</li> </ul>

<b>Community Support Services and Aged Care</b>	<ul style="list-style-type: none"> <li>Community transport number of trips 5093 and 146 952 kilometres travelled</li> <li>We have continued to grow our community partnership model which has seen us support 6 community organisations to access transport.</li> <li>Passenger's ages have ranged from 1 year old to late 90.</li> </ul>
	<b>Commonwealth Home Support Program (CHSP)</b> <ul style="list-style-type: none"> <li>Carers and Carers Relationship delivered to 87 clients</li> <li>2856.50 hours of support Flexible respite in home</li> <li>1130.50 hours of support centre based respite</li> <li>Home Support delivered to 280 clients</li> <li>Domestic Assistance 1152.80 hours of support (Have received growth funding \$17000)</li> <li>Personal Care 97 hours of support</li> <li>Social Support individual 657.75 hours of support</li> <li>Social Support Groups 3695 hours of support</li> <li>Home Modifications \$20407 Dollars spend on modifications (Have received growth funding of \$19519)</li> <li>Home Maintenance 386 hours of support</li> <li>Goods and Equipment 99 Items hired</li> <li>Meals on wheels 3518 meals</li> <li>58 Transport Trips (high intensity)</li> </ul>
	<b>Community Support Programs</b> Home Care Packages: 42 NDIS: 45 current Clients and services have remained steady. Compacts: 25 clients NB: We have seen an increase in Compacts due to flu season Commonwealth Home Support Program: Carers and Carers relationships 92 clients 3102 hours Flexible respite 764 hours Centre based respite Home Support: 1109 hours Domestic Assistance 55 hours Personal Care 634 hours Social Support Individual \$15154 Dollars Home Modification 656 hours Home Maintenance 131 items Goods and Equipment 4574 Meals on Wheels 62 Trips for High Intensive 3380 hours Social Support Groups
	<b>Yallambee Lodge/Snowy River Hostel</b>

- Overturned 4 outcomes in the Aged Care Standards that were not met to being met regaining full compliance at Yallambee Lodge
- Section 355 Committee is running 4 times per year
- Appointed 10 new employee's to the area of RAC
- New Fire Manual (in draft)
- New Site Plans (in draft)
- Moved a resident to a new room due to WH&S (YL)
- New medication room was created (YL)
- Transitioned to new standards of care 1 July 2019 – from 4 to 8.
- Developed Jindabyne Steering Committee
- Signed ACAR contract following approval of 16 beds for Yallambee
- Fixed main gate – multiple mechanical failures (YL)
- Created 56 new resident paper files
- Created 56 new resident agreement files
- Created 45 new staff folders
- Created 30 new contractor files
- Purchase and installation of new TV in residents lounge rooms
- 15 case conferences conducted with families, GP's and residents
- Trainings and staff meetings every 2 weeks
- Full staff structure review has occurred with a DRAFT structure produced and costed
- New Laundry Trolley's, policies and procedures for infection control have been purchased and produced
- New water purifiers in each house (YL)
- New Hoist to support bariatric residents (YL)
- Addition of glove racks and paper towel dispensers in each room (YL)
- New BP machines, thermometers, glucose meters and oximeters (YL)
- Altura Training subscription for education
- Moving on Audits subscription for compliance
- New Keypads on doors in main area to support access and independence (YL)
- New walkie talkies
- New windows in doors in administration area (YL)
- New blast chiller in kitchen area
- Gardens cleaned up and reticulation is being repaired – ongoing (YL)

	<ul style="list-style-type: none"> <li>NB: there have been a number of maintenance issues that have been addressed during the past three months across both aged care facilities as a result of ageing infrastructure</li> </ul>
	<p><b>Library</b></p> <p><b>Lifelong Learning</b></p> <ul style="list-style-type: none"> <li>Digital Seniors sessions held with both Monaro &amp; Bombala High Schools for senior members of the community at both Cooma &amp; Bombala Libraries x2</li> <li>Staff training <ul style="list-style-type: none"> <li>State Library <i>Community, Collect, Connect</i> including Local History content – 3 staff members</li> <li><i>Mother Goose Storytelling</i> – 2 staff members</li> </ul> </li> <li>Fly fishing workshop</li> <li>Silk Painting workshop for adults</li> <li>Decoupage workshop for adults</li> <li><i>Art of Ageing</i> exhibition at all 3 locations</li> <li><i>Blue Case</i> travelling exhibition at all 3 locations</li> <li>Podcast sessions</li> <li>Oral History training workshop</li> <li>Making documentaries workshop</li> <li>LEGO kits purchased for kids LEGO CLUB at both Cooma &amp; Bombala Libraries – launched Wed 5 June at Cooma / Bombala beginning in July school holidays</li> </ul> <p><b>Community Enablement</b></p> <ul style="list-style-type: none"> <li>Mother Goose storytelling sessions in conjunction with <i>Family Support</i></li> <li>3 Book talks at Cooma Library</li> <li>2 visits to Gidgillys Preschool in Jindabyne for storytelling sessions – will continue with monthly visits</li> <li>Oral History recordings by and with local residents – theme <i>Women from the Snowy Scheme</i></li> </ul> <p><b>Digital Connection</b></p> <ul style="list-style-type: none"> <li><i>BeConnected</i> workshops on <i>Digitising Monaro Memories</i> held at both Bombala &amp; Cooma Libraries</li> <li>Weekly <i>BeConnected</i> training and registration sessions held at both Bombala &amp; Cooma Libraries</li> <li>NBN Connectivity complete</li> <li>2 public PCs and tables purchased for Bombala Library</li> <li>Microform reader and printer purchased for Bombala Library – grant money</li> <li>Purchase of 4 Ipad's for use throughout the service – no programs in place as yet – have been set up by IT for use / Ipad usage policy currently being developed</li> </ul>



	<ul style="list-style-type: none"> <li>• Evaluation of e-resources via the South East Zone network</li> </ul> <p><b>Places and Spaces</b></p> <ul style="list-style-type: none"> <li>• Junior <i>Winter Reading Program</i> for July / August to be instigated – possibility of Book Club developing</li> <li>• <i>Yoga for Kids</i> sessions run in school holidays</li> <li>• Regular Preschool Storytimes at Bombala Library</li> <li>• Purchase of badge making machine for activities</li> <li>• Monthly Storytime in Jindabyne at Gidgillys Preschool and weekly visit to the Mobile Library</li> <li>• Children’s author promotion and seasonal promotion for Mobile Library with little bags containing story / craft / bookmark to hand out – 3 times</li> <li>• Grant application for CCTV cameras at Cooma &amp; Bombala Libraries unsuccessful outcome</li> <li>• Refurbishment at Bombala Library with changes to set up of circulation and CTC areas <ul style="list-style-type: none"> <li>○ New circulation desk</li> <li>○ Move of CTC computers and desks</li> <li>○ Set up of Computer Games Room in HACC areas</li> </ul> </li> <li>• Improve Bombala Library <ul style="list-style-type: none"> <li>○ Rearrangement of Circulation area and establishment of a specific Study / Local Studies area</li> <li>○ Additional DVD &amp; Paperback stands</li> <li>○ Rearrangement of collection to maximise space and shelving</li> </ul> </li> <li>• Surplus LPG funds available for RFID, self issue and security gates for Bombala – quote obtained</li> <li>• Purchase of Higher grade Circ Assist for both Mobile &amp; Bombala Libraries</li> <li>• Dash Camera purchased for the Mobile Library</li> <li>• Movie screenings during school holidays at both Cooma &amp; Bombala Libraries</li> <li>• Special events movie screenings for adults– Sundowners / Victoria &amp; Abdul / Kate &amp; Leopold</li> <li>• School holidays craft sessions</li> </ul>
<b>Governance</b>	<p><b>Customer Service and Records</b></p> <ul style="list-style-type: none"> <li>• Consolidation of the Customer Service and Records Teams</li> <li>• Recruitment of Team Leader Records and Customer Service</li> <li>• Recruitment of CSO relief role to support resourcing across council</li> <li>• Keeping the doors open and giving the community great customer service has been priority over the last 6 months</li> <li>• Casual Staff Pool training – CSO Relief has been working with casuals so that their knowledge of the business is consistent and up-to-date</li> </ul>

