



**SNOWY MONARO**  
REGIONAL COUNCIL

# **BUSINESS PAPER**

**PUBLIC EXHIBITION COPY**

**Ordinary Council Meeting  
21 March 2024**

## **STATEMENT OF ETHICAL OBLIGATIONS**

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

### **CONFLICTS OF INTEREST**

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

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

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

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

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

### **COUNCIL CODE OF CONDUCT**

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

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

### **COUNCIL CODE OF MEETING PRACTICE**

The Council Code of Meeting Practice is a requirement of Part 2, Division 1 of the Local Government Act 1993, which requires all councils to have a code of meeting practice. The code of meeting practice is to be observed by the Mayor, members of staff, delegates of the Council and members of the public attending a Council or a meeting of a committee of Council.

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### **Acknowledgement of Country**

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

### **Webcasting**

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



**ORDINARY COUNCIL MEETING  
TO BE HELD IN BOMBALA COMMUNITY CENTRE, 163 MAYBE STREET, BOMBALA  
NSW 2632**

**ON THURSDAY 21 MARCH 2024  
COMMENCING AT 1:00PM**

**BUSINESS PAPER**

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<b>3.</b>	<b>COUNCILLOR REQUEST FOR ATTENDANCE VIA AUDIO-VISUAL</b>	
<b>4.</b>	<b>APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS</b>	
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	(Declarations also to be made prior to discussions on each item)	
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14.2	Legal Actions and Potential Claims Against SMRC	
	<i>Item 14.2 is confidential in accordance with s10(A)(2)(e) of the Local Government Act because it contains information that would, if disclosed, prejudice the maintenance of law and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.</i>	

#### 14.3 Bombala STP - Final Payment Claim

*Item 14.3 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.*

**8.1 DEVELOPMENT APPLICATION 10.2023.200.1 - PROPOSED ECOTOURISM FACILITY - 79  
HIGH PLAINS LANE JINDABYNE**

Record No: I24/164

**OFFICER'S RECOMMENDATION**

That;

- A. Council notes the delay in re-presenting the report for DA 10.2023.200.1.
- B. The report be presented to a Council meeting at the earliest opportunity following receipt of further legal advice.

**ISSUES**

At its meeting of 21 December 2023, Council resolved to defer consideration of this item until the March 2024 Council meeting. Resolution 319/23 was as follows:

<b>COUNCIL RESOLUTION</b>		<b>319/23</b>
That this application be deferred until the March 2024 Ordinary Council meeting to allow community to make further submissions.		
<b>Moved Councillor Davis</b>	<b>Seconded Councillor Stewart</b>	<b>CARRIED</b>
<b>Record of Voting</b>		
<i>Councillors For:</i>	<i>Councillor Beer, Councillor Davis, Mayor Hanna, Councillor Hopkins, Councillor Johnson, Councillor Stewart and Councillor Mitchell.</i>	
<i>Councillors Against:</i>	<i>Councillor Frolich, Councillor Summers and Councillor Williamson.</i>	

Further submissions were received from community members, and the applicant was provided the opportunity to provide a response to those submissions.

Advice was received from the applicant's planning consultant on 7 March 2024 that their legal team was currently liaising with one of the nearby property owners but an outcome had not been reached.

As the business paper for the 21 March Council meeting had to be finalised, in the absence of additional information from the applicant the report cannot be completed for presentation to Council at this stage.

It should be noted that timelines were provided for both the objectors and the applicant in early January, such to meet the deadlines for reporting the item back to Council's March meeting.

The applicant did notify Council on 9 January 2024 stating that if they needed to provide further information and/or further addendums to reports, or legal advice, that they would not be able to meet the timeframe provided.

## RISK ASSESSMENT

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

## FINANCIAL IMPACTS

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

**RESPONSIBLE OFFICER:** Chief Operating Officer/Manager Built & Natural Environment.

## OPTIONS CONSIDERED

Nil

## IMPLEMENTATION PLANS

Nil

## EXISTING POLICY/DECISIONS

Resolution 319/23.

## BACKGROUND

## ATTACHMENTS

Nil

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**9.1.1 UPDATE ON BOMBALA LIVESTOCK YARDS INCLUDING EXPRESSION OF INTEREST (EOI)**

Record No: I23/168

**OFFICER'S RECOMMENDATION**

That Council:

- A. Enact a plan to stop access to the Bombala Livestock Yards as soon as possible based on the outcomes of the safety inspection of the yards, until such time as the necessary improvements can be undertaken.
- B. Advise the community that Council is willing to consider expressions of interest from any parties willing to take on and operate the facility based on the criteria that the lessee will need to make the investment into upgrading the facility.

**ISSUES**

The basis for the expression of interest (EOI) was that the lease would meet the following requirements:

- A successful lessee will maintain and present the livestock yards for all stakeholders to use for transportation of cattle and sheep throughout our region, and
- The lease will be structured to require the lessee to upgrade the yards to the minimum standards necessary and to undertake ongoing maintenance

Only one submission was received in response to the expression of interest (EOI). The EOI was only for part of the facility (three holding paddocks, multiple smaller pens, a loading ramp and truck parking). The submission did not include operational management and maintenance of the Bombala Truckwash and other structures within the facility, such as amenities, ramps or some of the yards. This means the EOI does not fully meet the first criteria for the EOI. The intent expressed in the EOI was for the leased part of the facility to be available to the public, which partially meets the criteria and may be sufficient to achieve the desired outcome.

The EOI requires Council to undertake any necessary upgrades and repairs to the yards, loading ramp and road/access issues to meet minimum standards before the lease is entered into. It does not meet the second requirement of the EOI process. Based on the issues raised by users and the safety inspection, at least \$150,000 is required to be invested into the facility. A full investigation and costing of the works against relevant standards is estimated to cost \$20,000, which will be required to get a better picture of the true costs involved in accepting the EOI. Even at the minimum cost of \$170,000, the return on investment based on the EOI provided is 45 years.

## RISK ASSESSMENT

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

The facility has not been properly maintained over a long period of time and as a result requires a significant investment to prevent the facility from needing to close. As such it presents a high asset management risk. Funding has not been set aside or allocated for this purpose. The only way to address this risk is to decommission the facility or invest in upgrades.

The facility was inspected to determine whether any health and safety risks were in existence. It was identified that a number of risks were evident. Identified were the following issues:

- No or lack of adequate fall protection barriers at person's access areas, i.e. hand and mid rails – or other types of fall protection system
- Potential fall height exceeds 1.5m at multiple points
- Whilst one section of the viewing area provides adequate fall protection, the access to this area does not do so
- No evidence of an engineered compliant access point to viewing planks and platforms
- Trip hazards on RACE ramps – Raise treads and protruding nails.

Council is responsible for the health and safety of its employees and users of its facilities under the Work Health and Safety Act 2011.

Additional issues with the facility, as noted by visual inspection and stakeholder feedback, include damaged pens, safety concerns for livestock, driveway and access issues, and unattended rubbish.

Previously the Saleyards Advisory Committee has advised verbally that there are animal welfare issues that needed to be addressed immediately. There is no record of what those issues were or whether the issues have been addressed. It is expected that they have not been.

While the reputational risk exceeds the level considered acceptable, continuing to operate the facility exposes the Council to a range of other risks above the acceptable levels. Prioritising reputational damage to the Council over public and animal health and safety is not seen as the appropriate path to take.

## FINANCIAL IMPACTS

Over the last three financial periods the annual operating expenses have ranged from \$7,300 to \$24,700. Revenue has ranged from \$55 to \$407.

Should Council wish to retain the facility a source of funding the works will be required to be identified. Council will also need to source funding to implement systems to ensure that the cost of the facility is recovered from users.

**RESPONSIBLE OFFICER:** Chief Strategy Officer.

### OPTIONS CONSIDERED

In preparation for the Council meeting held on 18 August 2022, the following options were considered:

1. **Maintain Council control of operations at the Livestock yards:** In addition to the investment in upgrades, the Council will need to invest in systems to ensure that the current users are paying for the use of the facility. As with the Cooma Saleyards, the facility should be operating on, at a minimum, a cost recovery basis. This will involve either investment in technology or staff time. This will significantly increase the cost of use of the facility and it is considered that these costs will exceed the cost to users of using alternative facilities or processes to aggregate the stock. The only EOI received strongly indicates that the market will not pay the required fee level, meaning the facility will become unused.
2. **Livestock yards lease agreement:** This will require an investment into the facility with the community effectively subsidising the operation of the facility by a commercial operator. This is not seen as in the best interest of the broader community. The lease agreement is not a commercially viable agreement. The value of the EOI indicates that there is virtually no community benefit, that the broader community sees value in by having the facility there. In addition the Council will still be responsible for maintaining parts of the existing facility.
3. **Livestock yards divestment:** Which is the recommended option discussed in the report.

### IMPLEMENTATION PLANS

The closure of the facility to the public will result in negative feedback from the community, generally driven by those who currently benefit from the facility provided. In this case the beneficiaries are beef and sheep farmers, stock transport agencies and stock agents. Council has very limited resources to engage with the community around the decision, the timing of the implementation of which is primarily driven by the safety risks the Council is currently exposed to and no expressions of interest to upgrade the facilities.

Discussions with the community will not change the risk profile and risk the Council is exposing users of the facility to. Therefore the closure notification will be implemented through:

1. Notification to the main known users of the facility, being locally based stock transporters and stock agents
2. Social media on Council's channels
3. Regular media releases

Key messaging will be around:

1. The current facilities have a high risk to health and safety and this must be removed.
  2. The current facilities have an unknown risk to animal welfare and that must be addressed.
  3. The information available indicates that the users of the facility are unlikely to cover the cost of the facilities.
-



4. Council currently has insufficient funds to properly maintain many assets and decisions need to be made to work within the available funding

Council will need to plan how it can make the site safe while a future direction is determined. Preferably access will be restricted, so that any offer to take on the site can work from the existing base of infrastructure. If people continue to force access Council will need to decommission the site, which will limit the ability to consider options to restart operations.

### EXISTING POLICY/DECISIONS

The potential outcomes for the Bombala Livestock Yards were discussed during the Saleyards Advisory Committee meeting on 25 May 2022, leading to the Council Resolution on 18 August 2022. The details of this resolution are outlined below:

<b>COUNCIL RESOLUTION</b>		<b>209/22</b>
That Council		
A. Approves proceeding to lease the Bombala saleyards; and		
B. A report come back to the Council prior to the lease being entered into.		
<b>Moved Councillor Stewart</b>	<b>Seconded Councillor Frolich</b>	<b>CARRIED</b>
<b>Record of Voting</b>		
<i>Councillors For:</i>	<i>Councillor Beer, Mayor Davis, Councillor Frolich, Councillor Hanna, Deputy Mayor Higgins, Councillor Hopkins, Councillor Johnson, Councillor Stewart and Councillor Summers.</i>	
<i>Councillors Against:</i>	<i>Nil.</i>	

The financial sustainability review recommended that the council should review the pricing structure for fees and charges to ensure they accurately reflect the full cost of services, to the extent possible, without causing a substantial impact on the community's access to these services.

### BACKGROUND

The Bombala Livestock Yards, located at Rosemeath Road, Bombala, have been in operation for over 30 years as a livestock sale facility and holding yards. The facilities have been accessed by individuals from the farming and agricultural sectors, as well as transport companies from New South Wales to Victoria. Due to a lack of monitoring, users are not adhering to the Council's published fees and charges for using the facility and are using the facility for free.

The yards are comprised of the following features:

- Situated on 5.8 hectares of land
- Three holding paddocks
- A number of smaller pens
- Loading ramps
- Truckwash facilities
- Truck parking area
- Public amenities (attached to the Council Pound)
- One large shed divided into three sections, accessed by Rotary, Lions, and motorcycle clubs
- Small shed accessible to Council

9.1.1 UPDATE ON BOMBALA LIVESTOCK YARDS INCLUDING EXPRESSION OF INTEREST (EOI)

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## **ATTACHMENTS**

Nil

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## 9.1.2 COOMA REGIONAL SPORTS CENTRE - FEES AND CHARGES POST EXHIBITION REPORT

Record No: I24/137

### OFFICER'S RECOMMENDATION

That Council set the fees and charges for the Cooma Regional Sports Centre as per attachment 2 to the report.

### ISSUES

23 submissions were received, 22 of which were relevant to the fees and charges. All relevant feedback related to sporting use of the courts. Respondents were acknowledged via email, with clarification provided if necessary. Details on the submissions, council responses, recommended actions, and costs can be found in Attachment 1.

The fees specifically objected to were:

1. Casual use of the outdoor facilities
2. Indoor court hire fees
3. Kiosk hire

Other submissions generally objected to fees being too high. One submission objected to the commercial full court hire, but in that case the person misunderstood when that fee would apply.

The number of submissions setting out a particular fee they thought should be in place for the standard court hire are outlined below.

**Table 1 Submission Summary**

	Number of Submissions	Fee Proposal
	1	Free
	1	Free Outdoor Courts
	1	\$20.00
	1	\$40.00
	3	\$50.00
	2	\$70.00
<b>Total</b>	<b>9</b>	

The remaining submissions comprised of similar themes that included:

- Commentary broadly around affordability and increased costs
- Sport access to be free to encourage greater participation
- Spectator fees misunderstood

Taking into account the feedback received during the consultation period, it is recommended that the court hire fee be set at \$60.00 per hour instead of \$70.00 per hour.

The decision to set the fee at \$60.00 per hour is supported by the following rationale:

- This fee is lower than those charged by comparable facilities as outlined in the comparison document and by other local councils
- If adjustments need to be made for financial sustainability reasons, starting at a lower hourly rate will result in the need for larger increases, which will have further impacts
- The proposed fee is consistent with community expectations.

The cost for outdoor netball courts is now set at \$20.00 in comparison to \$34.50 that it reflects the market value of the court in comparison to the indoor complex.

The fees and charges placed on exhibition have been updated to reflect changes as contained in Attachment 2.

## RISK ASSESSMENT

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

There will be a continual cost to the Council in relation to operating this sports centre. The recommended fee structure will only partially offset the full costs of the centre with the remaining cost to be borne by ratepayers.

Implementing a fee decrease may help reduce the likelihood of negative community and user reaction. Noting the current financial position of Council, other community services will need to be reduced fund the deficit. This will be specifically addressed in the 2024/25 budget process.

## FINANCIAL IMPACTS

The table below shows the impact of various hire rates. If the hire rates are reduced, the changed amount will increase the level of cuts to other services. Councillors will be required to make such decisions in the 2024/25 year to balance the budget.

**Table 2 Estimate Annual Revenue and Expenditure**

	<b>\$70 per hour</b>	<b>\$60 per hour</b>	<b>\$50 per hour</b>	<b>Details</b>
Estimated Revenue	\$73,500	\$63,000	\$52,500	Court Hire
Estimated Expenditure	\$185,000	\$185,000	\$185,000	Contractors
	\$75,000	\$75,000	\$75,000	Utilities
	\$56,000	\$56,000	\$56,000	Cleaning
	\$100,000	\$100,000	\$100,000	Maintenance
Total Expenditure	\$416,000	\$416,000	\$416,000	
<b>Estimated Net Cost</b>	<b>\$342,500</b>	<b>\$353,000</b>	<b>\$363,500</b>	
<b>Increase in other service reductions required</b>		<b>\$10,500</b>	<b>\$21,000</b>	

**RESPONSIBLE OFFICER:** Manager Community Services.

## OPTIONS CONSIDERED

To support the establishment of fees and charges, we evaluated three potential options. The projected revenue from court hire can be found in the above table. The recommended reduction was seen as the preferred option as it allowed the Council to assess the costs after the facility has been running for some time without the possible need for a large increase if costs are as expected. Another large charge increase in 24 months will cause more problems for sporting groups.

## IMPLEMENTATION PLANS

The new fees and charges will be implemented for any bookings. Council will advise the clubs through their main contacts and provide the offer to discuss the staging of any movement to the facility they want to undertake. When clubs are first coming in to the facility induction events will be arranged to take them through the facilities and equipment so that they are aware of how to operate within the centre.

Reviews of the fees will be undertaken following the end of the first full financial year. This will allow for 9 months after the costs are reviewed to have discussions with the various users prior to any fee changes that would then be brought in at the next annual review.

To reserve court bookings, individuals must utilise Booka, which can be accessed through the Council website. This platform provides information on the availability of courts for public use on

specific days and times. Upon confirmation of a booking, an invoice will be generated for payment. If payments are not received, bookings will be cancelled.

Casual access is not currently permitted, although this will be an option in the future.

### **EXISTING POLICY/DECISIONS**

Fees and charges in relation to the sports centre were discussed at the Council meeting on 16 November 2023, with this report presenting back to Council objections received as with fee proposals.

Council adopted the recommendation of the financial sustainability review to evaluate the pricing structure for fees and charges to accurately reflect the full cost of services, to the extent possible. Maximising cost recovery from users is consistent with the adopted position of Council.

### **BACKGROUND**

The Cooma Regional Sports Centre is a state of the art sporting facility that represents a significant investment of \$15 million. As the licensee, council is responsible for setting fees for usage outside of designated Department of Education times and purposes.

The centre caters to a variety of sports including basketball, netball, futsal, volleyball, pickleball, and badminton. It meets the requirements set by the International Basketball Federation (FIBA) and the International Association Football Federation (FIFA), allowing for regional competitions, gala days, and training camps to be held at the centre.

Input from local sporting clubs and groups was gathered through a drop-in session held on August 14, 2023, to discuss fees and other relevant matters. Subsequent one-on-one discussions were held with clubs that requested further engagement with the council on these topics.

A comprehensive analysis was conducted to evaluate the pricing structure utilised by comparable facilities of similar scale across various regions in NSW. This analysis also included a comparison of fees and charges from other facilities, which were presented on the Council's Your Say webpage.

After careful consideration, it was determined that the proposed rate of \$70.00 per hour for court hire was in line with market standards. This rate was presented for public feedback by Council.

### **ATTACHMENTS**

1. Attachment 1 Sports Centre Feedback
  2. Attachment 2 Sports Centre Fees and Charges
-

**Cooma Regional Sports Centre  
Submissions Received from Online Consultation**

	Submission	Council Response	Recommended Actions	Estimated Cost
1	<p>The Cooma Soccer Club would like to use the new centre to organise a futsal tournament. We would require 3 courts for 3 hours weekly for 10 weeks. The current fees to hire would be too high for the community to bear. We can say this with confidence because we run a sixaside competition of a similar nature to futsal. The amount at sixaside is only about 60% of what it would cost us to hire the 3 courts for 3 hours weekly for 10 weeks. It is also unclear if we would have to pay for lights and equipment separately (from previous discussions this was understood to be inclusive in the court hiring fee).</p> <p>We have run some numbers and we could potentially run a competition at break-even costs if the court hire fees were \$40-\$50 per court per hour. We wouldn't raise any money but at least the community could make good regular use of the facility.</p>	The fees proposed demonstrate the cost of a high grade facility, we have reviewed the cost to see if there would be any reduction possible.	Reduced to \$60 for the first twelve months to gauge the operating costs.	\$40 - \$50
2	Too expensive for single court hire for indoor sports. Should be under \$50 per hour per court.	The fees proposed demonstrate the cost of a high grade facility, we have reviewed the cost to see if there would be any reduction possible.	Reduced to \$60 for the first twelve months	\$50

	Submission	Council Response	Recommended Actions	Estimated Cost
			to gauge the operating costs.	
3	If it's meant to allow our community to access these facilities, then your prices are way overpriced and will be unaffordable by many. It's meant to be for the people and most people of the community will be unable to attend. Also community groups like futsal and basketball will not be able to run as they will not even break even for their costs.	The fees proposed demonstrate the cost of a high grade facility, we have reviewed the cost to see if there would be any reduction possible.	Reduced to \$60 for the first twelve months to gauge the operating costs.	Nil
4	There should be reduced fees for basketball court hire for junior basketball to promote young children to take up healthy sports. Cooma is a low socio economic area and the majority of families will find such a fee difficult to pay every week, especially if they have several children playing basketball. The proposal of the fee structure would act to lower the membership of children playing basketball which may result in the Cooma Basketball Association no longer being sustainable.	The fees proposed demonstrate the cost of a high grade facility, we have reviewed the cost to see if there would be any reduction possible.	Reduced to \$60 for the first twelve months to gauge the operating costs.	Nil
5	I believe that the outdoor courts should remain free of charge for young families. The cost of living is already tough enough without charging us to use these courts. Charging fees for the outdoor	The fee for outdoor courts has always been in place and listed in council's fees and charges. These have been reviewed and reduced to reflect market value in comparison to the indoor courts.	Reduced to \$20 from \$34.50.	Nil



	Submission	Council Response	Recommended Actions	Estimated Cost
	courts will mean that I will no longer be able to take my kids to shoot hoops.			
6	Hi team, I have written to Council before about the condition of the outdoor basketball court. My email was passed onto the maintenance team but then nothing has happened. I would like to know if the basketball boards will be replaced. It's very dangerous right now. Thank you!	This submission does not relate to the fees and charges on exhibition.	Action email to Civic Maintenance team.	Nil
7	I support the proposed fee schedule. As the retiring president of Cooma Netball, I have been involved in the process since the beginning and have appreciated the way a local sporting association has been included in the process. I believe you get what you pay for, and Cooma is getting a state of the art sporting facility. The Netball NSW Regional Coordinator has briefed us on approx. fees of other indoor sporting facilities in her region and the proposed fees are on par with other similar facilities.	The fees proposed demonstrate the cost of a high grade facility and represent reasonable value.	Reduced to \$60 for the first twelve months to gauge the operating costs.	\$70
8	Kiosk hire is far too much and also \$6.00 spectator fee is ridiculous.	Kiosk hire is for large regional/state level competitions where multiple clubs will be accessing the centre.	Clarification provided as a summary with the fees and charges.	Nil

	Submission	Council Response	Recommended Actions	Estimated Cost
9	<p>I am appalled by the Council on charging these massive fees, no one will be able to afford to use the facilities, families are struggling with increased cost of living, food, land rates now. SO you have built this 15million sporting complex that our community and clubs will never be able to use.</p> <p>Completely outrageous</p>	The fees proposed demonstrate the cost of a high grade facility, we have reviewed the cost to see if there would be any reduction possible.	Reduced to \$60 for the first twelve months to gauge the operating costs.	Nil
10	<p>This is not an affordable option for most people and sporting institutions. This facility will be used by Monaro High School as the government is paying for their use. Otherwise it will be underutilised. A waste of so much money and no squash courts in town.</p>	The fees proposed demonstrate the cost of a high grade facility, we have reviewed the cost to see if there would be any reduction possible.	Reduced to \$60 for the first twelve months to gauge the operating costs.	Nil
11	<p>If this is for the 'Community' it should be FREE for the 'Community'. If council employed someone who could ACTUALLY budget, and stop WASTING OUR MONEY this would be achievable. Those fees and charges quoted are exorbitant by anyone's standard and NOBODY will be able to afford to use it.....so it will end up ANOTHER huge waste of public money because it'll be a massive white elephant. For GOD sake, employ people who know what they're doing!</p>	The fees proposed demonstrate the cost of a high grade facility, we have reviewed the cost to see if there would be any reduction possible.	Reduced to \$60 for the first twelve months to gauge the operating costs.	Nil

	Submission	Council Response	Recommended Actions	Estimated Cost
12	Once again, as with the Multipurpose hall and the so called community asset at SMCS, as with the community hall within the school, the community will be priced out of the "community asset". I'm very unhappy that this "community asset" is going to be limited in this way. Way to go Council.	The fees proposed demonstrate the cost of a high grade facility, we have reviewed the cost to see if there would be any reduction possible.	Reduced to \$60 for the first twelve months to gauge the operating costs.	Nil
13	<p>These fees are extreme for our local sporting groups wishing to use this facility. The cost alone for our kids to use it will push up registration prices to a non-affordable price for some families in a time when we are so aware of keeping kids active and mentally engaged in sporting activities, then go and charge parents to watch their kids participate is very poor.</p> <p>\$350-\$400 to use the canteen???? Most sporting groups would not make that profit in a day from a canteen.</p> <p>Yet again there has been no consultation with local sporting groups about what would be beneficial for our local children constructed in this building and I'm sorry to say as a rate payer of this region that this new building will be a white elephant and just another expense for us all. It would have been an ideal place to put a gym in here. There is a lot of 16yo-17yo now attending the local privately owned gym who attend</p>	<p>Kiosk hire is for large regional/state level competitions where multiple clubs will be accessing the centre.</p> <p>Consultation has occurred with sporting clubs and groups throughout the build.</p>	Clarification provided as a summary with the fees and charges.	Nil

	Submission	Council Response	Recommended Actions	Estimated Cost
	Monaro High which would have greatly benefited from a gym at school and whose membership fund could have been recouped back to council.			
14	<p>Our proposal to the council, from our recent committee meeting.</p> <p>Change to the price point 'Basketball/Netball/Volleyball/Futsal Competition, Per Court, Per Hour.</p> <p>From \$70 PH PC, to \$50 PH PC</p> <p>Basketball would be looking at usage on -</p> <p>Monday - 1 Court, 4pm - 6pm</p> <p>Wednesday - 2 courts, 4pm - 8pm, - 1 Court, 8pm - 9pm</p> <p>Friday - 2 Courts, 4pm - 6pm</p> <p>Basketball is willing to pay an upfront fee for the term (10 Weeks).</p> <p>We would like to note, the rise in price is substantial and we cannot sustain such a big increase. This may also put a decrease on our membership as well. We are already tackling rising cost of living, and decrease in Active Kids vouchers and financial support from grants.</p>	<p>The fees proposed demonstrate the cost of a high grade facility, we have reviewed the cost to see if there would be any reduction possible.</p> <p>Council cannot enter into separate arrangements with clubs regardless of how the fees will be paid.</p>	Reduced to \$60 for the first twelve months to gauge the operating costs.	\$50

	Submission	Council Response	Recommended Actions	Estimated Cost
15	<p>In a community that is already struggling for our kids to play sports due to insurance and fees - these types of \$\$ rates will only make it harder for not only parents but also small community sporting facilities.</p> <p>I think we need to keep in mind that whilst it is great facility for our community, we also need to remember that this was a grant by the government- the facilities for these sports are still in useable condition with our town and can be used at a much cheaper rate.</p> <p>As a parent with 2 children heavily into sport fees like this may need us to reconsider what sports they do.</p> <p>A lot of these sports have also just started to recover with participation numbers.</p> <p>I am also interested in understanding why the fees need to be so high when this was a grant?</p> <p>Thanks</p>	<p>The fees proposed demonstrate the cost of a high grade facility, we have reviewed the cost to see if there would be any reduction possible.</p> <p>The grant was for the construction and was not to cover operational costs associated.</p>	Reduced to \$60 for the first twelve months to gauge the operating costs.	Nil
16	<p>How are you meant to get kids off the streets and doing what kids should be doing if you have to fork out all these fees and charges? It should be free for use on the outside whenever the kids or adults want to play. Organised games etc. but</p>	<p>The fees proposed demonstrate the cost of a high grade facility, we have reviewed the cost to see if there would be any reduction possible.</p>	Reduced to \$60 for the first twelve months to gauge the operating costs.	Nil

	Submission	Council Response	Recommended Actions	Estimated Cost
	shouldn't have to be up to the individual to pay to play.			
17	<p>I have reviewed your proposal and have the following feedback and questions.</p> <p>I don't agree with your spectator fee, all MOP should be able to attend and enjoy watching their family and friends. I am concerned this would deter people from spectating which only impacts the people participating.</p> <p>Secondly how will the cleaning of this facility be managed, there is no reference to this I could see in the documents?</p>	<p>The spectator fee is for large regional/state level competitions where multiple clubs and visitors will be accessing the centre.</p> <p>Cleaning of the facility is part of the joint use agreement. Additional light cleaning by users (regular bookings) is addressed in the site induction.</p>	Clarification provided as a summary with the fees and charges.	Nil
18	<p>As a young netball player the fees we already pay will go up due to the increase of fees that are going to have to be paid, as a young girl in the community who love sports, especially netball, you the council are going to impact how people now do things like play netball etc. The fees are way too high and people should get to enjoy the new facility but because of the high pricing many people won't be able to afford to play the sports they want to and instead of making young children interested in playing, you'll be pushing them away. So how does this make your community look?</p>	<p>The fees proposed demonstrate the cost of a high grade facility, we have reviewed the cost to see if there would be any reduction possible.</p> <p>The outdoor netball courts are available for access by the community and free on a casual basis.</p>	<p>Reduced to \$60 for the first twelve months to gauge the operating costs.</p> <p>Clarification provided as a summary with the fees and charges for casual netball access (outdoor courts).</p>	Nil

	Submission	Council Response	Recommended Actions	Estimated Cost
19	These prices are way too high for a regional town. \$230 for a court for 1 hour is ridiculous. If I was going to try and rent this space once a week with a team, how could we afford this? These prices are not fair and will ensure an empty hall or desperate local teams unable to play. Please just make it \$20/person per hour or something to use it. So it can be used for everyone's benefit.	The fee of reference is a commercial fee and not for regular access.  The fees proposed demonstrate the cost of a high grade facility, we have reviewed the cost to see if there would be any reduction possible.	Reduced to \$60 for the first twelve months to gauge the operating costs.	\$20
20	The kiosk hire seems unreasonably high. It would be difficult to make any profit unless there was an extremely large event on. If part of the buildings function is to host kid's sports, where we usually can rely on a drink and sausage sandwich or bacon and egg roll, then there needs to be a cheaper option for canteens. The only figure in your comparison spreadsheet is from Alexandria, inner city Sydney, where there are multiple divisions in sports and many more teams playing than you are likely to get in Cooma. There are no shops anywhere near the facility so a canteen is an important service, if there is someone willing to run one or if the committees can provide one.  Regards the sports on offer, they are new to the community and so there aren't any associations	Kiosk hire is for large regional/state level competitions where multiple clubs will be accessing the centre.  A comparison of similar facilities was undertaken with this information available on the Your Say Page as part of the consultation.	Clarification provided as a summary with the fees and charges.	Nil

	Submission	Council Response	Recommended Actions	Estimated Cost
	to run them. Start-up might need some free sessions to get people to try these.			
21	Great prices	The fees proposed demonstrate the cost of a high grade facility, we have reviewed the cost to see if there would be any reduction possible.	Reduced to \$60 for the first twelve months to gauge the operating costs.	Nil
22	The casual entry fee should be below \$5 AUD which will encourage the young generation to be involved more in sports, instead of making the fee \$7 AUD. People will think twice to go for sport, make it reasonable so that everyone can participate easily without thinking high fee. If you make fee low it will increase more people which eventually lead you higher revenue. \$7 AUD is very high for a casual entry to play a game.	The fees proposed demonstrate the cost of a high grade facility. The casual use is consistent with most facilities that is evidenced in the comparison document.	Nil	\$5 per head
23	I am surprised to see spectator fees. Does this mean families have to pay to see their children/siblings play sport? This may prevent family support and even exclude participation by children.  The fee structure appears to be very high for casual use. Council should view this facility as a venue to encourage activity not as a money making business. There are a number of facilities that the community supports via rates for the	The spectator fee is for large regional/state level competitions where multiple clubs and visitors will be accessing the centre. This fee is not applicable for regular weekly programs.	Clarification provided as a summary with the fees and charges.	Nil



Submission		Council Response	Recommended Actions	Estimated Cost
	common good (libraries, sporting fields etc.) and this wonderful asset should be treated in the same manner. It should not be priced to exclude the very users who would benefit most.			

## Cooma Regional Sports Centre

### Fees and Charges

(all fees inclusive of GST)



The fees and charges as set are payable on booking the centre via Booka that is accessible on the Council webpage. Reference to kiosk and spectator fees is clarified in the abbreviations. These fees are only applicable dependent on the event, not in the case of a weekly, region wide competition or training – the kiosk is available free of charge and there is no fee for spectator entry on these occasions.

Commercial and Community Fees	Cooma Regional Sports Centre
Commercial - Half Court, Per Hour	\$115.00 PH
Community - Half Court, Per Hour	\$57.50 PH
Commercial - Full Court	\$230.00 PH
Community - Full Court	<del>\$60.00</del> <u>\$70.00</u> PH
Casual Hire - <u>Full Court (excl Outdoor Courts)</u>	\$7.00 PP PC
Commercial - Outdoor Court	\$30.00 PH
Community - Outdoor Court	\$20.00 PH
<del>Lighting</del>	<del>\$8.00 PH</del>
Indoor Fees	Cooma Regional Sports Centre
Basketball/Netball/Volleyball/Futsal (non-FIFA) Competition - Per Court, Per Hour	<del>\$60.00</del> <u>\$70.00</u> PC PH
Futsal – Main (FIFA) Futsal Court (Excluding Competition Days as POA) Per Court, Per Hour	<del>\$60.00</del> <u>\$70.00</u> PC PH
Pickle Ball Casual Fee - Per Person	\$7.00 PP
Badminton Casual Fee – Per Person	\$7.00 PP
Other Fees Applicable	Cooma Regional Sports Centre
Access Fob	\$55.00 PS
Meeting Room	\$45.00 PH
Equipment Hire	\$12.00 PI PH
Kiosk - Weekday (Competition Days)	\$350.00 FR
Kiosk - Weekend (Competition Days)	\$400.00 FR
Spectator Fee (Competition Days)	\$6.00 PP
Competition Days	POA

PC = Per Court  
PH = Per Hour  
PS = Per Season  
FR = Flat Rate  
PP = Per Player  
PI = Per Item  
PCD = Per Child  
PA = Per Adult  
POA = Price on Application  
CD = Competition days i.e. Regional, State, Training Camps etc.

### 9.1.3 REVIEW OF REFERRAL OF DEVELOPMENT APPLICATIONS TO COUNCIL POLICY AND PROCEDURE

Record No: I24/142

#### OFFICER'S RECOMMENDATION

That Council adopts the revised Referral of Development Applications to Council Policy and the revised Council Decision Contrary to Staff Recommendation Procedure.

#### ISSUES

The SMRC 'Referral of Development Applications to Council' Policy was adopted on 15 February 2018 and is due for review. The accompanying 'Council Decision Contrary to Staff Recommendation' Procedure was also adopted with the Policy at the Council's 15 February 2018 meeting, and provides guidance to Councillors in their decision making when considering Development Applications at Council meetings.

#### RISK ASSESSMENT

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

#### FINANCIAL IMPACTS

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

**RESPONSIBLE OFFICER:** Chief Operating Officer.

## **OPTIONS CONSIDERED**

Nil - Policy and Procedure were due for review.

## **IMPLEMENTATION PLANS**

Nil

## **EXISTING POLICY/DECISIONS**

The SMRC 'Referral of Development Applications to Council' Policy was adopted on 15 February 2018 and is due for review. The accompanying 'Council Decision Contrary to Staff Recommendation' Procedure was also adopted with the Policy at the Council's 15 February 2018 meeting, and provides guidance to Councillors in their decision making when considering Development Applications at Council meetings.

While procedures are generally not referred to Council for adoption, in this case the Procedure provides clear guidance for Councillors in the exercise of their decision making processes.

## **BACKGROUND**

The existing Policy was adopted to provide guidance to Council and staff regarding the referral of Development Applications to Council for determination.

The original policy was formulated following the release of the NSW Department of Planning's 'DA Best Practice Guide' in 2017.

The proposed updates include changing references from the General Manager to the CEO, referencing the *Managing Conflicts of Interest for Council Related Development* Policy (Adopted 16/02/2023), and updating the EP&A Act Section numbers.

One of the 'triggers' in the existing Policy refers to applications defined as being of Regional or State Significance. This is no longer required as Development defined as being State or Regionally Significant is referred to the Regional Planning Panel for determination.

Another 'trigger' for referring a DA to Council is based on the number of individual submissions (objections) received in relation to the proposal. The current policy requires referral when '*more than 5*' individual submissions are received.

When the policy was originally put to Council, the 'trigger' number was '*more than 10*', which was consistent with the NSW Department of Planning's 'DA Best Practice Guide'. Council determined to lower this to '*more than 5*' at the time.

It is again suggested to increase the referral 'trigger' to '*more than 10*' – to reduce the number of applications being referred to Council. It should be noted that pro-forma and petition style submissions are not counted as individual submissions.

The revised Policy continues to provide Councillors with the ability to 'call-in' a particular DA for consideration at a Council meeting, consistent with the provisions in the existing policy.

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## **ATTACHMENTS**

1. Referral of Development Applications to Council Policy
2. SMRC Procedure - Council Decision Contrary to Staff Recommendation



# Policy

## Referral of Development Applications to Council

<b>Responsible portfolio</b>	Built & Natural Environment	<b>Document Register ID</b>	250.2018.438.1
<b>Policy owner</b>	Chief Operating Officer	<b>Review date</b>	February 2027
<b>Date of Council Meeting</b>	Date Approved	<b>Resolution Number</b>	Number
<b>Legislation, Australian Standards, Code of Practice</b>	Environmental Planning & Assessment Act 1979 Environmental Planning & Assessment Regulation 2021 Local Environmental Plan (LEP) Development Control Plan (DCP) Development Engineering Specifications		

The NSW Department of Planning and Environment published the 'Development Assessment Best Practice Guide - To assist councils to improve delivery timeframes' (the Guide) document in 2017.

The Guide (p.11) states that "...councils should make every effort to maximise and standardise development assessment delegations to ensure a consistent and efficient decision making process. Delegations should:

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

The following is provided to clarify situations where Development Applications will be referred to Council for determination, and where applications will be determined by duly authorised Council staff in accordance with Delegations.

### Development Applications will be referred to Council for determination in the following situations:

- Where there are more than ten (10) objectors by way of individual submissions from different households (note that a petition or pro-forma documents are counted as one objection).
- The development does not comply with an adopted council policy (including a development control plan), development standard in a Local Environmental Plan unless, in the assessment officer's opinion:
  - compliance with the policy is unreasonable and unnecessary in the circumstances;

- any variation of a development standard has been addressed in accordance with Clause 4.6 or any other requirements of the council's Local Environmental Plan.
- Notification in writing has been received by at least three (3) councillors that the DA is requested to be submitted to the elected council for determination. Any such notification should include reasons or policy positions for why the application requires reporting to the council for determination.
- Applications involving a variation to a Council Contributions plan.
- Applications made in accordance with Clause 4.6 of the relevant Local Environmental Plan requiring the initial decision to support or not support the application for referral to the NSW Department of Planning and Environment.
- Development Applications deemed to be of substantial public interest, whether or not significant levels of relevant public submissions have been received.
- Where the application is by or on behalf of a Councillor or a designated Senior Staff member.
- Where the application is by or on behalf of a Council staff member (other than a designated Senior Staff member) for other than a single dwelling house (Class 1 building), an outbuilding (Class 10 building), or renovations/extension/demolition of a Class 1 or Class 10 building.
- Where Council is the owner or trustee of the land. (Refer to Policy 250.2023.124.1 "Managing Conflicts of Interest for Council Related Development" Adopted 16/02/2023).

**Development Applications will be determined by duly authorised staff members under delegated authority in the following situations:**

- Where an application does not meet specific requirements of the relevant Local Environmental Plan (LEP) or other Legislation (i.e. where it would be illegal to approve) and therefore must be refused.
- Where NSW Department of Planning and Environment concurrence has not been granted for applications made under Clause 4.6 of the relevant Local Environmental Plan, and the application therefore must be refused.
- Where a request for variation to a Council policy and/or DCP is not considered unreasonable in the circumstances, and the Chief Executive Officer or Staff member has delegated authority to approve such amendments to the relevant policy and/or DCP.
- Applications where objections are not founded on fact and merit (for example, objections based on a personal or neighbourhood dispute) – even if a compromise position cannot be reached.
- Applications by or on behalf of a staff member (other than a designated Senior Staff member) subject to the Class of building and the provisions regarding submissions as listed above. (Note that the staff member making the application must submit a written declaration of interest to the Chief Executive Officer and must not be involved in any part of the application administration, processing or assessment).

Following a determination, an applicant has the right to request a 'Review of a Determination' under Section 8.2 of the *Environmental Planning & Assessment Act 1979*\* (EP&A Act); to request a modification under Section 4.55 of the EP&A Act; and/or to lodge an appeal to the Land & Environment Court under Section 8.7 of the EP&A Act.

\*Note: A Review of a Determination is not available for Designated Development or Crown Development.



#### **Related Documents**

This procedure should be read in conjunction with the following documents:

##### **Documentation**

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

Development Control Plan (DCP)

Local Environment Plan (LEP)

Council Contributions Plan

##### **Variation**

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

# Procedure

## Council Decision Contrary to Staff Recommendations

<b>Document register ID</b>	250.2018.439.1	<b>Date Approved</b>
<b>Document Author</b>	Manager Built & Natural Environment	
<b>Authorised by</b>	Chief Operating Officer	
<b>Applicable to</b>	Development Assessment & Building Certification	
<b>Purpose</b>	The purpose of this document is to minimise potential problems which may arise from this situation and provide a clear framework for Councillors in the determination of development applications which have been referred for determination	
<b>Frequency</b>	When will this procedure be followed? As required and in accordance with Policy Referral of Development Applications to Council and Policy Managing Conflicts of Interest for Council Related Development	
<b>Hazard identification</b>	Nil	
<b>Level of risk</b>	Legal Risk	
<b>PPE required for procedure</b>		

In a situation where a development application is reported to a Council meeting for decision, the staff report includes a commentary of the matters that legally must be considered in the assessment of a development application, and also makes a recommendation to the Council as to a decision.

**The Council is entitled to form its own decision and may therefore determine not to adopt the staff recommendation.**

The following procedure has been formulated to minimise potential problems which may arise from this situation and provide a clear framework within which appropriate decisions can be made.

Reference should be made to CI 88(1) (b) and (c) of the Environmental Planning and Assessment Regulation 2021 which states that a notice of determination of an application must include:

- if the application is refused—the consent authority's reasons for the refusal,

- if the application is granted with conditions, including conditions under the Act, section 4.17(11)—
  - the terms of the conditions, and
  - for conditions other than the conditions prescribed under the Act, section 4.17(11)—the consent authority's reasons for imposing the conditions

Reference should also be made to Council's Code of Meeting Practice (Clause 17.2), and Council Policies '*Referral of Development Applications to Council*'; and "*Managing Conflicts of Interest for Council-Related Development*".

### **Situation 1: Staff recommend refusal however Council determine to approve**

Process:

- 1) The staff reasons for refusal should be displayed on the screen in full view of the meeting. The reasons for refusal should display the relevant section (including subsections) of the Environmental Planning and Assessment Act, 1979 or Regulations which they relate to. The reasons for refusal are to state whether there is a non-compliance with a procedural or prescriptive provision of the Act, Regulations or an environmental planning instrument (e.g. SEPPs, or LEPs).

Note: An example of a prescriptive provision would be a particular minimum lot size. If a development is below a minimum lot size in a Local Environmental Plan (LEP), in the absence of an application under Clause 4.6 of the relevant LEP, the application must be refused.

An example of a procedural provision might be the need to obtain approval from another government body as part of integrated development. If the other government body refuses to grant their approval the application must be refused.

- 2) Two possibilities may arise:

*If there is a non-compliance with a prescriptive or procedural requirement* → the Council has no alternative. It can either refuse the DA or defer the decision and instruct the applicant to amend their application to comply.

*If there is no non-compliance with a prescriptive or procedural requirement* → The Council is free to form its own opinion on the proposed development and the recommended reasons for refusal, providing it is satisfied that it has duly considered the matters prescribed in Section 4.15 of the Environmental Planning and Assessment Act. The following actions are to be taken:

- (a) Record in the minutes beneath each reason for refusal the reason(s) it does not consider it warranted (refer also to Clause 17.2 of Council's *Code of Meeting Practice*); and
- (b) Resolve to instruct the Chief Operating Officer to prepare draft conditions of consent for submission to the next Council meeting. (Note the provisions of S.352 of the *Local Government Act* may apply).

- 3) Between Council meetings the Chief Operating Officer is to prepare draft conditions of consent and include a copy of the full draft consent in the agenda for the next meeting.
- 4) At the next meeting the Council may resolve to approve the application in accordance with the draft consent supplied by the Chief Operating Officer. It may also make changes to any conditions it sees fit provided the changes do not contravene any legal requirements. The Council should consult with the Chief Operating Officer at the meeting in this regard.

### **Situation 2: Staff recommend approval however Council determines to refuse**

Process:

- 1) In forming its determination to refuse the application, Council must be satisfied that it has duly considered the matters prescribed in Section 4.15 of the Environmental Planning and Assessment Act. The Council should prepare draft reason(s) for refusal of the application and display these on the screen at the meeting (refer also to Clause 17.2 of Council's *Code of Meeting Practice*).
- 2) The Chief Operating Officer is to be consulted at the meeting to advise whether the draft reason(s) for refusal are considered to be legitimate reasons for refusal under the Environmental Planning and Assessment Act, 1979.
- 3) One of three possibilities may arise:
  - a) *If the reasons are considered to be legitimate* → the Council may resolve to refuse the application for those reasons. The reasons must be recorded in the minutes and the relevant section (including subsection) of the EP&A Act attached to them.
  - b) *If the reasons are not considered to be legitimate* → the Council must not refuse the application for those reasons. It may refuse it for other legitimate reasons or prepare new reasons and go back through the process.
  - c) *If the Chief Operating Officer is not in a position to form the view that the draft reasons are legitimate at the meeting* → the Council should defer the decision and request that the Chief Operating Officer provide further information (including the obtaining of legal advice if necessary) for consideration at the next meeting of Council.

It should be recognised that by refusing the application, the right of appeal to the Land and Environment Court is available to the applicant.

#### Important background considerations

- (a) Under Section 352 of the Local Government Act 1993, Councillors cannot instruct a staff member on the content of any advice or recommendation, however they can ask that advice or a recommendation be provided. Section 352 reads as follows:

**352 Independence of staff for certain purposes**

- (1) *A member of staff of a council is not subject to direction by the council or by a councillor as to the content of any advice or recommendation made by the member.*
- (2) *This section does not prevent the council or the mayor from directing the general manager of the council to provide advice or a recommendation.*
- (b) If Council resolves to determine an application contrary to a staff recommendation, it should recognise that in doing so it may have to employ a planning consultant to defend their decision if an appeal is made to the Land and Environment Court, as a staff member may not be in a position to testify on behalf of the Council for something that is contrary to their own recommendation to the Council.

#### Related Documents

This procedure should be read in conjunction with the following documents:

##### Documentation

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

250.2018.438.1 Policy – Referral of Development Application to Council

250.2023.124.1 Policy – Managing Conflicts of Interest for Council-Related Development

#### 9.1.4 REVIEW OF SMRC COMPLIANCE AND ENFORCEMENT POLICY

Record No: I24/183

##### OFFICER'S RECOMMENDATION

That Council adopt the revised SMRC Compliance and Enforcement Policy.

##### ISSUES

SMRC's Compliance and Enforcement Policy was due for review. The revised Policy is attached.

##### RISK ASSESSMENT

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

##### FINANCIAL IMPACTS

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

**RESPONSIBLE OFFICER:** Chief Operating Officer.

##### OPTIONS CONSIDERED

Nil other options – Policy was due for review

##### IMPLEMENTATION PLANS

Nil

## EXISTING POLICY/DECISIONS

The existing SMRC Compliance and Enforcement Policy was adopted by Council at its meeting of 16 May 2019, Resolution 186/19. The existing Policy was based on Guidelines from the NSW Ombudsman's Office. The policy was due for review.

The policy has been reviewed and updated to reflect changes in some legislation (names of Acts etc), references to the General Manager have been updated to refer to the Chief Executive Officer, as well as some minor changes to further clarify sections of the Policy.

An additional paragraph has been added under section 10(a) as follows:

*Council staff will endeavour to manage the expectations of people who report alleged unlawful activity, and in particular explain that in the absence of sufficient evidence of unlawful activity, Council may be unable to take further action. Staff will also explain that Council does not have unlimited resources and powers to deal with reports alleging unlawful activity. If Council is unable to fully investigate or take action on a matter because it is restricted by any legal or resource limitations this will be explained to the individual.*

An additional paragraph has been added under section 14 as follows:

*Duly authorised Council officers are required to understand their powers under each piece of legislation they have been appointed to enforce. They will act within the confines of these powers to ensure the effective and proper enforcement of the legislation occurs.*

Clarification has also been included with the addition of the following paragraph in Section 14 regarding powers of arrest – noting that Council staff will not be applying any such powers despite some legislation providing the ability to do so:

*Where a piece of legislation provides a duly authorised Council officer with the power of arrest the said officer will not utilise this power. If the circumstance dictate that an arrest may be warranted, the duly authorised Council will call for the assistance of a police officer and will under no circumstances try to effect an arrest.*

## ATTACHMENTS

1. Revised SMRC Compliance and Enforcement Policy
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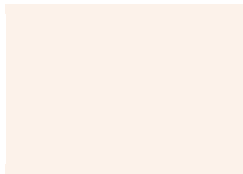


# Policy

## Compliance and Enforcement

<b>Responsible portfolio</b>	Built and Natural Environment	<b>Document Register ID</b>	250.[document year].[document number].[document part]
<b>Policy owner</b>	Chief Operating Officer	<b>Review date</b>	08 August 2023
<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>• <i>Local Government Act 1993</i></li><li>• <i>Environmental Planning and Assessment Act 1979</i></li><li>• <i>Food Act 2003</i></li><li>• <i>Protection of the Environment Operations Act 1997</i></li><li>• <i>Public Health Act 2010</i></li><li>• <i>Boarding Houses Act 2012</i></li><li>• <i>Swimming Pools Act 1992</i></li><li>• <i>Liquor Act 2007</i></li><li>• <i>Companion Animals Act 1998</i></li><li>• <i>Roads Act 1993</i></li><li>• <i>Roads Transport Act 2013</i></li><li>• <i>Public Spaces (Unattended Property) Act 2021</i></li><li>• <i>Fisheries Management Act 1994</i></li><li>• <i>Crown Lands Management Act 2016</i></li><li>• <i>Biosecurity Act 2015</i></li><li>• <i>Biodiversity Conservation Act 2016</i></li><li>• <i>Building Professionals Act 2005</i></li><li>• <i>Building Professionals Amendment Act 2008</i></li><li>• <i>Civil Liability Act 2002</i></li><li>• <i>Privacy and Personal Information Protection Act 1998.</i></li></ul>		
<b>Aim</b>	Ensure that Council's response to alleged unlawful activities is responsible, proportional and appropriate.		
<b>Relevant Policies</b>	<ul style="list-style-type: none"><li>• Code of Conduct</li><li>• Councillor and Staff Interaction Policy</li><li>• Management Unreasonable Complainant Conduct</li><li>• Records Management</li><li>• Biosecurity Weeds Enforcement Policy</li></ul>		





- Food Safety Compliance
- Food Safety Enforcement
- Liquid Trade Waste
- Government Information Public Access (GIPA)
- Enterprise Risk Management

## 1.0 Introduction

This policy provides information for internal and external stakeholders and interested parties about Council's regulatory, compliance and enforcement activities. For example under Section 8 of the *Local Government Act 1993*, Council has an obligation to ensure it exercises its regulatory powers consistently and without bias.

Council's regulatory responsibilities are applicable to actual unlawful activity, as well as a failure to take action (in order to be compliant with certain legal requirements). For simplicity, this policy refers to both an act and/or an omission by an alleged offender as 'unlawful activity'.

This policy distinguishes between a 'report alleging unlawful activity' and a 'complaint'.

For the purposes of this policy, a report alleging unlawful activity is where an individual expresses concern in relation to alleged unlawful activity, or they request service from Council about such matters. Council considers that a response or resolution to a report alleging unlawful activity is explicitly or implicitly expected by the individual, or may be legally required.

A complaint is where an individual expresses dissatisfaction about Council services, staff or the handling of a complaint. Therefore, a complaint may arise where an individual claims that Council staff have failed to take action in relation to a report alleging unlawful activity. A complaint will be recorded separately and responded to in accordance with Council's Complaint Handling Policy.

## 2.0 Purpose of Policy

The purpose of this policy is to provide structure for consistency and transparency in decision making, and to facilitate a proportional approach to compliance and enforcement. It is also intended to assist Council staff to act promptly, effectively and consistently in response to allegations of unlawful activity, whilst ensuring the principals of natural justice are respected.

This policy outlines matters to be considered at the various stages of the enforcement process from the receipt and investigation of reports alleging unlawful activity, through to what enforcement option Council will choose and whether to commence criminal or civil proceedings.

In certain circumstances Council will have shared enforcement responsibilities with other regulatory authorities. This policy sets out a collaborative and cooperative approach to such matters. Advice and guidance is also provided on the role of Council in building and construction compliance matters where there is a private certifier, and the role of Councillors in enforcement.

Responsible Council staff are not limited by this policy in their use of discretion and exercise of official functions. The full circumstances and facts of each case need to be considered and a decision made on each merits and in line with legislative requirements.

### 3.0 Objectives

The objectives of this policy are to:

- help achieve the objectives of relevant legislation and management plans
- maximise compliance with legislation in line with community expectations
- enhance the community's capacity to protect the environment and enhance diversity
- ensure Council staff comply with Council's Code of Conduct when investigating an unlawful activity
- establish criteria to determine whether enforcement action is warranted and if so, ensure such action is in accordance with the Council Officers delegations in a timely, cost effective manner and proportional to the relative seriousness of the unlawful activities
- ensure Council takes a proactive approach to compliance and enforcement actions by taking a regulatory and educator role by providing information to the public about Council's role and policing an enforcement and compliance matters (This will encourage a culture of compliance aimed at self- regulation rather than Council imposed enforced action); and
- provide guidance on implementing shared enforcement responsibilities and advice and guidance on the role of the Principal Certifying Authority and Councillors in enforcement.

### 4.0 Organisational Approach

One of the principal functions of Council is to act as an educator, regulator and an enforcement agency in respect to a large range of legal duties applied by acts of parliament, regulations and orders made under them, including various local policies.

Compliance and enforcement is important:

- to prevent or minimise harm to health, welfare, safety, property or the environment
- to improve the safety and amenity of residents and visitors to the area
- for the collective good, the welfare of the community or the public interest
- to promote social policies
- to manage risks
- to uphold social order
- to meet the expectations of the community
- to make the regulatory community aware of their legal obligations and how to meet these obligations
- promote educational opportunities by keeping the community involved in the compliance and enforcement framework through Council's actions and activities.

5.0 Definitions

The key definitions of terms used in the policy are attached in Appendix A of this policy.

6.0 Application of the Policy

This policy applies to regulatory matters within Council's area of responsibilities including but not limited to:

- development and building control
- pollution control including air, noise and water
- swimming pool safety
- environmental health
- public health and safety
- biosecurity – weeds
- water and sewer
- on-site sewerage management systems
- animal control
- food safety
- fire safety
- tree preservation
- unauthorised use of Council managed land
- parking and vehicle offences as relevant
- waste disposal and littering/illegal dumping; and
- roads, footpaths, parks and reserves.

7.0 Relevant Legislation

This policy applies in relation to compliance and enforcement action relating to all Acts administered by Council as legislated including but not limited to Acts and associated Regulations, Standards and Policies outlined in the Controlled Document Information section of this Policy.

8.0 Compliance and Enforcement Principles

The following are the principles that underpin Council actions relating to compliance and enforcement:

Principle	Action
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Accountable and transparent	<ul style="list-style-type: none"> <li>• acting in the best interests of public health and safety and in the best interests of the environment</li> <li>• ensuring accountability for decisions to take or not take action</li> <li>• acting fairly and impartially and without bias or unlawful discrimination</li> <li>• providing information about compliance and enforcement priorities and reasons for decisions to improve understanding and certainty and promote trust by the regulated community</li> <li>• ensuring meaningful reasons for decisions are given to all relevant parties, particularly when there is a departure from this policy</li> <li>• acting on any complaints or concerns about the conduct of compliance officers in accordance with Council's complaints management policy and procedures</li> <li>• advising people and organisations subject to enforcement action of any avenues available to seek an internal or external review of a decision</li> <li>• disclose all evidence relevant to all alleged offences</li> </ul>
Consistent	<ul style="list-style-type: none"> <li>• ensuring all compliance and enforcement action is implemented consistently; and</li> <li>• encouraging reports about possible unlawful activity by acting reasonably in response to the circumstances and facts of each matter</li> </ul>
Proportional	<ul style="list-style-type: none"> <li>• ensuring the level of enforcement action is proportionate to the level of risk and seriousness of the breach</li> <li>• making cost-effective decisions about enforcement action</li> <li>• taking action to address harm and deter future unlawful activity</li> </ul>
Timely	<ul style="list-style-type: none"> <li>• ensuring responses to reports alleging unlawful activity and decision-making in relation to those is timely</li> </ul>
Procedural Fairness	<ul style="list-style-type: none"> <li>• in most matters provide an opportunity for an alleged offender to provide an explanation, however there will be situations such as parking enforcement and other circumstances considered to represent a serious risk to public safety or the environment or the like which would preclude this opportunity</li> <li>• give due consideration to any written submission made by an alleged offender made whether directly to Council or via another agency (i.e. Revenue NSW)</li> <li>• make all appropriate enquiries, investigation and searches prior to making an enforcement decision</li> <li>• establish appropriate procedures to avoid an enforcement decision being influenced by an actual, potential or perceived conflict of interest</li> <li>• implement procedures to ensure pertinent information is provided to a complainant and alleged offender, subject to</li> </ul>

	maintaining appropriate confidential provisions
Code of Conduct	<ul style="list-style-type: none"><li>• act without bias and within statutory time frames.</li><li>• Council officers carry out their activities and actions in accordance with Council's Code of Conduct ensuring any actual or potential conflict of interest situations are managed in a fair, consistent and impartial manner</li></ul>

## 9.0 Responsibility

Council receives information about alleged unlawful activity from members of the public, contact from other government agencies and information gathered by its officers during proactive inspections.

All Council staff who deal with reports alleging unlawful activity are responsible for implementing this policy.

Council staff are also responsible for ensuring that any other possible unlawful activity identified as a result of an inspection, proactive enforcement or other activity is brought to the attention of the appropriate business unit of Council.

Council staff are required to:

- treat all relevant parties with courtesy and respect
- communicate with all relevant parties and provide feedback on the progress of an investigation and any reasons for delay without compromising the integrity of the investigation
- make full and proper records in relation to the assessment and investigation of reports alleging unlawful activity, including reasons for any decisions
- inform all relevant parties of reasons for decisions
- provide as much information as possible to all relevant parties about the outcomes of investigations to show that adequate and appropriate action was taken and/or is proposed to be taken in response to a report of alleged unlawful activity; and
- provide information to all relevant parties about any avenues to seek an internal or external review of a decision.

All reports received by Council regarding unlawful activity will be entered into Council's Record Management System in accordance with Council's Policies and Procedures and actioned in a timely manner. All relevant staff undertaking an investigation into any unlawful activities will be required to undertake this task in line with their level of delegation issued by Council and/or Chief Executive Officer and related legislation provisions.

Some reports will raise matters involving shared regulatory responsibilities between Council and other authorities including the Environment Protection Authority, the NSW Police Force, the Office of Liquor, Gaming and Racing, NSW Fair Trading, NSW Food Authority, Crown Lands and NSW Health.

Council recognises that collaboration and cooperation between authorities to address issues of shared regulatory responsibility is the best approach. To this end, where there are shared legislative responsibilities, Council staff will liaise with relevant authorities to establish:

- which authority will take the leading role on any joint investigation
- which activities each authority will carry out

- responsibilities for updating an individual where relevant and
- protocols for exchanging confidential information between the relevant authorities.

Council will reasonably endeavour to respond to requests for information or assistance on joint regulatory matters in a timely manner.

## 10.0 Responding to concerns about unlawful activity

### a) Means of Notification to Council

Council receives information about alleged unauthorised activities or other regulatory requests from member of the public, business operators, government agencies and information gathered by Council officers during inspections undertaken.

Council will record all reports alleging unauthorised activities and regulatory breaches and assess all reports entered into Council's Record Management System. Each report will be allocated to the relevant team or officers for investigation and action.

Reports submitted to Council with the exception of cases of an urgent matter should be provided in writing (where possible) to ensure Council can carry out a full and proper investigation of the matter.

Council will respond to every such report unless the person raising the matter has indicated they do not wish to receive a response about Council's handling of the matter, or the report is anonymous.

Council's objectives when dealing with reports alleging unlawful activity are to:

- maintain the collective good and welfare of the community
- prevent or minimise harm to health, welfare, safety, property or the environment
- consider the broader public interest having regard to Council's priorities and any resource limitations; and
- consider the report fairly and impartially.

It is important to note not all reports will need to be investigated. A preliminary assessment of all matters will be made to determine the priority for a response, and whether investigation or other action is required.

To assist Council with managing internal and external customer expectations and for the allocating of resources a risk category table has been developed as per Table 1 in this policy. This table outlines guidance on matters that Council will or will not action, the types of matters and anticipated response time commensurate to public health, safety and environmental harm.

An investigation of alleged unlawful activity may take a significant amount of time to complete, particularly where the issues are complex. If Council decides to investigate, staff will give the person who reported the alleged unlawful activity regular feedback on the progress of the investigation. This does not mean that the individual can expect to be given details about every aspect of the investigation or information that would compromise the integrity of the investigation.

Decisions about what action should be taken by Council are made at the Council's discretion. Reports alleging unlawful activity will be resolved to the satisfaction of Council, not necessarily the person raising the matter. Council will generally try to resolve matters as quickly and informally as possible so as to avoid the need to take formal action.

Council staff will endeavour to manage the expectations of people who report alleged unlawful activity, and in particular explain that in the absence of sufficient evidence of unlawful activity, Council may be unable to take further action. Staff will also explain that Council does not have unlimited resources and powers to deal with reports alleging unlawful activity. If Council is unable to fully investigate or take action on a matter because it is restricted by any legal or resource limitations this will be explained to the individual.

While there are certain statutory requirements that must be met in relation to notices and orders Council staff will ensure that all explanatory communications are made in plain English and explain any technical language the law requires to be used.

#### **b) Confidentiality of people who report allegations of unlawful activity**

People who report allegations of unlawful activity should not expect that their identities will remain confidential from the subject of their report in all circumstances. Council may have to disclose information that identifies them in the following cases:

- the disclosure is necessary to investigate the matter
- their identity has already been disclosed to the subject of their report directly or in a publicly available document
- the individual was consulted following receipt of a Government Information (Public Access) Act 2009 application and did not object to the disclosure
- the individual consents in writing to their identity being disclosed
- the disclosure is required to comply with principles of procedural fairness; and
- the matter proceeds to court.

Council will take seriously any concerns an individual may have about their physical safety being endangered as a result of making a report. However, this may limit Council's ability to investigate the matter.

#### **c) What Council expects from people who report allegations of unlawful activity**

Council expects that people who report allegations of unlawful activity will cooperate and act in good faith in respect of any investigations conducted by Council. This includes:

- providing a clear description of the problem (and the resolution sought, if relevant)
- giving all available and relevant information to Council, including any new information about the alleged activity that may become known to the person following the making of their report
- not giving any information that is intentionally misleading or wrong
- cooperating with Council's inquiries and giving timely responses to questions and requests for information
- treating Council's staff with courtesy and respect; and
- allowing the investigation to be completed without prematurely taking the matter to other agencies unless referred to by Council.

If these expectations of the individual are not met, Council may need to set limits or conditions on the continuation of the investigation or may need to restrict any further communications with the individual.

#### **d) What parties can expect from Council staff**

People who report alleged unlawful activity, as well as individuals or businesses that are subject to investigation and any enforcement action can expect that Council staff will:

- treat them with courtesy and respect
- advise them of the outcome of the allegation reported, including a full explanation of the reasons why that outcome was considered to be reasonable in the circumstances
- clearly explain decisions in plain English
- provide information about any relevant internal and external appeal processes that may be available
- carefully assess any new information provided by any party after a decision has been made and advise whether further action will be taken; and
- abide by Council's Code of Conduct.

#### **e) Complaints about Council's enforcement actions**

Any complaints about Council's handling of reports alleging unlawful activity will be recorded separately and handled in accordance with Council's complaints management policy and procedures.

Where a person or organisation subject to enforcement action merely disputes Council's decision to take enforcement against them, they will be directed to make representations in accordance with any relevant internal and external appeal processes.

Council staff will act on any complaints about the conduct of compliance officers in accordance with Council's complaints management policy and procedures and the code of conduct.

#### **f) Anonymous reports**

Anonymous reports will be recorded and assessed in accordance with the above requirements. However, because it is not possible to seek clarification or additional information about a matter, it may be more difficult to evaluate the allegations and therefore these reports are less likely to warrant investigation.

#### **g) Unlawful activity outside business hours**

Unlawful activity can occur outside business hours. In particular, Council may receive reports about matters such as offensive noise and failure to comply with limitations on hours of operation during nights and weekends.

Due to resource and operational capability restraints on Council, investigations into alleged unlawful activity outside business hours will be assessed on the basis of risk of harm to health, welfare, safety, property or the environment or it is otherwise in the public interest to take such action.

#### **h) Neighbour disputes**

Council will at times receive reports from parties involved in neighbour disputes seeking Council's involvement. When a dispute between two neighbours is a civil matter, Council will often have no authority to resolve the issue in dispute. Some reports will raise several matters, some of which will require Council's involvement and some of which will be personal to the parties.

Council staff will thoroughly assess such reports to determine whether there is evidence of any possible unlawful activity requiring action by Council. Care will be taken to explain which aspects of a report Council can deal with and which cannot be dealt with and why. Where



possible, individuals will be provided with information about how to resolve neighbour disputes including referral information resources such as LawAccess NSW and Community Justice Centres.

It is possible that one party will provide further information about a matter which changes Council's decision about whether it will become involved. In such circumstances, Council staff will carefully consider the matter before taking action and document reasons for the new decision. Relevant parties will be advised about the reasons Council has changed its position on a matter. Council staff will not change a decision about whether or not Council should be involved purely as a response to the conduct of an individual such as persistent demands or threats.

### i) Prioritisation of Investigation

The responsible officer who is tasked with prioritising the investigation will need to determine if any action is required depending on the level of risk to the public, occupant safety and the environmental harm that may be caused. The following table (Table 1) provides risk categories, initial response times and example reports that may fall into each category.

**Table 1. Risk Categories**

RISK CATEGORY				
VERY HIGH	HIGH	MEDIUM	LOW	VERY LOW
Permanent, long-term or reoccurring and serious damage to health, property or environment likely or very likely Large scale impacts Very serious offences Very high priority issue for Council and community	Moderate, major or severe consequences likely or very likely Medium-large scale impacts Serious offences Very high priority issue for Council and community	Moderate consequences are likely, serious impacts are very likely Small-medium scale impacts Moderate offence severity Very high priority issue for Council and community	Consequences are minor or moderate and are unlikely or very unlikely to occur Small scale, isolated impacts Low level offence severity Very high priority issue for Council and community	Provision of information/advice provided is insufficient/lack basis to take action. Legislation relating to report is administered by another government department.
INDICATIVE TIMEFRAME OF INITIAL RESPONSE				
Immediate and urgent response	Response within 48 hours	Response within 7 working days	Response within 14 working days	No action
EXAMPLE REPORT TYPES/ISSUES				

Significant pollution incidents Large scale clearing of vegetation containing threatened species Abandoned vehicles in an unsafe location Collapsed or unsafe building works in public areas Dog attacks Straying stock on major highways	Roaming dogs Unsafe buildings and building works Rubbish dumped in an unsafe location/hazardous Pollution incidents Breaches of tree preservation order Dangerous/restricted dog complaints Straying stock on major roads Sale or movement of prohibited matter – weeds.	Abandoned vehicles Storm water or drainage issues Dumped rubbish (not hazardous) Breach of consent conditions (eg waste management) Poor sediment control on building sites Noise complaints affecting several people	Minor consent breaches (eg no signage) Unauthorised signage Unauthorised land use Overgrown Aesthetic issues Neighbour disputes Nuisance complaints (eg domestic noise, barking dogs)	Building work carried out without approval now made lawful by Exempt and Complying Development Code.
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Note: Food related incidences and complaint management to be responded to in accordance Council's instrument of appointment as a Category B agency of the Food Regulation Partnership agreement.

## 11.0 Investigating alleged unlawful activities

Not all reports alleging unlawful activities will warrant investigation and a preliminary assessment will be undertaken to determine if an investigation is required. Council will prioritise matters on the level of risk to public safety, human health and environment.

If there is insufficient information in the report to undertake a preliminary assessment, further information may need to be sought from the person who made the report or an inspection undertaken. Staff may also need to consult Council records and engage with other internal sections of Council to determine the relevant history and context of the matter.

### Circumstances where no action will be taken:

Council will take no further action if, following a preliminary assessment, it is identified that:

- Council does not have jurisdiction to investigate or is not the appropriate authority to take action on the issues raised. Where there is another appropriate authority or course of action, Council may bring the matter to the attention of the authority or provide information and contact details to the individual. Some examples being SafeWork NSW for workplace safety matters, the NSW Environment Protection Authority for possible environmental offences and NSW Community Justice Centre for personal disputes.
- The report relates substantially to a matter previously determined by Council and no new or compelling information is presented which would cause Council to change its earlier decision. In this case, staff will acknowledge the report and advise that no further action will be taken as no new information had been provided (other than where the person has previously been advised they would receive no further response).
- The allegations relate to a lawful activity (e.g. where there is an existing approval or the activity is permissible without Council approval or consent being required).
- The report is not supported with evidence or appears to have no substance; or
- The relevant manager, director or the Chief Executive Officer determines that

investigation or other action would have an unreasonable impact on resources and/or is unlikely to achieve an outcome sufficient to justify the expenditure of resources.

#### **Relevant factors guiding decisions as to whether to take action:**

When deciding whether to investigate, Council will consider a range of factors including whether:

- The activity is having a significant detrimental effect on the environment or it constitutes a risk to public safety;
- The report is premature as it relates to some unfinished aspect of work that is still in progress;
- The activity or work is permissible with or without permission;
- All conditions of consent are being complied with;
- Much time has elapsed since the events the subject of the report took place;
- Another body is a more appropriate agency to investigate and deal with the matter;
- It appears there is a pattern of conduct or evidence of a possible wide spread problem;
- The person or organisation reported has been the subject of previous reports;
- The report raises matters of special significance in terms of the Council's existing priorities;
- There are significant resource implications in relation to an investigation and any subsequent enforcement action; and
- It is in the public interest to investigate the report.

The above are factors for Council to consider and weigh in making a determination. Council staff are not limited in their use of discretion by these considerations and may decide to investigate based on these and other factors.

The objective of the processes Council staff use when investigating incidents of alleged unlawful activity is to:

- Determine the cause of the incident;
- Determine if there has been a contravention of law, policy or standards;
- Gather evidence to the required standard to support any required enforcement action; and
- Determine any necessary action to mitigate the possibility of reoccurrence of similar incidents.

Any decision not to investigate an allegation of unlawful activity will be recorded and the reasons for that decision clearly stated.

## **12.0 Deciding whether or not to take enforcement action**

When deciding whether to take enforcement action in relation to a confirmed case of unlawful activity, Council will consider the full circumstances and facts of the matter and the public interest. The following common considerations will assist Council staff in determining the most appropriate response in the public interest:

a) Considerations about the alleged offence and impact:

- the nature, extent and severity of the unlawful activity, including whether the

- activity is continuing
  - the harm or potential harm to the environment or public health, safety or amenity caused by the unlawful activity
  - the seriousness of the breach, including whether the breach is merely technical, inconsequential or minor in nature
  - the time period that has lapsed since the date of the unlawful activity.
- b) Considerations about the alleged offender:
- any prior warnings, instructions, advice that was issued to the person or organisation reported or previous enforcement action taken against them
  - whether the offence was committed with intent
  - whether the person or organisation reported has been proactive in the resolution of the matter and assisted with any Council requirements and instructions
  - any mitigating or aggravating circumstances demonstrated by the alleged offender
  - any particular circumstances of hardship affecting the person or organisation reported.
- c) Considerations about the impact of any enforcement action:
- the need to deter any future unlawful activity
  - whether an educative approach would be more appropriate than a coercive approach in resolving the matter
  - the prospect of success if the proposed enforcement action was challenged in court
  - the costs and benefits of taking formal enforcement action as opposed to taking informal or no action
  - what action would be proportionate and reasonable in response to the unlawful activity
  - whether Council is prevented from taking action based on earlier advice given, i.e. whether an estoppel situation has been created.
- d) Considerations about the potential for remedy:
- whether the breach can be easily remedied
  - whether it is likely consent would have been given for the activity if it had been sought
  - Whether there is a draft planning instrument on exhibition that would make the unauthorised use legal.

e) Legal or technical issues

Where legal and/or technical issues are in question, Council staff will consider whether legal advice or professional advice from duly qualified staff or other experts should be obtained and considered. Council may also require a person subject to possible enforcement action to obtain professional advice in relation to issues of concern to Council for assessment as to whether further action is required.

f) Requirements of Council staff considering enforcement action

Prior to taking enforcement action, Council staff will take into account the above considerations as well as the evidence gathered during their investigation. Council staff must act impartially, be mindful of their obligations under Council's Code of Conduct and not act as a decision-maker in relation to any matter in which they have a personal interest. Enforcement action will not be

taken purely as a response to the conduct of an individual such as persistent demands or threats.

Council staff are required to maintain records about critical thinking and decision-making processes in relation to reports alleging unlawful activity and any enforcement action, as well as records of interactions with relevant parties. Council staff will at all times adhere to Council's internal approval processes prior to the commencement of any enforcement action.

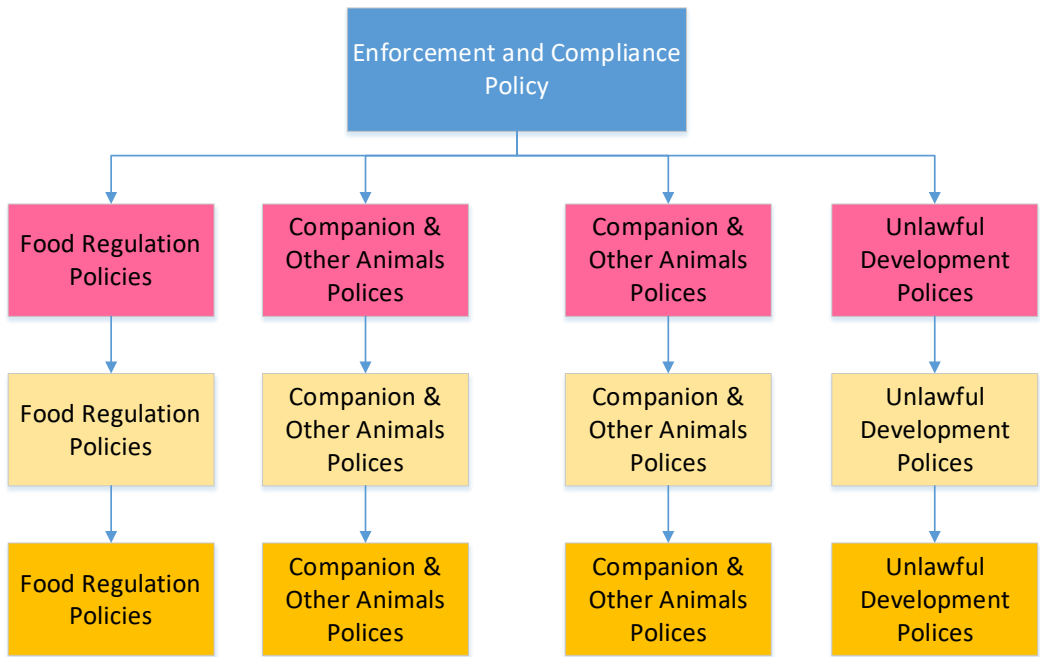
Council staff will take steps to ensure that any enforcement action is taken against the correct person or organisation. Where there are multiple possible parties to an alleged unlawful activity, it will generally not be appropriate to take enforcement action against every person who may be liable for the alleged unlawful activity. In such circumstances, Council staff will be guided by legal advice in determining the appropriate persons to pursue.

g) Policy / Guidelines Hierarchy

Council may adopt policy and guidelines that are specific for the type of regulatory actions and the circumstances in which enforcement action will or will not be taken.

This policy is based on the Model Policy and Guidelines developed by the NSW Ombudsman. This policy has been created as an overall guiding document for all compliance and enforcement matters and accompanied with subsequent policies and procedures specific to each of Council's services forms a suite of documents for all regulatory matters used by Council.

The relationship of this document in this regard is as follows:



### **13.0 Options for dealing with confirmed cases of unlawful activities**

Council will try to use the most efficient and informal option to deal with unlawful activity wherever possible unless there is little likelihood of compliance with such options. Council staff will use discretion to determine the most appropriate response to confirmed cases of unlawful activity and may take more than one approach.

Any enforcement action taken by Council will depend on the full circumstances and facts of each case, with any decision being made on the merits.

At all times, Council's key concerns are:

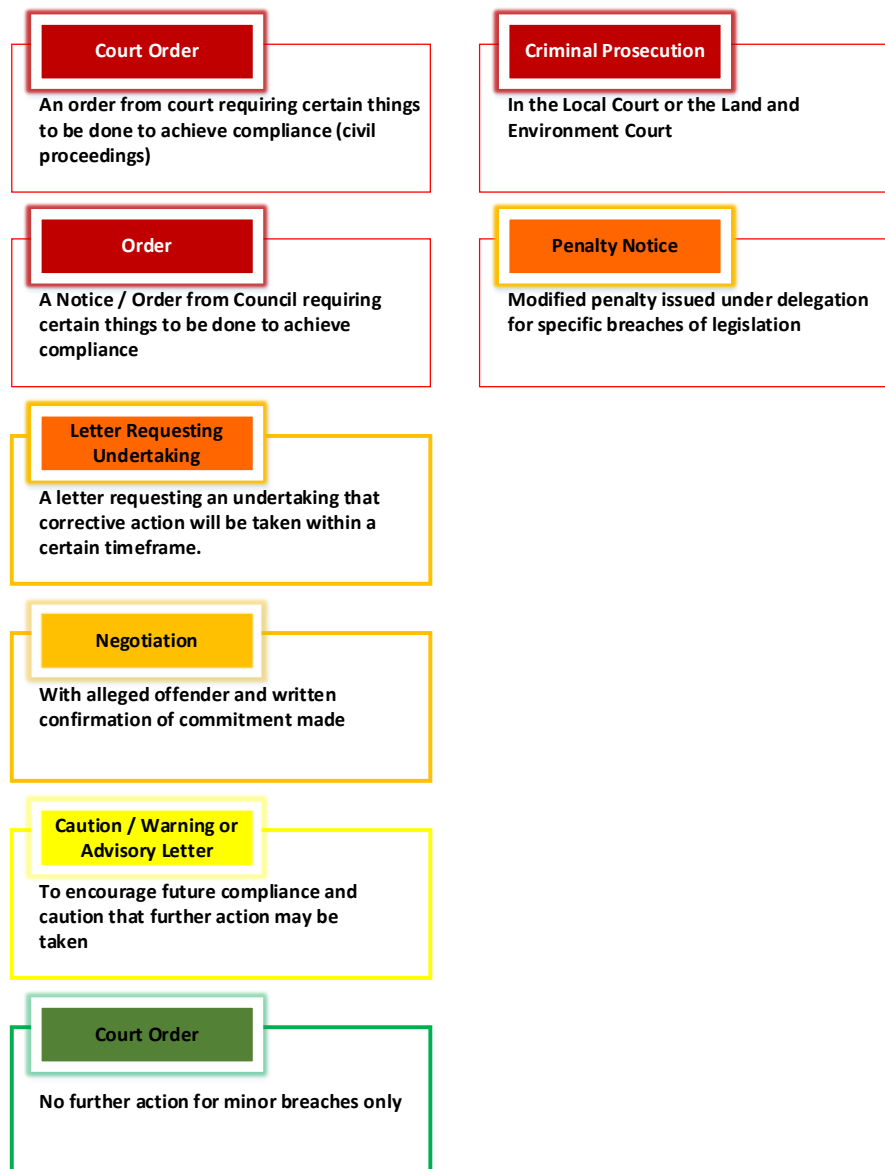
- to prevent or minimise harm to health, welfare, safety, property or the environment
- to influence behaviour change for the common good and on behalf of the community.

There are a range of enforcement actions available to Council as shown in Figure 1. Enforcement options are not necessarily mutually exclusive. For example, in some circumstances it may be appropriate to simultaneously issue a Notice/Order and a Penalty Notice. Each option considered by Council will reflect an escalation in response that is proportionate to the level of risk, the seriousness of the compliance breach or the need for a deterrent. It is also important to note that the options of enforcement action provided are a guide only and each case must be assessed on the particular facts of the matter being investigated and actioned.

**Figure 1: Enforcement actions available to Council**

**Remedial or Rectification Action**

**Penalty Action**



Note that it may be appropriate to use more than one enforcement option in some cases. If initial enforcement action does not achieve a satisfactory outcome, it may be necessary to proceed to a higher level of enforcement response. For example, if a warning letter or notice of intention does not achieve the desired response, it may be appropriate to give an Order; or if an Order is not complied with, it may be appropriate to bring enforcement or prosecution proceedings.

Level of Risk	Enforcement Options
Very Low	<ul style="list-style-type: none"><li>take no action on the basis of a lack of evidence or some other appropriate reason</li><li>provision of information/advice on how to be compliant.</li></ul>
Low	<ul style="list-style-type: none"><li>negotiating with the person to obtain voluntary undertakings or an agreement to address the issues of concern</li><li>issuing a warning or a formal caution.</li></ul>
Medium	<ul style="list-style-type: none"><li>issuing a letter requiring work to be done or activity to cease in lieu of more formal action</li><li>issuing a notice of intention to serve an order or notice under relevant legislation, and then serving an order or notice if appropriate.</li></ul>
High	<ul style="list-style-type: none"><li>issuing a penalty notice</li><li>carrying out the works specified in an order at the cost of the person served with the order.</li></ul>
Very High	<ul style="list-style-type: none"><li>seeking an injunction through the courts to prevent future or continuing unlawful activity</li><li>commence legal proceedings for an offence against the relevant Act or Regulation.</li></ul>

#### Following up enforcement action

All enforcement action will be reviewed and monitored to ensure compliance with any undertakings given by the subject of enforcement action or advice, directions or orders issued by Council. Reports alleging continuing unlawful activity will be assessed and further action taken if necessary. If the unlawful activity has ceased or the work has been rectified, the matter will be resubmitted for follow up action to ensure compliance outcomes are met. Should initial enforcement action be found to have been ineffective, Council staff will consider other enforcement options.

## 14.0 Taking legal action

Council and its delegated staff will be guided by legal advice in deciding whether to commence criminal or civil proceedings and will consider the following:

- whether there is sufficient evidence to establish a case to the required standard of proof
- whether there is a reasonable prospect of success before a court
- whether the public interest warrants legal action being pursued.



Whether there is sufficient evidence to establish a case to the required standard of proof

Council considers the decision to take legal action a serious matter, and as such will only initiate and continue proceedings once it has been established that there is admissible, substantial and reliable evidence to the required standard of proof.

The basic requirement of any **criminal** prosecution is that the available evidence establishes a prima facie case. The prosecutor is required to prove the elements of the offence beyond reasonable doubt.

In **civil** enforcement proceedings, Council will require sufficient evidence to satisfy the court that an actual or threatened breach has occurred on the balance of probabilities.

Whether there is a reasonable prospect of success before a court

Given the expense of legal action Council will not take legal action unless there is a reasonable prospect of success before a court. In making this assessment, Council staff will consider the availability, competence and credibility of witnesses, the admissibility of the evidence, all possible defences, and any other factors which could affect the likelihood of a successful outcome.

Whether upholding the public interest warrants legal action

The principal consideration in deciding whether to commence legal proceedings is whether to do so is in the public interest. In making this determination, the same factors to be considered when taking enforcement action apply.

The following considerations relate more specifically to the decision to commence legal proceedings and will assist Council and its delegated staff in making this determination:

- the availability of any alternatives to legal action
- whether an urgent resolution is required (court proceedings may take some time)
- the possible length and expense of court proceedings
- any possible counter-productive outcomes of prosecution
- what the effective sentencing options are available to the court in the event of conviction
- whether the proceedings or the consequences of any resulting conviction would be unduly harsh or oppressive.

Time within which to commence proceedings

Council staff must be aware of legislative time limits in which enforcement proceedings must be commenced. Sometimes legal action will be statute barred despite good evidence that unlawful activity has occurred.

Legislative Provisions and Requirements

Specific provisions are contained within each piece of legislation relating to the appointment of Authorised Officers, Powers of Entry, Inspections & Investigations, Search Warrants, Issuing of Notices & Orders, Issuing Penalty Infringement Notices, Legal Proceedings, Appeals, Court Orders, Penalties, Compensation and other associated activities.

Specific provisions are also contained in most legislation to restrict Authorised Officers' access to residential premises, unless permission has been obtained accordingly or the inspection relates to a current approval or Council has obtained a Search Warrant.

Although Councils are provided with a range of Acts and Regulations, to regulate and enforce, the provisions are, in most cases, very specific and action may only be taken if certain matters or circumstances are evident and can be demonstrated by the Authorised Council Officer.

The Acts and Regulations do not provide Council with unfettered powers to take action in matters which are not specifically provided for in the legislation (e.g. actions or behaviour of parties and neighbour nuisances).

Council officers are required to be duly authorised and carry out their regulatory functions fully in accordance with these provisions.

Duly authorised Council officers are required to understand their powers under each piece of legislation they have been appointed to enforce. They will act within the confines of these powers to ensure the effective and proper enforcement of the legislation occurs.

#### Power of Arrest

Where a piece of legislation provides a duly authorised Council officer with the power of arrest the said officer will not utilise this power. If the circumstance dictate that an arrest may be warranted, the duly authorised Council will call for the assistance of a police officer and will under no circumstances try to effect an arrest.

#### Exempt and Complying Development

The scope and application of exempt development and complying development has been significantly expanded in the past few years, under various statutory planning instruments, including the NSW Codes SEPP.

Exempt development relates to specified minor development, building work and renovations which do not require any approval from Council or an Accredited Certifier, subject to compliance with specified limitations and requirements.

Exempt development does not require any notification to Council or any approval from Council. The owner or builder is responsible to ensure compliance with the relevant requirements in the planning instrument for exempt development.

If the relevant requirements are not satisfied, an authorised Council officer can investigate the matter and take any necessary appropriate regulatory action, having regard to the considerations detailed in this policy.

Regulatory action may however not be warranted if the works are generally in accordance with the relevant limitations and requirements outlined in the planning instrument and Building Code of Australia/National Construction Code.

Council acknowledges that home-owners and business proprietors have the right to undertake exempt development in accordance with the relevant requirements without undue interference by Council, and reasonable cause or evidence should be provided to Council to warrant investigation of work or development which may fall within this category of development.

Complying development relates to a wide range of development types (including new dwellings, alterations and additions to dwellings, granny flats, outbuildings, swimming pools, use of premises, alterations and additions to commercial and industrial development and other development). Complying development may be approved by a Council or private-sector Accredited Certifier and if the pre-determined prescriptive criteria is satisfied, it must be approved.

It is the role and responsibility of the appointed Certifying Authority (Council or private-sector Accredited Certifier) to ensure that complying development meets all of the prescriptive requirements before issuing a Complying Development Certificate. The certifier is also required to undertake relevant inspections and check compliance with the Complying Development

Certificate including conditions of the Complying Development Certificate, before issuing an Occupation Certificate.

Councils do not have any authority to review or change the determination of a Complying Development Certificate and the validity of a Complying Development Certificate may only be challenged in the Land & Environment Court.

It is the role and responsibility of the Building Professionals Board (BPB) to investigate the conduct and complaints relating to Council and private-sector Accredited Certifiers. Under the Building Professionals Act 2005 the BPB has the ability to take appropriate regulatory action against a Certifier if found guilty of an offence or breach of the BPB Code of Conduct or Accreditation Scheme, including the issue of fines, education training and cancellation of accreditation.

Any queries and concerns relating to complying development should be referred directly to the relevant Certifier and the Certifier has an obligation to investigate the matter and to take appropriate action.

If the development is not being carried out in accordance with the Complying Development Certificate, the Certifier may issue a notice of intention to serve an order. A copy of which is forwarded to Council for assessment and any necessary regulatory action.

#### Parking Offences

Whilst the enforcement of parking offences can, at times, cause concerns to drivers, residents and businesses, it is important to consider the rationale and importance of the road rules and parking restrictions which apply.

The *Road Rules 2014* contain the relevant rules relating to traffic, parking and the safe use of our roads. The Rules are adopted throughout NSW under the *Road Transport Act 2013* and associated Regulations.

Council's authorised officers will implement regulatory enforcement of parking offences in accordance with the relevant legislation, Road Rules, and Council's policies and procedures in a professional, appropriate, consistent and accountable manner.

#### Penalty Notices

A number of the Acts and Regulations which Council administer provide the ability for Council officers to issue Penalty Notices for certain offences. The Penalty Notice system was introduced to provide an effective and efficient means to deal with those offences which are generally not serious enough to warrant instituting Court proceedings.

A Penalty Notice may be served if it is evident that an offence has been committed, but payment of the fine does not result in the recording of a criminal conviction. Non-payment of the fine is not dealt with by way of criminal sanctions, but is recoverable as a civil debt. However, a person may elect to have the matter heard in proceedings in the criminal jurisdiction of the Local Court.

Penalty notices may be issued by designated authorised officers under the relevant legislation. In many instances, authorised officers are not only Council officers, but include officers from other agencies such as the Police, Roads & Maritime Services, Environment Protection Authority and Building Professionals Board.

Penalty notices are generally most appropriate where:

- the breach is minor
- the facts are apparently indisputable

- the penalty is proportionate and appropriate for the particular offence or breach
- the breach is a one-off situation that can be remedied easily
- the issue of a penalty notice is likely to be a practical and viable deterrent.

It may not be appropriate to issue penalty notices where:

- the breach is on-going
- the penalty prescribed in the penalty notice would be clearly inadequate for the severity of the offence
- the extent of impact or the harm to the environment or locality cannot be assessed immediately
- the evidence may be insufficient or controversial and the matter may be unlikely to succeed in the event of a Court hearing
- a significant period of time has elapsed since the alleged breach
- negotiations to find a resolution to the problem which is the subject of the breach are being conducted
- a direction has been issued to perform specified work (i.e. via a Notice of Intention to serve an Order) within a timeframe and the time limit for such performance has not expired; or
- multiple breaches have occurred.

Penalty Notices are generally most suitable for immediate and straight-forward offences or breaches, to uphold the objectives of the relevant regulatory requirements and to act as a deterrent against further similar breaches, including:

- public place offences
- roads, traffic and parking offences
- waste and littering offences
- failure to comply with public notices
- certain animal control offences
- low-impact pollution incidents
- minor fire safety offences
- low-impact development control offences
- essential services certification offences.

#### Penalty Notice Review

To ensure that Council manages the penalty notice process and enforcement action in a consistent, transparent, accountable and unbiased manner, any requests or representations seeking reconsideration or waiving of a penalty notice should be made directly to Revenue NSW.

The Revenue NSW have in place specific guidelines (SDRO Review Guidelines), to assist and guide them when considering requests for the review of a penalty notice, in a consistent and transparent manner. As recommended by the NSW Ombudsman.

When reviewing a penalty notice, Revenue NSW may seek further information or refer the representations regarding the issue of the penalty notice to the Council for comment and advice.

Where representations seeking reconsideration or waiving of a penalty notice, are made to Council via the Revenue NSW recovery or directly, the General Manager's delegate will have due regard to upholding the integrity of the Council's regulatory and enforcement functions.

Council will generally not support the waiving of a penalty infringement notice unless:

- it is evident that an error has been made in the issuing of the penalty notice
- documentary evidence is provided from a registered Health Practitioner that the offence occurred due to the result of a medical emergency or incident
- the extent of evidence or circumstances may affect the successful prosecution of the offence the subject of the penalty notice in the event of a Court hearing or appeal
- it is evident that Council has acted unreasonably or inappropriately in the issuing of the penalty notice; or
- after consideration of legal advice or the exceptional circumstances of the case and it considered appropriate to do so.

Where representations are made to the Revenue NSW seeking reconsideration or waiving of a penalty notice, the decision to waive a penalty notice is a matter for the Revenue NSW alone. In some cases, Revenue NSW may consult with Council prior to making a determination.

#### Penalty Notice – Caution Guidelines

In certain circumstances it may be appropriate that Council instead of issuing a penalty notice gives an official Caution to an offender. Council may give an official Caution for minor or inconsequential reaches or in other exceptional circumstances (e.g. in circumstances where there has been no environmental impact or harm and there are no safety concerns or material impact upon the community).

An official Caution should be given by Council's authorised officer in accordance with the Caution Guidelines approved by the NSW Attorney General.

It is generally not appropriate to issue an official caution for parking offences to ensure that the objectives and requirements of the Australian Road Rules are maintained and upheld in a consistent, accountable and transparent manner, except in exceptional circumstances (e.g. medical or health reasons) or in relation to inconsequential or trivial matters.

## 15.0 Certification of Development

Council retains its regulatory role and enforcement powers where a private certifier has been appointed the Principal Certifying Authority (PCA). However, if a private certifier is appointed the PCA, it is not Council's responsibility to ensure building and construction compliance.

The 'certification' of development in NSW is carried out by building certifiers known as Accredited Certifiers and Principal Certifying Authorities. Accredited Certifiers and Principal Certifying Authorities can be private certifiers or Council certifiers. The NSW Building Professionals Board is the statutory authority that administers building certifiers under the Building Professionals Act 2005.

Construction Certificates, Compliance Certificates, Subdivision Certificates and Occupation Certificate (collectively known as Part 4A Certificates) and Complying Development Certificates are determined and issued by an Accredited Certifier or a Principal Certifying Authority appointed for a particular development.

Part 4A Certificates, including Construction Certificates and Complying Development Certificates (whether issued by a Council certifier or a private certifier) are statutory Certificates. Council has no power to revoke or amend a Part 4A Certificate or a Complying Development

Certificate. These types of certificates may only be declared “invalid” by the Land and Environment Court of NSW as a result of judicial review proceedings.