	<ul style="list-style-type: none"> <li>• Berridale CSO recruitment – secondment ended in December 2018 and recruitment has been through the internal and external process with interviews being held on Friday 1st Feb 2019</li> <li>• Customer Service Charter – review of currently charter for March 2019</li> <li>• Working with internal departments to improve the flow of customer service to either internal or external stakeholders</li> <li>• Working through day boxes and other files to make sure they are ready for destruction and signed off by appropriate managers.</li> <li>• Working on a Records Management Policy and Framework</li> <li>• Team catch up's and site visits where possible to plan destruction of archived documents</li> <li>• Working with internal departments to help them organise their records in conjunction with state archives and their own legislation.</li> <li>• Service NSW Training – CSO Relief trained in February 2019</li> <li>• Records Trainee completed Traineeship March 2019</li> <li>• Records Office Bombala complete probation period March 2019</li> <li>• Cooma Basement has been cleaned out and what is currently there is current archived records</li> <li>• Berridale Storage Offsite shed has had a clean out and is current archived records</li> <li>• Bombala storage onsite shed has had a clean out – more work to come in the next 6 months</li> </ul>
	<p><b>ICT</b></p> <ul style="list-style-type: none"> <li>• Migrated Bombala office users to Microsoft Lync (Skype for Business) replacing 20 year old Commander PABX analogue telecommunication system in the process</li> <li>• Migrated Bombala users from the Bombala Exchange server to the SMRC Exchange server, allowing the decommissioning of one of the three separate exchange server environments</li> <li>• Extended Council's MPLS network to include the Bombala Office, Yallambee Hostel, enabling all network resources to be accessible to users in those locations</li> <li>• Completed infrastructure installation for extending Council's MPLS network for Werri Nina Centre, Cooma Visitor Centre, Bombala Library and Bombala HACC, awaiting final provisioning</li> <li>• Rolled out 20 new laptops and 20 desktops across the organisation.</li> <li>• Relocated the Bombala CTC and rearranged the IT resources layout in the Bombala library</li> <li>• Technology upgrade for Yallambee Lodge for audit compliance.</li> <li>• Technology upgrade for Werri Nina meeting room.</li> <li>• Technology upgrade for Berridale Hostel common room.</li> <li>• Migrated Cooma users from the Cooma Exchange server to the SMRC Exchange server, consolidating all users onto a single exchange server environment.</li> <li>• Completed a CountryTell voice and data communications review to build a network and telecommunications consolidation plan.</li> </ul>

	<ul style="list-style-type: none"> <li>• Completed CIS GIS Project RFT vendor evaluation processes.</li> <li>• Began the CIS GIS Project Implementation processes.</li> <li>• Completed configuration of virtual server infrastructure for CIS, GIS and EDRMS software systems.</li> <li>• Replaced the failed Projector in the Cooma Chambers.</li> <li>• Acquired and configured standardised teleconference phones in Cooma, Berridale and Bombala.</li> <li>• Acquired standardised 360 degree video conferencing equipment for Cooma, Bombala and Berridale, currently awaiting configuration and rollout.</li> <li>• Upgraded WiFi in the Cooma main office to improve performance for the large amount of device connections.</li> </ul> <p><b>Corporate Governance</b></p> <ul style="list-style-type: none"> <li>• New Manager Corporate Governance appointed</li> <li>• Completed the 2018 Financial Year Annual Report</li> <li>• Facilitated Council meetings during the year</li> <li>• Recruited some vacant positions while supporting new processes</li> <li>• Adoption of Code of Conduct and Code of Meeting Practice</li> <li>• Development of Complaints Handling procedure</li> <li>• Development of 2020 Operational Plan</li> <li>• Undertook Compliance Reporting in line with the Local Government Compliance Calendar</li> <li>• Undertook completion of 155 GIPA Applications</li> <li>• Review undertaken of provision of information process across Council</li> <li>• Section 355 Committees</li> </ul>
<p><b>Innovation and Business Development</b></p>	<p><b>Business Development</b></p> <ul style="list-style-type: none"> <li>• Business Partnerships with all groups to identify, research and assist with continuous improvement initiatives and projects</li> <li>• Environmental Scanning and trend monitoring</li> <li>• Build organisational capability through learning sessions, workshops and one-on-one training sessions</li> <li>• Review progress of previous project outcomes (service reviews)</li> <li>• Coordinate Local Government Performance Excellence Program and report results</li> <li>• Develop service delivery frameworks</li> <li>• Provide assistance to develop business cases and project management plans for operational service innovation projects</li> <li>• Process mapping</li> <li>• Administration and reporting of internal and external audit outcomes/recommendations</li> <li>• Regular and systematic reporting to internal and external stakeholders on team project progress</li> </ul>

	<ul style="list-style-type: none"> <li>• Implementation of evidence based leadership (EBL) team strategy to achieve SMRC vision and IPR</li> <li>• Continuous learning and professional development of all team members</li> <li>• Participate in NSW Audit Office Performance Audit and coordinate response to recommendations</li> </ul>
	<b>Project Management</b> <ul style="list-style-type: none"> <li>• Assist Council officer's to develop business cases and project implementation plans for new operational projects</li> <li>• Mentor (EMIBD) in the Local Government Professionals Australia – International Mentoring Program. Mentee in Cambodia who is improving utilisation of the high school library in local village</li> </ul>
	<b>Risk Management</b> <ul style="list-style-type: none"> <li>• Build, continuously improve and provide independent oversight and advice on ERM framework and compliance management</li> <li>• Develop and maintain tools, templates, software and guidelines</li> <li>• Support collection and capture of business continuity data and information</li> <li>• Identify, recommend, monitor and report on risk management</li> <li>• Provide assistance and advice on a range of risk specific matters</li> <li>• Insurance management and renewal process</li> <li>• Public liability claims management</li> <li>• Improve claims management systems and processes</li> <li>• Build risk management maturity through information sharing, knowledge and data capture</li> <li>• Facilitate and finalise participation in Continuous Improvement Program (Statewide Mutual) and Risk Management Action Plan</li> <li>• Support People and Culture to plan for the implementation of their preferred incident management system</li> <li>• Deliver Business Continuity Management Project</li> </ul>
	<b>Internal Audit</b> <ul style="list-style-type: none"> <li>• Undertake planned and management instigated audits</li> <li>• Facilitate quarterly ARIC meetings; document and report on outcomes and recommendations</li> </ul>
	<b>Sustainability</b> <ul style="list-style-type: none"> <li>• Facilitate and manage Green Team Committee</li> <li>• Review and report on Planet Footprint (now Azility) data analytics tool</li> <li>• Identify and promote sustainable business practices and opportunities</li> <li>• Manage Sustainable Living Guide on Council's website</li> <li>• Investigate energy options, including power purchase agreements</li> <li>• Commence energy audit to assist with electricity contract options later in 2019</li> <li>• Investigate participation in "Cities Power Partnership" program</li> </ul>
	<b>Transition (Merger)</b> <ul style="list-style-type: none"> <li>• Monitor and report on grant funding expenditure and project progress.</li> </ul>

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#### 9.4.9 DRAFT GUIDE FOR SUBMISSION AND ASSESSMENT OF UNSOLICITED PROPOSALS

Record No:

Responsible Officer:	Director Corporate and Community Services
Author:	Executive Assistant to Director Corporate and Community Services
Key Theme:	4. Leadership Outcomes
CSP Community Strategy:	10.2 Sound governance practices direct Council business and decision making
Delivery Program Objectives:	10.2.2 Councillors are supported to make informed decisions in the best interest of the community and to advocate on behalf of the community
Attachments:	1. Draft Guide for Submission and Assessment of Unsolicited Proposals
Cost Centre	
Project	
Further Operational Plan Actions:	

#### EXECUTIVE SUMMARY

In its daily operations the Council, Councillors and Council staff are sometimes approached by the private sector and individuals with specific proposals for the Council to entertain including, land purchases, business development, participation in a joint venture and other proposals.