The NSW Building Professionals Board (BPB) is the responsible authority to investigate complaints about all Certifiers and the BPB also undertake proactive audits of Certifiers.

Accredited Certifiers must comply with the relevant requirements of the Environmental Planning and Assessment Act 1979 and Building Professionals Act 2005. The Building Professionals Board (BPB) can take appropriate disciplinary action against Certifiers, if found to be in breach of relevant legislative provisions or the terms and conditions of their accreditation, including the BPB Code of Conduct.

Reports regarding alleged non-compliance should be referred directly to the appointed Certifier for investigation and appropriate action.

In the case of non-compliance and depending on the nature and extent of the non-compliance, the Certifier would generally inform the owner or builder of the non-compliance and the action to be taken to address the matter. If the matter is not resolved within a given period or if the non-compliance is of substantial or sensitive nature, the Certifier may directly issue a Notice of Intention to serve an Order upon the owner or builder.

A Notice of Intention to serve an Order outlines the particular alleged breach or non-compliance and it advises the person (i.e. owner or builder) to make representations to Council, for consideration prior to Council determining the appropriate course of action in the matter.

The representations may provide reasons for the alleged breach or non-compliance and they may seek to demonstrate why Council should not take regulatory action in the matter (e.g. issue an Order and/or issue a penalty notice or commence legal proceedings for the offence). Council must consider representations made within the specified period, prior to determining whether or not to serve an Order (e.g. to remove unauthorised works or comply with a development consent requirement).

In most cases, reports regarding alleged noncompliance should be referred directly to the Certifier for appropriate action. Except in the case of an emergency or urgent matter, in which case, the report may also be provided to Council.

Generally speaking, matters relating to the construction of the development and compliance with the approved plans and conditions of consent should be referred directly to the Certifier for appropriate action. Matters relating to ‘off-site’ environmental or amenity impacts (e.g. pollution incident, working hours breach or public safety matter) may be referred directly to Council for investigation and prompt regulatory action may be able to be taken by a Council Ranger or Compliance Officer to address the matter.

The Environmental Planning and Assessment Act 1979 and Regulation provides Certifiers with a degree of discretion in specified matters (e.g. to determine if a particular matter is not inconsistent with the development consent or condition of consent).

Council does not carry out any assessment of construction certificates, complying development certificates or other certificates issued by an accredited certifier and any enquiries or concerns regarding the certificates and development encompassed in the certificates must be referred directly to the certifier for assessment and response. All accredited certifiers are subject to the BPB Code of Conduct and a complaint may be lodged with the BPB if the certifier is in breach of the Code or other regulatory provision.

Council and private certifiers will work together to resolve any issues when they arise to achieve compliance with the development consent or complying development certificate. Council staff will take steps to ensure individuals are clear about which agency performs which role.

## **16.0 Role of Councillors in enforcement**

Decision making relating to the investigation of reports alleging unlawful activity and taking enforcement action is the responsibility of appropriately authorised Council staff or the Council itself.

Individual Councillors do not have the right to direct Council staff in their day-to-day activities. Councillors can help individuals who raise concerns with them by satisfying themselves that their Council's policies are being carried out correctly, however they cannot ignore or alter a policy in order to satisfy the demands of special groups.

The General Manager may present certain decisions to be ratified by the elected Council if this is necessary or desirable, and the Councillors may also have the right to call for a report about particular issues to a Council meeting.

## **17.0 Delegations**

Council staff delegations for taking action under this policy are included in Council's Delegation Register.

## **18.0 Education and Awareness**

Council aims to take a proactive approach in preventing unauthorised development and other activities or breaches by providing information to the public and applicants about planning and building requirements, conditions and regulatory requirements to be satisfied. Council will consistently review education and awareness mechanisms to order to pre-empt potential unlawful activities within its area.

Council provides education programs and information to raise awareness and educate the community about compliance, enforcement, regulatory requirements and land owners/occupiers responsibilities to meet community expectations.

Council's website is a key tool that will be used to inform the community of information relating to Council services and related legislation including environmental health, waste, building and development, companion animals, water and wastewater and footpath licencing to name a few.

Council recognises that prevention, advice, regulation and mediation are all mechanisms that can be used for a reasonable solution for parties without the need to take enforcement action.

## **19.0 Discretion**

The taking of enforcement action by Council is a discretionary power. This means that, whilst Council is provided with the authority to enforce a law, this does not mean that there is legal obligation to do so, or at the insistence of a third party.

Council's decision whether or not to take regulatory action is determined, essentially, by the following criteria:

There is sufficient evidence to prove that the offence has occurred and the person/s responsible for the offence;

- it must be evident from the facts and the circumstances of the case, that the taking of regulatory action would be appropriate (having regard to the matters for consideration as outlined in this policy)
- the action is in the public interest.

When exercising discretion, Council is obliged to:

- use discretionary powers in good faith, including for the intended and authorised purpose
- base their decisions on facts and findings supported by evidence, only relevant considerations and not irrelevant ones
- give proper, genuine and realistic consideration to the merits of the case, including weighing- up the importance of relevant factors;
- exercise discretion independently and not under the dictation of a third party or body
- make decisions in accordance with relevant rules or policies but not inflexibly
- observe the basic rules of procedural fairness.

The decision to pursue regulatory action will also be made impartially and will not be influenced by any inappropriate reference to race, religion, sex, national origin or political association, nor will it be influenced by matters that are of a civil nature or a private dispute.

Council's regulatory powers will not be used to address matters that have been the subject of assessment under a statutory approval process.



## 20.0 APPENDIX A: DEFINITIONS

The following are the definitions of key terms in this policy:

Term	Meaning
Complaint	<p>A complaint is an expression of dissatisfaction made to or about Council, its services and/or handling, where a response or resolution is explicitly or implicitly or legally required. A complaint can be about the following:</p> <ul style="list-style-type: none"> <li>• <b>Policies, procedures and processes</b> – this usually relates to dissatisfaction with service charges, policy decisions or an agreed practice covered by a policy or procedure;</li> <li>• <b>Employees</b> – usually relates to dissatisfaction with the behavior of a Council employee;</li> <li>• <b>Quality of service</b> – generally related to the quality of the finished job such as service not up to an expected standard, or the work or service taking longer than previously specified.</li> </ul>
Enforcement	Actions taken in response to serious or deliberate contraventions of laws
Regulation	Using a variety of tools and strategies to influence and change behaviour to achieve the objectives of an Act, Regulation, or other statutory instrument administered by Council.
Compliance	The fact of obeying a particular law or rule, or of acting according to an agreement.
Report alleging unlawful activity	An expression of concern or a request for service in relation to alleged unlawful activity, where a response or resolution is explicitly or implicitly expected or legally required.
Unlawful activity	<p>Any activity or work that has been or is being carried out contrary to the below and/or failure to take required action in order to be compliant with:</p> <ul style="list-style-type: none"> <li>• terms or conditions of a development consent, approval, permit or license</li> <li>• an environmental planning instrument that regulates the activities or work that can be carried out on particular land</li> <li>• a legislative provision regulating a particular activity or work</li> <li>• a required development consent, approval, permission or license.</li> </ul>
Estoppel	<p>Is a legal rule which prevents a person from later denying conduct or words which have been relied, and acted, upon by another person to their detriment.</p> <p>The issue is whether the conduct of the Council could lead to an expectation that it will not take action in a particular circumstance or that it is not concerned about the conduct in question. For example:</p> <ul style="list-style-type: none"> <li>• has the owner/occupier previously been notified that the Council would not be taking action</li> <li>• has the matter previously been brought to the attention of the Council yet no action taken</li> <li>• has the Council contributed to the owner/occupier acting upon a reasonable expectation that no action would be taken?</li> </ul>

## 21.0 APPENDIX B: COMPLIANCE/ENFORCEMENT CHECKLIST

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Issue Date:

Revision Date:

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When deciding whether to take enforcement action, the Council will consider the circumstances of the case. These include:

Circumstance to be considered	YES <input type="checkbox"/>	NO <input type="checkbox"/>
1. Has the Council created an estoppel situation?	<input type="checkbox"/>	<input type="checkbox"/>
2. Has a preliminary risk category assessment been undertaken and documented?	<input type="checkbox"/>	<input type="checkbox"/>
3. Is the breach a technical breach only?	<input type="checkbox"/>	<input type="checkbox"/>
4. Has the time of the unlawful activity been determined?	<input type="checkbox"/>	<input type="checkbox"/>
5. How has the unlawful activity affected the natural or built environment and the health, safety and amenity of the area?	<input type="checkbox"/>	<input type="checkbox"/>
6. Would consent have been given if it had been sought?	<input type="checkbox"/>	<input type="checkbox"/>
7. Can the breach be easily remedied?	<input type="checkbox"/>	<input type="checkbox"/>
8. Does the person in breach show contrition?	<input type="checkbox"/>	<input type="checkbox"/>
9. Are there any particular circumstances of hardship affecting the complainant or the person subject of the complaint?	<input type="checkbox"/>	<input type="checkbox"/>
10. Has the person subject of the complaint received a previous warning or other non- coercive approach or has formal legal action been taken?	<input type="checkbox"/>	<input type="checkbox"/>
11. Would an educative approach be more appropriate than a coercive approach?	<input type="checkbox"/>	<input type="checkbox"/>
12. What are the costs and benefits of taking formal enforcement action as opposed to taking informal or no action?	<input type="checkbox"/>	<input type="checkbox"/>
13. Is there sufficient evidence to establish a prima facie case? Is there some doubt over the evidence of offence/s?	<input type="checkbox"/>	<input type="checkbox"/>
14. What are the chances of success if the proposed enforcement action was challenged in court?	<input type="checkbox"/>	<input type="checkbox"/>
15. Is there a draft planning instrument on exhibition that would make the unauthorized use legal?	<input type="checkbox"/>	<input type="checkbox"/>
16. Have the principles and objectives of this Policy been considered and addressed?	<input type="checkbox"/>	<input type="checkbox"/>

17. Is taking action in the public interest including there being a reasonable prospect of success?	<input type="checkbox"/>	<input type="checkbox"/>
18. Has the alleged offender been given an opportunity, if appropriate, to provide information as to why enforcement action should not be instituted?	<input type="checkbox"/>	<input type="checkbox"/>
19. Has the alleged offender been advised, if appropriate, that no response to a show cause letter will result in the commencement of enforcement action?	<input type="checkbox"/>	<input type="checkbox"/>
20. What is the likely length and net expense of the legal action?	<input type="checkbox"/>	<input type="checkbox"/>
21. Is the proposed enforcement action within powers delegated by Council or the General Manager or will a formal Council resolution be required?	<input type="checkbox"/>	<input type="checkbox"/>

The Council will ensure that the principals of natural justice are adhered to prior to a decision being made. The following principals will be addressed and implemented by the Council:

- whoever is the subject of concern must know all the allegations in relation to their action
- all parties to the complaint must have the right to be heard
- all relevant submissions and evidence must be considered
- matters which are not relevant must not be taken into account
- the person who makes the complaint must not determine the matter
- the decisions-maker must be fair and just.

## 22.0 APPENDIX C: TAKING ENFORCEMENT ACTION

When deciding whether to take enforcement action in relation to a confirmed case of unlawful activity, Council will consider all the circumstances of the matter. The section below is intended to assist staff by providing further explanation of matters to be taken into consideration when deciding whether to take enforcement action.

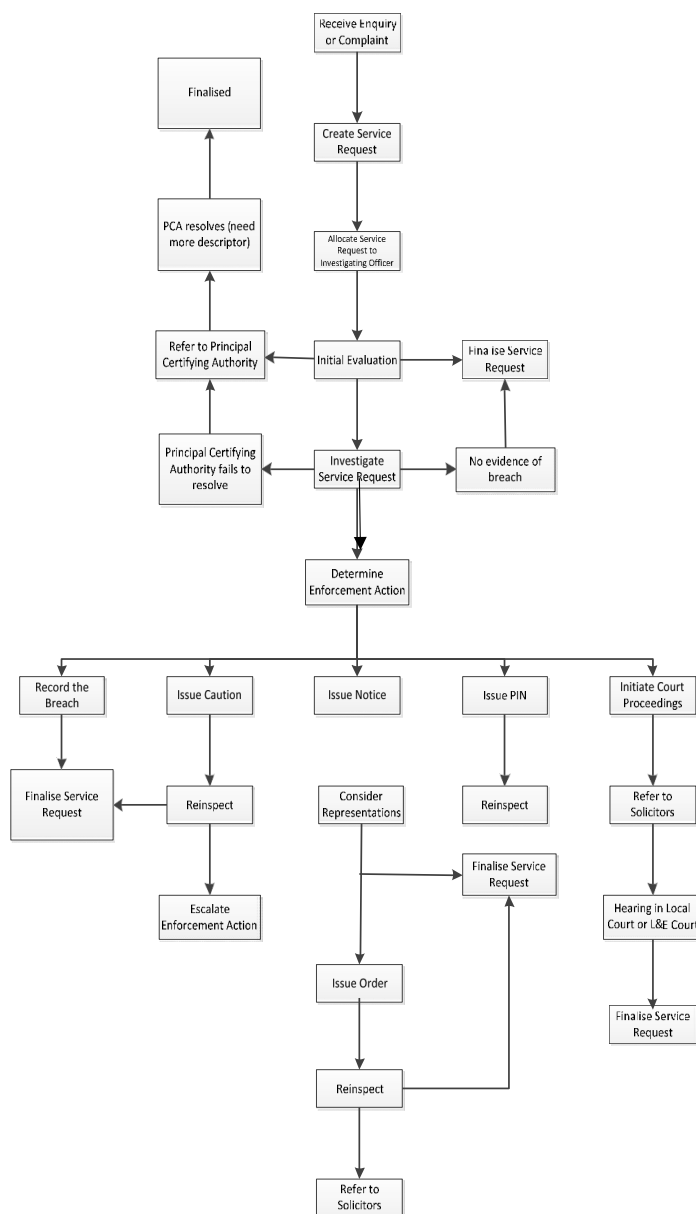
Considerations about the alleged offence and impact	
<ul style="list-style-type: none"><li>the nature, extent and severity of the unlawful activity including whether the activity continued</li><li>the harm or potential harm to the environment or public health, safety or amenity caused by the unlawful activity</li><li>the seriousness of the breach, including whether the breach is merely technical, inconsequential or minor in nature</li><li>the costs and benefits of taking formal enforcement action as opposed to taking informal or no action</li><li>the time period that has lapsed since the date of the unlawful activity.</li></ul>	<p>Consideration should be given to the nature, extent and severity of any actual or potential impact of the unlawful activity. If there is actual or potential detriment to the natural or built environment, to the health or safety of residents or the amenity of an area, this would normally warrant a decision to take action to remedy or restrain the breach. It is also important to consider whether the unlawful activity is ongoing or has ceased.</p> <p>Consideration should be given to whether the likely costs and benefits of any enforcement action is justifiable where breaches result in no material impacts upon any other party or the health, safety and amenity of the environment and community. A breach of a technical, inconsequential or minor nature, in the absence of any other aggravating factor, will generally not warrant a decision to take action to remedy or restrain the breach.</p> <p>Legislation may provide time limits in which to commence proceedings and take enforcement action, and sometimes prosecution will be statute barred despite good evidence that unlawful activity has taken place.</p> <p>In addition, consideration should be given to the time which the offence or breach occurred and the</p> <p>'reasonableness' of taking enforcement action if a significant time has lapsed since the time of the offence or breach.</p>
Considerations about the alleged offender	
<ul style="list-style-type: none"><li>any prior warnings, instructions, advice that was issued to the person or organisation reported or previous enforcement action taken against them</li></ul>	<p>Consideration should be given to the previous history of the offender. If prior warnings, instructions or advice has been issued to the person or organisation reported which was not followed, a more</p>

<ul style="list-style-type: none"> <li>• whether the offence was committed with intent</li> <li>• whether the person or organisation reported has been proactive in the resolution of the matter and assisted with any Council requirements and instructions</li> <li>• any mitigating or aggravating circumstances demonstrated by the subject of the report</li> <li>• any particular circumstances of hardship affecting the person or organisation reported.</li> </ul>	<p>formal and coercive enforcement approach would appear more appropriate.</p> <p>Consideration should be given to whether the offence was committed deliberately, recklessly or with gross negligence. It may be appropriate that cases of this nature are more likely to result in prosecution. Where an offence was committed as a result of an accident or genuine mistake, providing education and guidance or a formal warning may be more suitable in achieving desired outcomes.</p> <p>Where the offender has been proactive in the resolution of the matter and has assisted Council in the resolution of the matter, it may be that the public interest would not be best served by prosecuting the offender, especially if the offending conduct or work has been rectified. If the offender has demonstrated a lack of contrition and is uncooperative with the investigation or remediation, a prosecution or monetary penalty would appear more appropriate.</p> <p>Consideration should be given to any genuine mitigating circumstances of the offender such as age, physical or mental health, disability and any financial hardship of the offender resulting in an inability to pay.</p>
<p><b>Considerations about the impact of the enforcement action</b></p>	
<ul style="list-style-type: none"> <li>• the need to deter any future unlawful activity</li> <li>• whether an educative approach be more appropriate than a coercive approach in resolving the matter</li> <li>• the prospect of success if the proposed enforcement action was challenged in court</li> <li>• the costs and benefits of taking formal enforcement action as opposed to taking informal or no action</li> <li>• what action would be proportionate and reasonable in response to the unlawful activity</li> <li>• whether the Council has created an estoppel situation.</li> </ul>	<p>Consideration should be given to the deterrent effect, both on the offender and others. Prosecutions, because of their great stigma if a conviction is secured, may be appropriate even for minor unlawful activity where they might contribute to a greater level of overall deterrence.</p> <p>When deciding whether to take an educative approach or enforcement approach, consideration should be given to the following matters:</p> <ul style="list-style-type: none"> <li>• the reasonable likelihood that the person may have known or should have known the relevant requirements or rules</li> <li>• the level of contrition shown by the responsible person</li> </ul>

	<ul style="list-style-type: none"> <li>• whether the parties have previously been advised of the regulatory requirements or provisions</li> <li>• whether or not any previous warnings or instructions have been provided</li> <li>• the apparent level of intent shown by the responsible person.</li> </ul> <p>It may not be appropriate to take enforcement action if the chances of success, in the event of an appeal or hearing, are unlikely. In such situations, you would need to identify the causes of that likelihood and address them in the particular case or as a general issue.</p> <p>Consideration should be given to what is reasonable in the particular circumstances that apply. This includes a reasonable proportionality between the ends to be achieved and the means used to achieve them.</p> <p>Consideration is to be given to what is reasonable in the circumstances and ensure the action is not disproportionate to the level of harm or damage arising from the breach.</p> <p>Legal proceedings are expensive. When doing a cost- benefit analysis, costs and benefits should be assessed broadly and indirect costs and benefits should also be considered.</p> <p>Estoppel is a legal rule which prevents a person from later denying something which may have previously been relied on, and acted upon by another person.</p> <p>Consideration should be given to whether the actions of Council have created a reasonable expectation that no enforcement action would be taken.</p>
<b>Considerations about the potential for remedy</b>	
<ul style="list-style-type: none"> <li>• whether the breach can be easily remedied</li> <li>• whether it is likely consent would have been given for the activity if it had been sought</li> </ul>	<p>If there is evidence of a significant issue of unlawful activity and that matter can be easily remedied by some action on the part of the person the subject of the report, there is a less compelling case for enforcement action, depending on the other circumstances of the case such as the conduct of the offender.</p>

<ul style="list-style-type: none"><li>whether there is a draft planning instrument on exhibition that would make the unauthorised use legal.</li></ul>	If retrospective approval is possible, it may be reasonable to allow an opportunity to obtain this prior to taking other enforcement action. In some cases, compliance by informal means may be the most efficient way to resolve the matter and other enforcement action may not be necessary. This needs to be balanced with other considerations such as the public interest in enforcing the law.
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## 23.0 APPENDIX D – EXAMPLE FLOWCHART ENFORCEMENT PROCESS





## 24.0 APPENDIX E – EXAMPLES OF KEY OPTIONS AND POSSIBLE COURSES OF ACTION

Offence Scenario	Act / Regs	Details of the case	Warning / Education	Penalty Infringement Notice	Notice &/ or Order	Local Court Proceedings	L&EC Proceedings (e.g. class 4)
Dangerous dog / dog Attack	Companion Animals Act	Dog has attacked another animal or person		✓	✓	✓	
Nuisance dog order	Companion Animals Act	Failure to comply with Nuisance Dog Order (i.e. possible danger to other people, unrestrained or barking dog)		✓			
Potential for pollution	POEO Act	Location of stockpile of soil / sand may cause pollution incident (i.e. in rain)	✓ (first occasion)				
Pollution incident minor	POEO Act	Soil, sand or other waste has or is likely to enter stormwater system		✓	✓		
Pollution incident moderate - Major	POEO Act	Release of a pollutant into a waterway or onto land causing a pollution incident		✓	✓	✓	
Site management	Local Govt. Act or EP&A Act	Articles located on footpath without approval – possible safety hazard	✓	✓	✓		
Building work outside of hours	Env. Planning & Assessment Act	Carry out building works outside of hours permitted in DA	✓ (first occasion)	✓	✓		

Unauthorised building works – major	Env. Planning & Assessment Act	Substantial unauthorised building work or non-compliance with consent – Planning and BCA compliance issues			✓	✓	✓
Fire Safety – Offence general	Env. Planning & Assessment Act	Failure to submit annual fire safety statement after due date or failure to maintain fire safety measures or exit system	✓	✓	✓		
Fire Safety – Major	Env. Planning & Assessment Act	Substantial fire safety breach or fire safety upgrading of development			✓	✓	✓
Traffic / Parking	Aust. Road Rules	Parking vehicle in a 'School-zone' or in a 'No Stopping' area.		✓			
Traffic / Parking	Aust. Road Rules	Parking of vehicle contrary to relevant adopted and sign posted parking requirements		✓			
Food Safety – general	Food Act	Failure to comply with Food Safety Standards	✓(minor breach only)	✓	✓		
Obstruction on footpath	Roads Act	Unauthorised use of Council footpath for alfresco dining	✓	✓	✓		
Illegal Dumping	POEO Act	Illegally dump waste in a public place	✓	✓		✓	
Priority weeds on land not being controlled	Biosecurity Act	Failure to control priority weeds on land	✓	✓	✓	✓	

- In some cases, the particular breach may be remediated or resolved prior to proceeding to the service of Notices, Orders or legal proceedings i.e. via negotiations or by promptly obtaining relevant approvals.
- Prior to determining an appropriate course of action, consideration is required to be given to the circumstances of the case as the courses of action contained in the above table may not be suitable in all cases.
- In the case of a minor inconsequential or trivial breach, Council's authorised officer may issue a written warning or a formal caution, where appropriate.

## 25.0 Related Documents

This procedure should be read in conjunction with the following documents:

### **Documentation**

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

### **Variation**

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

## 9.1.5 EXTENSION OF EXPRESSION OF INTEREST FOR SNOWY RIVER HOSTEL

Record No: I24/145

### OFFICER'S RECOMMENDATION

That Council note the expression of interest extension for Snowy River Hostel has been extended to allow for community groups to develop their submissions.

### ISSUES

An expression of interest (EOI) process commenced on 30 January 2024 following the decision to issue an EOI seeking interest from organisations to repurpose Snowy River Hostel to provide short term accommodation (or similar type services). A report was to be presented back to Council at the March 2024 Council meeting recommending a 'best fit' provider/and or options.

During the expression of interest process, Council received in writing, a formal request to extend the submission timeframe. The extension request was approved by the Chief Executive Officer in consultation via email with councillors supporting an extension for submission closures, this being 9.00am on 27 March 2024. All parties that have expressed an interest were notified of the extension via email including those who attended the on-site meeting.

As a result of the extension, the new timeframe to report back to Council will be the May 2024 Council meeting.

### RISK ASSESSMENT

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

The risk assessment looks at the impact of delaying a decision on the future of the facility compared to determining the matter at this meeting. Financially, the longer the process to determine its future use, the greater expense will be incurred on the premises. Determining the future of the facility while a community group is still wanting to finalise a proposal exposes the Council to criticism that not all options for the facility have been considered.

## FINANCIAL IMPACTS

The extension of the EOI process does extend Council's commitment to maintain the site and asset. Council will continue to incur costs such as:

- Lawn mowing
- Fire monitoring
- NBN connection for monitoring systems such as CCTV
- Maintaining utility connections etc.

There is sufficient budget until 30 June 2024 to cover the costs associated with maintaining the asset. A budget will need to be set for 2024 – 2025 to cover these costs should the asset remain with Council.

**RESPONSIBLE OFFICER:** Manager Community Services.

## OPTIONS CONSIDERED

Proceed to determine the future of the facility based on available information at close of the EOI period, without extension. This option has not been taken, as the objective of the resolution has been to find a suitable future community use for the facility. This will only be achieved if the interested parties have sufficient time to develop well considered proposal.

## EXISTING POLICY/DECISIONS

This relates back to record number 123/728, Council Resolution 301/23 part C. and D.

COUNCIL RESOLUTION		301/23
That Council:		
A.	Close the Snowy River Hostel residential aged care service at 5pm Thursday 28 March 2024.	
B.	Ensure satisfactory support arrangements are in place to assist Hostel residents find new accommodation.	
C.	Issue an Expression of Interest to organisations to repurpose the facility to provide short term respite care (or similar type services) and outlining how this can be achieved.	
D.	A report recommending a 'best fit' provider and/or options come back to the March 2024 Council meeting.	
E.	Following identification of a preferred provider, Council commit to apply for Federal transition funding to bring the building to fit for purpose standard.	
F.	Seek endorsement from Hon Kristy McBain MP for part E.	
Moved Deputy Mayor Higgins		Seconded Councillor Davis
		CARRIED
<b>Record of Voting</b>		
Councillors For:		Councillor Davis, Mayor Hanna, Deputy Mayor Higgins, Councillor Hopkins, Councillor Summers and Councillor Mitchell.
Councillors Against:		Councillor Beer, Councillor Frolich, Councillor Stewart and Councillor Williamson.

## ATTACHMENTS

Nil

## 9.2.1 MONTHLY FUNDS MANAGEMENT REPORT - FEBRUARY 2024

Record No: I24/152

### OFFICER'S RECOMMENDATION

That Council:

- A. Receive the report indicating Council's cash and investments position as at 29 February 2024; and
- B. Receive the certificate of the Responsible Accounting Officer.

### ISSUES

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

### RISK ASSESSMENT

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

The risk is above is only associated with funds management. Total cash and investments are managed to ensure the protection of the principal invested, there is appropriate levels of liquidity to fund service provision and investment returns are maximised within policy and statutory constraints.

### FINANCIAL IMPACTS

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

**RESPONSIBLE OFFICER:** Acting Chief Financial Officer.

### CERTIFICATION:

I, Simon Rennie, Responsible Accounting Officer of Snowy Monaro Regional Council hereby certify, as required by Clause 212 of the Local Government (General) Regulation 2021, that the existing investments as detailed in this report have been invested in accordance with Section 625 of the *Local Government Act 1993*, the Regulations and Council's grandfathered Investment Policy, November 2022. In accordance with Regulation 212 of the *Local Government (General) Regulation 2005*, a report setting out details of money invested must be presented to Council in the following month.

### **OPTIONS CONSIDERED**

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

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

### **IMPLEMENTATION PLANS**

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

### **EXISTING POLICY/DECISIONS**

Council's Investment Policy (SMRC 258).

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



## BACKGROUND

### Council's Cash and Investments 29 February 2024:

DATE INVESTED	FINANCIAL INSTITUTION	Short-Term Rating	Long-Term Rating	TYPE	CURRENT INVESTMENT	INTEREST RATE	MATURITY
n/a	National Australia Bank - Cash at Bank*	A1+	AA-	Cash	10,079,329	Tiered	n/a
n/a	National Australia Bank - At Call	A1+	AA-	At Call	11,515,440	1.85%	At Call
17-Mar-20	ING Bank	A1	A	TD	1,000,000	1.63%	17-Mar-25
20-Mar-20	Bank of Queensland	A2	BBB+	TD	1,000,000	1.85%	19-Mar-25
22-Jun-22	National Australia Bank	A1+	AA-	TD	4,000,000	4.30%	26-Jun-24
28-Feb-23	ING Bank	A1	A	TD	2,000,000	5.00%	28-Mar-24
17-Mar-23	Bendigo and Adelaide Bank Limited	A2	BBB+	TD	4,000,000	4.45%	14-Mar-24
05-May-23	Judo Bank	A3	BBB-	TD	4,000,000	4.90%	06-May-24
13-Jun-23	AMP Bank	A2	BBB	TD	2,000,000	5.45%	12-Jun-24
13-Jun-23	National Australia Bank	A1+	AA-	TD	3,000,000	5.30%	12-Jun-24
29-Jun-23	National Australia Bank	A1+	AA-	TD	4,000,000	5.40%	27-Jun-24
29-Jun-23	ING Bank	A1	A	TD	10,000,000	5.55%	24-Apr-24
31-Jul-23	National Australia Bank	A1+	AA-	TD	5,000,000	5.30%	30-Jul-24
31-Jul-23	AMP Bank	A2	BBB	TD	2,000,000	5.50%	30-Jul-24
29-Aug-23	National Australia Bank	A1+	AA-	TD	5,000,000	5.15%	28-Aug-24
31-Aug-23	National Australia Bank	A1+	AA-	TD	7,000,000	5.10%	26-Sep-24
19-Sep-23	National Australia Bank	A1+	AA-	TD	1,000,000	5.20%	18-Sep-24
28-Sep-23	ING Bank	A1	A	TD	5,000,000	5.35%	25-Sep-25
30-Oct-23	ING Bank	A1	A	TD	5,000,000	5.47%	29-Oct-24
06-Nov-23	ING Bank	A1	A	TD	5,000,000	5.70%	06-Nov-28
07-Dec-23	AMP Bank	A2	BBB	TD	1,000,000	5.25%	05-Dec-24
07-Dec-23	Bank of Queensland	A2	BBB+	TD	2,000,000	5.20%	05-Dec-24
14-Dec-23	ING Bank	A1	A	TD	5,000,000	5.30%	13-Jan-25
					<b>99,594,769</b>		

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

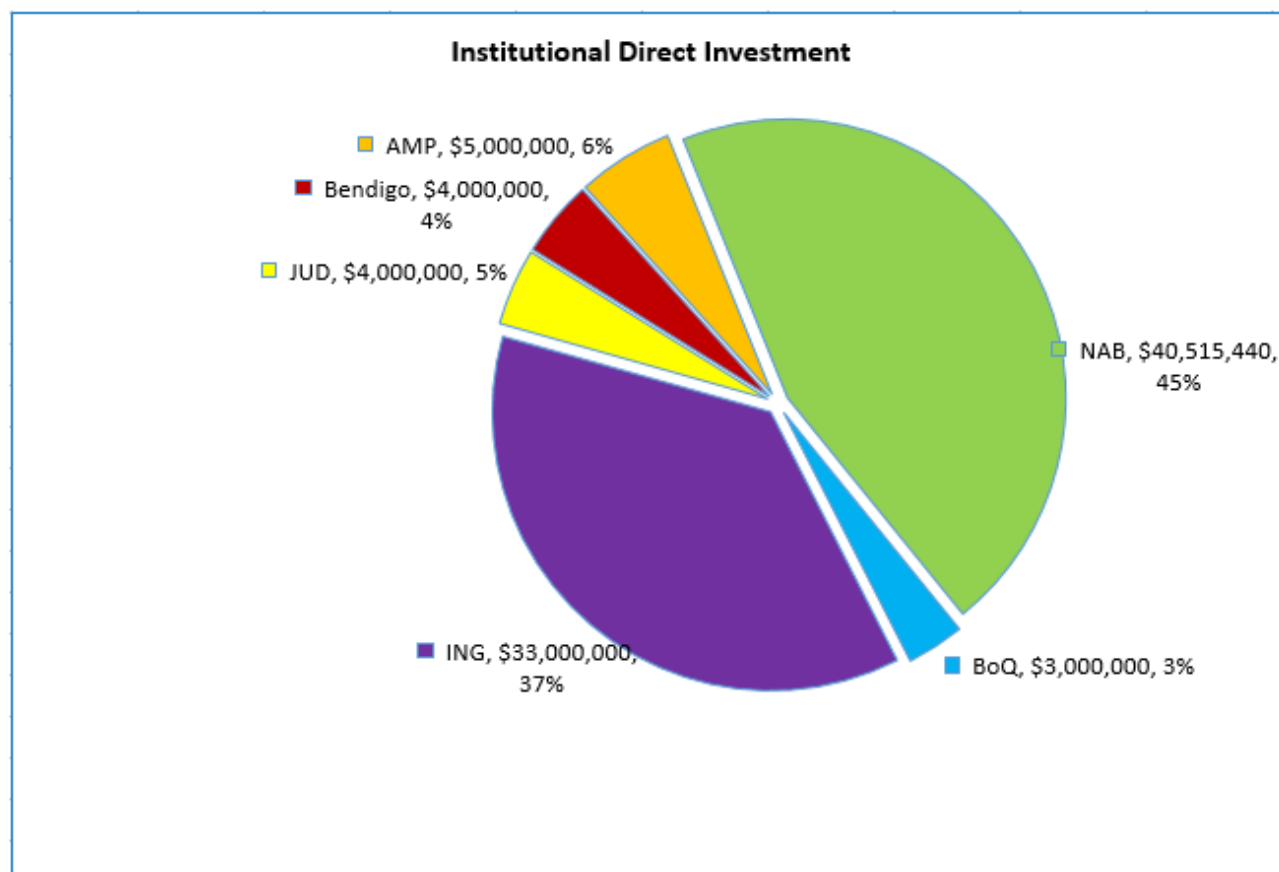
### Investment Portfolio Return:

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

9.2.1 MONTHLY FUNDS MANAGEMENT REPORT - FEBRUARY 2024

Month	YTD Annualised Return	Monthly Average Interest Return	90 Day Bank Bill*	Margin
February	4.72%	4.60%	4.34%	0.26%
January	4.73%	4.73%	4.34%	0.38%
December	4.71%	4.71%	4.36%	0.35%
November	4.70%	4.49%	4.37%	0.12%
October	4.80%	5.19%	4.35%	0.83%
September	4.59%	4.58%	4.14%	0.44%
August	4.52%	4.27%	4.13%	0.14%
July (2023)	4.74%	4.74%	4.26%	0.48%

*\*The Australian Financial Market Association (AFMA)*



**ATTACHMENTS**

Nil

### 9.3.1 SNOWY MONARO DRAFT ACTIVE TRANSPORT PLAN

Record No: I23/750

#### OFFICER'S RECOMMENDATION

That Council:

- A. Endorse the release of the draft active transport plan for public exhibition for a minimum of 28 days.
- B. Seek feedback from the community during the exhibition period on their views around for sourcing additional funds for maintenance and renewal of new shared paths through a special rate increase.

#### ISSUES

The Snowy Monaro Community Strategic Plan highlights the community's aspirations to be a region that strives for an inclusive community with great lifestyle opportunities and a clear direction for long term sustainable development. The Snowy Monaro Active Transport Plan (ATP) will help identify the gaps in our existing shared path network and priorities for new footpath and cycleway projects.

The ATP is identified as an action in the 2023-24 operational plan and 2022-2026 delivery program. This project is also a high priority action in both the recreation and open space strategy and regional trails masterplan.

During the development of the draft ATP the community were consulted via an online survey and a series of workshops held in Jindabyne, Bombala, Cooma and one-online session. Stakeholder engagement was also undertaken through direct e-mail, phone, and onsite meetings. Stakeholders included school principals, cycling and mountain biking clubs, running and walking groups, Lions and Rotary committees.

There were 144 community surveys completed. The results provide a great insight on the existing active transport activity and community aspirations for the future. Participants were also able to use a mapping tool to pinpoint specific areas of concern.

A total of 28 participated in a workshop. Throughout the workshops, the responses given had common themes, which reiterated the desire for additional paths to popular destinations and to improve connectivity in urban areas.

The following summarised some of the key responses from the community survey. A full copy of the survey is attached to the report (Attachment B- survey results);

- 74% of respondents use the footpath for health and fitness benefits.
- 50% are discouraged from using the pedestrian networks more often because the footpath is either not there or poorly maintained.
- 47% use the pedestrian network to get to recreational areas.
- 65% of respondents would walk on a more regular basis if they had knowledge of the network and 74% would walk more often if there were additional road crossing for pedestrians.
- 52% don't think the available routes are safe or comfortable enough to ride a bike.
- 67% would cycle more for everyday local trips if there was availability of physically separated bicycle paths.

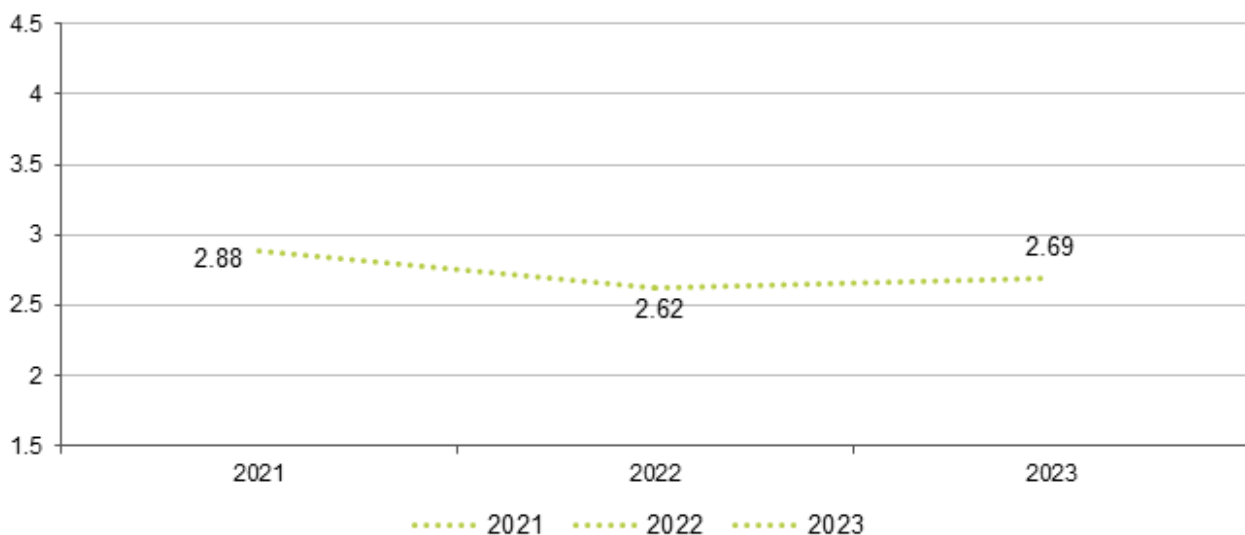
9.3.1 SNOWY MONARO DRAFT ACTIVE TRANSPORT PLAN

The purpose of developing the active transport plan includes the following key components;

- Assess the current condition of the pedestrian and cycling network.
- Understand the needs of our community and identify the barriers and concerns that prevent people from using active transport for short trips.
- Identify the gaps in the network and aspirations for new projects.
- Identify the priority areas that require upgrading to meet demand and address issues.
- Provide the mechanisms to program and fund improvements.

The 2023 community satisfaction survey has seen an increase in the number of people indicating that footpaths were a reason for how satisfied they were with Council overall. That figure moved from 2% to 5%. 25% of people rated footpaths and cycleways positively, 25% were neutral, 39% were dissatisfied and 12% stated they did not use the facilities.

**Chart 1: Satisfaction with cycleways and footpaths**



## RISK ASSESSMENT

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

There are many areas of the pedestrian and cycling network that are either non-existent or poor quality. The implementation of the ATP will ensure there is a clear program for upgrade and implementation in order of priority. This plan will equip council with the information required to be successful with grant funding to undertake planning and complete capital works.

## FINANCIAL IMPACTS

Cost estimated have been provided in the draft ATP for the top twenty projects across the LGA. Three of these projects include the completion of regional plans for signage, kerb ramps and ride guides.

Construction estimates for all other projects considers recent industry standards, drainage, road crossings, drainage and rehabilitation, end of trip facilities, planning and traffic control. The top priority projects results in approximately 6km of new pathways with an estimated capital cost of \$7,140,980. The average rate for pathway construction includes;

1. 1.5m wide concrete footpath \$300 per lineal metre (lm)
2. 1.2m wide concrete footpath \$270/lm
3. 3.0m wide concrete shared path \$475/lm
4. 3.0m wide gravel surface shared path \$150 (lm)

**Table 1: Lifecycle costs associated with the priority projects.**

Proposed Asset:	Footpaths - various, associated with <b>Active Transport Plan</b>		
	<b>Capital Cost</b>	<b>Annual Service Cost</b>	<b>Comments</b>
<b>Capital Cost</b>	\$7,140,980		
<b>Annual Service Cost</b>			
Depreciation		\$119,016	60 year useful life
Operations		\$92,833	Estimated at 1.3% of replacement cost
Maintenance		\$92,833	Estimated at 1.3% of replacement cost
<b>Total</b>	\$7,140,980	\$304,682	

The estimated increased annual service costs will be **\$304,682** if all priority projects are constructed. The rate increase needed to cover whole of life costs for new assets would be an increase of **1.75%**.

Operational and maintenance costs are based on traditional industry benchmarks for 1.2m wide concrete footpaths and shared paths involving a range of surfaces from concrete, bitumen seal, spray sheet emulsion to gravel sheeting. The draft ATP includes project specifications that will utilise hard wearing concrete surfaces with robust contingencies for well-drained / stabilised surface conditions. The annual service cost estimate is considered to be at the high end of maintenance costs and may not be reflective of actual maintenance costs which may be lower in a typical year. For the purpose of determining whether the community is willing to fund the items in the strategy, this is considered the most appropriate costing methodology.

**RESPONSIBLE OFFICER:** Recreation Planner.

#### OPTIONS CONSIDERED

- *Not proceeding with the public exhibition of the Draft Recreation Strategy* – This is not desirable as the active transport network is of high importance to our community. Seeking feedback on the proposed strategy outcomes is required to ensure the priorities recommended are supported by the community.
- *Only proceed with actions that can be funded from existing funds* – It is important that the community be given the opportunity to provide their views as to whether this improved infrastructure is something that they see value in.

## **IMPLEMENTATION PLANS**

### **Actions/ timeframe**

- Public exhibition of the draft ATP from 25 March – 22 April.
- Review of submissions and update draft document- 23 April- 24 May.
- Report to June Council meeting for consideration of exhibition results and adoption of final document.

### **Engagement**

An engagement plan has been prepared. Throughout the exhibition period Council's Recreation Planner will attend available community markets to ensure consultation is open and transparent with members of the community. A list of stakeholders has also been developed. Direct contact will be made with stakeholders with regard to feedback on the draft plan.

## **BACKGROUND**

### **Current Situation**

The SMRC area is undergoing significant and rapid changes, due largely to global climate forces, a growing economy and population, and a very strong visitor market. The impacts of these new market forces are particularly evident in the active transport network where there are significant gaps in the user demand and network provision.

While Jindabyne is facing the most pressure from growing user demand, there are other centres in SMRC area that are also facing their own unique challenges. A summary of the main challenges include:

- Landscape and topography
- Settlement and land-use
- Road and traffic
- Climate change
- Snowy SAP

The purpose of the ATP is to determine the solutions to these challenges and present an implementation plan that can be integrated into Council's works program over the next 10 years. The ATP is also an essential guide to securing state government funding for planning and capital upgrades. The criteria matrix assessment guides project priorities to ensure Council take a strategic approach to improvement an upgrading our pedestrian and cycling network.

### **Project Methodology**

The following stages were undertaken to develop the ATP;

- **Stage 1-Asset Review**  
The main elements of the existing network of active transport facilities have been recorded on a series of maps for our major towns and villages
-

- **Stage 2- Independent audit investigations**  
Consultant planners and traffic engineer specialists independently investigated the existing active transport network
- **Stage 3- Promotion**  
Information about the ATP was published on the Council's Your Say page
- **Stage 4 Online Survey**  
An online survey was made available to obtain more information from community members about walking and cycling behaviours and attitudes
- **Stage 5- Preliminary Community Workshops**  
Community workshops were held in Cooma, Jindabyne and Bombala and one on-line session in September 2023
- **Stage 6- Local Data Review and Planning**  
The audit and stakeholder feedback revealed a variety of pedestrian and cycling facilities in varying conditions
- **Stage 7- Draft ATP**  
Draft ATP has been prepared to record the relevant information in one succinct strategy document. A matrix table in Section 10 provides full visibility on how priorities and actions were decided
- **Stage- 8 Public Exhibition**
- **Stage 9- Review of submission and Final ATP**

### **Key Actions**

The draft ATP includes an assessment and list of projects in order of priority for our major towns and villages. Projects include facilities and treatments to create a safer, direct and attractive network. This includes new major shared path extensions, completing minor footpath gaps, review of kerb ramp replacements, signage and cycling route information.

There are a total 79 projects overall. A concept plan for the top 20 priorities is included at the end of the document. This information will be useful for grant funding applications.

### **ATTACHMENTS**

1. Attachment A Draft Active Transport Plan (*Under Separate Cover*)
  2. Attachment B- ATP Community Survey Results (*Under Separate Cover*)
-



### 9.3.2 STRATEGIC SERVICES PLANNING FRAMEWORK

Record No: I23/593

#### OFFICER'S RECOMMENDATION

That

- A The strategic service planning policy be adopted, and
- B The service level remain at a 17 year cycle for strategic service reviews to be carried out.

#### ISSUES

A recommendation of the financial sustainability review was to develop a framework to guide the determination of the services that council will provide, and the levels of service that the service will be provided at.

The policy will provide the guidance for development of strategies that determine the types and extent of the service to be provided. It also provides for reviews (post elections and development of the community strategic plan) into whether the current service mix meets the needs and wants of the community or whether there are gaps in the service mix or services that are not adding sufficient value to continue providing.

The policy sets out a process for determining the source of funding towards service based on how the benefits are delivered. The focus is that commercial benefits, or benefits to a narrow group, are expected to be covered by those groups, whereas broader community benefits are more likely to be funded by general revenue, such as rates.

As there is significant work in undertaking proper strategic service planning, a prioritisation methodology is included to guide development of a program of works.

The policy does not talk to how services are delivered. It focuses on the governing body's strategic role to develop and endorse the community strategic plan, delivery program and other strategic plans, programs, strategies and policies of the council.

There is limited resourcing available to undertake strategic service planning. Based on the current level of resourcing the service level that can be provided is less than half the optimal level. This means the cycle for service reviews will be over a 17 year period, instead of what is considered the best practice of occurring in most cases over 5-8 years.

## RISK ASSESSMENT

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

The risk assessment has been undertaken based on the implementation of a full framework and consistent adoption of the principles within the policy by the governing body. It would be expected that there will still be a considerable time before the council would be seeing risks reduce to the final levels shown above as there is substantial backlog that exists across various categories of assets managed by council and it will take time to move all services through the process and ensure they are sustainably set up.

The framework, if applied would reduce asset management and financial risk as it would require the governing body to only agree to services that arrangements are in place to adequately fund and the organisation to effectively provide.

## FINANCIAL IMPACTS

	Amount	Details
Current Annualised Net Cost	\$570,000	Assessed portion of strategic planning funding that is available for the strategic planning work.
Estimated Annualised Net Cost at optimal level of review timeframes	\$1,080,000	Based on consideration of the expected level of resourcing to undertake strategic service reviews across the 25 identified services over an average 7 year cycle plus the post-election overview.

Funding exists within the Strategy Portfolio to undertake strategic planning, which includes strategic service planning. There is currently less resource than would be required to undertake the strategic service review process properly over the seven year cycle and not the correct mix. The seven year cycle would require 3-4 reviews to be undertaken annually. The current available funding would push the period between service planning exercises to 17 years on average. The current available funds, if used for strategic service planning would also mean there are no resources available for place based strategic work.

With the focus on delivering the Towards Excellence program, any works in this space for the next 12 - 24 months will mean there is no additional resourcing required within the current year's budget.

It should be noted that undertaking the traditional service reviews are additional to the above funding. Those reviews are more operational in nature focused on how the service is provided, while the strategic service planning aspect looks at what and why. There will often be overlap in these processes.

Consideration was given to recommending increased funding. However, the requirements to fund improvement projects, which will provide improved outcomes over time are considered a higher priority at this time. While the specific projects are not currently identified, but there is an expectation that the Towards Excellence project will identify a number of improvement actions that will require investment to maximise the benefits to the organisation.

**RESPONSIBLE OFFICER:** Chief Strategy Officer.

### **OPTIONS CONSIDERED**

A range of strategic service planning models were reviewed. Those in local government tended to be focused on covering the existing IPR processes and did not seem to add value to the existing documentation. Models from other levels of government were also used to determine the optimal content.

The time period under which reviews are to be carried out can vary. This is the main variable affecting cost. Longer periods between reviews may lead to less efficient operations as the service mix falls out of alignment with the communities expectations.

Option 1 - Continuing to work with the current resources:

- Will require more diversion of Chief Strategy Officer and Coordinator Strategy to undertaking reviews.
- Expect to be able to carry out around 1.5 planning activities per annum, giving a cycle of 17 years.
- May lead to dissatisfaction with the service provided compared to the policy expectations.

Option 2 - Funding the policy at the optimal resourcing level:

- Would require diverting funds from other service provision or additional funding to be raised.
  - Backlogs exist in infrastructure, which if not addressed will lead to increased costs over time. While in the past service funding shortfalls have been addressed by delaying asset renewal and maintenance, this is not a sustainable option.
  - Funding needs to be identified towards improvement projects coming from the Towards Excellence project, which are expected to have a positive return in investment, leading to improved financial outcomes over time. Investment in those projects in the short term is expected to have a greater benefit to increasing the resourcing into strategic service planning at this point in time.
-

## **IMPLEMENTATION PLANS**

The policy will be put into place and the relevant staff trained in the policy requirements. Following completion of the Towards Excellence program a prioritisation list will be developed to commence the strategic service reviews into the future.

## **EXISTING POLICY/DECISIONS**

Council adopted all of the recommendations from the financial sustainability review. That included the development of a strategy service review framework.

## **BACKGROUND**

The overall framework will sit within the integrated planning and reporting framework (IPR) that council is required to adhere to. It does not repeat the existing framework and requirements, as that leads to duplication and potential for variations as other documents change over time. The framework will cover both strategic and operational aspects of determining the service mix. The policy sets the strategic direction for the process of determining the service mix.

The strategic service planning framework (SSP) is consistent with the IPR as it sets the process of moving from the community strategic plan goals into the services Council determines to provide within the delivery plan. It talks to the guiding principles on page 8 of the guidelines (<https://www.olg.nsw.gov.au/wp-content/uploads/2021/11/IPR-Guidelines-2021.pdf>) that includes the following principles:

- Understand the range of services the community wants, the service standards they expect and the infrastructure that will be required.
- Have meaningful conversations about the cost of meeting community expectations. Allocate resources within council's means and map out a 4-year strategy to deliver key priorities, projects and services.
- Set appropriate rates, fees and charges and monitor the council's progress in delivering priorities, projects and services through the Operational Plan.

Strategic service planning is the process of determining what services council should be providing to meet the goals identified in the community strategic plan. This means it needs to interact closely with the delivery plan and the resourcing plans. The process will involve a circular process, where councillors will identify preferred services and service level, and then the resourcing requirements would need to be developed that may then lead to further discussions on whether that is the appropriate service or service level.

## **ATTACHMENTS**

1. Strategic Service Planning Policy
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# Policy

## Strategic Service Planning Framework

<b>Responsible portfolio</b>	All	<b>Document Register ID</b>	250.2023.[document number].1
<b>Policy owner</b>	Chief Strategy Officer	<b>Review date</b>	Date [document date]
<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>	Local Government Act 1993, Chapter 13, Part 2 Local Government (General) Regulation 2021, Part 9, Division 1A Integrated Planning and Reporting (IPR): Guidelines for Local Government in NSW (Office of Local Government) Integrated Planning and Reporting: Handbook for Local Councils in NSW (Office of Local Government)		
<b>Aim</b>	Establish the method of determining the services to be delivered, and levels of services that are appropriate for meeting the outcome desired by and willing to be funded by the community.		

### 1 Purpose of this policy

The purpose of this policy is to establish a 'service planning framework', which sits within the IPR framework, supporting Council and each service to:

- Provide for comparative choice between services to enable Council to ultimately determine the range of services provided, and the preferred level of service for the Snowy Monaro regional community,
- Determine the purpose and desired outcomes of each service, in line with Council's strategic objectives,
- Consider if changes are required to current service provision levels, or if additional/different services are required,
- Identify the most effective and efficient way for services to be delivered,
- Ensure services meet the requirements of relevant Federal and State Government legislation, regulations and frameworks, and are delivered consistent with Council policies,
- Identify service resource requirements for the longer term and consider what impact, if any, this will have on Council's long-term sustainability,
- Assess and monitor the effectiveness, efficiency and quality of the service delivery model.

This framework sits within the IPR framework.

## 2 What is strategic service planning?

Strategic service planning (SSP) is the process of determining how the desired outcomes set by the governing body in the delivery plan are translated into programs and activities. It is how the organisation operationalises the strategies and goals set by the governing body. SSP improves organisational performance and accountability to deliver more appropriate, efficient and effective public services.

While it can include what is known as a service review, its main focus is looking at the broader strategic view of why the service is being provided and what level the service should be provided at, rather than how it should be provided.

## 3 Integrated Planning Framework

Council is required to utilise the IPR framework as set out by the Office of Local Government. This includes the guidelines issued by the Office of Local Government.

### 3.1 Office of Local Government Guidance

The handbook issued by the Office of Local Government shall provide the overarching guidance on how to apply the IPR framework to SSP at Snowy Monaro Regional Council.

### 3.2 How does strategic service planning fit in with the IPR framework?

SSP impacts on the delivery program, resourcing strategies, and operational plan. SSP is not in itself the development of strategies and is not the process of determining the delivery plan. It does, however, interact closely with those processes and influences them in turn.



This framework focuses on supporting the decision-making process that determines what is included in the delivery plan regarding Council's service mix. It facilitates the governing body in determining what services to provide and the CEO in aiding and supporting the governing body in developing the delivery plan.

This process also influences the contents of resourcing strategies, and in part determines what activities are to be included in the operational plan.

## **4 Development of strategic service plans**

### **4.1 What are the roles and responsibilities for strategic service planning?**

The SSP is an iterative approach, where the direction of the governing body guides the planning process, with the outcomes of the planning process then guiding the content of the strategic plans of Council.

#### **4.1.1 Role of councillors**

- Communicate a vision for the Council,
- Ensuring that the views of consumers of Council services, and other members of the community served by the Council, are sought in relation to the organisation's policies and plans for the provision of services,
- Use evidence-based information from the SSP process to help make informed decisions as to what services or facilities are to be included in the delivery plan, and what level of service is to be delivered,
- To provide resourcing for services and facilities included in the delivery plan as identified from the SSP,
- Monitor the achievement of the agreed service delivery outcomes.

#### **4.1.2 Role of staff**

- Coordinating the planning of system-wide service delivery and providing advice to the councillors on these matters,
- Clearly set out how the existing services deliver the outcomes as determined by the governing body,
- Identify any divergence between Council's priorities and business as usual paths,
- Develop strategic service plans that efficiently and effectively achieve the outcomes and objectives set by the governing body,
- Implement service delivery in alignment with the strategic service plans,
- Have in place a planned program of review of the service plans.
- Implementing systems to ensure the efficient and effective delivery of services.

## **5 Determining the service mix**

Council faces competing demands across the community, and not all requests will be able to be fulfilled by Council. In determining the priorities for service delivery, the following factors will inform and guide these decisions:

1. Required service delivery: Where Council has legislative responsibilities, these are required to be met to the minimum level, as set in the legislation. Anything above the minimum level is subject to the remaining factors of consideration.
2. The benefit to the boarder community: Consideration should be given to the extent of positive impacts that the service provides, or the negative impacts avoided, and how frequently the benefit is gained.
3. Willingness of the community to fund: All services require resources. Unless there is an agreement from the community to fund the service it cannot be provided.

## **6 Resourcing the service mix**

Resourcing can come from a variety of funding sources. This mix of funding needs to be determined equitably and sustainably. The following will guide the decisions on the funding sources:

1. Legislative requirements or guidelines: Where legislation or guidelines set out the preferred source of revenue or methods of charging, these will be applied unless a sound case exists for varying from that approach,
2. Cost of raising revenue: Where the cost of raising revenue exceeds or is equal to the revenue to be raised, non-user charging systems are to be used,
3. Commercial nature: Where the benefit of the service accrues to a commercial operator, that benefit should be funded by user charges,
4. Narrow community benefit: Where the benefit is provided to a small number of recipients, or a clearly identified single organisation receives the benefit, these costs should be recovered from the recipient of the benefit,
5. User charges: Where those individuals or groups that benefit from the service can be identified and revenue practically be raised from those users to recoup the costs from those gaining the benefit. Charges should be linked to the benefit derived where practical.
6. Community service obligation: Where the benefits link to the broader community and not individuals, those costs should be covered by general revenue. In most cases, it would be expected that benefits accrue to both individuals and the community, which would require a determination of the degree of benefit that accrues to each group.

## **7 What must be considered when undertaking strategic service planning**

### **7.1 Community strategic plan**

When undertaking SSP the needs and wishes of the community, as expressed in the community strategic plan, should guide the development of the service planning. The focus should be on the outcomes planned to be achieved in the community strategic plan.

### **7.2 Delivery plan outcomes and objectives**

SSP must align with the adopted delivery plan and include explicit linkages demonstrating the harmony between the planned objectives, and the outcomes adopted in the delivery plan. Should the SSP indicate a need for consideration of a change to the delivery plan, the SSP should be placed on hold while the consideration of changes to the delivery plan are undertaken.

### **7.3 Council policies**

SSP must consider the existing policies of Council. This does not mean that strategic planning processes must align with the existing policies, but where the strategic planning indicates that policies need to change, this must be identified and supporting documentation provided to Council to enact such change to policy.

### **7.4 Council strategies**

SSP must consider, and should be enacting, the existing strategies of Council. If the SSP identifies issues with the strategies, the SSP process should be deferred while the strategies are reviewed.

### **7.5 Resourcing**

All SSP work must consider the holistic and full lifecycle costs of the activities of facilities planned. Sustainable funding must be identified as part of any proposal for service delivery.



SSP must consider the resourcing available to Council. This does not mean that strategic planning processes must remain within the existing resources, but where the strategic planning indicates that resourcing levels need to increase, the planning process must identify a guaranteed funding source.

## 7.6 Community and customer views

Where SSP relates to services provided to the community, the views of the users of the service are to be considered while undertaking the SSP. Proposed changes to services or service levels are to be developed in conjunction with a process of community engagement.

## 8 Initial implementation

### 8.1 Service delivery planning

In developing the first iterations of strategic planning management, the primary focus is to prioritise the introduction based on:

1. The level of potential for service efficiency improvements from the services,
2. Evidence of changing demands or priorities for services, including customer and community feedback,
3. Financial pressures and considerations, including withdrawal or changes to external funding arrangements,
4. A risk assessment of the existing service.

### 8.2 Service level delivery

There will be instances where there are backlogs that impact on the ability to deliver services in the short term, due to interim resourcing constraints. While these are in place, the planning for service delivery is to be prioritised on the following basis:

1. Just in time works: These are works where preventative investment provides a significant financial benefit to the community, rather than allowing assets to fail,
2. Identified critical services: Where services (or service elements) are considered critical these will be prioritised over other services,
3. Greatest community benefit: Where two actions are needed, the one that provides the greatest community benefit is prioritised. This can be determined by considering the value of the benefit provided, the number of people benefiting from the action, or how often the benefit is realised.

## 9 When will strategic service planning occur?

Strategic service planning will have two main components:

1. Review of the overall service mix.
2. Strategic service review planning.

The first component should occur following each local government election, when the councillors determine what the outcomes are for the following term of Council. A review of the service mix is to be undertaken, to consider whether the current service mix achieves the desired outcomes. Any significant gaps will lead to a strategic service review being undertaken.

A cycle of review will then be put in place to undertake the strategic service planning of services individually on a periodic cycle, ranging from 3-5 years. This time frame will depend on the criticality and nature of the individual service being reviewed.

Reviews will also be carried out when the direction of Council changes, therefore impacting and informing the need for changes to the services mix.

10    Service Reviews

It is important that the services are delivered in an efficient and effective way. To ensure this is the case the CEO will have in place a process of regularly reviewing the method of service delivery.

Service delivery reviews will be undertaken on a periodic cycle, ranging from 3-7 years. This timeframe will be determined by considering the complexity of the service delivered, the extent of change in technology and methods of delivery, the cost of the service provision.

11    Related Documents

This policy relates to the following documents:

Documentation
250.2023.#.1    Strategic Service Planning Procedure
IPR framework as published by the Office of Local Government

12    Variation

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

Schedule of changes to the policy

Significant Changes	Version Control	Date effective

### 9.3.3 AGENCY INFORMATION GUIDE

Record No: I23/804

#### OFFICER'S RECOMMENDATION

That Council adopt the agency information guide.

#### ISSUES

The agency information guide (AIG) is a significant portal to information held by Council and how the public can access this information. This guide has been reviewed and attached for adoption.

#### RISK ASSESSMENT

Risk Type	Current Risk	Expected Risk	Within Accepted
External Political Environment	Low	Low	Yes
Legislative Governance and Compliance	Low	Low	Yes
Reputation and Image	Low	Low	Yes

#### FINANCIAL IMPACTS

There are no financial impacts associated with the adoption, or implementation of the document.

**RESPONSIBLE OFFICER:** Coordinator Governance.

#### OPTIONS CONSIDERED

If Council choose to not adopt the AIG, it would not be compliant with the requirements under the GIPA Act.

#### IMPLEMENTATION PLANS

Following adoption of the AIG, it will be communicated internally to all staff as a primary resource when dealing with customer request. The AIG will also be published on the website.

#### EXISTING POLICY/DECISIONS

- Government Information (Public Access) Act 2009
- Privacy and Personal Information Protection Act 1998
- Council resolution 17/20, adoption of the Government Information Public Access (GIPA) Policy and AIG.

## **BACKGROUND**

Under the GIPA Act, Council must have an agency information guide that describes the structure and function of council, ways members of the public can participate in council functions and how council information can be accessed.

The attached AIG has been updated to reflect council's current structure, updates to relevant Acts and Council committees. It has also been updated to reflect recent improvements to how council manages requests for information in line with the GIPA Act.

This document has been provided to the Information and Privacy Commission for their review. On the 8 December 2023 Council received the IPC's assessment, against section 20 to 22 of the GIPA Act. The attached document complies with those sections of the GIPA Act.

## **ATTACHMENTS**

1. Reviewed Agency Information Guide



# Agency Information Guide

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## 2023



What is the Agency Information Guide?

This guide has been produced in accordance with section 20 of the Government Information (Public Access) Act 2009, and exists to provide members of the public with a comprehensive overview of:

- The structure and functions of Snowy Monaro Regional Council
- How those functions affect the community
- The ways we engage with the community
- The type of information we hold; and
- How we make information publicly available

### Record of versions

Version	Date Published	Reason for amendments	Resolution	Author or Document Owner
3		Updates to Organisational chart, relevant Acts, management of information requests, and list of committees.		Governance
2	24 September 2019	Updated to incorporate amendments to the GIPA Act 2018	17/20	Governance
1	9 August 2018	Annual review		Governance

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SNOWY MONARO REGIONAL COUNCIL

Agency Information Guide | GIPA Act



### **About Snowy Monaro Regional Council**

The Snowy Monaro Regional Council provides local government infrastructure and services to 21,666 people spread over 15,162sq km, extending from the Australian Capital Territory in the north to the Victorian border in the south. Council's head office is located in Cooma, and offices are located in Berridale, Bombala and Jindabyne.

Eleven Councillors represent the community, with the Mayor being elected by the Councillors from amongst their numbers.

### How Council Operates

Council is constituted under the *Local Government Act (The Act) 1993* and is governed by a body of councillors who are elected by the residents and ratepayers of the region.

The Act provides a legal framework for Council to operate under, setting out its responsibilities, powers and function.

### The Role of the Governing Body

- Ensure as far as possible that Council acts in accordance with the principals set out in the Act.
- Direct the affairs of the Council, through the Chief Executive Officer (CEO), in accordance with the Act.
- Endorse the community strategic plan, delivery program and other strategic plans, programs, strategies and policies of the Council.
- Determine and adopt a rating and revenue policy.
- Exercise responsible decision making to ensure the financial sustainability of the Council.
- Determine the process for appointment of the CEO, and monitor the CEO's performance.
- Determine the senior staff positions and reporting lines within the organisations structure.
- Consult regularly with community organisations and other key stakeholders.
- Keep the community informed of Council's decisions and activities.

SNOWY MONARO REGIONAL COUNCIL

Agency Information Guide | GIPA Act

### The Role of the Mayor and Councillors

Councillors are elected corporate bodies responsible for significant decision making that effects the local community.

In their role as the governing body of the council, councillors are expected to demonstrate acceptable conduct while representing the views of the community in the decisions they make.

Table 1: Role of the Mayor and Councillors

Mayor	<ul style="list-style-type: none"> <li>→ Be the leader of the Council and a leader in the local community</li> <li>→ Advance community cohesion and promote civic awareness</li> <li>→ Be the principal member and spokesperson of the governing body, including representing the views of the council as to its local priorities</li> <li>→ Exercise, in cases of necessity, the policy-making functions of the governing body of the council between meetings of the Council</li> <li>→ Preside at meetings of the Council</li> <li>→ Ensure that meetings of the council are conducted efficiently, effectively and in accordance with this Act</li> <li>→ Ensure the timely development and adoption of the strategic plans, programs and policies of the council</li> <li>→ Promote the effective and consistent implementation of the strategic plans, programs and policies of the Council</li> <li>→ Promote partnerships between the Council and key stakeholders</li> <li>→ Advise, consult with and provide strategic direction to the general manager in relation to the implementation of the strategic plans and policies of the Council</li> <li>→ In conjunction with the general manager, to ensure adequate opportunities and mechanisms for engagement between the Council and the local community</li> <li>→ Carry out the civic and ceremonial functions of the mayoral office</li> <li>→ Represent the Council on regional organisations and at inter-governmental forums at regional, State and Commonwealth level</li> <li>→ Consultation with the councillors, to lead performance appraisals of the general manager</li> <li>→ Exercise any other functions of the Council that the Council determines</li> </ul>
Councillors	<ul style="list-style-type: none"> <li>→ Be an active and contributing member of the governing body</li> <li>→ Make considered and well informed decisions as a member of the governing body</li> <li>→ Participate in the development of the integrated planning and reporting framework</li> <li>→ Represent the collective interests of residents, ratepayers and the local community</li> <li>→ Facilitate communication between the local community and the governing body</li> <li>→ Uphold and represent accurately the policies and decisions of the governing body</li> <li>→ Make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor</li> </ul>

### The Role of Council

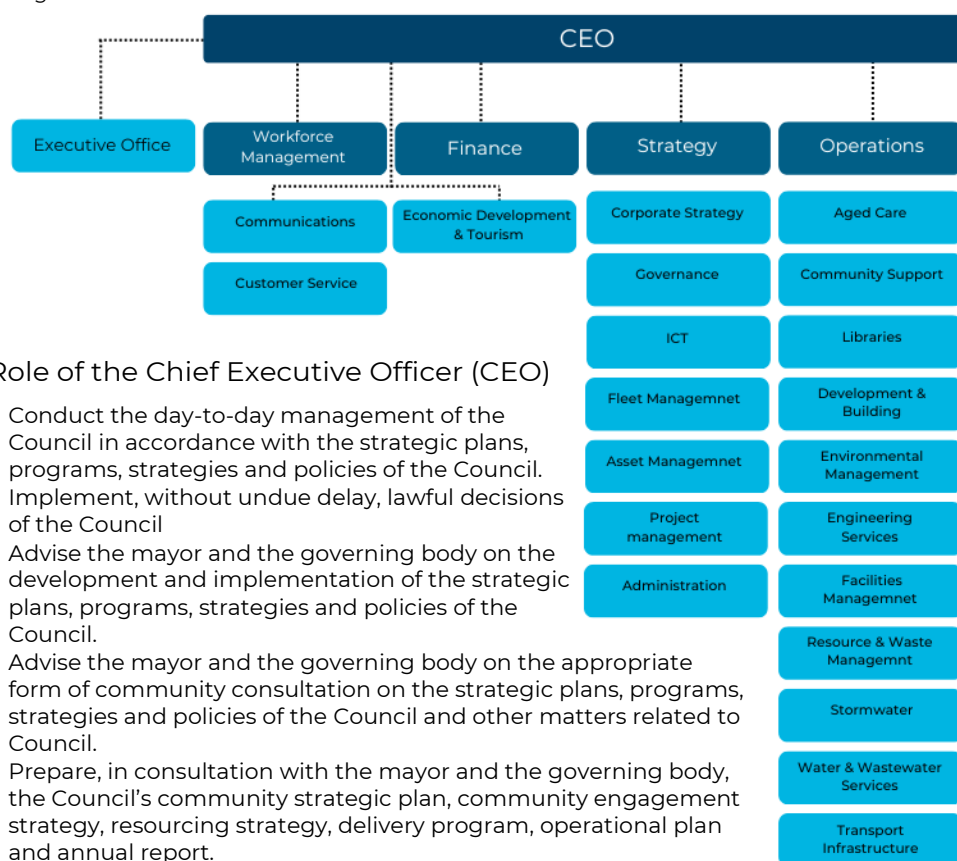
- Provide strong and effective civic leadership on behalf of the local community
- Undertake the proper exercise of Council's regulatory functions
- Manage infrastructure for the benefit of the broader community
- Provide services that benefit the broader community

### Organisation Structure

In determining the organisational structure, Council must also determine the senior staff position and the reporting lines within the structure.

The current structure has been in place since 21 November 2019. This structure was reviewed and retained by Council on 17 November 2022.

Table 2: Organisational Structure



### The Role of the Chief Executive Officer (CEO)

- Conduct the day-to-day management of the Council in accordance with the strategic plans, programs, strategies and policies of the Council.
- Implement, without undue delay, lawful decisions of the Council
- Advise the mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the Council.
- Advise the mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of the Council and other matters related to Council.
- Prepare, in consultation with the mayor and the governing body, the Council's community strategic plan, community engagement strategy, resourcing strategy, delivery program, operational plan and annual report.
- Ensure that the mayor and other councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions.
- Exercise any of the functions of the council that are delegated by the Council to the CEO
- Appoint staff in accordance with the organisation structure determined under this Chapter and the resources approved by the Council
- Direct and dismiss staff
- Implement the council's workforce management strategy
- Any other functions that are conferred or imposed on the general manager by or under this or any other Act

### Senior Staff

There are two senior staff positions, as defined under the LGA, these are:

#### The Role of the Chief Strategy Officer

- Support the Council in the development of corporate strategy, other than financial strategies, but including community, land use and asset management planning
- Ensure the efficient and effective provision of strategic, governance, general administrative, fleet and technological support services
- Ensure robust project management techniques are in place and being utilised to manage the delivery of projects resourced by the Council
- The day to day management of the internal audit function

#### The Role of the Chief Operating Officer

- Support the Council in development of effective strategies to ensure efficient and effective provision of services to the community and management of infrastructure used by the community and in providing services,
- Develop plans of action to ensure that the strategies of Council are being achieved through the delivery of services and management of infrastructure.
- Effective management of the resources provided by Council for the provision of services and infrastructure for the community

In addition to the two positions above there are two chief positions that assist the CEO in the execution of Council functions;

→ Chief Financial Officer

→ Chief Workforce Officer

### Public Officer

The Chief Executive Officer is to appoint a public officer that:

- may deal with requests from the public concerning the Council's affairs
- has the responsibility of assisting people to gain access to public documents of the Council
- may receive submissions made to the Council
- may accept service of documents on behalf of the Council
- may represent the council in any legal or other proceedings
- has such other functions as may be conferred or imposed on the Public Officer by the general manager or by or under the LG Act.

The Public Officer is subject to the direction of the Chief Executive Officer.

Council's designated public officer is the Coordinator Governance. Council's Chief Strategy Officer is the alternative public officer if required due to the public officer not being available.

Council Functions		
Function		Impact on the Community
Service	<ul style="list-style-type: none"> <li>→ Provision of health, recreation, education &amp; information services</li> <li>→ Environmental protection</li> <li>→ Waste removal &amp; disposal</li> <li>→ Water supply, sewerage &amp; storm water</li> <li>→ Land &amp; property, industry, tourist development &amp; assistance</li> <li>→ Civil infrastructure &amp; planning</li> <li>→ Civil infrastructure, maintenance &amp; construction</li> </ul>	<p>The services and functions provided by Council benefit the everyday lives of the community. These include services such as:</p> <ul style="list-style-type: none"> <li>→ Libraries</li> <li>→ Halls and community centres</li> <li>→ Recreation facilities</li> <li>→ Roads</li> <li>→ Removal of garbage</li> </ul>
Regulatory	<ul style="list-style-type: none"> <li>→ Approvals</li> <li>→ Orders</li> <li>→ Building certification</li> </ul>	<p>Development and buildings in the region have restrictions places on them to ensure that they are meeting certain requirements affecting the amenity of the community and not endanger the lives and safety of any person.</p> <p>Members of the public must be aware of, and comply with, such regulations.</p>
Enforcement	<ul style="list-style-type: none"> <li>→ Prosecution of offences</li> <li>→ Proceedings for breaches of the LGA and other legislation</li> <li>→ Recovery of rates and charges</li> </ul>	<p>This function only affects those members of the community who have raised concerns with Council and those who are in breach of certain legislation.</p>
Ancillary	<ul style="list-style-type: none"> <li>→ Reassuming possession of land</li> <li>→ Power of entry</li> <li>→ Establishment of entertainment precinct</li> </ul>	<p>Ancillary functions are other functions that support the operations of Council. These include the resumption of land, or the power for Council to enter a person's land in order to conduct a council service.</p> <p>In these circumstances, only the owner of the property would be affected.</p>
Revenue	<p>Generation of income from:</p> <ul style="list-style-type: none"> <li>→ Rates</li> <li>→ Charges</li> <li>→ Fees</li> <li>→ Grants</li> <li>→ Borrowings</li> <li>→ Investment</li> </ul>	<p>Revenue has a direct impact on the community, as it is generated from rates and charges paid by the public.</p> <p>The revenue generated funds services and maintenance on community assets for continued use.</p>
Administrative	<ul style="list-style-type: none"> <li>→ Employment of staff</li> <li>→ Strategic planning</li> <li>→ Financial management</li> <li>→ Annual reporting</li> <li>→ Council meetings</li> <li>→ Delegation</li> <li>→ Audit requirements</li> </ul>	<p>This function has a mostly indirect impact on the community through the efficiency and effectiveness of service provided.</p> <p>However, the community will be involved in the consultation of strategic plans, and council meetings.</p>

Function	Impact on the Community
<b>Community planning and development functions</b> <ul style="list-style-type: none"> <li>→ Advocating and planning for the needs of our community. This includes initiating partnerships; participating on regional, State or Commonwealth working parties; and preparation and implementation of the Community Plan.</li> <li>→ Providing support to community and sporting organisations through provision of grants, training and information.</li> <li>→ Facilitating opportunities for people to participate in the life of the community through the conduct of a range of community events such as NAIDOC Week, Youth Week, as well as promoting events of others.</li> </ul>	

Council is responsible for ensuring local communities run as smoothly and efficiently as possible, with the community able to access the services and programs they need to live safe and healthy lives.

The Community Strategic Plan (CSP), developed in consultation with the community, guides and directs the decision making of Council and the services provided, from water, to waste and open spaces.

Along with the enormous range of services, Council manages millions of dollars' worth of infrastructure and public assets. These fall into function conferred or imposed on Council by the Local Government Act 1993.

As well as The Act, Council has powers under a number of other acts:

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>→ Biodiversity Conservation Act 2019</li> <li>→ Commons Management Act 1989</li> <li>→ Community Land Development Act 2021</li> <li>→ Companion Animals Act 1998</li> <li>→ Contaminated Land Management Act 1997</li> <li>→ Conveyancing Act 1919</li> <li>→ Crown Lands Management Act 2016</li> <li>→ Dividing Fences Act 1991</li> <li>→ Environmental Planning and Assessment Act 1979</li> <li>→ Fire and Rescue NSW Act 1989</li> <li>→ Fire &amp; Emergency Services Levy Act 2017</li> <li>→ Fluoridation of Public Water Supplies Act 1957</li> <li>→ Food Act 2003</li> <li>→ Government Information (Public Access Act 2009</li> <li>→ Health Records and Information Privacy Act 2002</li> <li>→ Heritage Act 1977</li> <li>→ Library Act 1939</li> <li>→ Public Spaces (Unattended Property) Act 2021</li> <li>→ Privacy and Personal Protection Act 1998</li> </ul> | <ul style="list-style-type: none"> <li>→ Protection of the Environment Operations Act 1997</li> <li>→ Public Health Act 2010</li> <li>→ Recreation vehicles Act 1983</li> <li>→ Roads Act 1993</li> <li>→ Rural Fires Act 1997</li> <li>→ State Emergency &amp; Rescue Management Act 1989</li> <li>→ State Emergency Services Act 1989</li> <li>→ State Records Act 1998</li> <li>→ Strata Schemes Developments Act 2015</li> <li>→ Strata Schemes Management Act 2015</li> <li>→ Swimming Pools Act 1992</li> <li>→ Threatened Species Conservation Act 1995</li> <li>→ Unclaimed Money Act 1995</li> <li>→ Water Management Act 2000</li> <li>→ Work Health &amp; Safety Act 2011</li> <li>→ Workplace Injury Management and Workers Compensation Act 1998</li> </ul> |
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## Councils Engagement with the Public

Council supports the principles of open government and encourages community involvement in policy development and the general activities of Council.

There are two broad ways in which the public may participate in the development of strategy and policy and the general activities of Council. These are through councillor representation and public participation.

<b>Councillor Representation</b>	<p>Councillors engagement with the community through:</p> <ul style="list-style-type: none"> <li>• Discussion of local community concerns with community members.</li> <li>• Reflecting the views of the broader community in the development of the policies and strategies of the Council and the debate in Council meetings</li> <li>• Serving on committees, including as members of the public and stakeholder organisations, which deal with various areas of responsibility.</li> </ul>
<b>Public Participation</b>	<p>Members of the public can participate in the development of strategies, policy and the general activities of council in various ways by:</p> <ul style="list-style-type: none"> <li>• Participating on council committees</li> <li>• Completing surveys and request for information</li> <li>• Participate in community consultation or forums</li> <li>• Making submissions to Council</li> <li>• Addressing Council at Council meetings</li> <li>• Contacting councillors directly</li> </ul>

### Engagement with the Community

Council has two main strategies that direct how Council engages with the community;

- The community participation plan (CPP), which is designed to make participation in the planning system clearer for communities. It achieves this by setting out when and how members of the public can participate in the planning system; and
- The community engagement strategy, which guides how Council involves and listens to the community.

In addition to the above strategies Council maintains two major platforms to actively engage with the community:

#### Social Media

Council utilises social media platforms, such as Facebook, to provide timely information to the community on:

- Current Council activities
- Information about Council decisions
- Community events and activities
- Requests for community assistance in rehoming or returning lost animals

#### Website

Council's website is kept up to date with information accessible to the public, such as:

- Access to Council facilities
- Latest news
- Current engagement activities
- An online newsletter
- Services provided by Council
- Planning applications and proposals



SNOWY MONARO REGIONAL COUNCIL

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### Community Participation

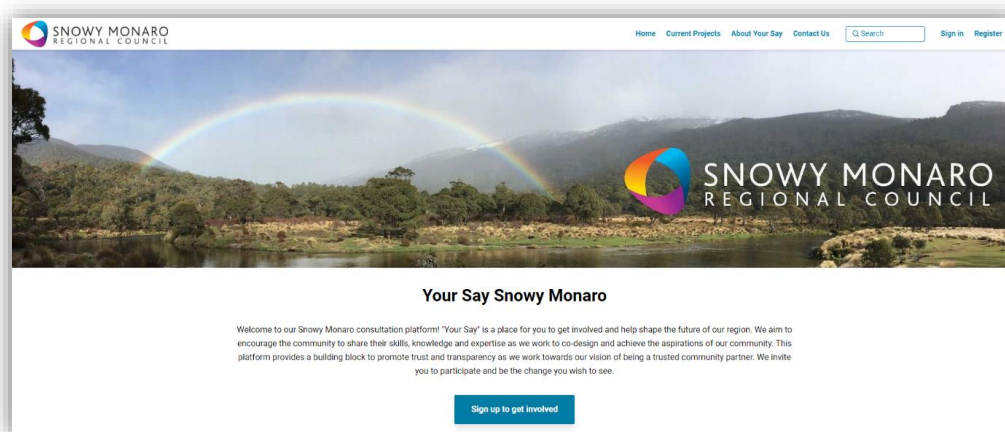
The community can participate in the development of Council plans through the integrated planning and reporting (IPR) frame work, and other means as described in Council's communication engagement strategy.

All strategic plans, and policies that affect how Council provides its services to the public are placed on public exhibition in draft form. Interested members of the public may view these and provide comments (submission) back to Council.

IPR is prescribed under the Act, and is the framework that allows the community to be engaged with Council in identifying and prioritising the objectives of SMRC. The strategic plans that form part of IPR, and the plans that support IPR, establish the communities expected outcomes and the strategies of Council in achieving the objectives of the community.

Council utilises the Your Say platform as its primary avenue when consulting with the community. All documents on public exhibition can be accessed through this site, or at a Council office.

Comments may also be submitted through the site.



### Making a Submission to Council

When providing a submission in writing (not within the your say site)

Submission should be addressed to:

The Chief Executive Officer  
Snowy Monaro Regional Council  
PO Box 714  
Cooma, NSW 2630

Why address to the CEO?

As the responsible officer for the day to day operations of the business, submissions should be addressed to the CEO. Once received the submission will be tasked to the appropriate officers for a response. Submissions are not responded to directly in many cases. They are used to develop the information provided to the councillors to allow them to be informed prior to making a decision on the matter.

### Council Meetings

Councillors make decisions on behalf of the Snowy Monaro community at Council meetings. A meeting agenda is made publicly available prior to each meeting. Following a Council meeting the unconfirmed minutes are published on the website.

Members of the public are able to attend council meetings in person. The meetings are held at different locations on different months. Meetings may be at either the Cooma Chambers, Bombala Community Centre or Jindabyne Hall. Other locations may be used as required. The location of meetings will be advertised on the Council's website.

To support open, accessible and transparent government, the Council meetings are streamed live. This service allows greater access to Council proceedings, decisions and debate and eliminates barriers that prevent some people from attending meetings. Any part of the meeting that is held in closed session will not be streamed.

To watch live webcasts of Council meetings, access archived sessions, and review agendas and minutes, visit [Council's website](#).

### Public Forum

Council holds public forum to allow members of the public to address council on items of business to be considered at the meeting. Members of the public may apply to address Council at a public forum. More information is available on Council's website.

Council meetings and public forum are held in accordance with Council's code of meeting practice.

### Council Committees

Council has a number of committees that have been established to provide advice and direction to Council on a range of relevant issues. These committees are called advisory committees and include:

- Arts and Culture
- Biosecurity
- Cemeteries
- Cooma Sale Yards
- Cooma North Ridge Reserve
- Housing and Social Services
- Residential Aged Care & Community Support Program
- Yamaga
- Youth Advisory

## Accessing Council Information

Council holds a significant amount of government information, the majority of this information relates to Council's core functions.

**Government information** is defined in the Government Information (Public Access) (GIPA) Act 2009 as:

*'Information contained in a record held by council'.*

A record means

*'Any document or other source of information compiled, recorded or stored in written form, or by electronic process or in any other manner'.*

Examples of the type of information council holds are:

- Information gathered during the course of business which can include data, reports, financial information, correspondence and more from community members
- Policies
- Publications
- Minutes and reports – administrative, operational and financial
- Contracts and associated documents
- Committee minutes and papers
- Correspondence – with the Premier, ministers, the public and other organisations
- Records relating to personal information of Council and/or Council staff and members of the public.
- Health records

How to access information

There are four main ways council can provide access to information under GIPA;

- **Open access information**
- **Informal release**
- **Proactive release**
- **Formal release (access application)**

## Open Access

Under the GIPA Act Council must make government information that is defined as 'open access information' publicly available, free of charge on council's website. Where information is not available on the website the public may contact the appropriate department to arrange to view the document at a council office during office hours.

The following records are open access:

- Council's code of conduct
- Code of meeting practice
- Minutes and agendas for Council meetings
- Annual reports
- Annual financial reports
- Auditor's report
- EEO management plan
- Policies, including the payment of expenses incurred by, and the provision of facilities, to councillors
- Annual reports of bodies exercising functions delegated by Council
- Register of contracts valued from \$150,000
- Land register
- Register of investments
- Register of delegations
- Register of graffiti removal
- Register of current declarations of disclosures of political donations
- Register of planning matters
- Register of impounded items
- Register of returns of interest of councillors and designated persons
- Disclosure log of formal access applications

### Plans and policies

- Local policies concerning approvals and orders
- Plans of management for community land
- Environmental planning instruments, development control plans and contributions plan made under the EPA Act

### **Information about development applications (whenever created)**

- Development applications (DA) and associated documents:
  - Home warranty insurance documents
  - Construction certificates
  - Occupancy certificates
  - Structural certification documents
  - Town planner reports
  - Submissions received on DAs
  - Heritage consultant reports
  - Tree inspection consultant reports
  - Acoustic consultant reports
  - Land contamination consultant reports

Records of decisions made **on or after 1 July 2010** on DAs

### **Approvals, orders and other documents (whenever created)**

- Applications for approval (under Part 1 of Chapter 7 of the LGA) and associated documents
- Applications for approvals under any other Act and associated documents
- Records of approvals granted or refused
- Orders given (under Part 2 of Chapter 7 of the LGA)
- Orders given under the authority of any other Act
- Records of building certificates under the EPA Act
- Plans of land proposed to be compulsorily acquired
- Compulsory acquisition notices
- Leases and licences for use of public land classified as community land
- Performance improvement orders issued to council (under Part 6 of Chapter 13 of the LAG)

What **is not** included as open access?

- plans and specifications for any residential parts of a proposed building, other than plans that merely show its height and its external configuration in relation to the site on which it is proposed to be erected;
- commercial information, if the information would prejudice the commercial position of the person who supplied it or to reveal trade secret;
- Development applications (DA) made **before 1 July 2010\*** and any associated documents received (whether before, on or after that date) in relation to the application.

*\*Refer to Informal application for accessing DA and associated records before 1 July 2010.*

### Viewing Documents

Some open access documents require an appointment, in order to allow documents to be retrieved from hard copy files or transferred between offices.

Appointments can be made to view documents at Council offices from 9am to 4.30pm, Monday to Friday (except public holidays). Open access information may be inspected free of charge. Printing charges and copyright

### Proactive Release

In addition to the information Council is required to release, the GIPA Act authorises agencies to make government information available unless there is an overriding public interest against disclosure of the information.

When considering information for public release Council will consider any public interest consideration in favour of and against the information, and release information when the factors in favour of disclosure outweigh the factors against disclosure.

## SNOWY MONARO REGIONAL COUNCIL

## Agency Information Guide | GIPA Act

### Informal Release of Information

Informal release of information allows the public to request **government information** from council, promptly and at the lowest reasonable cost. Council is not obliged to consider an informal request but will endeavour to accommodate reasonable requests through this avenue.

The public are encouraged to seek information, in the first instance, via Council's website. If the information is not available on the website you may request the information from Council;

- In person
- Over the phone
- E-mail [council@snowymonaro.nsw.gov.au](mailto:council@snowymonaro.nsw.gov.au)

Council will decide by what means information is to be released in response to an informal request, and may redact content from a record if there is an overriding public interest against disclosure.

#### Viewing

If you are seeking extensive information, you may be invited to view the documents.

#### Copies

If you request printed copies of the information, a printing charge will apply per Council's fees and charges, and printing availability is subject to copyright.

There is no legislated timeframes imposed on Council for an informal request, however, Council will respond to the request in line with the customer service charter.



Council will respond to written requests within 10 business days.

This means, staff will provide a response to the request. The information may not be provided in the first instance, however, a timeframe will be provided advising when the request will be completed.

### Informal Access Application

Council has applied conditions on the following information, which must be applied for through an informal access application:

- Simple request for government information
- Simple requests for development applications, and any associated documents, made before 1 July 2010;
- Neighbour contact details. *Requests for personal details are subject to third party consultation.*

An Informal access application form may be obtained from council's [website](#) or at any council office.

*A simple request means; in the instance of DAs, if it is the personal information of the applicant and searches do not require access to archived documents.*

### Formal Release (Access Application)

If the information you are seeking is not available on Council's website and is not otherwise routinely provided by our office, or available through an informal request, you may formally apply for access to the information.

Formal access application compels Council to consider your request in depth, and provide you with a written decision on access to the information. This decision is subject to strict timeframes and provides you with review rights if you are dissatisfied with the decision.

A decision does not imply immediate access to the information, you may be requested to pay a processing fee before the information is released.

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The GIPA Act provides for members of the public to apply for access to information formally in instances where:

- The information is not available through an informal request;
  - A request involves a large volume of information, requires extensive research or is stored in archives;
  - Personal or confidential information about a third party is requested;
  - The information requested is of a sensitive nature that requires weighing of the considerations in favour for and against disclosure.
- 

Applications should be made to Council by submitting a Formal Access Application form, available on Council's [website](#). A \$30 application fee is applicable to formal applications and must be paid at the time of lodgement.

The application fee covers the first hour of processing, subsequent time spent processing the application will incur a charge of \$30 per hour.

Formal access applications take priority, over informal requests, as they are required to be completed under strict legislative timeframes.

### Third Party Consultation

When a person requests information from Council, that information often contains details about other individuals, business, or agencies. Council may need to consult with those parties before deciding whether or not to release the information.

#### Neighbours contact details

Where an informal request for an individual's contact information is received, the request will only be accepted if it is in relation to a Council function or to assist adjoining neighbours. *E.g. to construct a boundary fence.*

If you are seeking contact information for other reasons, Council may determine not to release this information to you.

Requests for this type of information is subject to consultation with the individual and the information may not be released if an objection is received.

#### Personal details contained within a document

(e.g. name and contact details)

Information contained within a document that shows your name and contact details, may not always be excluded from a document, if it is determined that information is already known to the applicant.

Council will apply any public interests for and against, when deciding the release of this type of information.

### Public Interest

The public interest will be applied to request for government information. Council will consider any interest for and against release of the information and balance these against the objective of the GIPA Act to determine the release of the information.

### Privacy Management

Council collects personal information from members of the public in accordance with the Privacy and Personal Information Protection (PIPP) Act 1998, Health Records and Information Privacy (HRIP) Act 2002 and Council's privacy management plan. This information is stored within Council's corporate systems and used by staff to provide Council services.

### Copyright

Nothing in the GIPA Act or regulations requires or permits council to make open access information available in any way that would constitute an infringement of copyright.

Access to copyright documents will only be granted with the copyright owner's written consent. Where authority is unable to be obtained or the copyright owner is not able to be contacted, copies of copyright material will not be provided. These documents include plans/drawings, consultant reports, statements of environmental effects and other miscellaneous reports submitted with a DA, or other associated functions of Council (please note that this list is not definitive).



SNOWY MONARO REGIONAL COUNCIL

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### Open Data

The [NSW Government Open Data Policy](#) focuses on datasets as an aspect of information defined in the GIPA Act. A dataset is an identifiable collection of government held information or data. Most commonly a dataset refers to a single database table, a single statistical data matrix, a collection of closely related tables, or a subset of data within a larger dataset.

Data sharing is where NSW government agencies provide authorised access, within government or research institutions, to the data they hold in a controlled manner, to help deliver better outcomes to the community.

Council currently manages data sharing under the ICT standards system which includes a legal compliance standard, and is only sharing data with contractors working on Council projects.

## Information and Privacy Commission

The Information and Privacy Commission oversees the GIPA Act, PIPPA Act and Open Data. Information is provided on the IPC website for the public on access regarding information and privacy.

Phone: 1800 472 679  
E-mail: [ipcinfo@ipc.nsw.gov.au](mailto:ipcinfo@ipc.nsw.gov.au)  
Website: <https://www.ipc.nsw.gov.au/>

## Contacting Council

Members of the public can provide feedback, ask questions, and make a service request or complaint by contacting Council via:

Phone: 1300 345 345  
E-mail: [Council@Snowymonaro.nsw.gov.au](mailto:Council@Snowymonaro.nsw.gov.au)  
Website: [Snowymonaro.nsw.gov.au](http://Snowymonaro.nsw.gov.au)  
Post: PO Box 714, Cooma, NSW 2630  
In Person: Cooma: 81 Commissioner Street  
Berridale: 2 Myack Street  
Bombala: 71 Caveat Street  
Jindabyne: 2/1 Gippsland Street

#### 9.3.4 NOMINATION FOR MEMBERSHIP ON THE NORTH RIDGE RESERVE ADVISORY COMMITTEE

Record No: 123/810

##### OFFICER'S RECOMMENDATION

That Council appoint Martin Smith to the vacant position.

##### ISSUES

Council received notice of the resignation of a committee member from the North Ridge Reserve Advisory Committee, at the 21 December 2023 Council Meeting.

The vacant positions was advertised, from 1 January the 26 January 2024, requesting expressions of interest.

One application was received and is attached for council's consideration.

##### RISK ASSESSMENT

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

There is no risk in appointing vacant positions to the committee within the conditions of the charter.

Leaving positions vacant will compromise the ability of the committee to achieve quorum at its meetings.

##### FINANCIAL IMPACTS

There is no financial impact in appointing new members to vacant positions.

Maintaining the committee is contained within the adopted council budget. The committee plays a valuable role in applying and securing grants to assist council in maintaining the reserve for both recreation and conservation purposes.

**RESPONSIBLE OFFICER:** Coordinator Governance.

### **OPTIONS CONSIDERED**

Nil. Council is committed to supporting a membership of nine community position, per the adopted charter.