As part of good governance practiced by Snowy Monaro Regional Council (SMRC) the development of procedures and guidance in such a situation is considered a high priority.

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

#### OFFICER'S RECOMMENDATION

That Council resolve to adopt the Draft Guidelines for Submission and Assessment of Unsolicited Proposals.

#### BACKGROUND

##### Preamble

In its daily operations the Council, Councillors and Council staff are sometimes approached by the private sector and individuals with specific proposals for the Council to entertain including, land purchases, business development, participation in a joint venture and other proposals.

As part of good governance practiced by Snowy Monaro Regional Council (SMRC) the development of procedures and guidance in such a situation is considered a high priority.

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In this regard the NSW Council Guide for Submission and Assessment of Unsolicited Proposals in January 2012 has provided guidance for the Council in developing a process and procedure and provides a transparent and streamlined approach that will assist the Council and the private sector working together to develop and deliver innovative ideas, services and infrastructure.

The aim is to provide consistency and certainty to the private sector as to how any unsolicited proposal to the Council will be assessed within a transparent framework.

### **Definition**

An Unsolicited Proposal is an approach to Government from a Proponent with a proposal to deal directly with the Government over a commercial proposition, where the Government has not requested the proposal. This may include proposals to build and/or finance infrastructure, provide goods or services, or undertake a major commercial transaction.

### **Introduction**

These Guidelines are not a substitute for approved competitive practices by the Council and have been developed to provide a framework to enable a solicited proposal to be considered.

While direct negotiation with a proponent in response to an Unsolicited Proposal may be pursued in justifying circumstances, Council's usual procurement approach is to test the market. This generally results in the demonstrable achievement of value-for-money outcomes and provides fair and equal opportunities for private sector participants to do business with Council.

The Council has absolute discretion in considering proposals and will ensure that the proposal and its proponent have unique attributes such that others could not deliver a similar proposal with the same outcome. The Council may directly negotiate with an individual or organisation that presents an Unsolicited Proposal where circumstances justify this approach.

This Guide sets out the processes to be followed by both the Council and Proponents in developing Unsolicited Proposals. It represents commitment by Council to the allocation of resources to meet its responsibilities as outlined in this Guide. It is recognised that a Proponent will be entitled to a fair rate of return for its involvement in a project and that outcomes should be mutually beneficial for the Proponent and Council. Further, Council recognises the right of Proponents to derive benefit from unique ideas. The approach to the identification, recognition and protection of intellectual property rights will be addressed and agreed with the Proponent during Stage 1 of the process as set out in the Guide.

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# **Guide for Submission and Assessment of Unsolicited Proposals**





### Record of Versions

Date Published	Reason for Amendments	Resolution	Author/Document Owner

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

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### Contents

250.2016.#.1	Issue Date: (date)	Revision Date:	Page 2 of 18
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<b>1</b>	<b>Preamble</b>	<b>5</b>
<b>2</b>	<b>Definition</b>	<b>5</b>
<b>3</b>	<b>Introduction</b>	<b>5</b>
3.1	Stage 1	6
3.1.1	Initial Submission and Preliminary Assessment	
3.1.2	Strategic Assessment of Initial Submission	
3.2	Stage 2	6
3.2.1	Detailed Proposal	
3.3	Stage 3	6
3.3.1	Negotiation of Final Binding Offer	
<b>4</b>	<b>Principles</b>	<b>7</b>
4.1	Optimise Outcomes	7
4.2	Uniqueness	7
4.3	Assessment Criteria	8
4.4	Probity	9
4.4.1	Maintaining Impartiality	
4.4.2	Maintaining Accountability and Transparency	
4.4.3	Managing conflicts of interest	
4.4.4	Maintaining Confidentiality	
4.4.5	Obtaining Value for Money	

4.5	Resource Commitments	10
4.6	Governance Arrangements	10
4.7	Participation Agreement	10
<b>5</b>	<b>Roles and Responsibility</b>	<b>11</b>
5.1	Proponent	11
5.2	Council	11
5.3	Advisers	11
5.4	Probity Advisers	12
<b>6</b>	<b>The Process</b>	<b>12</b>
6.1	Introduction	12
6.2	Pre-Submission Concept Review Stage	12
6.2.1	Timing	
6.2.2	Proponent responsibilities	
6.2.3	Council responsibilities	
6.3	Stage 1	13
6.3.1	Initial Submission and Preliminary Assessment	
6.3.2	Strategic Assessment of Initial Submission	

## 1 Preamble

In its daily operations the Council, Councillors and Council staff are sometimes approached by the private sector and individuals with specific proposals for the Council to entertain including, land purchases, business development, participation in a joint venture and other proposals.

As part of good governance practiced by Snowy Monaro Regional Council (SMRC) the development of procedures and guidance in such a situation was seen as worthwhile.

In this regard the NSW Council Guide for Submission and Assessment of Unsolicited Proposals in January 2012 has provided guidance for the Council in developing a process and procedure and provides a transparent and streamlined approach that will assist the Council and the private sector working together to develop and deliver innovative ideas, services and infrastructure.

The aim is to provide consistency and certainty to the private sector as to how any unsolicited proposal to the Council will be assessed within a transparent framework.

## 2 Definition

An Unsolicited Proposal is an approach to Government from a Proponent with a proposal to deal directly with the Government over a commercial proposition, where the Government has not requested the proposal. This may include proposals to build and/or finance infrastructure, provide goods or services, or undertake a major commercial transaction.

## 3 Introduction

These Guidelines are not a substitute for approved competitive practices by the Council and have been developed to provide a framework to enable a solicited proposal to be considered.

While direct negotiation with a proponent in response to an Unsolicited Proposal may be pursued in justifying circumstances, Council's usual procurement approach is to test the market. This generally results in the demonstrable achievement of value-for-money outcomes and provides fair and equal opportunities for private sector participants to do business with Council.

The Council has absolute discretion in considering proposals and will ensure that the proposal and its proponent have unique attributes such that others could not deliver a similar proposal with the same outcome. The Council may directly negotiate with an individual or organisation that presents an Unsolicited Proposal where circumstances justify this approach.

This Guide sets out the processes to be followed by both the Council and Proponents in developing Unsolicited Proposals. It represents commitment by Council to the allocation of resources to meet its responsibilities as outlined in this Guide. It is recognised that a Proponent will be entitled to a fair rate of return for its involvement in a project and that outcomes should be mutually beneficial for the Proponent and Council. Further, Council recognises the right of Proponents to derive benefit from unique ideas. The approach to the identification, recognition and protection of intellectual property rights will be addressed and agreed with the Proponent during Stage 1 of the process as set out below.

A three stage assessment process has been developed to guide the evaluation of proposals. The process involves:

### **3.1 Stage 1**

#### **3.1.1 Initial Submission and Preliminary Assessment**

Council Executive staff will undertake a Preliminary Assessment of the proposal to determine if the submission constitutes an unsolicited proposal and if it contains sufficient potential grounds to justify direct dealing and a Stage 1 assessment. Council reserves the right to further consider, or not consider, Unsolicited Proposals beyond this stage at its absolute discretion.