### **IMPLEMENTATION PLANS**

The successful applicant and the committee will be advised of council's decision and the new member provided with the committee charter for their information.

### **ATTACHMENTS**

1. Martin Smith - Expression of Interest for Cooma North Ridge Reserve Advisory Committee



Form | 250.2022.105.1

# Expression of Interest: Appointment to a Committee

To be completed by a person wishing to apply for a vacant position on a committee managed by Council, delegated under s355 of the Local Government Act 1993.

Applications are considered at Council meetings.

Please return form to Council:

Mail: PO Box 714 COOMA NSW 2630 or  
Email: [council@snowymonaro.nsw.gov.au](mailto:council@snowymonaro.nsw.gov.au)

For further information or assistance please contact the Governance team:

Phone: 1300 345 345

Name of Committee: Cooma North Ridge Reserve Section 355 Advisory Committee			
Nominee's Name: Martin Smith			
Residential Address: [REDACTED]			Phone (BH) [REDACTED]
Town Cooma	State NSW	Postcode 2630	Mobile
Email: [REDACTED]			

To inform Council's review of your application please provide a short summary of your experience and reasons for applying for a position on the committee.

I have lived in Cooma and/or been based in Cooma (working for SMEC) since 1971. I have extensively used the North Ridge Reserve for recreation when In Cooma, and consider it to be a valuable local natural resource. The Reserve is less than 400m from my home and I walk in it (2-3 hour walks) generally 3 to 4 times a week. I was a volunteer with sporting groups that my children were involved in for several years, then later my work commitments precluded any voluntary work. Since I have retired and ceased working, I participate in Landcare activities, including the cotoneaster cull (woody weed control) in the reserve. and post relevant photos I take to the North Ridge Facebook page. I care about the Reserve and would be pleased to assist manage it.

Privacy Notice

The information collected by Council from you is personal information (according to the Privacy and Personal Information Protection Act 1998). The information is being collected for the purposes of administering the committee and will be used by council officers and other members of the committee in carrying out the committee's functions.

The provision of information by you is voluntary. If you choose not to provide the required information (above) your application will not be considered.

You may make application for access or amendment to your information held by Council at any time.

Declaration and Signature of Applicant

I, the undersigned, hereby apply for membership to the above mentioned committee. I acknowledge the privacy notice above and confirm my personal information may be used for the purposes identified on this form.

Applicant Signature [REDACTED]	Date 16 January 2024
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### 9.3.5 REVISED BOCO ROCK COMMUNITY ENHANCEMENT FUND COMMITTEE CHARTER

Record No: I24/50

#### OFFICER'S RECOMMENDATION

That Council adopt the Boco Rock Community Enhancement Fund Committee Charter.

#### ISSUES

In late 2022, the Minister for Planning approved the stage two modifications of the Boco Rock Wind Farm project. The modifications include changes to the community contributions, known as the Boco Rock Community Enhancement Fund.

The attached Boco Rock Community Enhancement Fund Committee charter reflects the amendments contained in the modified conditions of consent.

The changed conditions mean that while previously the funding was available only for projects benefiting the former Bombala and Cooma-Monaro local government areas, now the funding is available to the entire Snowy Monaro Regional Council region.

#### RISK ASSESSMENT

Risk Type	Current Risk	Expected Risk	Within Accepted
Asset Management	Low	Low	Yes
Economic Activity	Low	Low	Yes
External Political Environment	Low	Low	Yes
Financial Sustainability	Low	Low	Yes
Legislative Governance and Compliance	Low	Low	Yes
Reputation and Image	Low	Low	Yes

#### FINANCIAL IMPACTS

The administration of the Boco Rock Community Enhancement Fund Committee (the Committee) and the management of funding is contained within Council's operational budget. The estimated cost of administering the grants is \$20,000 per annum.

The external funding is the only funds applied by the committee to approved applications.

**RESPONSIBLE OFFICER:** Coordinator Governance.

#### OPTIONS CONSIDERED

It is not recommended Council consider another option. The attached document reflects the amendments as approved by the State Government and agreed to by the proponent (Boco Rock Wind Farm Pty Ltd). Should Council consider another option it risks non-compliance with the conditions of the State approved project.

## **IMPLEMENTATION PLANS**

The terms of administration of the fund (through the charter) will be forwarded to the Planning Secretary for information.

Following the adoption of the charter, council will advertise for community membership on the committee. Expressions of interest will be open to the whole LGA, per the attached charter. All EOI's received will be reviewed and membership determined by the Boco Rock Sub-Committee.

Applications for the Boco Rock Community Enhancement Fund will commence on Monday 29 April and close Friday 7 June 2024.

This funding round will be open to the whole of the Snowy Monaro LGA, with pre advertising promoting this fund commencing in April. This year's funding cycle has been brought forward to ensure funding is determined prior to the local government elections in September.

## **EXISTING POLICY/DECISIONS**

Environmental Planning and Assessment Act 1979,

Environmental Planning and Assessment (Savings, Transitional and Other Provisions) Regulations 2017

Boco Rock Wind Farm Project Approval, Stage 2 amended conditions of consent.

Boco Rock Community Enhancement Fund Committee Charter (amended).

## **BACKGROUND**

The Boco Rock Community Enhancement Fund is a condition of the Boco Rock Wind Farm project approval, which outlines the conditions for the administration of the community enhancement program fund.

The funding was available to the previous Bombala and Cooma-Monaro Shire local government areas. Following amalgamation, a single committee was formed, with the authority to consider and determine the distribution of funds. Membership contained representatives from both former LGAs. The funding continued to be available to applicants that fell within the two former LGAs per the instrument of approval.

Council coordinates with the Boco Rock Wind Farm (currently Squadron Energy) each year to calculate the total amount of the community fund to be received from the proponent.

## **Changes that affect the community funding**

There are two changes to the community contributions clause in the project modifications.

Reference to the former Bombala and Cooma-Monaro Shire local government areas have been removed and replaced with Snowy Monaro Regional local government area. The reference to Snowy Monaro has removed any restrictions on the amount of funding available to a single area.

The funding will now be managed via a single funding stream, and distributed to successful applicants, per the Committee's determination each funding round.

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An additional \$80,000 contribution has been included in the amendments, however, this funding is not available prior to the commencement of Stage Two. Boco Rock Wind Farm have yet to confirm a commencement date.

### **Changes to the Charter**

The charter has been amended to reflect the modifications of the development approval. During last year's funding program, the Committee raised a number of questions around the administration of the funding. These questions informed revision of the charter and have guided improved clarification.

Summary of amendments:

- Inclusion of information about the administrative responsibilities
- Inclusion of a new item "Enhancement Fund Applications" detailing eligible applicants, the application process, and assessment criteria.
- Structure and composition has been amended to include six community representatives from the Snowy Monaro region with a view to ensuring equitable representation.

### **Terms for the administration of funding**

The terms for the administration of funding have been discussed and agreed to by representatives of Boco Rock Wind Farm. These terms are outlined in the charter for the Boco Rock Community Enhancement Fund Committee (attached).

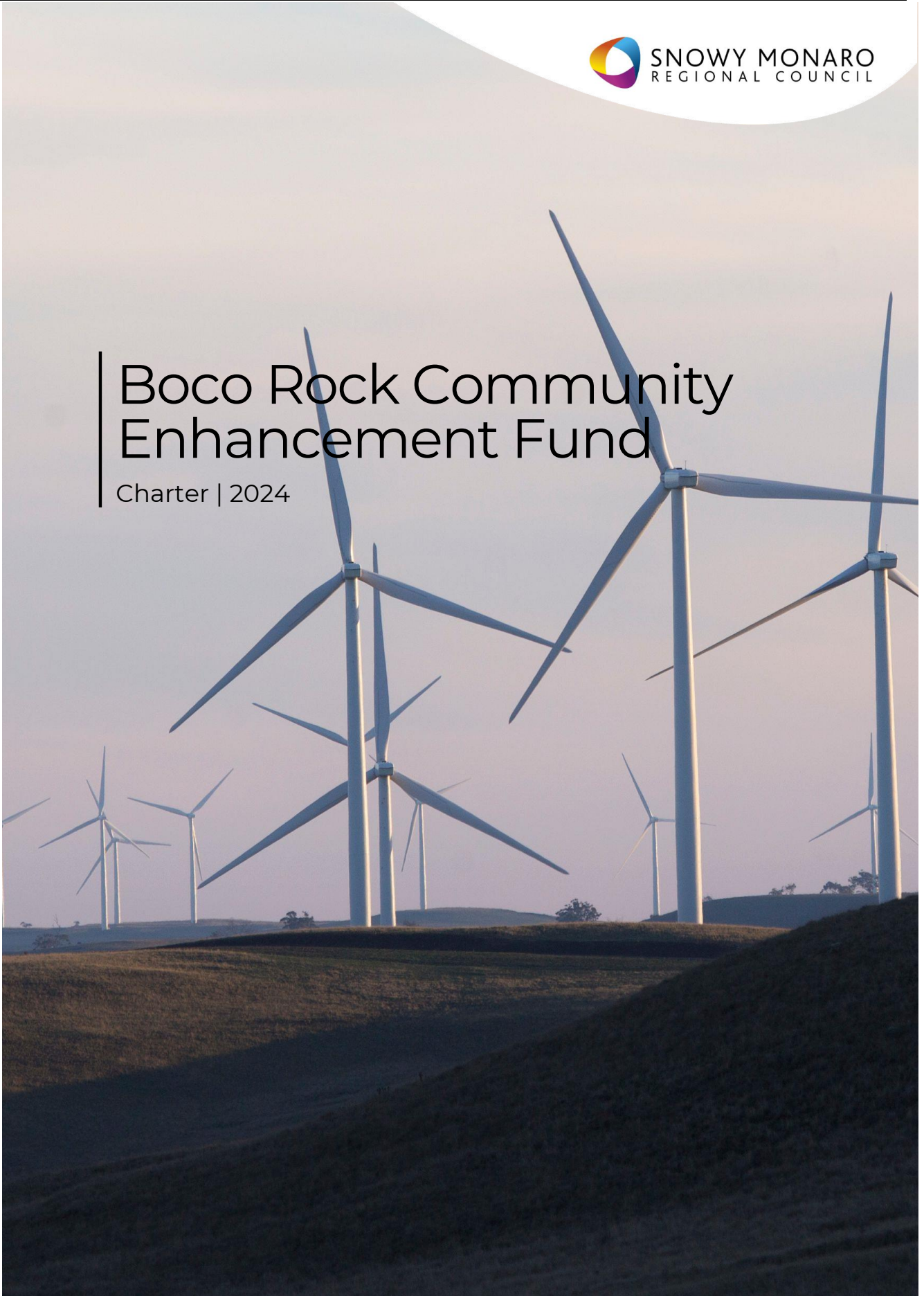
### **ATTACHMENTS**

1. Boco Rock Rock Community Enhancement Fund Committee Charter 2024



# Boco Rock Community Enhancement Fund

Charter | 2024





Record of versions

Version	Date Published	Reason for Amendments	Resolution	Author or Document Owner
3	TBC	Amendments to, eligible area, membership, to reflect Stage 2 approval. Inclusion of 'enhancement fund applications' and 'assessment criteria'.		Governance Officer
2	26/08/2022	Periodic Revision	287/22	Governance Support Officer
1	04/07/2018	New committee established	-	Governance

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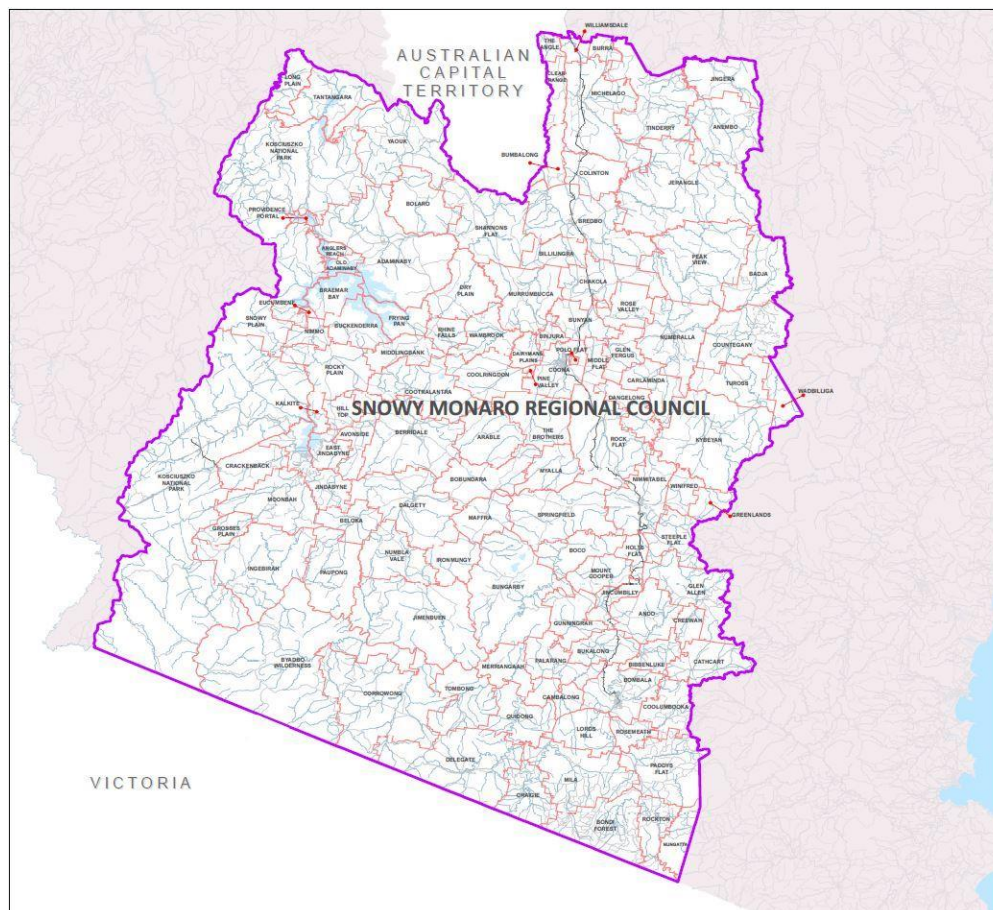
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SNOWY MONARO REGIONAL COUNCIL

Boco Rock Community Enhancement Fund  
| Committee Charter

Map of Snowy Monaro Regional Local Government Area



- **Objective of the Committee**

The Boco Rock Community Enhancement Committee (the Committee) is responsible for assessing applications and approving funds submitted through a funding application process.

- **Power of the Committee**

The Committee has been established pursuant to the project approval of the Boco Rock Wind Farm Pty Ltd, approved by the NSW Government Department of Planning.

Extract from Approved conditions of consent, application no. 09\_0103 approved 23/12/2022:

*S2.51 Community Contributions*

*Prior to the commencement of construction of the project, the Proponent shall establish a Community Enhancement Program Fund to be administered by Council to fund community enhancement measures in the Snowy Monaro Regional local government area to offset any potential residual amenity impacts associated with the project within the local government area. Community enhancement measures may include (but are not necessarily limited to):*

- *Improvements to community infrastructure and services;*
- *Sustainability initiatives; and*
- *Opportunities for local economic and tourist development.*

The Committee exercises its function, as imposed on Council, through the condition of the development approval.

- The Committee has the authority to determine the distribution of funds provided by the Boco Rock Wind Farm;
- The Committee shall exercise its power by considering any matter relating to its purpose in a formal meeting and by making formal recommendations.
- The power of the Committee is limited to the exercise of its function. It does not have power to make decisions that will bind the Council or to commit the expenditure of the Community Enhancement Funds to any other organisation, outside the application process.

- **Role of the Committee**

The role of the Committee is to determine the distribution of funds provided by the Boco Rock Wind Farm Pty Ltd.

- Assess all eligible applications;
- Ensure successful applications deliver community benefits;
- Support the work of existing and future community projects through the application process;
- Determine successful grant applications;
- Make decisions within the given schedule;
- Champion the partnership within and outside the Committee;
- Represent the Committee by attending project openings and participating in photo opportunities as part of the acquittal process on request.

All administrative functions are the responsibility of Council, including the distribution of funds to successful applicants, coordinating committee meetings, advertising for membership and maintaining committee records.

SNOWY MONARO REGIONAL COUNCIL

Boco Rock Community Enhancement Fund  
| Committee Charter

Periodic review of the application process, including all forms and supporting documentation will be conducted between Council and Boco Rock Wind Farm. The Committee will be invited to provide comment during the review process.

### • **Enhancement Fund Applications**

Applications for the Boco Rock Community Enhancement fund will be received from individuals, businesses and not for profit organisations, for projects or events that fall within the Snowy Monaro LGA.

Applications are to be submitted on the forms provided and must include a current financial statement of the applicant, showing the closing balance, and address the following criteria:

- *Improvements to community infrastructure and services;*
- *Sustainability initiatives;*
- *Opportunities for local economic and tourist development.*
- *Demonstrated financial management*
- *Demonstrated capacity to carry out project (have provided project timelines, details who will carry out the works etc.)*

Applications submitted after the advertised closing date, and time, will not be accepted for consideration.

#### 1.1    Assessment Criteria

Each application must be assessed by the committee and scored against the criteria. Assessments should have regard for all the criteria and not be skewed by location.

The total amount of funding available per year is determined by the Project Approval. Unallocated funds are rolled over into the following year.

### • **Structure and Composition of the Committee**

The Committee shall consist of 11 members; equal representation is to be given to community representatives, to ensure the areas of Bombala, Cooma-Monaro and Snowy River are represented.. Each member will have a single vote. As such, the Committee shall be made up of:

- Mayor (Chairperson)
- Chief Executive Officer (alternate to be SMRC staff member acting in this position or a delegate)
- 1 Boco Rock Wind Farm Representative (an alternate must be nominated Boco Rock Wind Farm)
- 2 Councillor representatives
- 6 members from the community to representative the geographic distribution of the population

### • **Appointment of the Committee**

Councillor Representative

- The two councillor representatives shall be elected by Council resolution
- The term of membership will be the term of Council.

Community Representatives:

- The term of community representatives shall be 2 years
- Community representatives will be determined by the Sub Committee and confirmed by resolution of the Council.
- Following completion of their term, community representatives may apply for an additional 2 year term.
- Nominations for community representatives will be advertised locally.

If a community representative is unable to fulfil commitments, the Sub Committee will re-assess initial applicants. If no alternate is available, the term will be completed with one less community representative.

#### • Sub Committee

The Boco Rock Community Enhancement Fund Sub Committee (the Sub Committee) is established to select community representatives.

The Sub Committee will meet every 2 years, or as required to assess all eligible applications and determine successful community representatives. In addition it will determine an eligibility list in the event a community representative position becomes vacant.

The appointment of community members, determined by the Sub Committee, is to be reported to Council for appointment by resolution.

### 1.2 Composition of the Sub Committee

The Sub Committee shall be made up of:

- Mayor (Chairperson)
- Chief Executive Officer
- 1 Boco Rock Wind Farm Representative
- 2 Councillor Representatives, as elected to the Committee.

#### • Meetings

The submission cycle will be managed from June to October annually, with meetings scheduled to enable discussion and assessment of applications. Meetings will be held at the Cooma Council Chambers, 81 Commissioner Street.

Meetings (including sub-committee meetings) are restricted to committee members.

- Following the confirmation of the community representatives, a meeting will be held by the Committee to receive the funding schedule.
- The Committee will hold a minimum of 3 meetings annually
- The 3 scheduled meetings will be to:
  - 1) Confirm the schedule and receive acquittal updates
  - 2) Receive funding applications
  - 3) Determine funding (this meeting is to be conducted in person)
- Additional meetings may be called and seven (7) days' notice must be given
- Business papers will be distributed to members 7 days prior to the scheduled meeting;
- Any additional agenda items are to be submitted to Council, a minimum of 10 working days before the meeting. Members submitting items must ensure that the content is given in such detail to assist all members in understanding the issue being raised.
- If a Committee member wishes to raise an "urgent item" that is not on the agenda, it is at the Chairperson's discretion to determine if this item is to be discussed at the meeting.

- Decisions of the Committee are by consensus
  - Members may attend meetings via audio-visual means. Notice must be give a minimum of three (3) working days prior to the meeting date.
  - Failure to attend three consecutive meetings without submitting a satisfactory explanation or request for leave of absence will forfeit membership on the Committee.
  - Minutes are to be confirmed by the Committee at its next meeting.
- **Principal Office Bearers**

1.3    Chairperson

The Chair shall be the Mayor.

If the Mayor is absent from a meeting and no Deputy Chairperson has been previously appointed, the Committee shall elect a member to chair the meeting.

1.4    Secretariat

Council shall provide secretarial support for all meetings. Council will:

- Prepare all records, including the business paper, minutes and any reports or recommendations.
- Provide members of the Committee with adequate notice of meetings confirming the date, time and venue.
- Ensure the minutes of the meeting are promptly distributed to all members for review, no more than 7 business days after each meeting.
- Ensure the adopted minutes are signed by the Chairperson and presented to the next Council meeting.

• **Disclosure of Interest**

Members are responsible for declaring and managing any interest in items for consideration before the Committee. This disclosure will be noted in the minutes and a disclosure form must be completed.

Interests are defined in Council's Code of Conduct.

• **Quorum**

The quorum will consist of 5 including at least one (1) community representative from each of the 3 areas.

If a quorum is not present within half an hour after the appointed starting time, the meeting will be adjourned to a time fixed by the Chairperson. Otherwise, those present can hold an informal meeting to discuss matters. Any decisions taken by the Committee are not recognised until they have been endorsed by a meeting where a quorum is present.

• **Vacancies**

Vacancies on the Committee will be filled by the relevant selection process for that particular representative. The term of any substituted member appointed shall be the same term as that of the member whose position has been vacated or forfeited.

If a community representative vacancy is filled, it does not preclude that member from applying for membership at the end of that term.

SNOWY MONARO REGIONAL COUNCIL

Boco Rock Community Enhancement Fund  
| Committee Charter

- **Review**

The charter will be reviewed once during each term of council, or as required.



### 9.3.6 APPROVAL OF MOUNTAINSIDE STAGE 1 ROAD NAMES

Record No: I24/65

#### OFFICER'S RECOMMENDATION

That Council approve stage 1 road names of Mountainside, Traverse and Sidecut for the Mountainside subdivision in Jindabyne.

#### ISSUES

The issue is the requirement to name roads within Geographical Names Board road naming policy for the approved Stage 1A, as part of a new ~ 300 lot subdivision immediately west of Jindabyne, detailed in the approved DA 10.2022.232.1.

Council endorsed the proposal for public advertisement and to be lodged as a road naming proposal with the Geographical Names Board in Item 9.3.2 from the 20<sup>th</sup> July 2023 Ordinary Council meeting. No submissions received in response to public advertisement and the road names have been pre-approved by the Geographical Names Board. The proposed road names Mountainside, Traverse and Sidecut are recommended for approval to be gazetted by the Geographical Names Board.

#### RISK ASSESSMENT

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

It is considered the risks associated with the name proposal are low.

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## FINANCIAL IMPACTS

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

Costs are part of the ongoing service provided by Council and this work can be undertaken within the existing budgets.

**RESPONSIBLE OFFICER:** Chief Strategy Officer.

## OPTIONS CONSIDERED

There were no other options considered, this process of road naming is within Geographical Names Board road naming guidelines.

## IMPLEMENTATION PLANS

This will be implemented by:

- 1) Advancing the road naming proposal in the Geographical Names Board online proposal portal to the stage of approval for gazettal
- 2) Notify the Geographical Names Board when the subdivision certificate is issued and the roads become publicly accessible of the need to formally gazette the roads.

## EXISTING POLICY/DECISIONS

Road naming is to adhere to the 2021 NSW Address Guidelines and User Manual. Link:

[https://www.gnb.nsw.gov.au/\\_data/assets/pdf\\_file/0004/229216/NSW\\_Address\\_Policy\\_and\\_User\\_Manual\\_2021.pdf](https://www.gnb.nsw.gov.au/_data/assets/pdf_file/0004/229216/NSW_Address_Policy_and_User_Manual_2021.pdf)

## BACKGROUND

A Stage 1A road-naming proposal for a recently approved multistage subdivision in Jindabyne has been received under DA10.2022.232.1. Stage 1A includes 21 new lots and three new roads that are the subject of this road naming proposal. The proposed names are based on a road-naming theme of terms common to skiing and snowboarding, the three proposed names being:

- Road 1      Mountainside Drive – being the main access road to the subdivision which sits on a mountainside immediately west of Jindabyne, hence the road name Mountainside.
- Road 2      Traverse Road – this road traverses across the entire east side of the Mountainside subdivision and through the adjacent concurrently created subdivision (DA
-

9.3.6 APPROVAL OF MOUNTAINSIDE STAGE 1 ROAD NAMES

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010.2022.00000210.001) and is a term used to describe when skiers and snowboarders travel across a mountain slope rather than down.

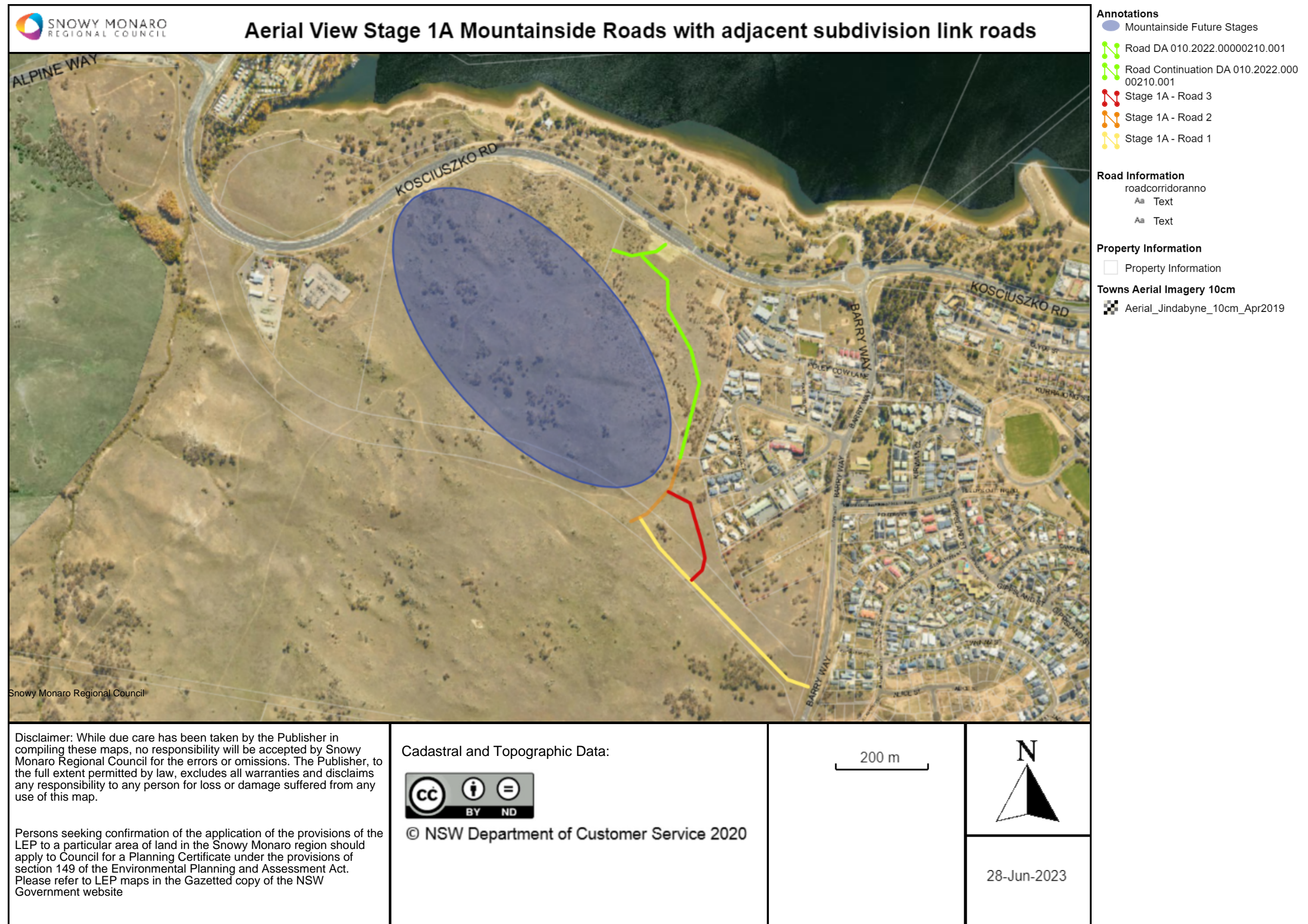
Road 3 Sidecut Road – local access road that will cut into the side of the hill and a term that is used to describe the shape of carving skis.

The road name proposal has been pre-approved by the Geographical Names Board and received no submissions in response to being publicly advertised in the Monaro Post for 28 days. It is recommended to be approved by Council for gazettal with the Geographical Names Board when the subdivision is complete.

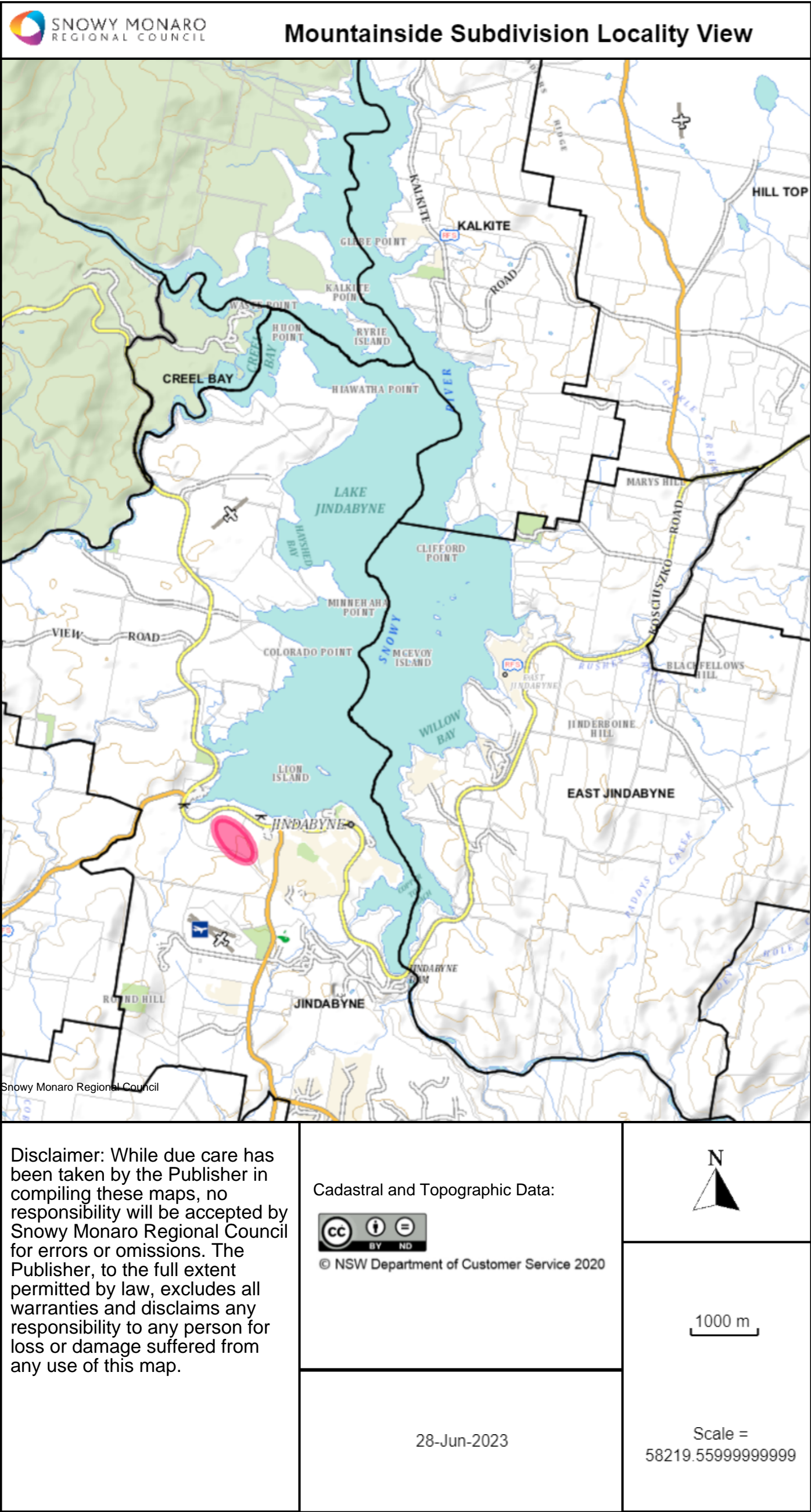
**ATTACHMENTS**

1. Aerial view of Stage 1A roads for the Mountainside subdivision.
2. Locality view for Stage 1A Mountainside proposed roads.









### 9.3.7 DELIVERY PROGRAM PROGRESS REPORT

Record No: I24/81

#### OFFICER'S RECOMMENDATION

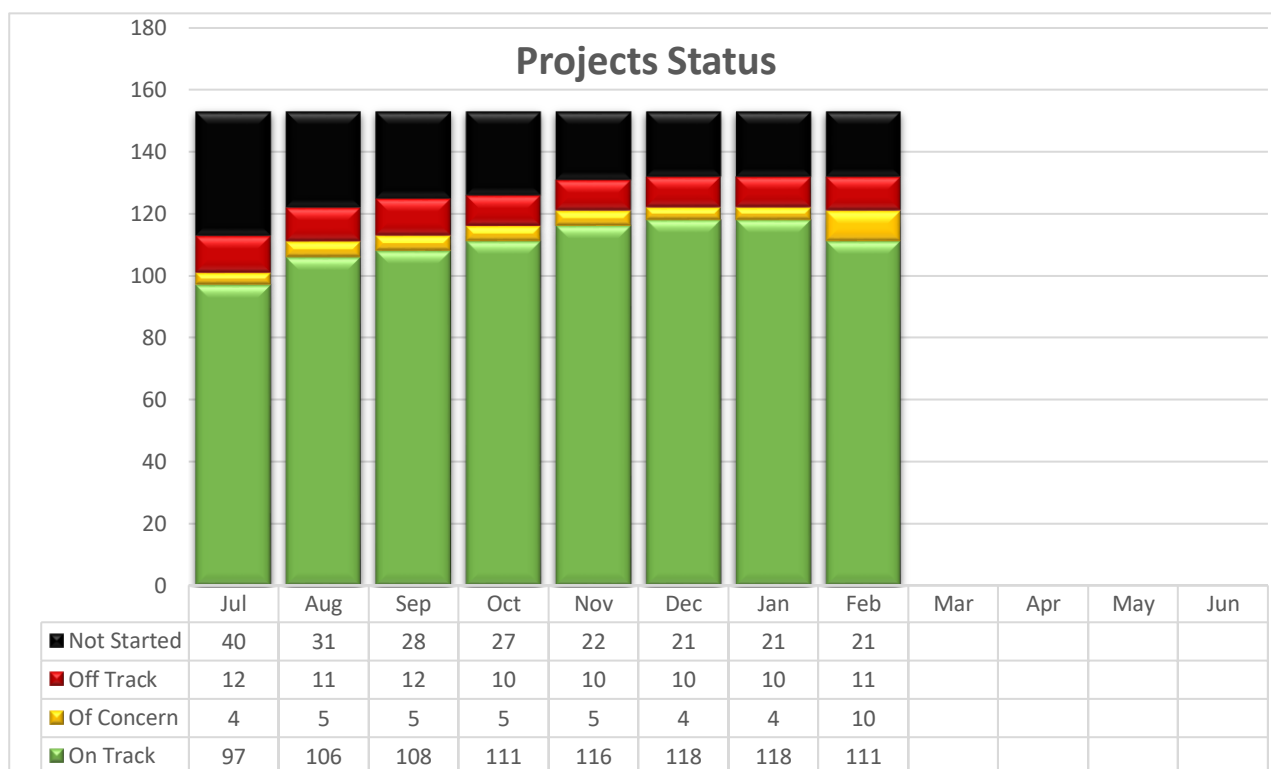
That Council note the delivery program progress report.

#### PROJECT DELIVERY

The revised 2022-26 delivery program has 153 projects identified for delivery over the four year period. We are currently in year two of the delivery program with 125 projects being worked on in the 2023-24 financial year.

The following chart shows the status against the original plans for the projects to be undertaken. Since the original plans were adopted, variations have been made to due dates.

We are now seeing a number of projects that were being reported as being 'on track' move into being monitored and considered 'of concern'. Six projects have moved into this category during February and will continue to be monitored until they progress to being 'on track' or being reported as being 'off track', at which time they will be reported to council as part of the monthly Delivery Program progress report, providing the reasons, risks and impacts.



#### Project: Investment Attraction Strategy

Status: Off track

Work on the initial draft is underway but the majority of this project needs to be deferred to 2024-25 FY due to time commitments on other projects. The impacts of not completing this project this financial year are minimal, in that, the status quo will remain, which is no clear strategic direction on what investment our region would like to attract and where it should go, and what council is

going to do for its part. There are also actions from the Financial Sustainability Review that relate to the Special Activation precinct (SAP) that is tied to the development of the Investment Attraction Strategy (IAS), however, the delay in the SAP implementation has meant that informing detail cannot be included in the IAS at this time.

**Project: Towards Excellence Program**

**Status: On Track**

The major focus in February has been supporting our Senior Management team (SMT) members with the development of Annual Works and Services plans, as well as organising the second round of Leadership and Culture training workshops.

CRM Project – improving customer service and regaining community trust

- Progress made cleaning up the Name and Address Register and configuring the initial Customer Service Request workflows
- Getting ready to go-live with Phase 1 covering basic CSRs and tracking of incoming unanswered calls in March/April 2024.

Leadership & Culture – developing a consistent and positive leadership culture

- Second round of Leadership & Culture training workshops booked and kick off 12 March.
- All attendees will also receive a Strengths Assessment and two one on one coaching sessions.

Annual Works & Services Plan – understanding the services we deliver

- SMT members and direct reports attended workshops and are completing the detail for Annual Works & Services Plans.
- Water & Waste Water and Infrastructure teams were already well underway with Annual Works Plans from November.
- All other teams are preparing Annual Services Plans to align with annual budget. Final playback and review sessions planned during March.

Way of Working – making it easier for us to do our work and improving delivery

- Improved processes being designed for Development Applications and Building Certification teams. Many quick wins found and some already being implemented.
- Initial training sessions held for 15 Business Process Champions. All staff will have access to the new framework for policies, business processes and procedures.
- Governance, roll out and on-going training approach is being planned.

Technology Enablement – gaining efficiencies through improved technology

- Top 10 priorities for system improvement and software gaps identified and approved by ELT.
- Short form business cases and indicative costings to be developed to support procurement and will deliver substantial efficiency benefits

**Project: Development of the new LEP**

**Status: Off track**

Council has resolved to undertake further consultation. The loss of key strategic planning staff means that the council does not have the available resources to undertake another round of consultation, nor amend the informing land use strategies. Due to this, the project plan is being

reviewed to determine the next steps and the resourcing required to undertake the resolved actions.

**Project: Prepare and active transport strategy (ATP) Status: On Track**

The first draft of the ATP has been complete, and a briefing to Council took place in February 2024. A report seeking Council endorsement to place the draft strategy on public exhibition will go to the April 2024 Council meeting.

**Project: Myack Creek Berridale Sewer Crossing Status: Of Concern**

Tenders received for this project exceeded the allocated budget. Council is currently negotiating with the lowest tenderer to reduce the scope for contract delivery. The remainder of the scope is proposed to be delivered in-house. If negotiations fail, further consideration of how this project can be delivered will need to take place with the budget allowance.

**Project: Cooma WTP inlet Status: Of Concern**

The inlet flow meters have been installed, however, design constraints for the outlet flow meters has meant that the full project may not be delivered this financial year. Further investigation into possible different locations for the flow meters, is currently underway.

Table 1: Listing of projects identified as off track

Summary of projects currently considered off track to original plans	
Fire service and general upgrades for aged care facilities	Tender for the works has been completed. Non-essential works on hold due to the divestment process and awaiting further direction from the grant provider.
Yallambee Lodge new section of facility	This project has concluded at design and tender stage. The design has been completed and the tender was run. Due to the divestment process the construction is unlikely to proceed under Council direction. The designs are at a stage where they can be novated pending the outcome of the divestment process.
Bobeyan Road upgrade	<ul style="list-style-type: none"> <li>Funding has been the most critical issue in delivery of the entire scope of the project.</li> <li>Change of scope to be submitted, to reduce the project length from 19.5Km to 10Km (Ashvale Rd to Shannons Flat Rd) Construction to top of subgrade complete from Ashvale Road to Shannons Flat.</li> <li>Production of DGS at Shannons Flat Quarry underway.</li> <li>Snowy Valley construction crew to return when the DGS is produced and stockpiled.</li> <li>Quotes on Sealing and guardrail installation currently being obtained.</li> </ul>



### Summary of projects currently considered off track to original plans

Jindabyne Town Centre improvements	<p>The Regional Growth and Development Corporation (SAP) have developed the brief for the upgrades to the Town Square. The demolition/rebuild of the toilets will be considered within this project design, however the funds for the toilets project remain with Council for delivery. While the overall funding has been advised, this is less than the previous funds available and information has not been provided on what works will be funded.</p>
Lake Jindabyne Shared Trail	<ul style="list-style-type: none"><li>• Significant planning work was not undertaken prior to the project being funded resulting in the project being behind schedule and underfunded.</li><li>• Tyrolean Village to Kunama Estate and Rainbow Beach – DA achieved and AHIP in place</li><li>• Kunama Estate &amp; Rainbow Beach to East Jindabyne – waiting on land acquisition, once received with land owner consent the DA application will be lodged and AHIP request submitted.</li><li>• Mill Creek Mountain Bike Park - Awaiting land owner consent (Snowy Hydro), once received DA application will be lodged and AHIP request submitted.</li><li>• Hatchery Bay to Gaden Rd Trout Hatchery - waiting on land acquisition, once received with land owner consent the DA application will be lodged.</li><li>• Sections 1.1, 2.1, 2.2 &amp; 3.1 will go out to tender once it has been determined how the ongoing maintenance costs are to be addressed.</li><li>• Primary issues remain in achieving timely acquisition of land.</li><li>• Council will begin footpath and pedestrian crossing works around Townsend Street, Jindabyne in March 2024 to enhance the connection between the Lake Foreshore track and Copper Tom Point.</li><li>• Council and PW are actively following up with landowners about land acquisition approvals, which is holding up DA submission for Sections 2.1 and 3.1.</li></ul>

Summary of projects currently considered off track to original plans	
Delegate School of Arts	The original trade estimate indicated that there was a funding shortfall for this project of \$76,000. Testing of the market through a recent tender process has resulted in tenders pleasingly coming in within Council's allocated budget. While the project can now proceed, timing for the delivery is now out of scope for this financial year as initially planned. This project will now not commence until the 2024-2025 FY.
Jindabyne landfill rehabilitation and capping	When developing the waste strategy it was identified that due to the cost of operating landfills, the best outcome was the development of a transfer station and centralising landfill operations. The transfer station needs to be completed prior to rehabilitation of the landfill site. Currently, work is being undertaken on the costing of the required facility.
Development of the Integrated Water Cycle Management (IWCM) Strategy and Grey Water Management Plan	The recently recruited Strategic Water and Wastewater, unfortunately, has resigned, leaving two water security projects, which are currently being scoped and NSW Public Works will undertake both projects. Project delivery is of concern due to the funding milestone of project completion in June 2024, and now limited resources. Council is currently in negotiations with the funding body to vary the deed for the completion of the project.
Development of the new Local Environmental Plan (LEP)	Council has resolved to move forward with the development of a community reference group for the development of the LEP. Limited Strategic Planning resources continue to be problematic with ensuring progress. Council recently again advertised for the recruitment for a new Team Leader Strategic Planning, unfortunately, there were no suitable applicants apply.
Ryrie Street Michelago extension	All elements of the bridge have now been procured and TfNSW have appointed a dedicated project manager to assist in moving this project forward with UGLRL. Licence has now been approved, Telstra onsite for asset relocation Monday 26th February, Surveyor onsite commencing set out and scrubbing underway.
Investment Attraction Strategy	This project was due for completion in the 2024-2025 financial year, however, progress has been slow. The projected timing to complete this project is now

### Summary of projects currently considered off track to original plans

considered off track and will not be completed this financial year. The impacts of not completing this project this financial year are minimal, in that, the status quo will remain, which is no clear strategic direction on what investment our region would like to attract and where it should go, and what council is going to do for its part. There are also actions from the Financial Sustainability Review that relate to the Special Activation precinct (SAP) that is tied to the development of the Investment Attraction Strategy (IAS), however, the delay in the SAP implementation has meant that informing detail cannot be included in the IAS at this time.

## SERVICE DELIVERY

### Service Area: Corporate Projects – ‘Big Trout’ Restoration Adaminaby

The restoration of the ‘Big Trout’ was completed in December 2023, addressing the landmark’s structural integrity issues and ability to withstand the elements into the future. However, the colour scheme raised some concerns by the community, fishers and stakeholders.

The Adaminaby community and stakeholders will be asked for their opinion in assessing options for the redesign of the final paintwork on the recently-restored Adaminaby Big Trout.

In consultation with expert conservators and a marine artist, there will be a range of new design options to present to the community and stakeholders including the families of concept creators, Leigh Stewart and Andy Lomnici. These will be finalised next month for the community to have their say on the designs, and provide feedback.

The final design will be selected by end of April with painting expected to be done as weather permits before winter.

### Service Area: Corporate Projects – Jindabyne Skate Park Upgrade

The \$1.5 million upgrade project, jointly funded by the Australian and NSW Governments under the Bushfire Local Economic Recovery Fund, has been completed.

Council has worked closely with the Jindabyne Skate Park Project Engagement Group and consulted with the broader community over the last couple of years to deliver the much improved facility skate park offering something for everyone, regardless of skill level or preferred discipline

Minister Moriarty will be cutting the ribbon on 22 March 2024 and then the official community opening will take place on Sunday 24 March 2024.

### Service Area: Water and Wastewater – Bombala and Delegate Water Treatment Plant Upgrades

Significant progress is being made on Council’s major construction projects in Bombala and Delegate, with brand new water treatment plants for both towns on-track to open in the second half of 2024. Supply chain delays and wet weather across the region in recent months have seen the opening dates for each of these new facilities pushed back.

Bombala's new water treatment plant is now set to open in July 2024, with Delegate following later in the year in October 2024.

Despite these delays, Council and our contractors have made significant progress on each of these projects.