#### **3.1.2 Strategic Assessment of Initial Submission**

Includes a comprehensive initial assessment of the proposal to identify the potential benefit to Council of further consideration and development with the Proponent. The outcome is advice to the Proponent of progression to Stage 2, or that the proposal will not be progressed.

### **3.2 Stage 2**

#### **Detailed Proposal**

Requires the Proponent and Council to work cooperatively in the development and assessment of a Detailed Proposal. The outcome is advice to the Proponent of progression to Stage 3, or that the Council does not wish to proceed.

### **3.3 Stage 3**

#### **Negotiation of Final Binding Offer**

Involves the finalisation of all outstanding issues with a view to entering into a binding agreement, should the Council accept the final offer.

Where the Council assesses a proposal as not meeting the criteria, including uniqueness, the Council reserves its usual right to go to market. The Proponent will be provided with the opportunity to participate in the procurement process should the concept be offered to the market, but will have no additional rights beyond those afforded to other market participants. If the Council elects to go to market in such circumstances it will respect any IP owned by the Proponent.

The unsolicited proposals assessment process is separate to other Council statutory approvals processes e.g. planning.

## 4 Principles

### 4.1 Optimise Outcomes

Proposals must be considered in light of the wider benefits and strategic outcomes that may be derived. In order to proceed however, proposals must be broadly consistent with Council objectives and plans, and offer some attributes that would justify departing from a competitive tender process. Outcomes must always be in the best interest of the Council.

In order to demonstrate that Value for Money will be achieved, the Council will develop an independent project cost estimate that will be used to assess Value for Money. This approach to demonstrating Value for Money will be generally consistent with Infrastructure Australia guidelines.

### 4.2 Uniqueness

For unsolicited proposals to progress through the assessment process, the uniqueness needs to apply to both the proposal and the proponent. The essential elements to be addressed in any Unsolicited Proposal are -

- Can this proposal be readily delivered by competitors? If so what, if any, justification would the Council have to the public for not seeking best value through a competitive tender process? What benefit(s) would the Council gain?
- Does the proponent own something that would limit the Council from contracting with other parties if the Council went to tender? This would include intellectual property, real property and other unique assets.
- Are there other attributes which may not necessarily stand alone as unique but, when combined, create a "unique" proposal? This may include genuinely innovative ideas, including financial arrangements or solutions that are otherwise unlikely to be defined and put to market (e.g. alternatives to providing a Council service or substantive processes, products or methods for delivering a service that is not offered by other service providers and constitute a significant departure from traditional service delivery).
- Note: Proposals that are NOT considered unique are unlikely to be progressed.
- Proponents seeking to directly purchase or acquire a Council-owned entity or land parcel. Unless the proposal presents a unique opportunity to Council, the Council is unlikely to enter into such an arrangement without a competitive tender process.
- Proponents with an existing Council contract to provide goods or services seeking to bypass a future tender process.
- Proposals for significant extensions to existing contracts, or the next stage of a staged project on the basis that the contractor is already "on-site" or has some other claimed advantages, absent of other "uniqueness" criteria.
- Proposals that identify the proponent's skills or workforce capability as the only unique characteristic are unlikely to progress to Stage 2.
- Proposals to provide widely available goods or services to Council.
- Proposals for consultancy services.
- Proposals for projects where the tender process has formally commenced.

- Proposals that are early concepts or lack detail.
- Proposals seeking grants e.g. scientific research.
- Proposals that claim uniqueness that is trivial.

### 4.3 Assessment Criteria

Proposals will be initially assessed against the Assessment Criteria in the table below. Assessment will be based on satisfactorily meeting each of the criteria. Additional Criteria relevant to a particular proposal may also be applied at later stages. If so, the Proponent will be informed of the criteria in order for these to be addressed in its Detailed Proposal during Stage 2

<b>Uniqueness</b>	<p>Demonstration of unique benefits of the proposal and the unique ability of the proponent to deliver the proposal. In particular the following are to be demonstrated –</p> <ul style="list-style-type: none"> <li>• Can this proposal be readily delivered by competitors?</li> <li>• Does the proponent own something that would limit the Council from contracting with other parties if the Council went to tender?</li> <li>• Are there other attributes which may not necessarily stand alone as unique but, when combined, create a “unique” proposal?</li> </ul>
<b>Value for Money</b>	<p>Does the proposal deliver value for money to the Council? What are the net economic benefits of the proposal (the status quo should be defined)?</p> <p>Consideration will be given to factors such as: whole of life costs and revenue, quality, risk borne by Council, benefits gained, qualitative and whole of Council outcomes including timely achievement of local benefit.</p>
<b>Return on Investment</b>	<p>Is the proposed return on Investment to the proponent proportionate to the proponent’s risks, and industry standards?</p>
<b>Capability and Capacity</b>	<p>Does the proponent have the experience, capability and capacity to carry out the proposal? What reliance is there on third parties?</p>
<b>Affordability</b>	<p>Does the proposal require Council funding, or for the Council to purchase proposed services? Does the Council have funds available or budgeted and if not what source would be proposed?</p>
<b>Risk Allocation</b>	<p>What risks are to be borne by the proponent and by the Council?</p>



## **4.4 Probity**

The Council takes all necessary steps to conduct its commercial dealings with integrity. The assessment of Unsolicited Proposals must be fair, open and demonstrate the highest levels of probity consistent with the public interest. The assessment of Unsolicited Proposals will be conducted through the application of established probity principles and in accordance with the Council's adopted probity framework.

### **4.4.1 Maintaining Impartiality**

Fair and impartial treatment will be a feature of each stage of the assessment process. The process will feature a clearly defined separation of duties and personnel between the assessment and approval functions.

### **4.4.2 Maintaining Accountability and Transparency**

Accountability and transparency are related concepts. The demonstration of both is crucial to the integrity of the assessment.

Accountability requires that all participants be held accountable for their actions. The assessment process will identify responsibilities, provide feedback mechanisms and require that all activities and decision making be appropriately documented.

Transparency refers to the preparedness to open a project and its processes to scrutiny, debate and possible criticism. Relevant information regarding proposals under consideration at Stage 2 should be publicly available.

### **4.4.3 Managing conflicts of interest**

In support of the public interest, transparency and accountability, the Council requires the identification, management and monitoring of conflicts of interest. All parties will be required to disclose any current or past relationships or connections that may unfairly influence or be seen to unfairly influence the integrity of the assessment process.

### **4.4.4 Maintaining Confidentiality**

In the assessment of Unsolicited Proposals there is need for high levels of accountability and transparency. However, there is also a need for some information to be kept confidential, at least for a specified period of time. This is important to provide participants with confidence in the integrity of the process. All proposals submitted will be kept confidential at Stage 1 of the assessment process.

### **4.4.5 Obtaining Value for Money**

Obtaining optimal value for money is a fundamental principle of good governance. Proponents can make proposals with the confidence that they will be assessed on their merits and where Council appropriately considers value.

## 4.5 Resource Commitments

In order for an Unsolicited Proposal to progress, and the Proponent will be required to commit resources. The staged approach to assessment as detailed in this Guide seeks to balance resource input at each stage to reduce the potential for unnecessary expense. While this Guide sets out information and processes to minimise costs for Proponents, the Council will not normally reimburse costs associated with Unsolicited Proposals.

## 4.6 Governance Arrangements

Once a proposal reaches Stage 2 of the assessment process, Council will establish appropriate governance arrangements including assessment/technical panels, management of confidentiality and conflict of interest, and provide details of the appointed Proposal Manager and probity advisor.