Bombala Water Treatment Plant progress update:

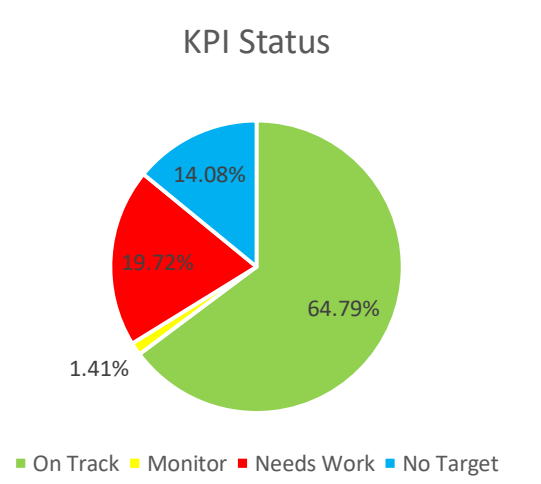
- Construction of new raw water main
- Installation of stainless steel water treatment process components
- Completed
- Primary plant equipment delivered, including switchboard, strainers, UV machinery and tanks
- Internal office and laboratory framing installed
- All internal chemical storage areas waterproofed and finished
- Designs complete and approved for new Bombala Men's Shed and SES access road, and new access and upgraded road for the plant.

Delegate Water Treatment Plant progress update:

- New clear water storage tank complete
  - All designs and plans complete and fully approved
  - Work underway to modify the existing raw water delivery system
-

9.3.7 DELIVERY PROGRAM PROGRESS REPORT

**KEY PERFORMANCE INDICATORS**

KPI	Actual	Target	Commentary
<p>% KPI's on target</p>  <p>KPI Status</p> <p>64.79% 19.72% 14.08% 1.41%</p> <p>■ On Track ■ Monitor ■ Needs Work ■ No Target</p>	64.79%	75%	<p>KPI's Needing work</p> <ul style="list-style-type: none"> <li>&lt;15 water main breaks per 100km of water main/year</li> <li>&lt;20 repairs and chokes per 100km/year</li> <li>=&gt; 3.00 mean satisfaction score within the Annual Community Satisfaction Survey</li> </ul>
% projects/actions on target	51.00%	41.00%	<p>Council is 20 months into a 48 month Delivery Program. We are tracking ahead of the calculated progress target of 41.00% to this point with our principal activities and commenced projects. There are still several projects that are not due to commence until years three and four of the Delivery Program.</p>

Performance Measures	Period	Unit	Target	Actual	Comment
<15 water main breaks per 100km of water main/year	Month	#	4.00	16.00	For the Month of February 16 water main breaks were attended to.
<20 repairs and chokes per 100km/year	Month	#	4.00	11.00	For the month of February 11 repairs or chokes were attended to.
=> 3.00 overall mean satisfaction score within the Annual Community Satisfaction Survey	Annual	#	=>3.0	2.73	Slightly higher than 2022 of 2.63 for the 2023 Community Satisfaction Survey.

**RESPONSIBLE OFFICER:** Coordinator Strategy Development.

**ATTACHMENTS**

1. Delivery Program Progress Report - March 2024



## Delivery Program Progress Report - March 2024

1 Jul 2023 To 5 Mar 2024

# Camms.

Print Date: 06-Mar-2024

Snowy Monaro Regional Council (SMRC)

2023/2024 DP

## Strategy Summary

1 Jul 2023 To 5 Mar 2024

Completed	Deferred	In Progress	Not Started
42	0	192	24

Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Community: Our health allows us to live an enjoyable lifestyle</b>					
<b>Outcome : Facilities are in place to encourage healthy lifestyles</b>					
Undertake routine inspections of skin penetration premises	Coordinator Public Health & Environment	01-Jul-2023	30-Jun-2026	Not Started	0%
<b>Comment:</b> Program not yet commenced for 2023/24. Assessments will be undertaken and completed during mid summer.					
Operate and maintain Council owned caravan parks and campgrounds	Coordinator Community Facilities	01-Jul-2022	30-Jun-2026	In Progress	41%
<b>Comment:</b> Fire service upgrades undertaken at Bombala, updating fire extinguishers.					
Maintain amenities throughout the region	Supervisor Civic Maintenance	01-Jul-2022	30-Jun-2026	In Progress	60%
<b>Comment:</b> Still working to schedule with 80% of facilities maintained and held to a clean standard at all times. Reduction in staff at Nimmitabel has caused issues, which we are working through to ensure cover for the Christmas break. There has been no vandalism attacks this month.  Scheduled events has increased pressure on the team with extra maintenance required at Mt Gladstone and showgrounds to ensure the facilities are ready and clean.  25/01/24 Bredbo and Cooma Centennial park amenities have seen a quieter trend over the Summer holidays then previous years, which has been a relief especially since the team has been down a staff member. A new cleaner has been on boarded this week. Minor vandalism has been experienced, but each issue has been tackled quickly and repaired within a 48hr turn around. Bredbo septic was pumped before Christmas, Numerella has been pumped in readiness for Australia day folk festival. Facilities have been prepped for events and reports have all come back positive.					
Bombala Apex Caravan Park – upgrades	Manager Corporate Projects	01-Jul-2022	30-Jun-2024	Completed	100%
<b>Comment:</b> Status: Project complete, main Switchboard upgraded Issues: Minor issue with sensor light Risk: N/A Next Step: Update AGL bill to accommodate new main switch. Budget: On budget Communications: facilities updated on completion					

06-Mar-2024

Camms.

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Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Community: Our health allows us to live an enjoyable lifestyle</b>					
<b>Outcome : Facilities are in place to encourage healthy lifestyles</b>					
Undertake routine inspections of commercial swimming pools	Coordinator Public Health & Environment	01-Jul-2023	30-Jun-2026	In Progress	39%
<b>Comment:</b> Water sampling of our swimming pools which are now operational has recommenced.					
Cooma North Ridge - Community Place for Space	Project Officer	01-Jul-2022	30-Jun-2024	Completed	100%
<b>Comment:</b> Received formal Acquittal.					
Undertake inspections of food premises to determine compliance with the Food Standards Code	Coordinator Public Health & Environment	01-Jul-2022	30-Jun-2026	In Progress	95%
<b>Comment:</b> Food premises inspections recommenced in August with program rapidly moving forward. The focus has been on the premises assessed in July and August. Council held back the recommencement of inspection program until the second half of January 2024 to allow businesses which closed over Christmas New Year to reopen. The program is ahead of schedule with all of the food premises in the outlying towns being inspected. The program has reached 95% of its target as we head out of summer into winter. This means we can now pause on routine and focus our efforts on the businesses who need a little bit more encouragement.					
<b>Outcome : Have in place (and accessible to everyone) quality aged, disability and health services that support our population through all life stages</b>					
Deliver Commonwealth Home Support Programme (CHSP) and Home Care Packages in accordance with Aged Care Quality Standards	Coordinator Community Support Programs	01-Jul-2022	30-Jun-2026	In Progress	31%
<b>Comment:</b> Services continue to be delivered in accordance with our service agreement despite not met findings in the recent accreditation audit. The Plan for Continuous Improvement (PCI) is being actioned with diligence. We are expecting to commence accepting new referrals within the Commonwealth Home Support Programme and Home Care Package program in the first quarter of 2024 and to provide our support services to the wider region.					
Review service delivery options for Council Commonwealth Home Support Programme (CHSP), Home Care Packages and Community Transport	Coordinator Community Support Programs	01-Jul-2023	30-Jun-2024	Not Started	%
<b>Comment:</b> Has not commenced at this point.					
Maintain governance in the delivery of community services	Manager Community Services	01-Jul-2023	30-Jun-2026	In Progress	8%
<b>Comment:</b> The scheduled Advisory Committee meeting for November 2023 was postponed due to the unavailability of some Committee members.					
Fire service and general upgrades for aged care facilities	Project Officer	01-Jul-2023	30-Jun-2024	In Progress	15%
<b>Comment:</b> Tender for the works has been completed. However is on hold pending further outcomes from Grant provider					
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Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Community: Our health allows us to live an enjoyable lifestyle</b>					
<b>Outcome : Have in place (and accessible to everyone) quality aged, disability and health services that support our population through all life stages</b>					
Divestment of Residential Aged Care	Manager Community Services	01-Jul-2022	30-Jun-2024	In Progress	35%
<b>Comment:</b> Discussions have been ongoing with Respect on the transfer of the residential aged care service. Most of the current focus is around working between Respect and Council to determine details about how the divestment will work to ensure that there is minimal impact on the residents and staff.					
Yallambee Lodge new section of facility	Manager Corporate Projects	01-Jul-2022	30-Jun-2024	On Hold	99%
<b>Comment:</b> This project has concluded at Design and Tender. The design has been completed and the tender was run. Due to the divestment process the construction is unlikely to proceed under Council direction. The designs are at a stage where they can be novated pending the outcome of the divestment process.					
Provide Residential Aged Care in accordance with Aged Care Quality Standards	Home Manager	01-Jul-2022	30-Jun-2026	In Progress	45%
<b>Comment:</b> We continue to work collaboratively with our local hospital, community service providers and the community to ensure all requests for respite and permanency are considered for suitability based on clinical needs. We continue to review and update our continuous improvement plan to ensure that reflects improvement on identified trends and general operations. Yallambee Lodge continues to operate at high levels of occupancy and it is responsive to the needs of our hospital and our community. The current demand of incoming residents presents a challenge in terms of meeting clinical needs with our current operational model at the hostel. A council determination for closure of Snowy River Hostel on 28 March 2024 has been passed. We are working in partnership with residents and families to ensure a safe and smooth transfer to a facility of their choice, mostly Yallambee Lodge. The transfer of residents is now complete and as of 1 February 2024 Snowy River Hostel has ceased operations.					
<b>Goal : Our Community: Our region's cultural identity is respected and embraced</b>					
<b>Outcome : Preserve and protect historically significant sites</b>					
Organise interments and maintain accurate records	Coordinator Public Health & Environment	01-Jul-2022	30-Jun-2026	In Progress	75%
<b>Comment:</b> Council has received nine reservations and 6 internments for the month of February 2024.					
Heritage Strategy - review	Coordinator Strategy Development	01-Jul-2023	30-Jun-2025	In Progress	60%
<b>Comment:</b> The Heritage Strategy Review has re-commenced after a period of being held in abeyance due to staff shortages. A first draft is currently being drafted, alongside consultation with Council's Heritage advisor. It is anticipated that a draft will be presented to council at the May council meeting to seek a resolution to place the draft on public exhibition.					
'Big Trout' restoration in Adaminaby	Project Specialist	01-Jul-2023	30-Jun-2024	In Progress	75%
06-Mar-2024					Camms.
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Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Community: Our region's cultural identity is respected and embraced</b>					
<b>Outcome : Preserve and protect historically significant sites</b>					
<p><b>Comment:</b></p> <ul style="list-style-type: none"> <li>Accomplishments &amp; Completions. A proposal for additional work on the Big Trout has been received. A Conservation Artist will provide two options of work. The community will be consulted on their preference before work commences. New seating is to be ordered and other landscaping work is to be carried out.</li> <li>Critical Issues Some negative community feedback will see some changes to the painted surface of the trout.</li> <li>Next Steps Some minor landscaping elements will continue eg seating.</li> <li>Budget Status On target.</li> <li>Key Items for Communication Once options are available, the community will be invited to vote.</li> </ul>					
Maintenance of Council's cemeteries	Coordinator Public Health & Environment	01-Jul-2022	30-Jun-2026	In Progress	39%
<p><b>Comment:</b></p> <p>With the weather being wetter than predicted. Council has increased its mowing of cemeteries.</p>					
<b>Goal : Our Community: The relaxed lifestyle and close community feel of the region is retained and enhanced</b>					
<b>Outcome : A wide range of community and cultural events are held</b>					
Support the coordination and delivery of events for key annual celebration days such as Women's Week, Seniors Festival, Youth Week, Reconciliation Week, NAIDOC Week, Mental Health Month, International Day of People with Disability	Coordinator Strategy Development	01-Jul-2022	30-Jun-2026	In Progress	42%
<p><b>Comment:</b></p> <p>In the first week of July 2023 Council delivered three NAIDOC week events in total, with one event held at the townships of Jindabyne, Cooma and Michelago. During December 2023, Council facilitated an event for International Day for People with a Disability. Council's full-time Community Development Planner is due to return to Council after 12 months maternity leave in March 2024.</p>					
Support community groups to plan and deliver their own events, access grant funding and enable volunteerism	Coordinator Strategy Development	01-Jul-2022	30-Jun-2026	In Progress	42%
<p><b>Comment:</b></p> <p>A significant amount of staff resources have gone towards supporting community groups to plan and deliver their own events, access grant funding and enable volunteerism. An example of this is Council collaboration with Schools and community's to run the NAIDOC week events. Council is working with South East Arts to develop a Arts and Culture Strategy in 2023. This will occur in conjunction with the Arts and Culture Committee. South East Arts are currently developing a draft strategy for council to consider. The draft will be tabled at the April 2024 Council meeting to seek a resolution to place the draft on public exhibition.</p>					
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Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Community: The relaxed lifestyle and close community feel of the region is retained and enhanced</b>					
<b>Outcome : A wide range of community and cultural events are held</b>					
Deliver Youth Services in collaboration with other providers, targeting priorities as identified through the Youth Advisory Committee	Team Leader Youth Capacity Building	01-Jul-2022	30-Jun-2026	In Progress	70%
<b>Comment:</b> SMRC maintains collaborative connections with external providers and holds monthly meetings with the Youth Advisory Committee to guide the Youth Services program in their planning of activities, programs and to look for opportunities to build a stronger program across the region. Our youth program is growing in capacity and will deliver more activities and support more young people in future as we roll out the RYDER Program					
<b>Outcome : Land use planning strategies are developed to support and enhance the town, village and rural lifestyle of the region through balanced development</b>					
Undertake development compliance of unauthorised works	Coordinator Building Certification	01-Jul-2023	30-Jun-2026	In Progress	23%
<b>Comment:</b> For the Month February, 4 Compliance matters were brought to Councils attention. 2 have been sent an initial contact letter, with the remaining 2 being anonymous complaints with no way to acknowledge informant					
Undertaking Councils regulatory role in fire safety of buildings	Coordinator Building Certification	01-Jul-2023	30-Jun-2026	In Progress	23%
<b>Comment:</b> Annual Fire Safety statements are being processed by relieving staff due to role not being filled. Invoices being sent to those who lodge AFFS for payment. New starter has commenced with Council					
Undertake assessment of Development Applications within statutory timeframes	Acting Manager Built and Natural Environment	01-Jul-2022	30-Jun-2026	In Progress	33%
<b>Comment:</b> For period 25/1/24 to 24/2/24 70% of residential DAs determined within 40 days ('Stop the Clock' days excluded from calculations) For period 25/1/24 to 24/2/24 48% of non-residential DAs determined within 40 days ('Stop the Clock' days excluded from calculations). In this period, 75% of residential applications (6 of 8 applications) in the broader Jindabyne area were in relation to dual occupancy/secondary dwellings, or multi unit developments					
Undertake assessment and provide advice relating to Development Engineering Services provided by Council	Acting Manager Built and Natural Environment	01-Jul-2022	30-Jun-2026	In Progress	33%
<b>Comment:</b> Advice is provided on an on-going basis in relation to Engineering requirements for Development activities For the period 24/1/24 to 25/2/24 50% of total S138 applications processed within 40 days (2 applications) 50% of S138 applications relating to DAs processed within 40 days (2 applications) no S138 applications not relating to DAs processed For the period 25/1/24 to 24/2/24, 4 Subdivision Works Certificates were issued (>40 days).					
Assess certificate applications and determine them in line with legislative requirements	Coordinator Building Certification	01-Jul-2022	30-Jun-2026	In Progress	41%
<b>Comment:</b> In the month of February, there were 18 Construction Certificates lodged. Council were the PCA for 11 of these, with Private Certifiers responsible for 7 not including modifications. There were 3 Complying Development Certificates, all issued by Private Certifiers.					
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Snowy Monaro Regional Council (SMRC)				2023/2024 DP	
Undertake application, assessment and inspection of plumbing and drainage works	Coordinator Building Certification	01-Jul-2023	30-Jun-2026	In Progress	23%

Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Community: The relaxed lifestyle and close community feel of the region is retained and enhanced</b>					
<b>Outcome : Land use planning strategies are developed to support and enhance the town, village and rural lifestyle of the region through balanced development</b>					
<b>Comment:</b> Inspections undertaken upon request from plumbers. 48 hours notice given. A total of 26 Section 68 applications were lodged in the month February with 10 under assessment, with the remaining 16 either awaiting fees or awaiting lodgement o DA					
Provide planning and related certificates in accordance with statutory requirements	Acting Manager Built and Natural Environment	01-Jul-2022	30-Jun-2026	In Progress	33%
<b>Comment:</b> System limitations prevent the accurate reporting of number of property certificates issued within 10 days of payment. For the period 25/1/24 to 24/2/24, 220 property certificates were issued (109 Certificates previous period)					
Provide advice and encourage proactive management of heritage in our local area	Acting Manager Built and Natural Environment	01-Jul-2023	30-Jun-2026	In Progress	33%
<b>Comment:</b> Heritage advisor visits monthly to provide appointment opportunities for applicants. From 24 January 2024 to 25 February 2024, in addition to monthly site visits and appointments, 4 formal referrals were sent to the Heritage advisor regarding DA's relating to heritage properties.					
Assess Planning Proposals	Coordinator Strategy Development	01-Jul-2022	30-Jun-2026	In Progress	42%
<b>Comment:</b> Relevant Planning Proposals Received by Council are being appropriately assessed in accordance with Council policy and NSW Government Guidelines. As of end of February 2024, Council has one active planning proposal, with two more in the pipeline to be submitted with Council in the new few months.					
Administer swimming pool compliance in line with legislation	Coordinator Building Certification	01-Jul-2023	30-Jun-2026	In Progress	23%
<b>Comment:</b> No swimming pool certificates were lodged in the month of February					
<b>Goal : Our Community: We are a safe and caring community</b>					
<b>Outcome : Organisations are supported and encouraged to foster respect, inclusivity and safety</b>					
Community development supports and facilitates internal and external committees, including S355 and interagency	Coordinator Strategy Development	01-Jul-2022	30-Jun-2026	In Progress	42%
<b>Comment:</b> Council is continuing to run various committees including interagency and Arts and Culture. Monaro Interagency last met on 14 December, which was a face to face meeting.					
Undertake Disaster Risk Reduction Fund Community Preparedness Project	Coordinator Communications	01-Jul-2023	30-Jun-2025	In Progress	33%
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Snowy Monaro Regional Council (SMRC)

2023/2024 DP

Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Community: We are a safe and caring community</b>					
<b>Outcome : Organisations are supported and encouraged to foster respect, inclusivity and safety</b>					
<b>Comment:</b> Work is continuing with further workshops to be delivered in the first quarter of 2024. This collaborative program is bringing together community, support services and agencies to better prepare for future disasters. Of the workshops held to date, further training sessions have been provided including: Community First Aid Defibrillator installations Person Centred Emergency Preparedness Hot Spot training (RFS)					
<b>Outcome : Proactive crime prevention actions protect the community</b>					
Combating antisocial behaviour and activating spaces under the NSW Graffiti Management Grant	Supervisor Civic Maintenance	01-Jul-2022	30-Jun-2024	In Progress	80%
<b>Comment:</b> 25/09/23- Pathway LED solar lights have been installed along the footpath between Thredbo Terrace and Gippsland Street Jindabyne. Another contractor has withdrawn from being able to deliver the speakers within Centennial Park. Awaiting third contractors proposal and installation. Aiming for early November if all goes to plan.  25/09/23- Another contractor has withdrawn from being able to deliver the speakers within Centennial Park. Awaiting third contractors proposal and installation. Aiming for early November if all goes to plan.  Issues with supply of speakers has resulted in some trouble shooting and a delay in delivering the project. Speakers have been ordered and installation is hopefully completed swiftly after their delivery. Early December.  25/09/23- Another contractor has withdrawn from being able to deliver the speakers within Centennial Park. Awaiting third contractors proposal and installation. Aiming for early November if all goes to plan.  24/11/2023 Issues with supply of speakers has resulted in some trouble shooting and a delay in delivering the project. Speakers have been ordered and installation is hopefully completed swiftly after their delivery. Early December.  Issues with supply of speakers has resulted in some trouble shooting and a delay in delivering the project. Speakers have been ordered and installation is hopefully completed swiftly after their delivery. Early December.  08/03/24 - The speakers in Centennial Park have been installed, and have performed well in their initial tests. Music to deter anti-social behaviour has not yet started, however a selection of music choice is currently under review.					
<b>Outcome : Volunteering programs are in place to help those in need in the community</b>					
Provide community transport services to the region	Coordinator Community Support Programs	01-Jul-2022	30-Jun-2026	In Progress	31%

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Snowy Monaro Regional Council (SMRC)

2023/2024 DP

Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Community: We are a safe and caring community</b>					
<b>Outcome : Volunteering programs are in place to help those in need in the community</b>					
<b>Comment:</b> The Community Transport program has been able to meet all but one transport request during this reporting period. We were unable to support one Transport request due to lack of availability of drivers to meet this request.					
<b>Goal : Our Economy: Have increased work opportunities available enhanced by innovation</b>					
<b>Outcome : Ensure important agricultural and forestry land is identified and continues to be used for agricultural and forestry production</b>					
Eliminate new weed incursions	Biosecurity Coordinator	01-Jul-2022	30-Jun-2026	In Progress	39%
<b>Comment:</b> Council Biosecurity Officers have continued to undertake inspections to identify and eliminate new incursions. All known sites of Orange Hawkweed within SMRC were surveyed again in February 2024. No plants were found at existing sites; however a new, significantly larger infestation was confirmed on private land following a drone detection. This is by far the largest infestation known on private land in the Snowy Monaro and within NSW, spanning around 5 hectares. Staff responded immediately following notification. Seedheads were pulled and plants sprayed the same day as notification. Follow up surveillance and treatment has occurred each week since initial detection.					
<b>Outcome : Identify actions to encourage increased manufacturing</b>					
Support key local industries	Coordinator Economic Development	01-Jul-2022	30-Jun-2026	In Progress	41%
<b>Comment:</b> Working on a Regional Drought Resilience Plan with QPRC and Yass Valley to help improve industry and community resilience to drought.					
<b>Outcome : Improve the value generated from tourism</b>					
Investment Attraction Strategy	Coordinator Economic Development	01-Jul-2022	30-Jun-2024	In Progress	10%
<b>Comment:</b> Preparation of the investment attraction strategy continues but due to time commitments required for other projects this strategy will need to be completed in 2024-25.					
Develop a SMRC Tourism Strategy to support and grow the regions tourism industry to replace Destination Management Plan	Coordinator Economic Development	01-Jul-2022	30-Jun-2024	In Progress	30%
<b>Comment:</b> Work on the new tourism strategy is progressing. A community survey investigating resident attitudes to tourism is also close to being released.					
Support Regional Growth and Development NSW to deliver critical projects within the SAP Program	Manager Corporate Projects	01-Jul-2022	30-Jun-2026	In Progress	45%
<b>Comment:</b> Project delivery has been limited as the SAP announcements for funding have been delayed. Meetings ongoing with RGDC and other key internal stakeholders to ensuring key delivery priorities are aligned. Will continue to support the delivery of projects to support SAP as they are announced and funded.					
Monaro Rail Trail - Undertake investigation and scope the Monaro Rail Trail	Coordinator Economic Development	01-Jul-2022	30-Jun-2026	In Progress	80%



Snowy Monaro Regional Council (SMRC)						2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete	
Goal : Our Economy: Have increased work opportunities available enhanced by innovation						
Outcome : Improve the value generated from tourism						
Comment: Planning projects along the route funded by the BCSD Fund are almost complete. Council also in liaison with the federal government regarding the \$1m IIOC grant proposal.						
Grow and expand online presence of tourism information and promotion	Coordinator Economic Development	01-Jul-2022	30-Jun-2026	In Progress	41%	
Comment: The VCs have been assisting local businesses and events to register with the Australian Tourism Data Warehouse to improve online visibility.						
Continue to develop tourism data collection and reporting	Coordinator Economic Development	01-Jul-2022	30-Jun-2023	In Progress	55%	
Comment: Berridale and Adaminaby sensors have had some deployment issues which are in the process of being fixed. Looking to deploy further sensors in due course to assist in monitoring tourism dispersion throughout the region.						
Tourism promotion and support of local events	Coordinator Economic Development	01-Jul-2023	30-Jun-2026	In Progress	41%	
Comment: The Tourism unit is currently in the process of acquitting the Reconnecting Regional Communities grant which finishes at the end of January. The Events unit has also issued over \$25,000 of events support funding from Council.						
Provide input into the development of the Snowy Mountains Special Activation Precinct (SAP)	Coordinator Economic Development	01-Jul-2022	30-Jun-2026	In Progress	40%	
Comment: Documents recently on exhibition are now being reviewed along with submissions received. The announcement regarding re-prioritised SAP projects is now expected in March.						
Goal : Our Economy: Improve the affordability of living within the region						
Outcome : Develop high value employment opportunities						
Support and encourage local business	Coordinator Economic Development	01-Jul-2022	30-Jun-2026	In Progress	41%	
Comment: Working with local chambers to move their CBD lighting plans ahead.						
Goal : Our Environment: Ensure the natural environment and the ability of the community to enjoy and use this environment is protected						
Outcome : Implement programs that manage the impacts on vulnerable environments						
Street furniture and recycle bins	Manager Resource & Waste Services	01-Jul-2023	30-Jun-2026	In Progress	41%	
Comment: Adaminaby Village Street and Park bins are being monitored to assist with the potential installation and location of further bins to assist with the increase in visitors to the village Operational measures have been put in place to assist with the bins being emptied on a more regular basis thus helping to alleviate the bins from overflowing.						

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Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Environment: Ensure the natural environment and the ability of the community to enjoy and use this environment is protected</b>					
<b>Outcome : Implement programs that manage the impacts on vulnerable environments</b>					
Minimise the risk posed by widespread weeds on the economy, environment and community	Biosecurity Coordinator	01-Jul-2022	30-Jun-2026	In Progress	42%
<b>Comment:</b> Inspection and education programs are progressing well for the 2023/24 financial year. Inspection numbers have dropped somewhat, however the team will get back on track throughout autumn.					
<b>Outcome : Monitoring the environmental assets including our air, land and waterways to ensure they are protected</b>					
Undertake routine inspections of cooling towers	Coordinator Public Health & Environment	01-Jul-2023	30-Jun-2026	Not Started	25%
<b>Comment:</b> No programmed activity at this stage. The program to inspect and test the only cooling tower will commence when the months begin to warm. The risk of legionella infections increases during the warmer months. These assessment have been rescheduled for April 2024, due to competing resource demands.					
Respond to environmental complaints	Coordinator Public Health & Environment	01-Jul-2023	30-Jun-2026	In Progress	75%
<b>Comment:</b> Environmental complaints were responded to as soon as possible. Council attended to two environmental complaint in February 2024.					
Undertake routine inspections of liquid trade waste systems	Coordinator Public Health & Environment	01-Jul-2022	30-Jun-2026	In Progress	45%
<b>Comment:</b> Council's Backflow Prevention and LTW Officer has been moved rapidly through the current list of premises with Liquid Trade Waste Permits. This includes the follow-up of businesses who's permits have lapsed. The program has seen 100% of the premises in Cooma with permit assessed. The program has introduced a self-reporting element. This has proven to both popular and effective in documenting compliance with permit conditions with a 99% of premises sending Council their regular maintenance and service receipts.					
Undertake routine inspections of on-site sewage management systems	Coordinator Public Health & Environment	01-Jul-2022	30-Jun-2026	In Progress	60%
<b>Comment:</b> The region has 6,241 registered on-site sewage management systems. We are reviewing our records to ensure all locations with on-site sewage management systems are accounted. While the program was paused during the Christmas / New Year period Council with 54 assessments being undertaken in the December / New year period. The remainder of the years assessments will be completed between February and then end of June 2024.					
<b>Outcome : Undertake programs that prevent degradation of the environment</b>					
Educate the community on weeds biosecurity matters	Biosecurity Coordinator	01-Jul-2023	30-Jun-2026	In Progress	20%
<b>Comment:</b> Presentations given to the Countegany and Smiths Road communities. Staff attended the Cooma Trade expo to highlight the objectives and achievements of Council's Biosecurity team and Council was represented at the Bombala Pre-school community garden project. Council's Biosecurity team aim to provide a stall during at least 4 of the 5 Country shows.					
Respond to illegal dumping activities, investigate all reports and arrange for clean-up and removal of waste	Coordinator Public Health & Environment	01-Jul-2023	30-Jun-2026	In Progress	75%
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Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Environment: Ensure the natural environment and the ability of the community to enjoy and use this environment is protected</b>					
<b>Outcome : Undertake programs that prevent degradation of the environment</b>					
<b>Comment:</b> All complaints received were entered into RIDonline. Council reported two matters. Both matters have been finalised.					
Undertake educational programs in relation to waste management	Coordinator Communications	01-Jul-2023	30-Jun-2026	In Progress	22%
<b>Comment:</b> Engagement team attended the Nimmitabel Show, which included a range of waste educational messaging and discussions with the community.					
<b>Outcome : Undertake programs to remediate degraded environmental areas</b>					
Rehabilitation of legacy landfill Site – Cathcart	Project Specialist	01-Jul-2023	30-Jun-2024	Completed	100%
<b>Comment:</b> <ul style="list-style-type: none"> <li>• Accomplishments &amp; Completions Fencing completed</li> <li>• Critical Issues Nil</li> <li>• Next Steps Re-seeding of road-side fence line</li> <li>• Budget Status Well under budget.</li> <li>• Key Items for Communication The Council has met the requirements of NSW EPA and NSW NPWS.</li> </ul>					
Rehabilitation of legacy landfill Site – Maffra Old Cooma Tip	Project Specialist	01-Jul-2023	30-Jun-2026	In Progress	20%

Snowy Monaro Regional Council (SMRC)

2023/2024 DP

Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Environment: Ensure the natural environment and the ability of the community to enjoy and use this environment is protected</b>					
<b>Outcome : Undertake programs to remediate degraded environmental areas</b>					
<p><b>Comment:</b></p> <p>* Accomplishments&amp; Completions Two EPA representatives visited the site on Friday 9th February. Discussions were held regarding remediation issues. A final report from EPA with their recommendations will be forwarded in the next few weeks</p> <p>* Critical Issues. The complexity of the issues surrounding this site will require a significant investment of time by council staff as well as money.</p> <p>* Next Steps A Preliminary Site Investigation will need to be completed by an Environmental Consultant to give some baseline information about what the Council will be dealing with.</p> <p>* Budget Within budget</p> <p>* Key Items for Communication The Council will collaborate with the NSW EPA to remediate and rehabilitate this site.</p>					
Jindabyne Landfill rehabilitation and capping	Senior Project Officer	01-Jul-2024	30-Jun-2026	In Progress	15%
<p><b>Comment:</b></p> <p>ACCOMPLISHMENTS &amp; COMPLETIONS: This project is currently on hold until the new Resource Recovery Centre (RRC) is built.</p> <p>CRITICAL ISSUES: Nil - to be updated once the project recommences.</p> <p>RISKS: Nil - to be updated once the project recommences.</p> <p>NEXT STEPS: Nil - to be updated once the project recommences.</p> <p>BUDGET STATUS: The existing water monitoring bores at Jindabyne Landfill have not accumulated any water in recent years, preventing EPA water monitoring to be carried out. The EPA is aware of this and has requested that when the landfill is closed that Council drill additional water monitoring bores, the cost for which was quoted (in 2022) as \$81,620.</p> <p>KEY ITEMS FOR COMMUNICATION: This project will be put on hold until the new Resource Recovery Centre (RRC) is built at Jindabyne.</p>					
Rehabilitation of legacy landfill Site – Old Dry Plains Rd	Project Specialist	01-Jul-2023	30-Jun-2026	In Progress	20%

Snowy Monaro Regional Council (SMRC)

2023/2024 DP

Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Environment: Ensure the natural environment and the ability of the community to enjoy and use this environment is protected</b>					
<b>Outcome : Undertake programs to remediate degraded environmental areas</b>					
<b>Comment:</b> <p>* Accomplishments&amp; Completions Two EPA representatives visited the site on Friday 9th February. Discussions were held regarding remediation issues. A final report from EPA with their recommendations will be forwarded in the next few weeks</p> <p>* Critical Issues. The complexity of the issues surrounding this site will require a significant investment of time by council staff as well as money.</p> <p>* Next Steps A Preliminary Site Investigation will need to be completed by an Environmental Consultant to give some baseline information about what the Council will be dealing with.</p> <p>* Budget Within budget</p> <p>* Key Items for Communication The Council will collaborate with the NSW EPA to remediate and rehabilitate this site.</p>					
Rehabilitation of legacy landfill Site – Bibbenluke	Project Specialist	01-Jul-2023	30-Jun-2024	Completed	100%
<b>Comment:</b> <ul style="list-style-type: none"> <li>Accomplishments &amp; Completions Fencing works completed, including the installation of eight one-way wombat gates. Completion report sent to National Parks Office</li> <li>Critical Issues Nil</li> <li>Next Steps Monitoring with six-monthly visits</li> <li>Budget Status Within budget.</li> <li>Key Items for Communication The council has gone out all to meet the requirements of NSW EPA and NSW NPWS.</li> </ul>					
Delegate Landfill cap and close	Project Specialist	01-Jul-2022	30-Jun-2024	Completed	100%
<b>Comment:</b> Project is now completed.					

Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Environment: Ensure the natural environment and the ability of the community to enjoy and use this environment is protected</b>					
<b>Outcome : Undertake programs to remediate degraded environmental areas</b>					
Rehabilitation of legacy landfill Site – Dalgety	Project Specialist	01-Jul-2023	30-Jun-2024	In Progress	15%
<b>Comment:</b> <ul style="list-style-type: none"> <li>• Accomplishments &amp; Completions Awaiting an external contractor to provide quote to complete work.</li> <li>• Critical Issues Nil at this stage.</li> <li>• Next Steps Waiting for quotes from a contractor.</li> <li>• Budget Status Under budget.</li> <li>• Key Items for Communication This project will only impact a small area of the whole site – only the area of the landfill and only for erosion control.</li> </ul>					
<b>Goal : Our Environment: Have in place land use controls that protect the natural environment landscape including visual and scenic values</b>					
<b>Outcome : Develop land use plans so that development is sensitive to the region's natural environment and heritage</b>					
Consolidated Development Control Plan (DCP)	Coordinator Strategy Development	01-Jul-2023	30-Jun-2026	In Progress	10%
<b>Comment:</b> <p>Some minor amendments to the current three LEP's have been made in regards to flood prone mapping. The Jindabyne DCP has been drafted and was placed on public exhibition from 8 November 2023 and concluded on 7 February 2024. This DCP will form the template for the consolidated DCP once the new LEP for the council region is made.</p>					
Development of the new Local Environmental Plan (LEP)	Coordinator Strategy Development	01-Jul-2022	30-Jun-2024	In Progress	25%
<b>Comment:</b> <p>Currently, the draft LEP is on hold until the land use strategies are adopted. Council has resolved to develop a community reference group to review the draft land use strategies and a workshop to to determine the engagement for the LEP.</p>					
<b>Goal : Our Infrastructure: Our health is supported by fit for purpose infrastructure</b>					
<b>Outcome : Facilities exist to safely deal with waste from the community</b>					
Provision of resource recovery and waste facility services across the region such as operation of waste facilities, transfer stations and buyback stores (ScrapMart)	Manager Resource & Waste Services	01-Jul-2022	30-Jun-2026	In Progress	70%
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Snowy Monaro Regional Council (SMRC)						2023/2024 DP
Strategy		Responsible Officer	Start Date	End Date	Status	% Complete
Goal : Our Infrastructure: Our health is supported by fit for purpose infrastructure						
Outcome : Facilities exist to safely deal with waste from the community						
<p><b>Comment:</b></p> <p>The Manager has commenced conversations with site supervisors regarding the potential planning to transition one of the current sites from a Transfer Station to Bank of Bins</p> <p>Further investigations into soft/hardware systems that could be utilised for remote site access to rural residents.</p> <p>Waiting on quote and product information regarding remote site access</p> <p>This action has been identified for the following year to align with the review into the Waste Strategy during 24/25 FY</p>						
Jindabyne Resource Recovery Centre		Senior Project Officer	01-Jul-2022	30-Jun-2026	In Progress	48%
<p><b>Comment:</b></p> <p>ACCOMPLISHMENTS &amp; COMPLETIONS: A meeting was held with the engineering firm to review the design against the agreed budget and scale the design to match. Council is awaiting an updated fee proposal to complete the design for DA.</p> <p>CRITICAL ISSUES: The project, while required, is beyond Council's ability to fund. A grant funding source is being sought.</p> <p>RISKS: Budget, as noted above, is the main risk that the project is facing.</p> <p>NEXT STEPS: Resolve the projected cost increase issue, amend the design/scale as required. Change zoning of the land.</p> <p>BUDGET STATUS: Nil to report</p> <p>KEY ITEMS FOR COMMUNICATION: Once designs are finalized the DA will be submitted and exhibited for community review/comment.</p>						
Provision of Resource Recovery and Waste collection services across the region		Manager Resource & Waste Services	01-Jul-2022	30-Jun-2026	In Progress	55%
<p><b>Comment:</b></p> <p>Tender/Contract is currently within VendorPanel due to close 18 March 2024.</p> <p>Noise assessment carried out at Michelago Bank of Bins - waiting on report.</p>						
Cooma Landfill upgrade		Senior Project Officer	01-Jul-2022	30-Jun-2024	In Progress	62%
<p><b>Comment:</b></p> <p>ACCOMPLISHMENTS &amp; COMPLETIONS: Council's Roads Team has identified resources to carry out these works. Pending some clarifications works can commence in Q1 2024.</p> <p>CRITICAL ISSUES: Facilitating the construction of the new infrastructure while maintaining operations and community access to the landfill.</p> <p>RISKS: Nil to report</p> <p>NEXT STEPS: Commence works on drainage issues around public access areas.</p> <p>BUDGET STATUS: Nil to report</p> <p>KEY ITEMS FOR COMMUNICATION: Council will ensure that landfill operations and any interruption to services will be kept to a minimum during construction.</p>						
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Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Infrastructure: Our health is supported by fit for purpose infrastructure</b>					
<b>Outcome : Facilities exist to safely deal with waste from the community</b>					
Cooma Compost Facility	Senior Project Officer	01-Jul-2022	30-Jun-2026	In Progress	55%
<b>Comment:</b> ACCOMPLISHMENTS & COMPLETIONS: The DA was submitted in December and is under assessment by Council's Planning Dept. The Local Aboriginal Land Council (LALC) has provided a non-objection for the works. CRITICAL ISSUES: Transport for NSW (TfNSW) has requested additional reporting be carried out into truck movements, which will delay the DA assessment. RISKS: Funding is the primary risk on the project. The facility will cost more to build than Council can afford. Since the project is being carried out in order to comply with the EPA's FOGO Mandate 2030, Council intends to seek funding from the EPA. NEXT STEPS: Engage a Traffic Consultant to provide the additional information/reporting required by TfNSW. BUDGET STATUS: No change. KEY ITEMS FOR COMMUNICATION: Nil					
Develop a backflow prevention policy, procedure and implementation of a strategy for the region	Coordinator Public Health & Environment	01-Jul-2022	30-Jun-2024	In Progress	75%
<b>Comment:</b> Council's Backflow Prevention and LTW Officer has undertaken an extensive review of the draft backflow prevention policy and procedures. Comments made to the documents are being considered before sending out for general comment. Once this has been finalised the policy will be presented to Council and the procedure sent to document control. A draft strategy for the implementation of the backflow prevention has already been developed. Details of the strategy will inform the report to Council. The focus will be on education around the importance of backflow prevention devices, with a focus on businesses self-reporting. Additionally, we are looking at implement a compliance program similar to what is done with the AWTS OSSM systems, where our plumbers who undertaken the annual checks will email Council maintenance reports.					
<b>Outcome : Our water and wastewater infrastructure is well maintained and has capacity to meet the growth across the region</b>					
Sewer Pump Station Replacement Program	Manager Water & Wastewater Operations	01-Jul-2022	30-Jun-2026	In Progress	60%
<b>Comment:</b> Renewals program is on schedule.					
Maintain sewage pump stations throughout the region	Manager Water & Wastewater Operations	01-Jul-2022	30-Jun-2026	In Progress	60%
<b>Comment:</b> Pump station maintenance program on schedule					
Development of the Integrated Water Cycle Management (IWCM) Strategy and Grey Water Management Plan	Coordinator Strategy Development	01-Jul-2022	30-Jun-2025	In Progress	10%
<b>Comment:</b> Council's recently appointed Water and Wastewater Strategic Engineer has resigned. Two water security studies have commenced with Bombala and Cooma water supplies. NSW PW will be completing the scope for both projects. Safe and secure state funding will be funding 50% of each project. Given the capacity to deliver these projects has now reduced due to the WWW Engineer's resignation, this project will now have to be delivered by other internal staff, adding to their workload.					
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Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Infrastructure: Our health is supported by fit for purpose infrastructure</b>					
<b>Outcome : Our water and wastewater infrastructure is well maintained and has capacity to meet the growth across the region</b>					
Bombala Mahratta Timor street pump station upgrade	Manager Water & Wastewater Operations	01-Jul-2023	30-Jun-2024	Not Started	%
<b>Comment:</b> Project requires budget adjustment for construction					
East Jindabyne sewage pump station 6 wet well pumps 1 and 2 replacement	Manager Water & Wastewater Operations	01-Jul-2023	30-Jun-2024	In Progress	75%
<b>Comment:</b> Wet well and Dry well pump mechanical installation completed. Electrical installation of pumps and no flow switches scheduled for September.					
Cooma Water Treatment Plant raw water pump and variable speed drive upgrade	Manager Water & Wastewater Operations	01-Jul-2022	30-Jun-2024	Not Started	0%
<b>Comment:</b> Project to begin in Dec 2023 Project on hold until Cooma Water Security Strategy Project complete					
Cooma North rising main condition assessment and design	Manager Water & Wastewater Operations	01-Jul-2023	30-Jun-2024	In Progress	40%
<b>Comment:</b> Current assessment of Cooma North PS catchment area is underway for rising main design assessment purposes. Polo Flat development report complete. Cooma North Catchment currently being studied.					
SAP scope augmentation - water	Manager Water & Wastewater Operations	01-Jul-2025	30-Jun-2026	Not Started	%
<b>Comment:</b> Scheduled to begin July 2025					
Sewer Main Replacement Program	Manager Water & Wastewater Operations	01-Jul-2023	30-Jun-2026	In Progress	10%
<b>Comment:</b> Tender documentation preparation is in progress for 2023-2024 scope of works. Scope set for Berridale. Submission of Tender documentation scheduled for January 2024.					
Cooma wastewater construction (Cooma Creek Sharp St to Baron St)	Manager Water & Wastewater Operations	01-Jul-2024	30-Jun-2025	Not Started	%
<b>Comment:</b> Schedule to begin July 2024					
Cooma Snowy Reservoir design and construction	Manager Water & Wastewater Operations	01-Jul-2023	30-Jun-2026	In Progress	5%

Snowy Monaro Regional Council (SMRC)					2023/2024 DP	
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete	
Goal : Our Infrastructure: Our health is supported by fit for purpose infrastructure						
Outcome : Our water and wastewater infrastructure is well maintained and has capacity to meet the growth across the region						
Comment: Preliminary design review commenced.						
Myack Creek Berridale sewer crossing	Senior Engineer Water & Wastewater	01-Jul-2023	30-Jun-2024	In Progress	25%	
Comment: Tenders received for this project exceeded the allocated budget. Council is currently negotiating with the lowest tenderer to reduce the scope for contract delivery. The remainder of the scope is proposed to be delivered in-house. If negotiations fail, further consideration of how this project can be delivered will need to take place with the budget allowance.						
Operate and maintain sewerage systems	Compliance Officer Water & Wastewater	01-Jul-2022	30-Jun-2026	In Progress	62%	
Comment: All sewerage incidents at the treatment plants were responded to within 4 hours. The total number of sewer chokes for the region is now 83 which is over the target of 56 chokes per year.  All sewage treatment plants are complying with the individual EPA licence requirements except for the following non-compliances reported to NSW EPA:  Feb 2024 - - Jindabyne STP phosphorus discharge exceedance 24th Jan 2024						
SCADA replacement - water	Senior Engineer Water & Wastewater	01-Jul-2023	30-Jun-2026	In Progress	50%	
Comment: Servers arrived. SMS alarm modems arrived. New workstation PO sent to SGA. On track.						
Cooma Water Treatment Plant raw water pump intake design	Manager Water & Wastewater Operations	01-Jul-2023	30-Jun-2024	Not Started	%	
Comment: Project on hold until Cooma water strategy project completed						
Water and Wastewater compliance requirements must be met	Compliance Officer Water & Wastewater	01-Jul-2022	30-Jun-2026	In Progress	41%	
Comment: Compliance requirements for February 2023 have been met.						
Undertake routine water sampling to meeting the Australian Drinking Water Quality Guidelines	Coordinator Public Health & Environment	01-Jul-2022	30-Jun-2026	In Progress	75%	
Comment: All water samples were undertaken as scheduled throughout the region.						
Weir and fishway at Murrumbidgee River	Manager Water & Wastewater Operations	01-Jul-2023	30-Jun-2024	Not Started	%	

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Snowy Monaro Regional Council (SMRC)					2023/2024 DP	
Strategy		Responsible Officer	Start Date	End Date	Status	% Complete
Goal : Our Infrastructure: Our health is supported by fit for purpose infrastructure						
Outcome : Our water and wastewater infrastructure is well maintained and has capacity to meet the growth across the region						
Comment: Project requires budget adjustment for construction Wet weather and strategy project causing delays.						
Water Mains Replacement Program		Manager Water & Wastewater Operations	01-Jul-2022	30-Jun-2026	In Progress	10%
Comment: Tender documentation submitted. Submissions close December						
Cooma North sewer pump station refurbish		Manager Water & Wastewater Operations	01-Jul-2024	30-Jun-2025	Not Started	%
Comment: Scheduled to begin July 2024						
Jindabyne sewer pump station emergency storage construction		Manager Water & Wastewater Operations	01-Jul-2024	30-Jun-2025	Not Started	%
Comment: Scheduled to begin July 2024						
Jindabyne sewer pump station 4 refurbish		Senior Engineer Water & Wastewater	01-Jul-2023	30-Jun-2024	In Progress	20%
Comment: Pre start documentation arrived yesterday. Currently reviewing. On track for March 4 boots on the ground.						
East Jindabyne sewer pump station refurbish		Manager Water & Wastewater Operations	01-Jul-2025	30-Jun-2026	Not Started	%
Comment: Scheduled to begin July 2025						
Cooma Water Treatment Plant inlet and outlet flow meters		Senior Engineer Water & Wastewater	01-Jul-2023	30-Jun-2024	In Progress	55%
Comment: Researching different flow meters to replace existing DP cell. Feasibility of delivery flow meter being investigated.						
SAP scope augmentation - sewer		Manager Water & Wastewater Operations	01-Jul-2025	30-Jun-2026	Not Started	%
Comment: Scheduled to begin July 2025						
SCADA replacement - wastewater		Senior Engineer Water & Wastewater	01-Jul-2022	30-Jun-2026	In Progress	50%

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Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal</b> : Our Infrastructure: Our health is supported by fit for purpose infrastructure					
<b>Outcome</b> : Our water and wastewater infrastructure is well maintained and has capacity to meet the growth across the region					
<b>Comment:</b> SMS modems and servers have arrived. IT to install servers in Cooma/Berridale server room. SGA will install new workstations at the plants. PO sent to SGA this week. On track.					
Adaminaby Sewage Treatment Plant - construction	Manager Water & Wastewater Operations	01-Jul-2022	30-Jun-2024	In Progress	97%
<b>Comment:</b> Plant is operational with any project defects currently being rectified.					
Raw Water Pump Station Replacement Program	Manager Water & Wastewater Operations	01-Jul-2023	30-Jun-2026	In Progress	60%
<b>Comment:</b> Allocated pumps for renewals identified for this FY. Replacement program on schedule.					
Jindabyne sewer reconstruction (Clyde St and Kosciuszko Rd)	Manager Water & Wastewater Operations	01-Jul-2023	30-Jun-2025	Not Started	5%
<b>Comment:</b> Design completed, tender documentation preparation has begun.					
Construction of Bombala and Delegate Water Treatment Plants	Manager Water & Wastewater Operations	01-Jul-2022	30-Jun-2025	In Progress	38%
<b>Comment:</b> Progress at Bombala is going well with the process equipment installation fully underway Delegate Plant has been started with the clear water reservoir installed and design ongoing. Bombala construction progress at 35% Delegate construction progress at 15%					
Kalkite Sewage Treatment Plant upgrade	Manager Water & Wastewater Operations	01-Jul-2022	30-Jun-2024	Not Started	%
<b>Comment:</b> Final designs are being completed under a different WO.					
Cooma Water Treatment Plant electrical upgrade design/implementation	Senior Engineer Water & Wastewater	01-Jul-2023	30-Jun-2025	In Progress	10%
<b>Comment:</b> IMEC will starting on the technical proposal. Finishing up work at Kalkite pump stations this week.					
Jindabyne Holiday Park Fire Service Upgrades	Project Officer	01-Jul-2022	30-Jun-2023	In Progress	93%
<b>Comment:</b> On track to completion by 2nd quarter 2024					
Operate and maintain reticulated potable water supplies	Compliance Officer Water & Wastewater	01-Jul-2022	30-Jun-2026	In Progress	41%
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Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Infrastructure: Our health is supported by fit for purpose infrastructure</b>					
<b>Outcome : Our water and wastewater infrastructure is well maintained and has capacity to meet the growth across the region</b>					
<b>Comment:</b> Compliance requirements for February 2023 have been met successfully. Potable water for the month of Jan 2024 met with compliance requirements besides the total number of main breaks which is currently at 66 with the year target being <47.					
<b>Goal : Our Infrastructure: Telecommunication networks allow us to be connected when and where needed</b>					
<b>Outcome : Ensure our telecommunication network develops to meet our regions changing needs, growth and provides security through resilient infrastructure</b>					
Review fit for purpose applications	Coordinator ICT	01-Jul-2023	30-Jun-2025	In Progress	15%
<b>Comment:</b> February 2024 Nil update for February. Capacity to deliver is impacted by Towards Excellence Program					
Capital Hardware Replacement Program – Disaster Recovery	Coordinator ICT	01-Jul-2023	30-Jun-2024	In Progress	70%
<b>Comment:</b> February 2024 RFQ closed and vendor evaluation is progressing.					
Capital Hardware Replacement Program - End User Hardware	Coordinator ICT	01-Jul-2025	30-Jun-2026	Not Started	%
Provide End User Support services to the organisation	Coordinator ICT	01-Jul-2022	30-Jun-2026	In Progress	42%
<b>Comment:</b> 2023/2024 Performance (01/07/2023 to 25/02/2024)  Requests Acknowledged within 30 mins = 92.93% (Target 90%): 2341 out of 2519 opened Requests resolved within SLA = 96.79% (Target 80%+): 2411 out of 2491 closed Current Open requests over SLA = 21.15% (Target <20%): 22 out of 104 open requests Customer Satisfaction = 98.03% (Response rate 27.58%): 697 out of 711 responses					
Provide Information and communication systems to support the organisation	Coordinator ICT	01-Jul-2022	30-Jun-2026	In Progress	42%
<b>Comment:</b> 2023/2024 February 2024 Network issue to some sites impacted connectivity for 3 hours.					

Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Infrastructure: Telecommunication networks allow us to be connected when and where needed</b>					
<b>Outcome : Ensure our telecommunication network develops to meet our regions changing needs, growth and provides security through resilient infrastructure</b>					
ICT security management	Coordinator ICT	01-Jul-2023	30-Jun-2026	In Progress	22%
<b>Comment:</b> 2023/2024 - progress to February 2024 No cyber-attacks detected to 25/02/2024. Cyber security awareness training scam email function test completed. Cyber security awareness training platform training completed for test group. CyberCX Phriendly Phishing cyber security awareness platform engaged. Compliance with Cyber Security NSW Cyber Mandatory 25 requirements is in progress. Crowdstrike Falcon Complete 24/7/365 managed detection and response service implemented. Internal and external penetration test vulnerabilities are being addressed.					
Implementation of Cyber Security Managed Detection and Response Project	Coordinator ICT	01-Jul-2023	30-Jun-2024	Completed	100%
<b>Comment:</b> Engaged Crowdstrike Falcon Complete MDR service through LGP VendorPanel. Monitoring devices and providing identity protection 24/7/365					
Conversion of Council GIS Geocentric Datum to GDA2020	Coordinator ICT	01-Jul-2023	30-Jun-2024	In Progress	80%
<b>Comment:</b> February 2024 - Corporate spatial datasets in GDA2020. Mapping conversion in progress.					
Capital Hardware Replacement Program - Server and Storage	Coordinator ICT	01-Jul-2022	30-Jun-2023	Completed	100%
<b>Comment:</b> 2022/2023 High level cloud readiness assessment completed. Recommend on premises infrastructure replacement. Review of leasing schedules commenced with equipment leasing vendor. Development of specification for replacement of production servers completed and posted to VendorPanel for RFQ. RFQ completed with four responses currently under evaluation in February. Successful vendor selected. Evaluation report and requisition awaiting approval and issue. Equipment installed and configured. Lease drawdown approved.					
<b>Goal : Our Infrastructure: Transport infrastructure allows us to effectively move around the region and beyond as needed</b>					
<b>Outcome : Develop and sustainably fund the existing transport infrastructure</b>					
Undertake bridge maintenance	Manager Infrastructure, Transport	01-Jul-2022	30-Jun-2026	In Progress	66%
<b>Comment:</b> Bridge Maintenance for the 23/24FY is currently underway, however progress is slow as Council's Bridge Crew is currently assisting with the construction of bridges through the Fixing Country Bridges Program.					
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Snowy Monaro Regional Council (SMRC)

2023/2024 DP

Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Infrastructure: Transport infrastructure allows us to effectively move around the region and beyond as needed</b>					
<b>Outcome : Develop and sustainably fund the existing transport infrastructure</b>					
Delivery of externally funded projects through Black Spot Program	Manager Infrastructure, Transport	01-Jul-2022	30-Jun-2023	Completed	100%
<b>Comment:</b> Complete					
Bobeyan Road upgrade	Infrastructure Engineer	01-Jul-2022	30-Jun-2026	In Progress	45%
<b>Comment:</b> Change of scope to be submitted, to reduce the project length from 19.5Km to 10Km (Ashvale Rd to Shannons Flat Rd) Construction to top of subgrade complete from Ashvale Road to Shannons Flat. Production of DGS at Shannons Flat Quarry underway. Snowy Valley construction crew to return when the DGS is produced and stockpiled. Quotes on Sealing and guardrail instillation currently being obtained.					
Delivery of externally funded projects through Fixing Local Roads	Manager Infrastructure, Transport	01-Jul-2022	30-Jun-2024	In Progress	75%
<b>Comment:</b> Council is currently undertaking work to complete the Fixing Local Roads Projects. 4 of 7 projects currently complete. 1 of 7 currently under construction. 2 of 7 are currently under design review.					
Adaminaby long vehicle and truck parking	Project Specialist	01-Jul-2022	30-Jun-2024	In Progress	20%
<b>Comment:</b>  • Accomplishments & Completions Tenders have been received and evaluation has been completed. Contract to be awarded soon. Awaiting for final Funding Agreement form dept for Regional NSW.  • Critical Issues Awaiting for work to commence on re-routing Telstra cable and power pole  • Next Steps To commence construction.  • Budget Status May need to consider the transfer of any savings from other Adaminaby projects.  • Key Items for Communication Once the contract is awarded and work has commenced.					

Snowy Monaro Regional Council (SMRC)

2023/2024 DP

Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Infrastructure: Transport infrastructure allows us to effectively move around the region and beyond as needed</b>					
<b>Outcome : Develop and sustainably fund the existing transport infrastructure</b>					
Ryrie Street Michelago extension	Infrastructure Engineer	01-Jul-2022	30-Jun-2024	In Progress	30%
<b>Comment:</b> All elements of the bridge have been procured. Transport for NSW have appointed a dedicated PM to assist move this project ahead with UGLRL. The biggest risk to the project remains dealings with UGLRL and the delays due to their process. Construction paperwork has been lodged with UGLRL and awaiting progression. Presentation by Council to UGLRL on 12th December booked to present the application for a construction license. License expected to take 2 to 3 months for approval, by TfNSW. Still awaiting TfNSW License approval to commence onsite construction. Licence approved, Telstra onsite for asset relocation Monday 26th Feb, Surveyor onsite commencing setout, Scrubbing underway.					
Delivery of externally funded projects through the Country Passenger Transport Infrastructure Grants Scheme	Manager Infrastructure, Transport	01-Jul-2022	30-Jun-2024	In Progress	85%
<b>Comment:</b> All but one of the bus shelters under CTPIGS Round 1 have been completed.					
Undertake reactive maintenance	Manager Infrastructure, Transport	01-Jul-2022	30-Jun-2026	In Progress	66%
<b>Comment:</b> Road Maintenance is underway as BAU.					
Berridale beautification (drainage)	Project Officer	01-Jul-2023	30-Jun-2025	In Progress	65%
<b>Comment:</b> Accomplishments & Completions: Tender closed on Friday, 9th February, we had 3 submissions. We are currently completing the tender evaluation process and will send out notification to the successful tender on Monday, 26th February 2024.  Issues/Risks: Ensuring that the project is completed within budget and on time. Next Step: Once the successful tenderer is selected works will start on the design phase of the project including community engagement sessions.  We have engaged an arborist to prepare a report on all the trees in Central, Lions and Memorial Park. We should have this report at the beginning of March. This report will include, tree identification, health, risk of harm, useful life expectancy, recommended works (if any) and priced individually with priority rating, tree heights recorded and canopy spread, tree protection zones (TPZ AND SR2) also further recommendations moving forward to help retain these heritage trees.  Budget: Currently on budget and on time. Communications: Ongoing meetings and communications with the PEG to update on progress & will release a media post advising which successful tenderer we have engaged.					
Eucumbene Cove - stormwater upgrade	Manager Infrastructure, Transport	01-Jul-2022	30-Jun-2024	In Progress	40%
<b>Comment:</b> Revision of scope has been completed, and planning currently underway to complete this project.					



Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Infrastructure: Transport infrastructure allows us to effectively move around the region and beyond as needed</b>					
<b>Outcome : Develop and sustainably fund the existing transport infrastructure</b>					
Undertake Council's heavy patching program	Manager Infrastructure, Transport	01-Jul-2022	30-Jun-2026	In Progress	60%
<b>Comment:</b> Heavy Patching works have begun.					
Undertake gravel regrading	Manager Infrastructure, Transport	01-Jul-2022	30-Jun-2026	In Progress	60%
<b>Comment:</b> Council has currently completed 504km of grading on unsealed roads this Financial Year.					
Fixing Country Bridges Round 1	Infrastructure Engineer	01-Jul-2022	30-Jun-2023	Completed	100%
<b>Comment:</b> Both bridges complete					
Delivery of externally funded road projects through, Safer Roads Program, Regional Road Block Grant, Regional Road Repair Program and Roads to Recovery	Manager Infrastructure, Transport	01-Jul-2022	30-Jun-2026	In Progress	66%
<b>Comment:</b> Grant funded projects for 23/24FY continue to be underway.					
Construction of new access road segment EOC Polo Flat, Cooma	Manager Infrastructure, Transport	01-Jul-2022	30-Jun-2024	In Progress	50%
<b>Comment:</b> Waiting on final design from the consultant. Once received, a tender will be sent out for construction of the road.					
Delivery of externally funded projects through Transport for NSW and RMCC Agreement	Manager Infrastructure, Transport	01-Jul-2022	30-Jun-2026	In Progress	80%
<b>Comment:</b> Ordered Works almost complete, with resealing continuing along the State Highways.					
Adaminaby street improvements	Project Specialist	01-Jul-2022	30-Jun-2024	In Progress	50%

Snowy Monaro Regional Council (SMRC)

2023/2024 DP

Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal</b> : Our Infrastructure: Transport infrastructure allows us to effectively move around the region and beyond as needed					
<b>Outcome</b> : Develop and sustainably fund the existing transport infrastructure					
<b>Comment:</b> <ul style="list-style-type: none"> <li>• Accomplishments &amp; Completions Kerb &amp; guttering installed along Baker Street and Un-named Laneway</li> <li>• Critical Issues All issues with the original placement of water mains and valves have been completed.</li> <li>• Next Steps Monitor the progress of works for any latent conditions.</li> <li>• Budget Status Expenditure is under control</li> <li>• Key Items for Communication Progress of works and anticipated timelines.</li> </ul>					
Undertake gravel resheeting	Manager Infrastructure, Transport	01-Jul-2022	30-Jun-2026	In Progress	60%
<b>Comment:</b> Council's Resheeting Program for the 23/24FY is currently underway. 34km of gravel resheeting has currently been completed.					
Fixing Country Bridges Round 2A and 2B	Infrastructure Engineer	01-Jul-2022	30-Jun-2025	In Progress	75%

Snowy Monaro Regional Council (SMRC)

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**Outcome :** Develop and sustainably fund the existing transport infrastructure

**Comment:**

1 - Black Flat Bridge - Design by Contractor - Construction by Council - Construction complete.  
 2 - Darbys Gully Bridge - Design by Contractor - Construction by Council - Construction complete.  
 3 - Redcliffe Bridge - Design & Construction by Contractor - Construction complete.  
 4 - Cambalong 2 Bridge - Design & Construction by Contractor - Abutments & Pier complete - Deck & approach slabs Poured, Bridge Guard Rail installed. Underway; approach roads construct & seal, install transition Guard Rail, install bridge signage.  
 5 - Cambalong 1 Bridge - Design & Construction by Contractor - - Complete; D&C Contract 005-2023 awarded, Design approved, All precast abutment & Pier components complete - 4xT-beams (type A) poured 15/1/24 (16 to go), Fisheries Permit PN23-581. - Underway; 16 T-beams (type A) to be poured in in Melbourne, Onsite construction start delayed from mid Feb to March.  
 6 - Killarney Bridge - Design by Contractor - Construction by Council - Completed: Existing bridge removed, Construction of new bridge complete. Underway; complete rock armoring work, approach roads construct & seal, install transition Guard Rail, install bridge signage.  
 7 - Rossys Creek Bridge - Design by Contractor - Construction by Council - Complete; Survey, Geotechnical Investigations, Hydrological Assessment, Modular Formwork delivered - Design Approved, Part 5/Fisheries Permit submitted, Bypass repairs Pipeclay Creek underway. Underway; By-Pass repairs (Pipeclay Creek Causeway), Construction Planning.  
 8 - Matong Creek Bridge - Complete; Survey, Geotechnical Investigations, Hydrological Assessment. D&C Contract 001-2024 - RFT - VP395505 advertised, Kellys bridge abutment repairs underway. Completed; D&C Contract 004/2023 awarded, demolition of old bridge, Abutments & Pier construction, Deck & approach slabs Poured, Bridge Guard Rail installed. Underway; approach roads construct & seal, install transition Guard Rail, install bridge signage.  
 Complete; D&C Contract 005-2023 awarded, Design approved, All precast abutment & Pier components complete - 4xT-beams (type A) poured 15/1/24 (16 to go), Fisheries Permit PN23-581. Underway; 16 T-beams (type A) to be poured in in Melbourne, Onsite construction start delayed from mid Feb to March.  
 All offsite precast construction complete, Revised onsite start date mid March.  
 Guard Rail installed.  
 Project construction completed.  
 Funding Deed to be finalised.  
 Funding Deed to be finalised.  
 Bridge construction complete and open to traffic.  
 Site Re-vegetation work Complete.  
 Approach Road Sealed.  
 Site Survey WAX completed.  
 PO Commitments cleared & WO finalised  
 WO and Transactions Closed .  
 Funding Deed to be finalised.  
 Gate 4 claim and "Post Completion Report" underway.  
 Completed: Willows removed, Existing Bridge removed, Construction of new bridge complete. Underway; complete rock armouring work, approach roads construct & seal, install transition Guard Rail, install bridge signage.  
 Bridge open to traffic 23/02/2024, approach roads sealed, guardrail terminals installed, beaching and sediment controls in place, traffic management signage to be installed.

Matong is planned for the last bridge in the FCB R2B Grant program.  
 It will require consideration of the current condition of Kellys Bridge.  
 Plan scope to realign new bridge downstream and maintain existing for by-pass during construction finalised.  
 Plans to repair Abutment A on Kellys bridge as FCB or Rtr underway.  
 RTR Funding acquired.

Complete; Survey, Geotechnical Investigations, Hydrological Assessment. D&C Contract 001-2024 - RFT - VP395505 advertised, Kellys bridge abutment repairs underway.

Matong D&C tender under assessment, Kellys Bridge abutment repairs design and piling quotation complete.  
 Delays at Pipeclay Creek due to heavy rain events.

Complete; Survey, Geotechnical Investigations, Hydrological Assessment, Modular Formwork delivered - Design Approved, Part 5/Fisheries Permit submitted, Bypass repairs Pipeclay Creek underway.

Underway; By-Pass repairs (Pipeclay Creek Causeway), Construction Planning.

Pipeclay Creek causeway open to traffic 23/02/24, VMS Boards relocated changed to advise Corrowong Road closure at Rossy Creek mid March, Design approved, fisheries permit approved, contractors RFQ advertising underway.

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Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Infrastructure: Transport infrastructure allows us to effectively move around the region and beyond as needed</b>					
<b>Outcome : Develop and sustainably fund the existing transport infrastructure</b>					
Undertake Council's resealing program	Manager Infrastructure, Transport	01-Jul-2022	30-Jun-2026	In Progress	50%
<b>Comment:</b> Council's 23/24 Resealing Program is delayed slightly to ensure Heavy Patching is completed prior to reseals being completed.					
Delivery of externally funded projects through Local Roads and Community Infrastructure Program	Manager Infrastructure, Transport	01-Jul-2022	30-Jun-2023	Completed	100%
<b>Comment:</b> Complete					
<b>Outcome : Have in place current strategic plans for meeting the future transportation needs across the region</b>					
Revaluation of assets - transport infrastructure (roads) assets	Team Leader Asset Management	01-Jul-2024	30-Jun-2025	Not Started	%
<b>Comment:</b> Not to commence until 24-25 Operational Plan Year					
Condition assessment of the road network	Team Leader Asset Management	01-Jul-2023	30-Jun-2024	In Progress	10%
<b>Comment:</b> A draft time line for the project has been established, and potential service providers contacted to determine availability. Auditing of the individual roads in the network has commenced, in order to provide a robust data set to be used in the condition assessment process.					
Parking gap analysis for Cooma	Coordinator Strategy Development	01-Jul-2022	30-Jun-2024	In Progress	95%
<b>Comment:</b> Twelve months of data collection has now been completed - A report will be prepared and presented at a Council briefing prior to the end of the 24-25 calendar year.					
Undertake Traffic Count Program	Team Leader Asset Management	01-Jul-2022	30-Jun-2026	In Progress	40%
<b>Comment:</b> 10 Counters are currently placed across various roads our Council region.					
<b>Goal : Our Infrastructure: We have in place infrastructure that supports our lifestyles</b>					
<b>Outcome : Build a network of regional trails and accessible shared pathways</b>					
Lake Jindabyne Shared Trail	Senior Project Officer	01-Jul-2022	30-Jun-2025	In Progress	58%

Snowy Monaro Regional Council (SMRC)

2023/2024 DP

Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Infrastructure: We have in place infrastructure that supports our lifestyles</b>					
<b>Outcome : Build a network of regional trails and accessible shared pathways</b>					
<p><b>Comment:</b> Status: 1.1 Tyrolean Village to Kunama Estate &amp; Rainbow Beach – DA achieved and AHIP in place 2.1 Kunama Estate &amp; Rainbow Beach to East Jindabyne – still waiting on land acquisition, once landowner consent is received the DA application will be lodged and AHIP request submitted. 2.2 Mill Creek Mountain Bike Park - DA application has been lodged. AHIP request to be submitted. 3.1 Hatchery Bay to Gaden Rd Trout Hatchery - waiting on land acquisition, once received with landowner consent the DA application will be lodged. Section 1.1, 2.1, 2.2 &amp; 3.1 will go out to tender thereafter.</p> <p>Issues: Achieving timely land acquisition to prevent further project delays.</p> <p>Risk: delayed land acquisitions have pushed the underpass construction (stage 3.1) closer to the next ski season which is far from ideal as TfNSW will not let us undertake construction in this time.</p> <p>Next Step: Council and PW are actively following up with landowners about land acquisition approvals, which is holding up DA submission for Sections 2.1 and 3.1.</p> <p>Budget: Pending the approval of the Scope variation to remove Creel Bay and Kalkite from the works - on budget</p> <p>Communications: Council will begin footpath and pedestrian crossing works around Townsend St, Jindabyne in February/March to enhance the connection between the lake foreshore track and Copper Tom.</p>					
<b>Outcome : Have in place planning that identifies the infrastructure needed to support the community</b>					
CBD Activation Plans	Coordinator Economic Development	01-Jul-2022	30-Jun-2026	In Progress	35%
<p><b>Comment:</b> A draft Bombala CBD Activation Plan is in the process of being written following workshops, face to face meetings and a survey last year.</p>					
Building Renewal Program	Manager Infrastructure, Transport	01-Jul-2025	30-Jun-2026	Not Started	%
Condition assessment of open space, open land and other structures	Coordinator Strategy Development	01-Jul-2024	30-Jun-2025	Not Started	0%
<p><b>Comment:</b> This project is to be completed in the 25-26 Operational Plan Year.</p>					
Cooma Showground electrical upgrades to external electrical infrastructure - Phase 2 NSW Showgrounds	Project Officer	01-Jul-2023	30-Jun-2024	In Progress	80%
<p><b>Comment:</b> Initial upgrade to main switchboard completed. Further works to be completed after Cooma Show.</p>					
Local Infrastructure Contributions Plan (LICP)	Coordinator Strategy Development	01-Jul-2022	30-Jun-2024	Completed	100%
<p><b>Comment:</b> This project has been completed and the new plan is published to Council's webpage.</p>					

Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Infrastructure: We have in place infrastructure that supports our lifestyles</b>					
<b>Outcome : Have in place planning that identifies the infrastructure needed to support the community</b>					
Review the future direction of the Bombala Truck Wash	Coordinator Community Facilities	01-Jul-2022	30-Jun-2023	Completed	100%
<b>Comment:</b> A considerable amount of work has been undertaken on the Bombala Truck Wash to improve water flow away from the site. Drainage ponds emptied, excavated and structural walls build to insure no overflow and works have completed 25 January. This site is now at full working capacity.					
Infrastructure study for Berridale and Kalkite	Coordinator Strategy Development	01-Jul-2023	30-Jun-2024	Completed	100%
<b>Comment:</b> This project has now been completed, with the final acquittal to take place.					
Maintain and operate truck wash facilities	Coordinator Community Facilities	01-Jul-2022	30-Jun-2026	In Progress	41%
<b>Comment:</b> Cooma Truck Wash was unavailable for 2 weeks due to electrical fault and should be fixed this week pending part delivery. Bombala Truck Wash, works have been completed, EPA to ensure works meet standards.					
Active Transport Strategy	Recreation Planner	01-Jul-2023	30-Jun-2024	In Progress	80%
<b>Comment:</b> The Draft ATP has been complete and has been presented at the February Council briefing.  The Council report will go to March Council meeting and will seek endorsement for the document to go on public exhibition throughout April					
Policies and procedures for Land and Property assets are current	Coordinator Land & Property	01-Jul-2022	30-Jun-2026	In Progress	42%
<b>Comment:</b> February 2024: A suite of draft policy & procedure documents are in the final review stage, prior to internal document control procedure being triggered:- Native Title Due Diligence Policy / Native Title Manager Advice Procedure / Request for Native Title Manager Advice Template / Native Title Manager Worksheet Template / Native Title Manager Advice Template; Aboriginal Consultation Policy for Council Managed Land Dealings; Aboriginal Cultural Heritage Due Diligence Policy / Aboriginal Culture & Heritage Due Diligence Procedure / Land & Property Information for Crown Land User Groups / Aboriginal Culture & Heritage Due Diligence Report Template; Property Interests Acquisition & Disposal Policy. Progressive assessment of policy needs is ongoing across, and in collaboration with, portfolios as part of over Council's overarching BAU. NOTE: Progression % assumption is based around standard service delivery spanning the four years, which equates to 25% goal completion each year.					
Polo Flat Masterplan and Industry Study	Coordinator Economic Development	01-Jul-2023	30-Jun-2024	In Progress	80%
<b>Comment:</b> Draft Masterplan is being reported to Council in March for public exhibition.					
Development of a Cemetery Management Plan	Coordinator Public Health & Environment	01-Jul-2023	30-Jun-2025	In Progress	75%

Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Infrastructure: We have in place infrastructure that supports our lifestyles</b>					
<b>Outcome : Have in place planning that identifies the infrastructure needed to support the community</b>					
<b>Comment:</b> In addition to attending meetings for the Cemetery and Crematoria Association, Council has commenced research into the plans used by other Council's in NSW. An assessment was made of the management arrangements against a draft tool put out by the Cemetery and Crematoria Association. The management of Council's Cemeteries rated well in comparison to the industry standard.  A draft Cemetery Management Plan will be ready for comment in late June 2024					
Prepare Development Servicing Plans (DSPs)	Coordinator Strategy Development	01-Jul-2022	30-Jun-2023	Completed	100%
<b>Comment:</b> Project completed with NSW Water approval and registration.					
Deliver internal corporate project management services to the organisation	Manager Corporate Projects	01-Jul-2022	30-Jun-2026	In Progress	50%
<b>Comment:</b> Undertaking review of project management framework underway to ensure it continues to support good governance and project management practices. Updated framework with key internal stakeholders for review.					
Revaluation of assets - other structures, open space assets and community land	Team Leader Asset Management	01-Jul-2025	30-Jun-2026	Not Started	%
<b>Comment:</b> This project is to commence and be completed in the 25-26 Operational Plan Year					
Deal with land title matters	Coordinator Land & Property	01-Jul-2022	30-Jun-2026	In Progress	42%
<b>Comment:</b> February 2024: Land ownership titles updating of proprietor name will continue as BAU (to enable lot consolidation &/or asset disposal etc) as both time & financial resources permit. NOTE: Progression % assumption is based around standard service delivery spanning the four years, which equates to 25% goal completion each year.					
Develop a project plan for the establishment of the new Cooma Cemetery	Coordinator Public Health & Environment	01-Jul-2022	30-Jun-2025	In Progress	60%
<b>Comment:</b> Discussions with Council's project management team have occurred as stage one for the development of a project plan for the establishment of the new Cooma Cemetery. An initial draft outline for the plan has been developed. Work has commenced on the development of the project plan, with the final draft being available for comment in late June 2024.					
Recreation Strategy	Coordinator Strategy Development	01-Jul-2022	30-Jun-2023	Completed	100%
Undertake building compliance and access works - Cooma Office	Coordinator Land & Property	01-Jul-2024	30-Jun-2025	Not Started	0%
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Snowy Monaro Regional Council (SMRC)		2023/2024 DP
Comment:		
*Corporate Project - Subject to capital funding availability and directional decision of Council. Action window target start date is system recorded as tentative commencement July 2024*		



Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Infrastructure: We have in place infrastructure that supports our lifestyles</b>					
<b>Outcome : Have in place planning that identifies the infrastructure needed to support the community</b>					
Progress maturity of asset management planning	Coordinator Strategy Development	01-Jul-2025	30-Jun-2026	In Progress	15%
<b>Comment:</b> This is an action from the 2022 Financial Sustainability Review. As part of the SRV revenue an additional FTE of a new Asset Engineer is to be funded. Additional improvement measures are underway working towards a more mature Asset Management.					
Maintain and operate livestock and saleyard facilities	Coordinator Community Facilities	01-Jul-2022	30-Jun-2026	In Progress	41%
<b>Comment:</b> Sales for sheep and cattle are down this month. Bombala livestock yards are not operating at the moment due to compliance issues.					
Revaluation of assets - buildings and operational land	Team Leader Asset Management	01-Jul-2022	30-Jun-2023	Completed	100%
<b>Comment:</b> This project was completed in the 2022-2023 Operational Plan Year					
<b>Outcome : Provide well maintained sporting and leisure facilities</b>					
Maintain and operate Cooma Regional Sports Hall	Coordinator Community Facilities	01-Jul-2023	30-Jun-2026	In Progress	31%
<b>Comment:</b> The Sports Hall is open and we are receiving bookings. Policies and procedures are being developed. General set up is underway. The Cooma Netball Association was the first sporting group to use the hall with positive feedback received.					
Refurbishment of the Jindabyne Pool	Manager Corporate Projects	01-Jul-2022	30-Jun-2024	Completed	100%
<b>Comment:</b> Status: Project achieved practical completion 22-09-23 Issues: Nil Risk: Nil Next: Finalise costing, correlate all project documentation and pass over to Operations. Budget: On budget Communications: Public notified of 23-09-2023 opening by council communications.					
Nimmitabel Showground Luncheon and Bar Upgrades	Project Officer	01-Jul-2022	30-Jun-2023	Completed	100%

Snowy Monaro Regional Council (SMRC)

2023/2024 DP

Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Infrastructure: We have in place infrastructure that supports our lifestyles</b>					
<b>Outcome : Provide well maintained sporting and leisure facilities</b>					
<p><b>Comment:</b> All works completed as listed below and final report submitted for finalisation. Total Funding: \$195,125.00 Total Expenditure: \$179,790.21 We will need to return underspend of \$15,334.79</p> <p>Works: Engaged a contractor to undertake a BCA Assessment of the Luncheon Pavilion.</p> <p>Engaged a draftsman to incorporate the issues identified in the BCA Assessment to a new plan.</p> <p>Engaged a local contractor to undertake the works prepared by the draftsman from the BCA Assessment. Works included: Replace all 5 entry doors with size to suit NCC. Alter swing outwards with latch that complies with NCC Removal and Disposal of old doors Upgraded landing and access ramp to meet AS1428.1 &amp; D2.14 slope and slip resistance Installed new landing and access ramp to the front veranda Installed new landing and access ramp to rear entrance Replaced and rectify landing and steps to meet part 'D' NCC to side entrance. Installed new Fire Exits and Tactile indicators. Increased egress to 1000mm (around bench). Repointed chimney structure to make it safe. Sealed closed old oven doors to make safe. Replaced and installed new roof guttering. Rectified roof sheeting and fixings. Rectified any existing piers where required. Extended hand rails around accessible entrances. Connection of new guttering to storm water system - water tanks on site.</p> <p>Replaced damaged water mains.</p> <p>The works undertaken will greatly assist the showground on the further development and the extension of the luncheon pavilion, which was the original plan.</p>					
Bombala Swimming Pool upgrades - stage 1	Senior Project Officer	01-Jul-2022	30-Jun-2025	In Progress	61%

Snowy Monaro Regional Council (SMRC)

2023/2024 DP

Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Infrastructure: We have in place infrastructure that supports our lifestyles</b>					
<b>Outcome : Provide well maintained sporting and leisure facilities</b>					
<b>Comment:</b> ACCOMPLISHMENTS/COMPLETIONS: DA has been approved. Designs are being developed to "For Tender", which was expected to be completed by the end of January 2024.  CRITICAL ISSUES: The critical issue remains the funding availability. The aged facilities require significantly more work than funding allows. This project will focus on water treatment primarily and carry out additional works (as outlined in the DA submission) if grant funding allows.  RISKS: Budget, as mentioned above. Program presents a risk as it has been determined that the works may impinge upon the 2024/25 summer opening period, meaning that the pool may not be open for all of summer.  NEXT STEPS: Finalise the tender package of works and go to tender.  BUDGET STATUS: There are currently no budget variations that have been quantified.  KEY ITEMS FOR COMMUNICATION: The DA has been approved and designs are being updated to 'For Tender' with changes made as required by the DA Conditions.					
Maintain and operate community halls	Coordinator Community Facilities	01-Jul-2023	30-Jun-2026	In Progress	31%
<b>Comment:</b> Halls are being maintained within budget constraints. A review of the halls needs to be undertaken to determine fit for purpose and use going forward to ensure the maintenance is undertaken on structures to ensure the halls remain safe and useable.					
Mt Gladstone amenities upgrades	Project Officer	01-Jul-2022	30-Jun-2023	Completed	100%
<b>Comment:</b> Completed.					
Maintain high priority, high use parks, sporting facilities, trails and other grounds	Supervisor Civic Maintenance	01-Jul-2022	30-Jun-2026	In Progress	60%

Snowy Monaro Regional Council (SMRC)

2023/2024 DP

Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Infrastructure: We have in place infrastructure that supports our lifestyles</b>					
<b>Outcome : Provide well maintained sporting and leisure facilities</b>					
<p><b>Comment:</b> 25/09/23- Winter has been a busy maintenance period for the Civic teams. Council's tree trimming and removal program has been undertaken with all villages having received attention. Efforts have concentrated on identified dangerous trees, many nature reserve trees, requested by residents and those that impact on summer mowing activities. Banjo Patterson park benches have been sanded and oiled along with Berridale Playground. Works are progressing to issue an RFQ for the restoration of Banjo Patterson turf area after it has been inundated for the past few years. Likewise engineering and construction evaluation of the exercise station at the Claypits is underway now that DRFA funding has been assured. Cricket pitches at both Jindabyne and Bombala ovals are being installed ready for the summer sports. In Cooma Goals posts have been taken down and fields marked for summer sports. Unfortunately early August saw the vandalism of Rotary Oval playground, Insurance has been pursued and we await their determination for the replacement to begin. Centennial Park playground has significant wear and tear, currently a warranty avenue is being pursued with the supplier who have been gracious and are planning to visit the site shortly. Fertilisation and aeration of 10 key ovals and Centennial Park is underway with works to be completed by the October long weekend. Mowing has begun with particular attention being drawn to high use parks. Asset protection zones and other areas identified by the RFS that are not usually on Council's agenda, with these sites we are being supported by the correctional team.</p> <p>25/09/2023 Have discussed funding options with volunteer MTB groups, in the process of arranging a meeting to brainstorm avenues of sponsorship and donation stations.</p> <p>24/11/2023 - One option of funding streams for Mountain biking was that of the new fees and charges that were suggested by the volunteer groups. This was not passed by Council and funds that could have been secured over the 23/24 summer cannot. It will be discussed again with the MTB groups and re- submitted for the next FY.</p> <p>25/09/23 Teams are currently fertilising and aerating ovals, this maintenance work will allow a close inspection of surfaces to better guide top dressing and or patching of the selected ovals.</p> <p>24/11/2023- spring has been too busy for teams with some staff off with injury. Works are being planned for the Autumn regarding top dressing of ovals</p> <p>25/01/24 - The growing season has been difficult over the past few months, teams have prioritised sporting ovals and high priority parks, with most ovals being mown twice a week to keep up with growth and ensure booked sport can proceed with appropriate ground cover. Lake Jindabyne foreshore around the Clay pits areas was behind schedule due to contractor break down and wet conditions, however the schedule is now back on track and service level has resumed.</p> <p>08/03/2024 - The weather across the region has seen more sunny skies. As conditions are suitable, the Civic Maintenance Team have been working diligently to catch up on work and are continuing business as usual activities in our local parks.</p>					
Ginger Lee Park upgrades	Manager Corporate Projects	01-Jul-2022	30-Jun-2023	Completed	100%
Cooma Regional Sports Hall	Recreation Planner	01-Jul-2022	30-Jun-2024	In Progress	99%
<p><b>Comment:</b> Construction is complete the Occupancy Certificate has been received. The sports centre is now operational. Cooma Netball Club are using the centre Monday nights. Council's Community Facilities Coordinator is receiving and managing bookings. Fees and charges will go to March Council meeting.</p> <p>Issues have occurred with drainage and storm water over the Christmas period. The cause of the issue is being investigated. initial site meetings have determined that changes to the landscaping to include mulch rather than grass have caused drains to be blocked. Landscaping works to remove mulch has been completed.</p> <p>A review of the as-built drainage documents and design is taking place to determine if construction was complete in accordance to the plans. If not then rectification may be covered as a defect. If the design has not been satisfactory further site investigations and planning will need to take place to determine the solution.</p>					
Investigate Highview Park Jindabyne	Supervisor Civic Maintenance	01-Jul-2022	30-Jun-2023	Completed	100%
<p><b>Comment:</b> Investigation completed</p>					
Bombala sporting facilities upgrades	Project Officer	01-Jul-2022	30-Jun-2024	In Progress	25%

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Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Infrastructure: We have in place infrastructure that supports our lifestyles</b>					
<b>Outcome : Provide well maintained sporting and leisure facilities</b>					
<b>Comment:</b> Awaiting on details design from architect which should be provided in early Q2 2024. We are also working internally to ensure we understand the ongoing maintenance needs of the design so we can ensure this is able to be managed on an ongoing basis. Once the design is received and maintenance funding confirmed, we will commence the tender process.  Completion date to be revised to October 2024 - pending finalisation with funding provider.					
Jindabyne Sportsground upgrade amenities	Project Officer	01-Jul-2022	30-Jun-2023	Completed	100%
Maintain and operate Council owned pools	Coordinator Community Facilities	01-Jul-2022	30-Jun-2026	In Progress	41%
<b>Comment:</b> The season is wrapping up. Plans submitted to Council for approval for updates to Cooma Pool. Plant room is still of a concern. Numbers for Adaminaby are still low.					
Cooma Swimming Pool upgrades - stage 1	Senior Project Officer	01-Jul-2022	30-Jun-2025	In Progress	55%
<b>Comment:</b>  ACCOMPLISHMENTS/COMPLETIONS: DA was submitted in early January 2024.  CRITICAL ISSUES: The critical issue with the delivery of the pool projects remains the funding availability. The aged facilities require significantly more work than funding allows. This project will focus on water treatment primarily and carry out additional works (as outlined in the DA submission) if grant funding allows. Delivery timeline has become an issue; Council has extended our previously requested 12-month extension to the delivery deadline to an 18-month extension bringing it to the end 2025; this will hopefully prevent the pool works having to be carried out during the pool's usual open period/s.  RISKS: Budget, as mentioned above, as well as program.  NEXT STEPS: DA assessment, then develop design for tender.  BUDGET STATUS: There are currently no budget variations that have been quantified.  KEY ITEMS FOR COMMUNICATION: Pending approval from the grant office, the works will be delayed until then end of the summer 2024/25 opening period in an effort to minimize any impacts to pool operating/opening dates.					
Undertake playground inspection program	Supervisor Civic Maintenance	01-Jul-2023	30-Jun-2026	In Progress	60%
<b>Comment:</b> Inspections undertaken as per schedule.					
Jindabyne Skate Park upgrade	Project Officer	01-Jul-2022	30-Jun-2024	In Progress	70%

Snowy Monaro Regional Council (SMRC)

2023/2024 DP

Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Infrastructure: We have in place infrastructure that supports our lifestyles</b>					
<b>Outcome : Provide well maintained sporting and leisure facilities</b>					
<p><b>Comment:</b> Accomplishments &amp; Completions: Have been attending site weekly as the project comes to an end – completion due on 15th March Media release advising grand opening to be held on Sunday, 24th March 2024 11am-3pm. Continued meetings with PEG these are now held weekly Continued meetings with PCG the next one is to be held on Monday, 18th March Jindabyne Skate Park Association have been providing construction updates on their Facebook page. We are in the process of organising the opening – this will be a massive day with some very important people in attendance. We have engaged an event planner who specialises in these types of event to help organise the day. We have commissioned a local graphic artist to create a mural which should be completed in time for the opening. He created the original art work which was on the old skate park so it has been really positive to reconnect the old with the new.</p> <p>Critical Issues/Risks: If the weather on the opening day is not in our favour.</p> <p>Next steps: Continued engagement with the contractor as the project comes to an end. Weekly meetings with PEG and Event organiser to plan the opening.</p> <p>Budget status: Project is currently within budget.</p> <p>Key items for Communication: Full Media Release about the completion and grand opening event.</p>					
Upgrades to Cooma Showground toilet block under the Crown Reserves Improvement Fund (CRIF)	Supervisor Civic Maintenance	01-Jul-2023	30-Jun-2024	In Progress	5%
<p><b>Comment:</b> Quotes have been received and an evaluation of quotes is yet to be undertaken.</p>					
Develop an Aquatic Strategy for the region	Coordinator Strategy Development	01-Jul-2024	30-Jun-2025	Not Started	5%
<p><b>Comment:</b> A budget bid of \$90,000 will be placed into the 24-25 budget to complete this project. A draft scope has been completed for this project.</p>					
<b>Outcome : Public buildings and facilities are set up to be accessible to all people</b>					
Bombala Arts & Innovation Centre Building Upgrade	Manager Corporate Projects	01-Jul-2022	30-Jun-2023	Completed	100%
<p><b>Comment:</b> Funded under the Bushfire Local Economic Recovery Fund, this project will see the refurbishment and adaptive reuse of the heritage listed, former infants school in Bombala. It will become a multi-use arts facility for community use</p>					
New Civic Precinct (Stage 1-Feasibility)	Manager Corporate Projects	01-Jul-2022	30-Jun-2024	In Progress	85%

Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal</b> : Our Infrastructure: We have in place infrastructure that supports our lifestyles					
<b>Outcome</b> : Public buildings and facilities are set up to be accessible to all people					
<b>Comment:</b> The project has been assigned to the Corporate Projects team to review the ability to undertake the additional work requested now that a position has been filled.					
Bombala Caretaker Cottage	Manager Corporate Projects	01-Jul-2022	30-Jun-2024	Completed	100%
<b>Comment:</b> Status: Completed Issues: Nil Risk: Nil Next Step: Local 355 to complete the refurbishment with additional funding Budget: On budget Communications: Bombala PEG updated regularly, last meeting 13-09-2023, next meeting 25-10-2023					
Bombala Exhibition Hall, CWA Room upgrades painting of exhibition hall	Manager Corporate Projects	01-Jul-2022	30-Jun-2023	Completed	100%
Aitchison Cottage Berridale	Manager Corporate Projects	01-Jul-2022	30-Jun-2023	Completed	100%
Bombala Exhibition Hall, CWA Room upgrades	Manager Corporate Projects	01-Jul-2022	30-Jun-2024	Completed	100%
<b>Comment:</b> Status: Works completed Issues: Nil Risk: Nil Next Step: N/A Budget: On Budget Communications: Updates communicated to the PEG at the 13-09-2023 meeting, next meeting scheduled for 25-10-2023					
Maintain Council buildings and sites within the Land and Property service	Coordinator Land & Property	01-Jul-2022	30-Jun-2026	In Progress	42%
<b>Comment:</b> Measure achieved for February 2024 NOTE: Progression % assumption is based around standard service delivery spanning the four years, which equates to 25% goal completion each year.					
Jindabyne Community Library	Senior Project Officer	01-Jul-2022	30-Jun-2023	Completed	100%
<b>Comment:</b> The Jindabyne Library is proving to be a success with the Jindabyne Community, with the call for additional programs to be run.					
Delegate Preschool renewal of drainage systems	Project Officer	01-Jul-2022	30-Jun-2024	In Progress	50%
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Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal</b> : Our Infrastructure: We have in place infrastructure that supports our lifestyles					
<b>Outcome</b> : Public buildings and facilities are set up to be accessible to all people					
<b>Comment:</b> Construction in progress maintaining minimal disruption to Preschool operation.					
Delegate School of Arts	Project Officer	01-Jul-2022	30-Jun-2024	In Progress	20%
<b>Comment:</b> The original trade estimate indicated that there was a funding shortfall for this project of \$76,000. Testing of the market through a recent tender process has resulted in tenders pleasingly coming in within Council's allocated budget. While the project can now proceed, timing for the delivery is now out of scope for this financial year as initially planned. This project will now not commence until the 2024-2025 FY.					
Bombala Depot – female amenities	Manager Corporate Projects	01-Jul-2022	30-Jun-2023	Completed	100%
Operate and maintain Snowy River Health Centre in accordance with DoHA requirements	Coordinator Land & Property	01-Jul-2022	30-Jun-2026	In Progress	42%
<b>Comment:</b> February 2024 - Occupancy at SRHC is firm; with ongoing occupancy of the sessional rooms active and adhoc hire of the Education Room by user groups ongoing, based on demand. The primary tenancy footprint of the facility is occupied; via lease to Jindabyne Medical Practice. NOTE: Progression % assumption is based around standard service delivery spanning the four years, which equates to 25% goal completion each year.					
Jindabyne Holiday Park Upgrades	Project Officer	01-Jul-2022	30-Dec-2023	In Progress	75%
<b>Comment:</b> On track to completion by 2nd quarter 2024					
Jindabyne Town Centre improvements	Project Specialist	01-Jul-2023	30-Jun-2025	In Progress	1%
<b>Comment:</b> Scope of works for SAP for Town Centre currently under review.					
Provide library services across the region	Coordinator Library Services	01-Jul-2022	30-Jun-2026	In Progress	41%
<b>Comment:</b> The library services operated as normal, providing access to resources and education programs across the region with an extensive holiday program being undertaken including 11 outreach services and 6 tech savvy senior sessions held.					
Strengthening Communities Safer Places	Project Officer	01-Jul-2022	30-Jun-2026	In Progress	70%



Snowy Monaro Regional Council (SMRC)

2023/2024 DP

Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Infrastructure: We have in place infrastructure that supports our lifestyles</b>					
<b>Outcome : Public buildings and facilities are set up to be accessible to all people</b>					
<p><b>Comment:</b> Accomplishments &amp; Completions: Works are now complete at the following Halls: Mila, Cathcart, Bibbenluke, Dalgety and Kybeyan, Bungarby, Michelago, Bredbo, Craigie, Numeralla and Adaminaby. Works yet to start at Nimmitabel as we are still in the process of designing the new access ramp. Over 170 community members have now taken part in the free first aid courses. Participant comments: "Great to provide training in smaller areas" "So grateful Council made this available for free! Thank you!" "Great Course, thank you to the trainer and organiser for putting on this course, awesome job" To date 19 Defibs have been installed with a further 5 to be installed. In discussions with Essential Energy regarding the installation of the generator interfaces.</p> <p>Critical Issues/Risks: Budget Constraints – Project is still with budget. We have had a few variations come in so far and one prompted by the community. The works at Craigie Hall were significantly over the original budget. Delivery within Timeframe – the minister has extended the completion date to the end of 2024 but you have to put in a variation. We submitted a variation extending our completion date to 30 June 2024. This will allow us to make sure all aspects of the project are completed in time.</p> <p>Next steps: Installation of Generator interfaces. Continued communication with Contractor to monitor the progress of works.</p> <p>Budget status: Project is currently within budget - we have used 60% of the contingency funds.</p> <p>Key items for Communication: Media Release – to advise that all first aid courses are completed and that over 170 community members attended these. Media Release - update on Halls project works completed so far and installation of interfaces.</p>					
<b>Goal : Our Leadership: Our community is informed and engaged to provide transparency in decision making</b>					
<b>Outcome : A range of consultation mechanisms that facilitate input from the stakeholders are used</b>					
Provide lobbying and advocacy to government and private operators to retain, support, and improve local community support services	Chief Strategy Officer	01-Jul-2022	30-Jun-2023	Completed	100%
Provide feedback on State Significant Development (SSD) applications	Coordinator Strategy Development	01-Jul-2022	30-Jun-2026	In Progress	42%
<p><b>Comment:</b> SEAR'S comments have just been completed on the proposed Monaro Solar Farm.</p>					
Undertake a customer satisfaction survey annually	Coordinator Strategy Development	01-Jul-2022	30-Jun-2026	Completed	100%

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Camms.