In preparing the governance arrangements, Council will have regard to relevant processes and approval requirements.

## 4.7 Participation Agreement

A Participation Agreement provides an agreed framework for Stage 2 which will be entered into by both Council and the Proponent in order to ensure the alignment of expectations regarding participation in the process.

The Participation Agreement will contain:

- Acknowledgement that a Value for Money outcome is a requirement for the proposal to proceed
- Assessment Criteria and other relevant Council requirements
- Communication channels, including a prohibition on lobbying
- Agreement regarding cost arrangements
- Resource commitments
- Conflict of interest management arrangements
- Confidentiality requirements
- Commitment to following an open book approach to discussions
- Commitment to providing a local benefit
- Timeframe
- Approval requirements.

### Stage 3 Agreement

A Stage 3 Agreement provides an agreed framework for participation in Stage 3 which will be entered into by both Council and the Proponent in order to ensure alignment of expectations. The Stage 3 Agreement will contain (but not limited to):

- Communication channels, including a prohibition on lobbying.
- Agreement regarding cost arrangements.
- Resource commitments.
- Conflict of interest management arrangements
- Confidentiality requirements
- Timeframe
- Approval requirements
- Schedule of items and issues to be negotiated

## 5 Roles and Responsibility

### 5.1 Proponent

The Proponent is required to:

- Prepare a submission and meet with Council staff to discuss its unique characteristics and other key principles, prior to lodgement of a formal submission. This involves the Proponent completing an initial Schedule of Information Requirements.
- Prepare and lodge with DPC an Initial Submission for Preliminary or Stage 1 Assessment. This involves the Proponent completing the Schedule of Information Requirements and attaching any other relevant information.
- Enter into a Participation Agreement if recommended to proceed to Stage 2
- Provide a Detailed Proposal at the conclusion of Stage 2
- Provide a Binding Offer at the conclusion of Stage 3.

### 5.2 Council

Proposals will be submitted to the Council for approval prior to any progression of a proposal to Stage 2 or 3.

Projects requiring capital and/or recurrent funding require the approval of Council. The required approval process will be described to the proponent.

### 5.3 Advisers

The council may procure Advisors with specialist expertise to assist in project scoping and assessment:

- Legal
- Financial
- Technical
- Environmental

Other advisers may be appointed where specialist input is required. All Advisers are to follow all project governance and probity requirements.

## **5.4 Probity Advisers**

An independent probity adviser may be appointed for large-scale projects or where probity risk is considered sufficient to warrant appointment. The role of the probity adviser is to monitor and report on the application of the probity fundamentals during the assessment process. Probity advisers are usually appointed at Stages 2 and 3 of the assessment process.

The probity adviser will report to the Council and will be available to Proponents to discuss probity related matters.

In the absence of a probity adviser, this role will be undertaken by the General Manager's nominee. Proponents are able to request the appointment of a probity adviser.

## **6 The Process**

### **6.1 Introduction**

This section outlines an assessment process for the consideration of Unsolicited Proposals. It is recognised that the nominated stages may be refined in order to most effectively manage the assessment of any particular proposal. For example, each stage may include a number of milestones to be achieved.

### **6.2 Pre-Submission Concept Review Stage**

#### **6.2.1 Timing**

It is recognised that there may be numerous discussions at many levels between the proponent and Council stakeholders in order to ascertain Council needs and to better understand the business environment. These are informal discussions and are outside the realm of this Guide.

This initial meeting represents the first formal step in assessing the merits of each Unsolicited Proposal and may be before or after lodgement of the full proposal. The Council's strong preference is that this occurs before formal lodging of any proposal and commencement of Stage 1.

#### **6.2.2 Proponent responsibilities**

In order for this meeting to be helpful, the proposal needs to be developed to a stage where the key inputs and outcomes have been identified, key assumptions and requirements of Council are clear, and other key elements have been identified. In particular, the unique ability of the proponent to deliver the proposal should be demonstrated and documented. The initial Schedule of Information.

### 6.2.3 Council responsibilities

Where the Council is of the view that there is little prospect of the uniqueness criteria being met, it will communicate this to the proponent. In such circumstances, the Council reserves the right not to advance assessment of the proposals to Stage 1 assessment as set out below.

## 6.3 Stage 1

### 6.3.1 Initial Submission and Preliminary Assessment

#### Objective

For Council to undertake a Preliminary Assessment of the proposal and to determine if the submission constitutes an unsolicited proposal and if sufficient justification exists to justify direct dealing and therefore undertake a Stage 1 assessment. Council reserves the right to further consider, or not consider, Unsolicited Proposals beyond this stage at its absolute discretion.

#### Proponent responsibilities

During stage 1, the Proponent is responsible for:

- Preparing an Initial Submission in accordance with the Schedule of Information
- Requirements listed on the Council Website
- Identification of unique elements of the proposal
- Forwarding the Initial Submission to the Council
- Responding to requests for further information. The information to be provided will depend on the size and complexity of the proposed project.

#### Council responsibilities

During Stage 1, Council is responsible for:

- Promptly acknowledging receipt of the Initial Submission
- Undertaking an initial compliance check to ensure the required information has been provided
- Requesting further information from the Proponent if required. This may involve clarification meetings with the Proponent in order to promote clarity of Council requirements
- Undertaking a Preliminary Assessment that will be based on the potential for the proposal to satisfactorily meet the Assessment Criteria
- Council approval to progress to Stage 1.b, if warranted
- Notification of the Preliminary Assessment outcome to the Proponent advising if it is to be progressed.

#### Outcomes

The outcomes will be that the Proposal is considered acceptable or not suitable to progress to Stage 1

### **Feedback**

Proponents will be provided with written feedback on whether their Submission has progressed to Stage 1 or reasons for a decision not to proceed with a proposal.

### **6.3.2 Strategic Assessment of Initial Submission**

#### **Objective**

Council to undertake a comprehensive initial assessment of the proposal to identify the potential benefit to Council of further consideration and development with the Proponent.

#### **Proponent responsibilities**

During Stage 1, the Proponent is responsible for

- Responding to requests for further information. The information to be provided will depend on the size and complexity of the proposed project.

#### **Council responsibilities**

During Stage 1, the Council is responsible for:

- Commitment by Council Executive.
- Requesting further information from the Proponent if required. This may involve clarification meetings with the Proponent in order to promote clarity.
- Undertaking a formal assessment. The assessment will be based on the potential for a subsequent Detailed Proposal to satisfactorily meet each of the Assessment Criteria if progressed to Stage 2
- Preparing an Assessment Report for review and approval
- Preparing a draft Participation Agreement for all proposals deemed appropriate to progress to Stage 2
- Notification of the initial assessment outcome to the Proponent
- Council approval to progress to Stage 2, if warranted.

#### **Outcomes**

The following outcomes may result from this stage:

- The proposal is considered suitable for progression to Stage 2
- The proposal, in concept form, is deemed of sufficient interest to Council to warrant further development and progression to a more defined project either with the original Proponent or with a view to bringing a project to market
- The proposal is not sufficiently unique to justify direct negotiations with the Proponent
- The submission is considered suitable for further consideration if the project appears to have merit, requires a relatively low resource commitment by Council is low risk
- The Submission is not considered suitable for further consideration.

### **Feedback**

Proponents with proposals considered suitable to proceed to Stage 2 will be provided with the following information:

- A summary of the assessment findings
- The proposed process for the further development and consideration of a Detailed Proposal, including governance arrangements
- Guidance regarding: value, scope, appropriate target return on investment parameters, timing, risk and other limitations affecting the Detailed Proposal in order to avoid unnecessary costs for the Proponent
- Written feedback providing reasons for a decision not to proceed with a proposal will be provided.

## **6.4 Stage 2 Detailed Proposal**

### **Objective**

For the Proponent and Council to work cooperatively in the development and assessment of a Detailed Proposal, which may require a degree of preliminary negotiation on key issues, subject to the nature of the proposal.

### **Proponent responsibilities**

During Stage 2, the Proponent will:

- Enter into a Participation Agreement
- Attend the Establishment Meeting
- Prepare and submit a Detailed Proposal in a form previously agreed with Council that addresses each of the Council's Assessment Criteria. This may include draft commercial terms for Council's consideration, if appropriate.

### **Council responsibilities**

During Stage 2, the Council will:

- Enter into a Participation Agreement
- Facilitate an Establishment Meeting in order to:
  - Provide feedback to the Proponent regarding risks and concerns with the Initial Submission
  - Provide guidance to the Proponent regarding Council requirements
  - Agree the approach to managing Proposal Development Workshops
  - Advise of the relevant Assessment Criteria
  - Agree the format for the Detailed Proposal, including the information and level of detail required
  - Commence discussions concerning the acceptable commercial and legal terms (with a view to developing draft commercial and legal terms that will form the basis of a final binding offer).



- Commit appropriately experienced and qualified resources to participate in the Stage 2 process
- Prepare a Governance Plan
- Define a Reference Project which accurately reflects the scope of the proposal
- Investigate benchmarking and prepare the Public Sector Comparator for the Reference Project, where appropriate
- Participate in Proposal Development Workshops.
- Provide further information to the Proponent to assist with proposal development
- Receive the Detailed Proposal
- Undertake assessment of the Detailed Proposal (by the Assessment Panel) against each of the Assessment Criteria
- Request further information from the Proponent as required
- Prepare an Assessment Report (by the Assessment Panel) and make recommendations to the Steering Committee
- Make recommendations to Council.

#### **Outcomes**

The outcomes will be that the Proposal is considered acceptable or not suitable to progress to Stage 3

#### **Feedback**

- Proponents progressing to Stage 3 will be provided with a draft Stage 3 Agreement and a schedule of items and issues to be negotiated (this may be provided separately to the Stage 3 Agreement).
- Written feedback providing reasons for a decision by Council to not proceed will be provided.

### **6.5 Stage 3 Negotiation of Final Binding Offer**

#### **Objective**

To finalise all outstanding issues with a view to entering into a binding agreement.

#### **Proponent responsibilities**

During Stage 3, the Proponent will:

- Enter into a 'Stage 3 Agreement'
- Participate in the negotiation process
- Submit a Binding Offer, including appropriate legal and commercial terms.

#### **Council responsibilities**

During Stage 3, Council will:

- Enter into a 'Stage 3 Agreement'
- Inform the Proponent of the process and protocols for negotiation
- Provide the Proponent with a schedule of items for negotiation

- Prepare an internal Governance Plan and appoint the Probity Officer
- Commit appropriately qualified resources to complete negotiations, including legal, financial and technical advice where appropriate
- Undertake a comprehensive assessment of the Binding Offer
- Define the appropriate Contract Management arrangements to monitor and ensure contracted outcomes are delivered
- Make recommendations to Council

#### **Outcomes**

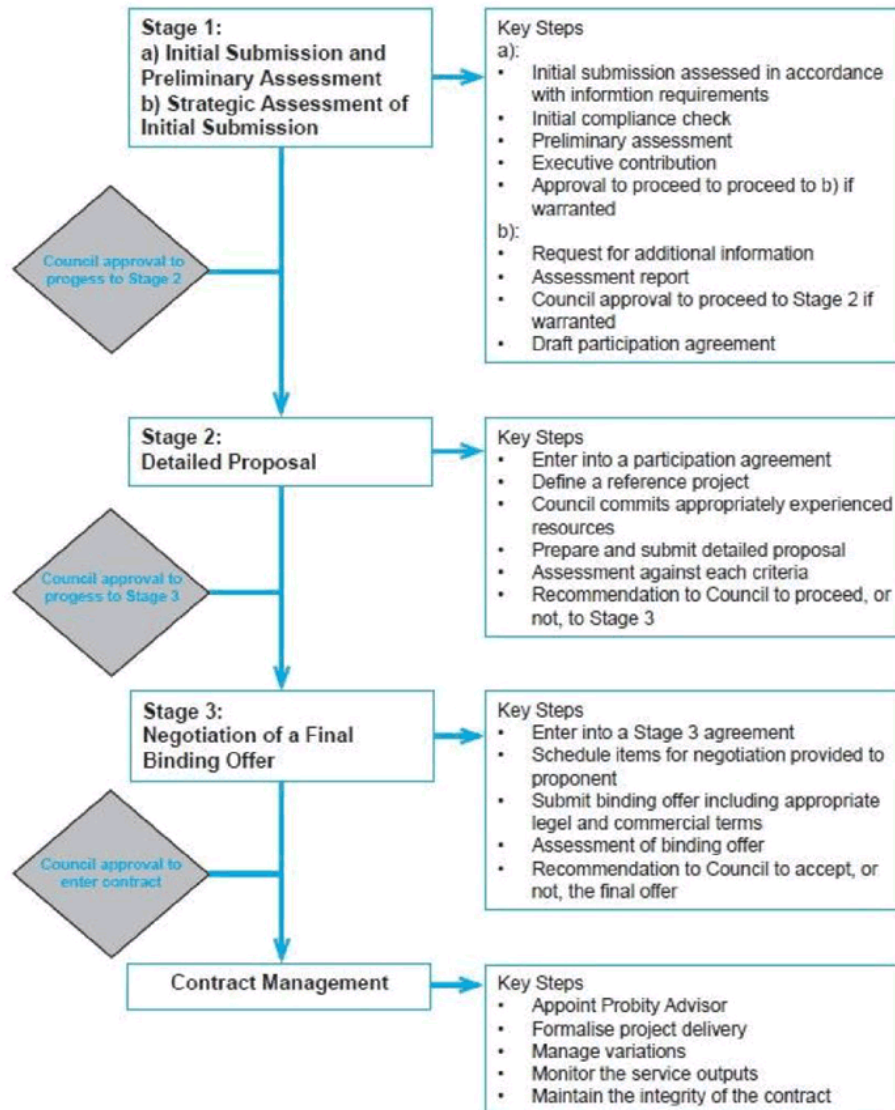
The outcome from this stage will be a recommendation to Council that the Binding Offer be or not be accepted. If the recommendation is positive a full brief of the proposal will be provided to the Council.

#### **Feedback**

Notification of the recommendations and ongoing procedures or a decision to not proceed.

## 7 Process Flow Chart

### Key Stages in the Consideration of Unsolicited Proposals



## 8 Variation

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

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## 10.1 CLIMATE EMERGENCY - COUNCILLOR CASTELLARI

Record No:

Responsible Officer: General Manager  
Author: Councillor John Castellari  
Attachments: 1. Notice of Motion - Climate Emergency

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Councillor John Castellari has given notice that at the Ordinary Meeting of Council on 15 August 2019, he will move the following motion.

### MOTION

That this Council supports the recent motion in May 2019 by the National Assembly of the Australian Local Government Association, and numerous Councils across Australia, to call on the Government of Australia to:

- A. Declare a Climate Emergency;
- B. Establish a \$10 billion dollar national fund for councils to build the resilience of climate change vulnerable communities;
- C. Commit to providing maximum protection for all people, economies, species, ecosystems and civilisations, and to fully restoring a safe climate;
- D. Mobilise the required resources and take effective action at the necessary scale and speed across Australia;
- E. Transform the economy to zero emissions and make a fair contribution to drawing down the excess carbon dioxide in the air; and
- F. Encourage all the other governments around the world to take these same actions.

### BACKGROUND

Given that climate impacts are already causing serious loss of life and destroying vital ecosystems, and that global average temperature, atmospheric greenhouse gases, and ocean acidity are already at dangerous levels, action at the federal level to support local government in its climate emergency response is needed. Only the state and federal governments can support the scale and speed of action that is required to transform legislation, markets and economies with these levels of governments.

### GENERAL MANAGER'S RESPONSE

Clause 9. 1 of Council's Code of Meeting Practice provides as follows:

#### 9.1 Notices of Motion

- (1) *The deadline for lodging notices of motion in writing for inclusion on the business paper for consideration at any meeting of the Council, shall be eleven (11) days prior to the meeting.*
  - (2) *A councillor must give notice of business in writing no later than 4.00pm on the Tuesday that follows the ordinary meeting of council.*
-

- (3) *At an Ordinary meeting Councillors may give notice of motions in writing to be listed as matters on the business paper for the next Ordinary meeting of Council.*
  - (4) *The rules applying to the content of Questions also apply to the content of Notices of Motion.*
  - (5) *Councillors are to ensure, where it is intended that staff be asked to carry out some specific defined action, that a Notice of Motion is written in such a way that, if carried, the motion carries such clear and unambiguous direction.*
-

## Notice of Motion



Submitted for Meeting of. **Snowy Monaro Regional Ordinary Council**

*(Council or name of Committee)*

Date of Meeting **18 July 2019**

Submitted by **Councillor John Castellari**

*(Councillor Name)*

### Motion:

That this Council supports the recent motion in May 2019 by the National Assembly of the Australian Local Government Association, and numerous Councils across Australia, to call on the Australian Government to:

- Declare a Climate Emergency
- Establish a \$10 billion dollar national fund for councils to build the resilience of climate change vulnerable communities
- Commit to providing maximum protection for all people, economies, species, ecosystems, and civilisations, and to fully restoring a safe climate
- Mobilise the required resources and take effective action at the necessary scale and speed across Australia
- Transform the economy to zero emissions and make a fair contribution to drawing down the excess carbon dioxide in the air, and
- Encourage all other governments around the world to take these same actions.

### Background Information:

Given that climate impacts are already causing serious loss of life and destroying vital ecosystems, and that global average temperature, atmospheric greenhouse gases, and ocean acidity are already at dangerous levels, action at the federal level to support local government in its climate emergency response is needed. Only the state and federal governments can support the scale and speed of action that is required to transform legislation, markets and economies with these levels of governments.

Dated this third \_\_\_\_\_ 7<sup>th</sup> day of July \_\_\_\_\_ 2019 \_\_\_\_\_

John Castellari \_\_\_\_\_

*Name of Councillor*

\_\_\_\_\_

*Signature of Councillor*

\_\_\_\_\_

*Name of Councillor*

\_\_\_\_\_

*Signature of Councillor*

Council's Code of Meeting Practice provides as follows:

21.1 It is the duty of the Chairperson at a meeting of Council to receive and put to a meeting any lawful motion that is brought before the meeting.

21.2 The Chairperson must rule out of order any motion that is unlawful or the implementation of which would be unlawful.

21.3 Any Motion, amendment or other matter that the Chairperson has ruled out of order is taken to have been rejected (cl 238 of the Regulation)

22 In the absence if a Councillor who has placed a notice of Motion on the business paper for a meeting of Council:

- a) Any other Councillor may move the motion at the meeting; or
- b) The Chairperson may defer the motion until the next meeting of Council at which the motion can be considered (cl 243 of the Regulation)

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www.snowymonaro.nsw.gov

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## 10.2 NSW GOVERNMENT FUNDING

Record No:

Responsible Officer: General Manager  
Author: Councillor Anne Maslin  
Attachments: Nil

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Councillor Anne Maslin has given notice that at the Ordinary Meeting of Council on 15 August 2019, she will move the following motion.

### MOTION

That Snowy Monaro Regional Council lobby the NSW Government for a grant of \$6.5 million to cover the outstanding costs of amalgamating the Cooma Monaro, Snowy River and Bombala Shire Councils and reduce the current deficit.

### BACKGROUND

In its first year of operation, SMRC has had to bear the costs of new information technology systems as well as a range of other costs associated with the amalgamation. Funding provided for the amalgamation has been inadequate in preventing our current deficit.

The ratepayers of SMRC should not have to bear the costs of the merger given the amalgamation was not of their choosing.

In the first year of operation SMRC has a deficit of \$6.5 million due to these costs, above and beyond the usual demands of Council.

SMRC, like many other councils, faces a range of escalating costs associated with waste disposal, and weeds, on top of ongoing costs such as our very large road network.

Moreover, the sharp escalation in infrastructure projects across the board has diminished the "Bang for Buck" factor.

In order for SMRC to have a chance to move forward with a reasonable chance of a manageable bottom line, the State Government needs to neutralise the \$6.5 million deficit.

### General Manager's Comments

In considering this motion, Councillors may wish to take into account that the State provided an initial grant of \$5million to assist with the direct costs of dealing with the amalgamation. The State also provided an initial grant of \$15million as a contribution towards community-benefit projects, referred to within SMRC as the SCF major projects.

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The State, in 2018, made a second contribution of \$3.5million towards the cost of amalgamation, with this grant specifically targeting the implementation of a single corporate information system (CIS).

In May, staff advised Council that the revised consolidated budget deficit for FY19 was \$5.9million. In June, Council adopted its consolidated FY20 budget that forecast a deficit of \$5.4million.

Clause 9. 1 of Council's Code of Meeting Practice provides as follows:

**9.1 Notices of Motion**

- (1) *The deadline for lodging notices of motion in writing for inclusion on the business paper for consideration at any meeting of the Council, shall be eleven (11) days prior to the meeting.*
- (2) *A councillor must give notice of business in writing no later than 4.00pm on the Tuesday that follows the ordinary meeting of council.*
- (3) *At an Ordinary meeting Councillors may give notice of motions in writing to be listed as matters on the business paper for the next Ordinary meeting of Council.*
- (4) *The rules applying to the content of Questions also apply to the content of Notices of Motion.*
- (5) *Councillors are to ensure, where it is intended that staff be asked to carry out some specific defined action, that a Notice of Motion is written in such a way that, if carried, the motion carries such clear and unambiguous direction.*

---

### 10.3 NOTICE OF MOTION TO RESCIND A RESOLUTION - DETERMINATION OF THE NUMBER OF COUNCILLORS

Record No:

Responsible Officer: General Manager  
Author: Councillor Anne Maslin  
Attachments: 1. Cr Maslin Rescission Aug 2019

---

Councillor Anne Maslin has given notice that at the Ordinary Meeting of Council on 15 August 2019, she will move the following motion.

#### MOTION TO RESCIND RESOLUTION

We hereby give notice of the following motion of rescission:

“That the Council resolution relating to

Minutes No. OC 18072019\_min\_1138

Item No. 9.4.5

Title Determination of the Number of Councillors

Passed at the Council meeting held on 18 July 2019

<b>COUNCIL RESOLUTION</b>	<b>[269/19]</b>
That Council resolves:	
A. Pursuant to Section 224(2) of the <i>Local Government Act 1993</i> , that Council will comprise of nine (9) Councillors, including the Mayor from 2024, and	
B. That a constitutional referendum be held at the September 2020 election, and the determined number of nine (9) Councillors would apply from 2024.	
<b>[Moved Councillor Castellari</b>	<b>Seconded Councillor Corbett] [CARRIED]</b>

be and is hereby RESCINDED”.

#### Notice of Motion:

*Should the rescission motion be adopted we give notice that it is our intention to move the following motion in lieu of which due notice is hereby given.*

That Council resolve to retain the number of councillors at 11 (eleven).

#### BACKGROUND

In order to retain the optimum representation for smaller communities as well as larger towns in SMRC, the number of councillors should remain at 11.

A reduction in the number of councillors would entail a higher number of votes for each councillor position, which would disadvantage the smaller communities in the region.

---

## GENERAL MANAGER'S RESPONSE

Clause 9. 1 of Council's Code of Meeting Practice provides as follows:

### **9.1 Notices of Motion**

- (1) *The deadline for lodging notices of motion in writing for inclusion on the business paper for consideration at any meeting of the Council, shall be eleven (11) days prior to the meeting.*
- (2) *A councillor must give notice of business in writing no later than 4.00pm on the Tuesday that follows the ordinary meeting of council.*
- (3) *At an Ordinary meeting Councillors may give notice of motions in writing to be listed as matters on the business paper for the next Ordinary meeting of Council.*
- (4) *The rules applying to the content of Questions also apply to the content of Notices of Motion.*
- (5) *Councillors are to ensure, where it is intended that staff be asked to carry out some specific defined action, that a Notice of Motion is written in such a way that, if carried, the motion carries such clear and unambiguous direction.*



## Notice of Motion to Rescind a Resolution

To: The General Manager  
Snowy Monaro Regional Council

### Motion to Rescind Resolution

We hereby give notice of the following motion of rescission:

"That the Council resolution relating to  
Minutes No. OC\_18072019\_MIN\_1138  
Item No. 9.4.5

COUNCIL RESOLUTION		1/19
That Council resolves:		
A. Pursuant to Section 224(2) of the <i>Local Government Act 1993</i> , that Council will comprise of nine (9) Councillors, including the Mayor from 2024, and		
B. That a constitutional referendum be held at the September 2020 election, and the determined number of nine (9) Councillors would apply from 2024.		
Moved Councillor Castellari	Seconded Councillor Corbett	CARRIED

PASSED AT THE COUNCIL MEETING HELD ON: 18 JULY 2019

be and is hereby RESCINDED".

### Notice of Motion:

*Should the rescission motion be adopted we give notice that it is our intention to move the following motion in lieu of which due notice is hereby given.*

That Council resolve to retain the number of Councillors at 11.

### Additional information

#### Background

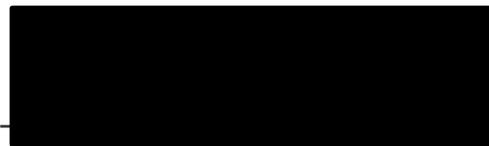
In order to retain the optimum representation for smaller communities as well as larger towns in SMRC, the number of councillors should remain at 11.

A reduction in the number of councillors would entail a higher number of votes for each councillor position, which would disadvantage the smaller communities in the region.

Dated this \_\_\_\_\_ day of \_\_\_\_\_ (year) \_\_\_\_\_

ANNE MASLIN

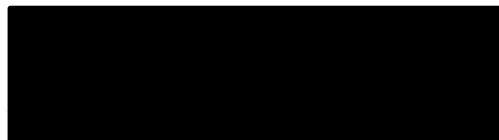
Name of Councillor



Signature of Councillor

JOHN LAST

Name of Councillor



Signature of Councillor

BOB STEWART

Name of Councillor



Signature of Councillor

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Issue Date:

Revision Date:

Page 2 of 2

### 13. CONFIDENTIAL MATTERS

In accordance with Section 10A(2) of the Local Government Act 1993, Council can exclude members of the public from the meeting and go into Closed Session to consider confidential matters, if those matters involve:

- (a) personnel matters concerning particular individuals; or
- (b) the personal hardship of any resident or ratepayer; or
- (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business; or
- (d) commercial information of a confidential nature that would, if disclosed;
  - (i) prejudice the commercial position of the person who supplied it, or
  - (ii) confer a commercial advantage on a competitor of the council, or
  - (iii) reveal a trade secret,
- (e) information that would, if disclosed, prejudice the maintenance of law; or
- (f) matters affecting the security of the council, councillors, council staff or council property; or
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege or information concerning the nature and location of a place; or
- (h) an item of Aboriginal significance on community land.

and Council considers that the closure of that part of the meeting for the receipt or discussion of the nominated items or information relating thereto is necessary to preserve the relevant confidentiality, privilege or security of such information, and discussion of the material in open session would be contrary to the public interest.

In accordance with Section 10A(4) of the Local Government Act 1993 the Chairperson will invite members of the public to make verbal representations to the Council on whether the meeting should be closed to consider confidential matters.

#### RECOMMENDATION

1. THAT pursuant to Section 10A subsections 2 & 3 and Section 10B of the Local Government Act, 1993 (as amended) the following items on the agenda for the Ordinary Council meeting be dealt with in Closed Session for the reasons specified below:

##### **13.1 Snowy Mountains Cookies - Renewal of Deed of Licence**

Item 13.1 is confidential in accordance with s10(A)(2)(di) of the Local Government Act because it contains commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

##### **13.2 Property NSW Licence Agreement - Amendment and Extension Request**

Item 13.2 is confidential in accordance with s10(A)(2)(di) of the Local Government Act because it contains commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

##### **13.3 Replacement of Council's road maintenance truck. Plant number 3028**

Item 13.3 is confidential in accordance with s10(A)(2)(c) of the Local Government Act because it contains information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

##### **13.4 Legal Actions and Potential Claims Against SMRC as at 31 July 2019**

Item 13.4 is confidential in accordance with s10(A)(2)(e) of the Local Government Act because it contains information that would, if disclosed, prejudice the maintenance of law

and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

**13.5 Newpave Asphalt - Expression of Interest - 84 Polo Flat Road**

Item 13.5 is confidential in accordance with s10(A)(2)(di) of the Local Government Act because it contains commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

**13.6 Council Investments**

Item 13.6 is confidential in accordance with s10(A)(2)(c) of the Local Government Act because it contains information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

**13.7 Purchase of Lot 3 DP 1242464 and Lot 4 DP 1242464 - Cooma Levee Bank**

Item 13.7 is confidential in accordance with s10(A)(2)(di) of the Local Government Act because it contains commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

**13.8 Residential Aged Care Operational Model**

Item 13.8 is confidential in accordance with s10(A)(2)(a) of the Local Government Act because it contains personnel matters concerning particular individuals (other than councillors) and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

**13.9 Adaminaby School of Arts**

Item 13.9 is confidential in accordance with s10(A)(2)(di) of the Local Government Act because it contains commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

**13.10 Audit, Risk and Improvement Committee (ARIC) - Appointment of Independent Member as Chair**

Item 13.10 is confidential in accordance with s10(A)(2)(a) of the Local Government Act because it contains personnel matters concerning particular individuals (other than councillors) and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

**13.11 Council carparks - Commissioner Street**

Item 13.11 is confidential in accordance with s10(A)(2)(c) of the Local Government Act because it contains information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business and (g) of the Local Government Act because it contains and advice concerning litigation, or advice as comprises a discussion of this matter, that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

2. The press and public be excluded from the proceedings of the Council in Closed Session on the basis that these items are considered to be of a confidential nature.
3. That the Minutes and Business Papers including any reports, correspondence, documentation or information relating to such matter be treated as confidential and be withheld from access by the press and public, until such time as the Council resolves that the reason for confidentiality has passed or become irrelevant.
4. That the resolutions made by the Council in Closed Session be recorded in the Minutes of the Council Meeting.

- 
- |    |  |
|----|--|
| 5. | That upon this recommendation being moved and seconded, the Chairperson invite representations from the public as to whether this part of the meeting should be closed to consider the nominated item. |
|----|--|