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Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Leadership: Our community is informed and engaged to provide transparency in decision making</b>					
<b>Outcome : A range of consultation mechanisms that facilitate input from the stakeholders are used</b>					
<b>Comment:</b> 2023-2024 Community Satisfaction Survey completed .					
<b>Outcome : Community engagement strategies are put in place to effectively consult and engage with stakeholders</b>					
Provide customer service front desk and after hours service	Coordinator Communications	01-Jul-2023	30-Jun-2026	In Progress	60%
<b>Comment:</b> 2,142 call this month. Service levels, 95.72%, for telephone interactions remain above the benchmark. New CSO team member employed they are currently undertaking Service NSW training. After hours reported an average tally of calls for the month. 99 calls Water Leaks Ranger Services – missing pets, wandering stock Opening hours of landfills Cooma Scrap Mart update Community Transport					
Provide Service NSW access to the Bombala community	Coordinator Communications	01-Jul-2023	30-Jun-2026	In Progress	22%
<b>Comment:</b> Service NSW hours are now back to normal due to the return of staff from leave. A new team member is onboarded and they are undertaking Service NSW training in Parkes and their observed training will take place in Cooma.					
Prepare and implement Community Engagement Strategy	Coordinator Communications	01-Jul-2022	30-Jun-2023	Completed	100%
<b>Comment:</b> The strategy is utilised for all engagement activations ensuring this process is embedded in BAU. The Engagement team continue to support business units with the creation and roll out of their individual strategies. The CES is scheduled for a full review second quarter of 2024					
<b>Outcome : Timely and relevant information is communicated to stakeholders on matters impacting on them</b>					
Prepare the State of the Region Report	Coordinator Strategy Development	01-Jul-2023	30-Jun-2026	Not Started	%
<b>Comment:</b> State of the Council Region Report is not due to 2025 at the end of Council's term.					
Prepare an Annual Report for the community highlighting Council's progress against the Delivery Program	Coordinator Strategy Development	01-Jul-2022	30-Jun-2026	Completed	100%
<b>Comment:</b> 2022-2023 Annual report completed.					
Inform the community on relevant Council matters	Coordinator Communications	01-Jul-2023	30-Jun-2026	In Progress	22%
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Snowy Monaro Regional Council (SMRC)						2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete	
Goal : Our Leadership: Our community is informed and engaged to provide transparency in decision making						
Outcome : Timely and relevant information is communicated to stakeholders on matters impacting on them						
<p><b>Comment:</b> Media releases, newsletter and public notices distributed on relevant council matters. An engagement plan is developed for the local show season, there are five local shows. The engagement team, along with relevant council business units, will also attend a mix of markets across the region. There will also be a range of pop-ups sessions. All local schools have been offered an educational visit, a number of sessions were held in this reporting period.</p> <p>Social media monthly stats:</p> <ul style="list-style-type: none"><li>Followers: FB 11,585 increase of 50 this month</li><li>Followers: Instagram 1,886, increase of 2 this month</li><li>Facebook page reach = 30,000 Down by 6 % this month</li><li>Instagram reach = 850 Down by 29.9% this month</li></ul> <p>Website stats</p> <p>Sessions by device</p> <p>Mobile 49.2%</p> <p>Desktop 48.1%</p> <p>Tablet 2.7%</p> <p>Top ten pages</p> <ul style="list-style-type: none"><li>- Home Page</li><li>- Content Search</li><li>- Library</li><li>- Waste-Facilities</li><li>- Contact us</li><li>- Bombala Caravan Park</li><li>- Careers</li><li>- Bin collection calendar</li><li>- Jindabyne Indoor Pool</li><li>- Australia Day events</li></ul>						
Reporting accountability through monthly performance reporting	Coordinator Strategy Development	01-Jul-2022	30-Jun-2026	In Progress	42%	
<p><b>Comment:</b> The monthly performance report has been prepared for the December 2023 Council meeting, reporting up until end of February 2024.</p>						
Goal : Our Leadership: That effective strategies are in place to achieve the community strategic plan outcomes						
Outcome : Current strategies are in place to manage all major issues facing the community						
Develop a Climate Change Resilience Strategy	Coordinator Strategy Development	01-Jul-2022	30-Jun-2023	Completed	100%	

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Snowy Monaro Regional Council (SMRC)

2023/2024 DP

Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Leadership: That effective strategies are in place to achieve the community strategic plan outcomes</b>					
<b>Outcome : Current strategies are in place to manage all major issues facing the community</b>					
<b>Comment:</b> Scoping of this project was completed in determining funding sources.					
Co-ordinate preparation of an Operational Plan that identifies the projects and activities that will be undertaken each financial year to achieve the commitments made in the Delivery Program	Coordinator Strategy Development	01-Jul-2023	30-Jun-2026	In Progress	50%
<b>Comment:</b> Development of the Operational Plan (OP) has commenced with the introduction of Annual Services Plans (ASP's) through the 'Towards Excellence program' to inform amendments to the DP and identify actions for the 2024-2025 Operational Plan. First draft ASP's have been completed and are now under review.					
Disability Inclusion Action Plan (DIAP)	Coordinator Strategy Development	01-Jul-2022	30-Jun-2024	In Progress	90%
<b>Comment:</b> Draft strategy will be tabled at the April 2024 Council meeting to place on public exhibition for 28 days.					
Develop the 2042 Snowy Monaro Community Strategic Plan (CSP) in line with Integrated Planning and Reporting guidelines to ensure long term planning and organisational sustainability	Coordinator Strategy Development	01-Jul-2023	30-Jun-2026	Completed	100%
<b>Comment:</b> The 2042 Snowy Monaro Community Strategic Plan is adopted and published on Council's website. A review has commenced, with a 'light touch' engagement currently taking place with our community. It is anticipated that we will workshop with our new Council post Council elections September 2024 to review our community's comments. The reviewed CSP is to be adopted before 30 June 2025.					
Strategies are developed to manage major issues facing the community	Coordinator Strategy Development	01-Jul-2022	30-Jun-2026	In Progress	42%
<b>Comment:</b> Strategies are developed as source funding is sourced and are prioritised as actions from preceding adopted strategies. Current strategies being drafted are the Active Transport Strategy, Disability Inclusion Action Plan, Arts and Culture Strategy and Heritage Strategy. Aquatic Strategy is planned for the 24-25 FY.					
Arts and Culture Strategy	Coordinator Strategy Development	01-Jul-2022	30-Jun-2024	In Progress	90%
<b>Comment:</b> Draft Arts and Culture Strategy has been completed and will be tabled at the April 2024 Council meeting to place draft on public exhibition for 28 days.					
Reconciliation Action Plan	Coordinator Strategy Development	01-Jul-2022	30-Jun-2024	In Progress	90%
<b>Comment:</b> External public consultation is completed - A draft reflect plan has been prepared with further internal consultation to take place before a report is prepared for Council.					
Review Youth Strategy 2023-27	Team Leader Youth Capacity Building	01-Jul-2022	30-Jun-2024	In Progress	25%
<b>Comment:</b> Initial discussions have begun with Communications Team management and Youth Advisory Committee, on how best to move forward and structure the consultation process. The YAC have invited the communications team to discuss how to move forward with the consultation.					
Annual review of the Delivery Program is undertaken, to ensure it aligns with the CSP	Coordinator Strategy Development	01-Jul-2023	30-Jun-2026	In Progress	50%

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Snowy Monaro Regional Council (SMRC)

2023/2024 DP

Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Leadership: That effective strategies are in place to achieve the community strategic plan outcomes</b>					
<b>Outcome : Current strategies are in place to manage all major issues facing the community</b>					
<b>Comment:</b> Annual review of the Delivery Program (DP) has commenced with the introduction of Annual Services Plans(ASP's) through the 'Towards Excellence program' to inform amendments to the DP and identify actions for the 2024-2025 Operational Plan. First draft ASP's have been completed and are now under review.					
<b>Outcome : Implement an operational excellence program</b>					
Develop and deliver the Towards Excellence Program	Chief Strategy Officer	01-Nov-2022	30-Jun-2025	In Progress	20%
<b>Comment:</b> Significant effort is currently going into development of the annual works plans for the infrastructure and water/wastewater business units. A large number of staff have been involved in providing information on exactly what it is that they currently do and what they know they need to do, to inform the development of a planned annual program of works. This will provide the basis for identifying the level of work activity required to properly maintain the infrastructure being managed. A process has been developed to establish annual service plans for those areas that are service providers. Meetings have been arranged, to build on the reviews previously undertaken, to determine the service levels and activities required to be undertaken.  Work has commenced on reviewing our way or working, with out first business unit. The top priority area identified was the planning and building areas. This area was targeted based on the community satisfaction survey. It is the second highest area people told us they contact Council about (15%). This makes it an area where we can have a large impact by finding ways to improve. Workshops have been held to discuss and investigate the current ways or working, identify the issues and any barriers that are seen to exist.  Working with a contractor it has been identified that around 30,000 duplicate name records can be wiped out of the Council's system, which will be a critical part of establishing the customer service request system. The process of removing those duplicate names has been run through the test system, to ensure that there is less chance of issues when working with the live data. Cleansing the live data is currently being scheduled. Council will be ensuring that it has one record for each person, so that all information can be coordinated. The background information to allow the Council to capture and enter all customer requests into the system have been set up. Once the names data is fixed training will be undertaken and then the first phase, capturing all requests, will be undertaken. Future stages will build automations into the system.  The technology review has undertaken surveys of staff and a review to identify the current stat of systems against needs. Existing systems are at basic levels of non-existent. There will be the need to implement improvements to many systems to increase automation and process support. There are no systems available to effectively manage service task delivery, which will need to be implemented. The customer request module is being used in a limited fashion to track customer requests and is in the process of being implemented in a phased approach, with the first approach to be to ensure that all requests are entered into and tracked through the system. Currently this only is in place for one service area.  Customer avatars have been developed to guide the development of systems that interact with external parties. The customer avatars are a tool that will be used to review whether the processes used by the organisation are meeting customer needs.					
<b>Goal : Our Leadership: That the community has confidence in leadership</b>					
<b>Outcome : Clear agreed standards are in place and applied about how public services are provided</b>					
Facilitate service reviews as required under s406 of the Local Government Act, 1993, in accordance with Council's Service Review Program	Chief Workforce Officer	01-Jul-2022	30-Jun-2026	In Progress	34%

Snowy Monaro Regional Council (SMRC)

2023/2024 DP

Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Leadership: That the community has confidence in leadership</b>					
<b>Outcome : Clear agreed standards are in place and applied about how public services are provided</b>					
<p><b>Comment:</b> Towards Excellence program commenced 11 September 2023 with kick off meetings covering: * Leadership and Culture * Customer Journey * Annual Works and Service Delivery * Way of Working * Technology Enablement</p> <p>As part of TEP, SMRC will undertake a scheduled ICT Service Review in 23-24. Findings and recommendations entered into the audit system and to be distributed for management responses. Staffing changes being made to give us a small team to focus on this. Focus for 2023 will be on implementation of the completed service review recommendations. The IT area may be one exception for 2023. We are chasing a provider for this work in partnership with IT. Have the provider now and costs will be presented to ELT for commencement of review ASAP. Will be part of the Towards Excellence project, which should look at what activities are undertaken and how best those should be resourced and carried out. KPI developed and added to the delivery program. Will be reported on as part of the monthly progress report to Council.</p>					
Administrate NSW Rural Fire Fighting Fund allocations in line with RFS requirements	Coordinator Governance	01-Jul-2022	30-Jun-2026	In Progress	39%
<p><b>Comment:</b> 27.02.2024 Administration of RFS funds conducted according to existing arrangements as needed. A request has been made to the RFS for a specified administration arrangement for Council to review.</p>					
Annual review of Asset Management Plans	Team Leader Asset Management	01-Jul-2022	30-Jun-2026	In Progress	15%
<p><b>Comment:</b> Planning for the 2024-2025 Asset Management Plan reviews is well underway. Internal stakeholder meetings have been scheduled with staff during February 2024 to assist in informing the review.</p>					
Provide accurate asset management information	Team Leader Asset Management	01-Jul-2023	30-Jun-2026	In Progress	22%
<p><b>Comment:</b> Accurate information is provided by the Assets team upon request, generally with 48 hours.</p>					
Undertake a program of internal audit across Council services	Coordinator Governance	01-Jul-2023	30-Jun-2026	In Progress	20%
<p><b>Comment:</b> 27.02.2024 Internal audit is a shared service by member council's under a CRJO agreement and reported to the ARIC committee.</p>					
Designated Persons returns are scheduled and managed in accordance with Office of Local Government (OLG) requirements	Coordinator Governance	01-Jul-2022	30-Jun-2026	In Progress	50%
<p><b>Comment:</b> 27.02.2024 The process for 2023 is complete and reported to Council on 19 October 2023. The 2024 cycle will commence in July 2024 with provision for services following the council elections.</p>					

Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Leadership: That the community has confidence in leadership</b>					
<b>Outcome : Clear agreed standards are in place and applied about how public services are provided</b>					
Service level statements are developed for the organisation	Coordinator Strategy Development	01-Jul-2022	30-Jun-2030	Completed	100%
<b>Comment:</b> Workshops have taken place regarding the development of an Annual Works Program and Planning & Scheduling of works for each financial year. These programs will guide how best Council is able to undertake its work, and a level of service will be developed for discussion from this information. Service descriptions have been developed for the primary services delivered by Council, and they are located as service descriptions within the Delivery Program and Operational Plan. Several Service Reviews are currently underway, development of CRM and completed Asset Management Plans all assist in informing service levels. Discussions are also underway with Service Delivery managers for the Delivery Program review and Operational Plan development for 2023-2024 with Service Statements discussed and amended where required.					
Review of asset depreciation rates and useful lives	Team Leader Asset Management	01-Jul-2022	30-Jun-2026	In Progress	50%
<b>Comment:</b> Review complete. No changes to useful lives or depreciation rates this year.					
Collation and production of Ordinary and Extraordinary Council meeting business papers and accurate recording of resolutions	Secretary Council and Committees	01-Jul-2023	30-Jun-2026	In Progress	32%
<b>Comment:</b> Business papers for February Council meeting were completed and published to Council webpage on 8 Feb 2024 Minutes were published on 19 Feb 2024					
Complete stronger communities funded projects	Manager Corporate Projects	01-Jul-2022	30-Jun-2024	In Progress	99%
<b>Comment:</b> We are in the final acquittal stage for these projects and are actively communicating with the Office of Local Government to close out this funding.					
Investigate and model Special Rate Variation (SRV) scenarios	Coordinator Strategy Development	01-Jul-2022	30-Jun-2023	Completed	100%
Develop and implement a community education program to improve parking habits of motorists in the region	Coordinator Public Health & Environment	01-Jul-2022	25-Jan-2023	Completed	100%
<b>Comment:</b> Council continues to utilise educational material as part of its parking enforcement program. This includes social media posts on issues as they occur and the leaving of fliers on cars.					
Operate and maintain Councils fleet and plant program	Coordinator Fleet & Plant	01-Jul-2022	30-Jun-2026	In Progress	41%

Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal</b> : Our Leadership: That the community has confidence in leadership					
<b>Outcome</b> : Clear agreed standards are in place and applied about how public services are provided					
<b>Comment:</b> Plant availability >93% Budget expenditure, General fund Admin 28% Operations 58% Income 77% Water 43% Sewer 59% Waste 32%					
Respond to straying stock matters and impound when required to ensure that our public roads are kept safe	Coordinator Public Health & Environment	01-Jul-2022	30-Jun-2026	In Progress	75%
<b>Comment:</b> The Rangers have attended to 4 livestock related matters in February 2024.					
Develop Long Term Financial Plans for the Water, Wastewater and Waste funds	Acting Chief Finance Officer	01-Jul-2023	30-Jun-2025	In Progress	30%
<b>Comment:</b> Review of the forward budgets has just commenced with a zero based budgeting approach to determine operating costs and asset management information for what are adequate renewals of infrastructure. This will determine the revenue required to achieve a balanced position and hence the access charges that will need to be charged to achieve long term sustainability over the medium to long term. Process continues in February					
Provide financial services to the organisation	Acting Chief Finance Officer	01-Jul-2022	30-Jun-2026	In Progress	40%
<b>Comment:</b> 30 June 2023 had \$65k compared to previously reported forecasts of approximately \$7m. This requires a significant rethink of the strategy on how and by when the target of \$5m will be achieved. Reaching \$5M in unrestricted needs a long-term strategy, and it will not be accomplished in a year. The setting of the 24/25 Forward Budget is the first step, which will be activity and zero based. This process continues long term					
Risk management practices are administered across the organisation	Coordinator Governance	01-Jul-2022	30-Jun-2026	In Progress	39%



Snowy Monaro Regional Council (SMRC)

2023/2024 DP

Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Leadership: That the community has confidence in leadership</b>					
<b>Outcome : Clear agreed standards are in place and applied about how public services are provided</b>					
<p><b>Comment:</b> 27.02.2024 Rod Farrar of Paladin Risk Management Services met with ELT on 30 January 2024 to introduce the principles of a renewed framework and confirm priorities. Work health and safety was determined to be the highest priority. A planned gap analysis of the current versus required WHS framework and activity has been replaced with a "ground up" rebuild. A revised schedule is being developed by Rod Farrar for review. Milestones leading to the planned completion of the framework will be advised by the end of April 2024.</p> <p>Executives from Council's P/L insurer Civic Risk Mutual met with the CEO on 22 February 2024 to provide detail on the indemnity support and insurance provided by the mutual.</p>					
Special Rate Variation	Acting Chief Finance Officer	01-Jul-2023	30-Jun-2026	Completed	100%
<p><b>Comment:</b> 2023/2024 rating categories amended with inclusion of SRV percentage. Making of the rates report adopted by Council 29 June 2023</p>					
Undertake companion animal management with the management of microchipping, registration and impoundment of dogs and cats to ensure compliance with the Companion Animals Act, 1998	Coordinator Public Health & Environment	01-Jul-2022	30-Jun-2026	In Progress	75%
<p><b>Comment:</b> Council's Ranger are preparing to undertake their second round of enclosure inspections for the financial year.</p>					
Provide LEMO support to the Local Emergency Management Committee	Coordinator Governance	01-Jul-2022	30-Jun-2026	In Progress	39%
<p><b>Comment:</b> 27.02.2024 LEMO support is provided as needed. Most recently in the section 44 declared event in October 2023.</p>					
Maintain a compliant Records Management System	Coordinator Governance	01-Jul-2022	30-Jun-2026	In Progress	39%
<p><b>Comment:</b> 27.02.2024 Records management training modules have been recorded and placed in the online learning system (ELMO). The modules cover the principles of good records management, records creation and storage, search and access. Further modules will be developed on a needs basis.</p>					

06-Mar-2024

Camms.

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Snowy Monaro Regional Council (SMRC)

2023/2024 DP

Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Leadership: That the community has confidence in leadership</b>					
<b>Outcome : Clear agreed standards are in place and applied about how public services are provided</b>					
Improve information on utilisation of plant and fleet	Coordinator Fleet & Plant	01-Jul-2023	30-Jun-2024	In Progress	67%
<b>Comment:</b> Actual utilisation provided to key managers quarterly. Specific heavy plant reports provided monthly. Telematics RFQ closed 19/1, submissions to review					
Facilitate Council's Audit and Risk and Improvement Committee (ARIC) meetings	Chief Strategy Officer	01-Jul-2022	30-Jun-2026	In Progress	50%
<b>Comment:</b> The December meeting was deferred due to the impact of the large change program currently underway not allowing sufficient time for staff to have responded to the reporting needs for ARIC.					
Improve organisational development across the organisation	Chief Workforce Officer	01-Jul-2022	30-Jun-2023	Completed	100%
<b>Comment:</b> Field Force Four reviews now have taken in large parts of Operations, Governance and Assets. This impacts well over 50% of the organisation and some progress has been made on implementation through Towards Excellence program now scheduled for 23-24 financial year.  Implementation of frontline leadership has commenced with pilot with further program elements scheduled for 23-24. RFQ for other components of service review work through Towards Excellence is underway and a contractor is still TBC.  Plan to undertake an IT service review in 23-24.  Ongoing vacancies within organisational development roles has impacted ability to deliver on further work. Recruitment being undertaken to fill vacancy.					
Building Better Finance Environmental Loans	Acting Chief Finance Officer	01-Jul-2023	30-Jun-2024	Completed	100%
<b>Comment:</b> OBBF has been launched. A further note that BBF has lost its funding stream and has ceased trading.					
Maintain Council's Code of Conduct Complaint Register to ensure compliance and accurate reporting	Coordinator Governance	01-Jul-2022	30-Jun-2026	In Progress	39%
<b>Comment:</b> 27.02.2023 Code of conduct complaints are managed in accordance with the procedures for the administration of the model code of conduct for local councils in NSW. The statutory reporting to Council and OLG was completed in December 2023 in accordance with legislative compliance.					
Donations and sponsorships are provided by Council to support activities throughout the region	Coordinator Governance	01-Jul-2022	30-Jun-2026	In Progress	50%

Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Leadership: That the community has confidence in leadership</b>					
<b>Outcome : Clear agreed standards are in place and applied about how public services are provided</b>					
<b>Comment:</b> 27.02.2024 The 2024 Donations and Sponsorship program is underway with applications for funding open between 1 February and 15 March. Council will decide the successful applications at the May 2024 council meeting.					
Sale of land for unpaid rates	Acting Chief Finance Officer	01-Jul-2023	30-Jun-2024	Not Started	0%
<b>Comment:</b> Process will start early 2024. Process due to start when Revenue team are available now looking at April/May 2024					
Capital works program - plant & vehicle capital replacement program	Coordinator Fleet & Plant	01-Jul-2022	30-Jun-2026	In Progress	41%
<b>Comment:</b> Identified capital replacements underway. 67 items actioned.					
Financial Sustainability Review	Manager Finance	01-Jul-2022	30-Jun-2023	Completed	100%
Support the CEO, Mayor, Councillors and Executive in their day to day activities to meet community needs	Secretary Council and Committees	01-Jul-2022	30-Jun-2026	In Progress	39%
<b>Comment:</b> February 2024 included; * Formal ELT Meetings * Councillor Briefing Session * Ordinary Council Meeting * Meetings with community on various issues * Financial Working Group meeting * Official openings and community events					
Develop a Compliance Register	Coordinator Governance	01-Jul-2023	30-Jun-2025	In Progress	5%
<b>Comment:</b> 27.02.2024 The compliance register will be developed following the completion of the policy framework. The estimated completion date is subject to the success of recruitment of a vacant position within the Governance team and resources diverted to the Towards Excellence program which at the time of reporting the exact resourcing requirements are not known.					
Develop a framework for policies and procedures to support the organisation	Coordinator Governance	01-Jul-2022	30-Jun-2024	In Progress	50%
06-Mar-2024		Camms.			Page 53 of 57

Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Leadership: That the community has confidence in leadership</b>					
<b>Outcome : Clear agreed standards are in place and applied about how public services are provided</b>					
<b>Comment:</b> 27.02.2024 A register of existing policies is in development. It is evident that Towards Excellence program work and vacancy in the Governance team will divert resources from policy framework renewal. A revised schedule will be provided by end of April. It is likely the original 30 June 2024 completion date will need to be extended.					
Implement actions identified from Audit and Risk and Improvement Committee (ARIC) meetings	Chief Strategy Officer	01-Jul-2022	30-Jun-2026	In Progress	25%
<b>Comment:</b> All actions that can be completed have been. There are two items outstanding, which both are tied to a future ARIC meeting.					
Provide Workforce Management Services across the organisation	Chief Workforce Officer	01-Jul-2022	30-Jun-2026	In Progress	34%
<b>Comment:</b> Workforce metrics: * Leadership Development - Commencing in Oct 2023, over 80 leaders will participate in SMRC's Leadership & Culture program as part of the Towards Excellence Program * Performance reviews - In the 22-23 performance period, over 50% of staff participated in undertaking performance reviews. * Recruitment - In the previous 12 months, Workforce have received 109 requests for recruitment that have been approved. 57 of these have been finalised (52%), 46 are currently open (42%), and 6 have been placed on hold (5%). * New Staff Turnover - In the previous 12 months, 96 new staff have commenced with SMRC, with 82 remaining employed with SMRC in that same period (85%). 2 staff undertaking process management training. Appointment of Organisation Development Officer 28 August 2023. Learning and Development Officer commencing early September to commence work on this action. Business areas have reviewed vacancies. Civica now aligned with positions in the formal structure. CWO will monitor and update changes to structure as approved by CEO.  Budget development process will be used to identify any further unfunded positions. Need to be vigilant and monitor constantly.  All changes to the adopted structure are to be directed through ELT and communicated to consultative committee.					
Council's Insurance policies are kept up to date, and relevant to the current state and needs of the organisation	Coordinator Governance	01-Jul-2022	30-Jun-2026	In Progress	50%
<b>Comment:</b> 27.02.2024 Council's annual insurance policy renewal is confirmed in October each year. The October 2023 renewal was completed according to the schedule.					
Undertake parking patrols to ensure compliance with the Road Rules, 2014	Coordinator Public Health & Environment	01-Jul-2022	30-Jun-2026	In Progress	75%
<b>Comment:</b> Parking patrols in CBD were placed on hold during February 2024, due to staff illness.  School patrols continued during this period.					
06-Mar-2024					Camms. Page 54 of 57

Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Leadership: That the community has confidence in leadership</b>					
<b>Outcome : Clear agreed standards are in place and applied about how public services are provided</b>					
Government Information Public Access (GIPA) applications are processed in accordance with Council's Agency Information Guide and GIPA Act, 2009	Coordinator Governance	01-Jul-2022	30-Jun-2026	In Progress	39%
<b>Comment:</b> 27.02.2024 An updated Agency Information Guide (AIG) has been reviewed and approved by the Information and Privacy Commission (IPC). The document is submitted to the 21 March council meeting for adoption. The AIG serves to inform internal and external customers of Council's obligations in the management of information requests. GIPA training modules are in development with Workforce to support roll out of the renewed framework by June 2024.					
Provide support and guidance to the organisation so that it can deliver a safe and healthy workplace	Chief Workforce Officer	01-Jul-2023	30-Jun-2026	In Progress	9%
<b>Comment:</b> WHS Metrics: * WHS Induction - 426 active employees issued WHS Induction. 345 completed (80%), 17 in progress (4%), 63 not yet started (15%). * Rolling loss time injuries frequency rate - LTIFR is currently 33, goal is to have this below 25. * Workplace Inspections - 17 Workplace Inspections completed to date in 23-24.					
Implement Plans of Management (PoMs) for the Crown Reserves which Council is the identified Crown Land Manager	Coordinator Land & Property	01-Jul-2023	30-Jun-2024	In Progress	70%
<b>Comment:</b> February 2024 - Awaiting feedback from Crown Lands on Council's Draft 'General Community Use' PoM which has been submitted to NSW Crown Lands for review - in order to obtain Ministerial approval for public exhibition. Note: All Council's Draft PoMs are ready for Crown Lands review, however Crown Lands requested that a single document only be tabled at this point in time for resource efficiency reasons on their side. 100% of the Native Title Manager written advices has been achieved for all 74 reserve locations - this aspect is a key part of prescribed sequence of steps mandated by the State. A structured "by category" approach has been implemented. Six (6) Plans of Management will be delivered: • Area of Cultural Significance Plan of Management • General Community Use Plan of Management • Natural Areas Plan of Management • Parks Plan of Management • Sportsgrounds Plan of Management • Caravan Parks Plan of Management					
Maintain regulatory registers of Council decisions in accordance with relevant legislation	Secretary Council and Committees	01-Jul-2022	30-Jun-2026	In Progress	39%
<b>Comment:</b> Registers updated with Council decisions after each meeting - Updated on 16 February 2024 • Planning register • Pecuniary interest register • Councillor meeting attendance • Councillor attendance via Zoom (if applicable)					
06-Mar-2024		Camms.			Page 55 of 57

Snowy Monaro Regional Council (SMRC)					2023/2024 DP
Strategy	Responsible Officer	Start Date	End Date	Status	% Complete
<b>Goal : Our Leadership: That the community has confidence in leadership</b>					
<b>Outcome : Clear agreed standards are in place and applied about how public services are provided</b>					
Section 355 Advisory and Management Committees are managed and supported	Coordinator Governance	01-Jul-2022	30-Jun-2026	In Progress	39%
<b>Comment:</b> 27.02.2024 A guideline for advisory and management committees has been drafted and will be presented to Councillors at a workshop planned for March 2024. During this period the committees will be contacted directly to ensure they have sight of the new guide, offer support and receive feedback on the new guide. Following the consultation period the guide will be submitted to Council for adoption.  Committee minutes submitted to the March 2024 council meeting: Cemetery Advisory Committee Minutes of Meeting held 6 November 2023 Michelago Hall and Tennis Courts Management Committee Minutes of meeting held 15 November 2023; Bombala Exhibition Ground Management Committee Minutes of Meeting held 13 December 2023;					
<b>Outcome : Leadership is visible and accessible to our community</b>					
Facilitate citizenship ceremonies	Secretary Council and Committees	01-Jul-2023	30-Jun-2026	In Progress	22%
<b>Comment:</b> Four Ceremonies to be held each year as per format below; 15 September 2023 - 19 Conferees attended January 2024 - 26 Conferees attended March 2024 June 2024					

Snowy Monaro Regional Council (SMRC)

2023/2024 DP

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### 9.3.8 ENDORSE ROAD NAME PROPOSAL SPEARGRASS LANE FOR MICHELAGO SUBDIVISION

Record No: I24/106

#### OFFICER'S RECOMMENDATION

That Council endorse the name Speargrass Lane to be;

A. Submitted to the Geographical Names Board for pre-approval, and

B. Advertised in the Monaro Post for a period of 28 days.

#### ISSUES

A six plot subdivision has been approved for Karinya Plains Road Michelago on Lot 1 DP 713198 (DA010.2022.00000227.001). This subdivision includes a new road that requires naming under the Geographical Names Board road naming policy.

The proposed road name is Speargrass Lane and is considered highly likely to be approved by the Geographical Names Board.

#### RISK ASSESSMENT

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

The risks with this road naming are considered to be low and acceptable.

#### FINANCIAL IMPACTS

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

This work will be done within existing budgets.



**RESPONSIBLE OFFICER:** Chief Strategy Officer.

### **OPTIONS CONSIDERED**

Speargrass Lane was the only name considered as it is expected to be approved by the Geographical Names Board and is relevant to the area of the subdivision.

### **IMPLEMENTATION PLANS**

The action will be implemented by:

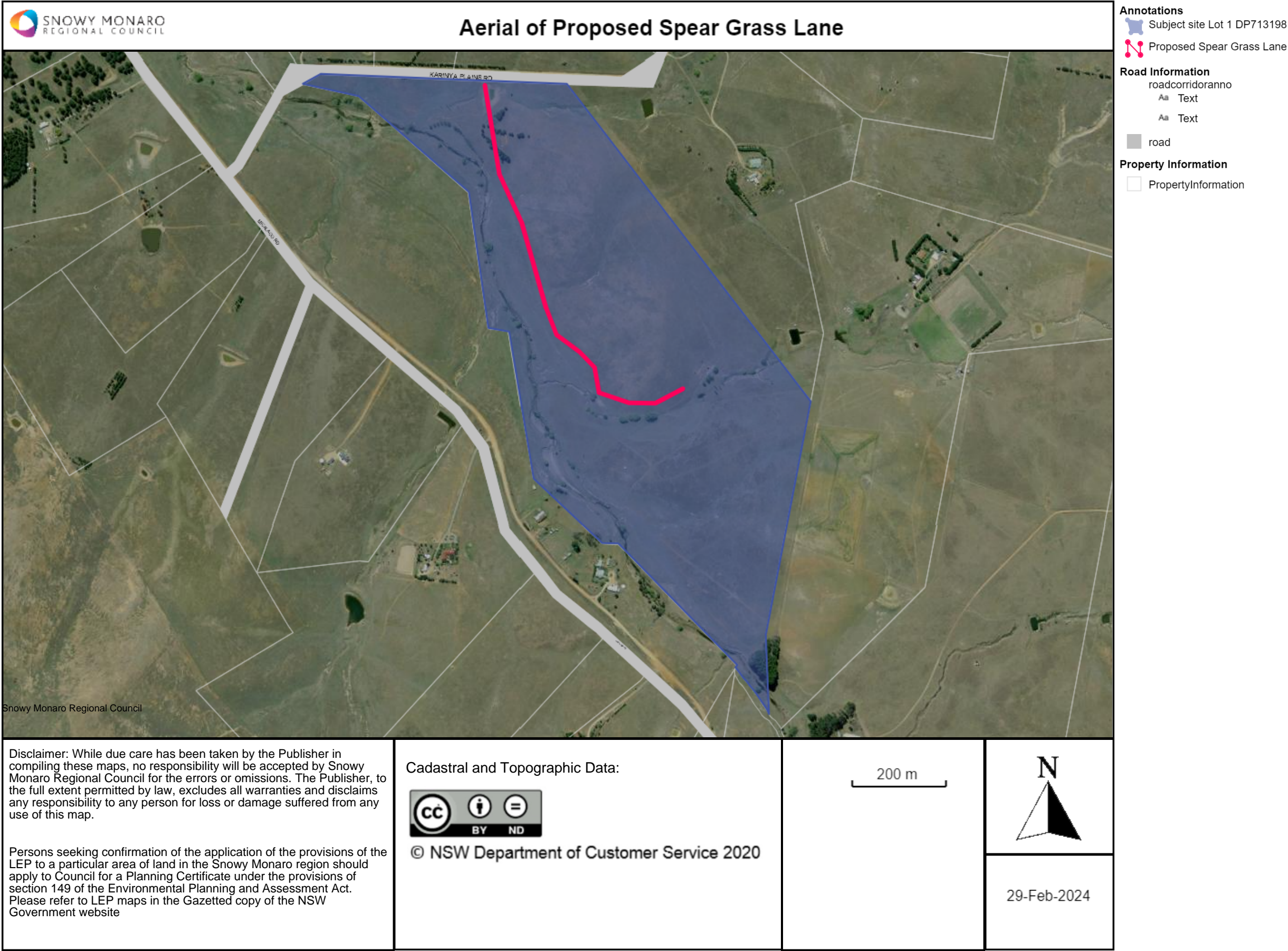
### **EXISTING POLICY/DECISIONS**

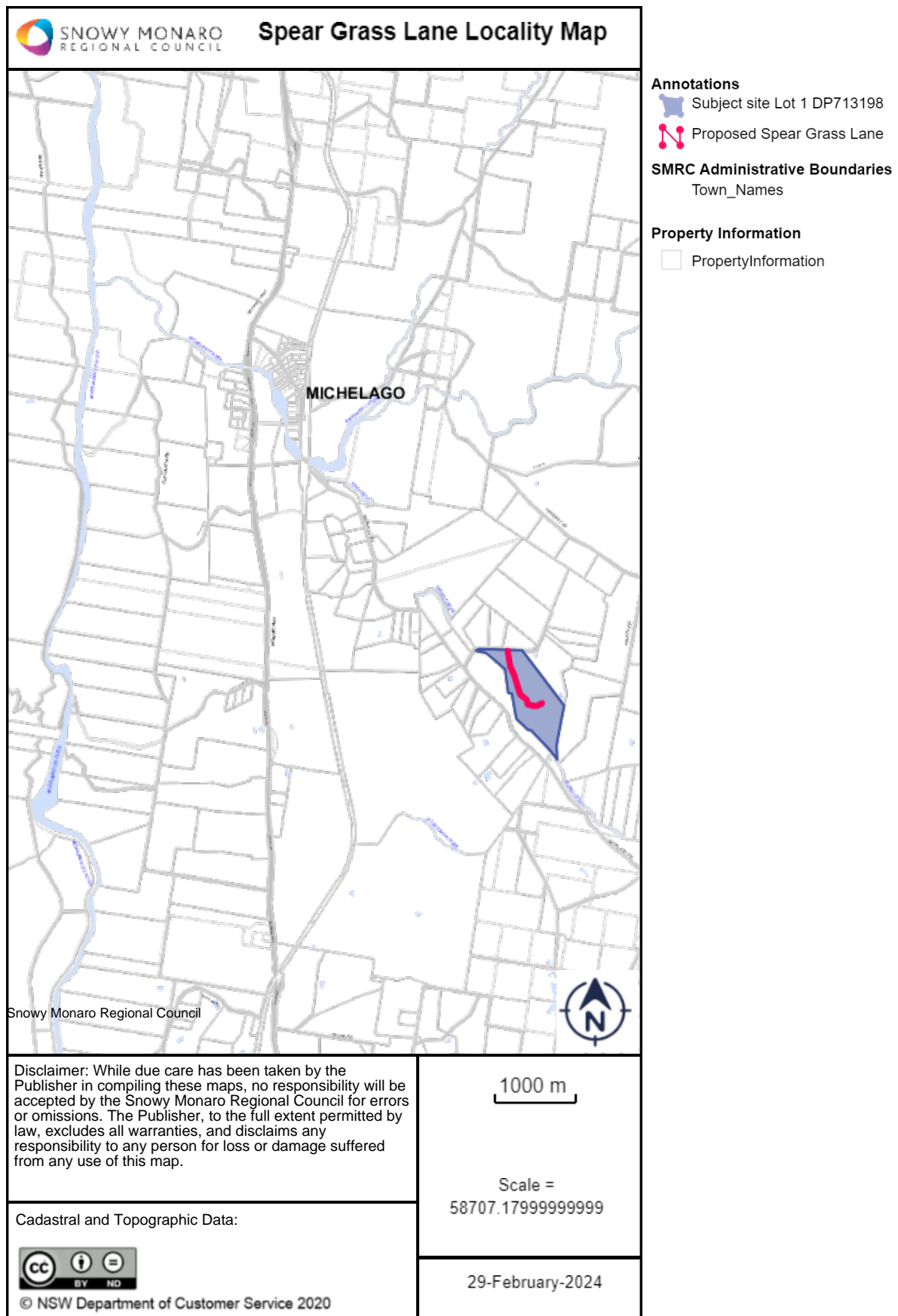
Road naming is to adhere to the 2021 NSW Address Guidelines and User Manual. Link:

[https://www.gnb.nsw.gov.au/\\_data/assets/pdf\\_file/0004/229216/NSW\\_Address\\_Policy\\_and\\_User\\_Manual\\_2021.pdf](https://www.gnb.nsw.gov.au/_data/assets/pdf_file/0004/229216/NSW_Address_Policy_and_User_Manual_2021.pdf)

### **ATTACHMENTS**

1. Aerial Map of Proposed Speargrass Lane
2. Locality Map of Proposed Speargrass Lane





### 9.3.9 BIOGAS FLARING - COOMA & JINDABYNE LANDFILLS

Record No: I24/149

#### OFFICER'S RECOMMENDATION

That Council:

- A. In accordance with c.178(1)(b) of the *Local Government (General Regulation) 2021*, decline to accept any of the tenders for Biogas Flaring at Cooma and Jindabyne Landfills as negotiating the share of the Australian Carbon Credits Units will provide a better financial return for the Council.
- B. Seek a best and final offer (BAFO) from the two shortlisted tenderers, as the organisations found to have the best capability to provide the service for those lodging a tender to provide the service.

#### ISSUES

An open tender process was carried out to identify suitable biogas flaring contractors who could install and operate biogas flares at Cooma Landfill and Jindabyne Landfill. The flares extract and burn off greenhouse gases (primarily methane) turning these harmful gases into significantly less harmful CO<sub>2</sub>. Flaring generates Australian Carbon Credit Units (ACCUs) that can be purchased by developers, mines, etc. to offset their carbon footprint. As part of the arrangement with the biogas flaring contractors, they agree to share a percentage of their ACCU profits with Council.

The two shortlisted tenderers are separated by a small difference in ACCU percentage share. To attain the best commercial outcome for Council, it is proposed that we carry out a BAFO round with the shortlisted tenderers to get the highest ACCU share possible.

Items to be considered:

- Landfill biogas flaring is considered 'best practice' by the NSW EPA.
- All construction and operational costs associated with the flares are borne by the contractor, there is no cost to Council.
- The flaring is essentially an internal combustion process, so there is no open flame and no bushfire risk.
- By requesting a BAFO we can seek the best commercial outcome for Council by way of larger ACCU profit sharing.

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## RISK ASSESSMENT

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

All delivery and management tasks are carried out by the selected contractor. All risk factors are low and acceptable.

## FINANCIAL IMPACTS

This project is revenue generating. ACCU share % cannot be provided for tender submissions as yet as they are still commercial in confidence until such time as a BAFO is sought and finalized.

**RESPONSIBLE OFFICER:** Senior Project Manager – Corporate Projects.

## OPTIONS CONSIDERED

Proceed with neither submission: This option provides no value.

Proceed with one of the submissions: This option provides income to Council

Carry out a BAFO round: This option guarantees the best commercial outcome for Council

## IMPLEMENTATION PLANS

- Actions: Following endorsement or rejection of this report, the project team will finalise the tender process and engage a qualified biogas flaring contractor
  - Engagement: The flaring contractor will liaise with Council staff at both landfills to ensure that the installation of the system does not impede ongoing operations at either landfill.
  - Timeframe: Once a tenderer is selected:
    - Emissions Reduction Fund registration: up to 90 days
    - Mobilization: up to 4 weeks
    - Installation: 4-6 weeks
-



### **EXISTING POLICY/DECISIONS**

The relevant legislative subclause to the recommendation is shown in italics.

### **LOCAL GOVERNMENT (GENERAL) REGULATION 2021**

#### **178 ACCEPTANCE OF TENDER SUBMISSIONS**

(3) A council that decides not to accept any of the tender submissions for a proposed contract or receives no tender submissions for the proposed contract must do one of the following--

- (a) postpone or cancel the proposal for the contract,
- (b) invite, in accordance with section 167, 168 or 169, fresh tender submissions based on the same or different details,
- (c) invite, in accordance with section 168, fresh applications from persons interested in making a tender submission for the proposed contract,
- (d) invite, in accordance with section 169, fresh applications from persons interested in making a tender submission for contracts of the same kind as the proposed contract,
- (e) by resolution of the council, enter into negotiations with any person (whether or not the person was a tenderer) with a view to entering into a contract in relation to the subject matter of the tender,*
- (f) carry out the requirements of the proposed contract itself.

### **ATTACHMENTS**

Nil

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### 9.4.1 EVENT SUPPORT GRANT APPLICATIONS

Record No: I24/125

#### OFFICER'S RECOMMENDATION

That Council approve the following event support applications, in line with the funding support for Events Policy:

- A. Adaminaby Easter Fair - \$3,000
- B. Cooma Regional Busking Championships - \$2,000

#### ISSUES

Council's Snowy Monaro Funding Support for Events Policy provides funding support for local and regional economically significant events.

In accordance with the Policy, the following three applications have been received and assessed for Council determination:

Adaminaby Easter Fair and Cooma Regional Busking Championships.

An application was also discussed with the Nimmitabel Chamber of Commerce to support the Nimmitabel Steampunk Festival in May however an application was not received for inclusion in this report.

To be eligible for funding support, the event must meet certain criteria and be assessed as per the Funding Support for Events Policy.

The tables below outline the assessment against this Policy for each event:

<b>Event Application 1 - Adaminaby Easter Fair</b> <b>Funding amount sought = \$3,000 (Major)</b> Location: Adaminaby Town Centre Date: 30 March 2024		
Estimated 'value add' to local economy	Eligible event	
\$158,030 – based on predominantly day visitation with some overnight Easter travellers.	Yes	
(a) Funding amount required to cover Councils normal fees and charges.	Facility hire (banner) Waste services Planning S68 application	\$50 Est \$400 \$100
(b) Alignment with relevant Council strategies or plans.	The event supports Council values outlined of the Snowy Monaro DMP 2019 and Community Strategic Plan 2024 – 'Promotes vibrant towns and villages, acknowledging and accepting the unique heritage and character of each town'. Theme 3 of the Snowy Monaro Destination Management Plan 'Our Heritage' providing a connective community building event in Adaminaby.	

9.4.1 EVENT SUPPORT GRANT APPLICATIONS

(c) Commercial or not for profit.	Not for profit
(d) Capacity to attract visitors from outside the LGA.	The event attracts around 2,500 into the Adaminaby township, including Easter tourists.
(e) Marketing Strategies.	Social media and local media with both print and radio promotion. Community notice through Council's event calendar and Visit NSW. Council support will be recognised in advertising.
(f) The significance of the event for the local community.	The Adaminaby Easter Fair is the largest event in Adaminaby, held annually for the past 50 years. The event develops a sense of community spirit and pride amongst local residents, provides a fundraising opportunity for community groups and enhances revenue opportunities for local business over the Easter Holiday period.
(g) The proportion of the total funding required for the event.	If successful, Council funding (\$3,000) will form approximately 37% of the total event budget (\$8,180).
(h) The amount of funding remaining in the funding pool for that year at the time of determination of the application.	There is sufficient funding available for this application.
(i) Number of event applicants who have applied for funding.	Thirteen events have already received funding under this application with another two included in this report.
(j) The reason the funding is being sought from Council for the event.	To cover Council service fees for waste and planning applications, with the remainder to support free activities and entertainment at the event.
(k) The particular circumstances of the event.	None noted.
<b>Other funding applications:</b>	
<p><b>Staff review:</b> This event meets eligibility criteria of the Event Support Policy and is classed as a 'Major' event in the Policy as the value added calculation to the economy is greater than \$100,000.</p> <p>The significance of the event to local community and business is recognised. With the Lake Light Sculpture event cancelled this year, the other events held at Easter will be important for both community connections and tourism activities for the holiday period.</p> <p>Attachment 1: Event application &amp; event prospectus</p>	



Event name (optional)

Adaminaby Easter Fair

Event Type:

Arts and Heritage

Event Range:

Region

Event start date:

03/30/2024

Event duration (days)

1

Attendance per day

2500

Average daily spend (\$)

100

Event total spend (\$)

\$250,000

submit

The proposed Adaminaby Easter Fair event is planned to start on March 30th, 2024 and to run for 1 day. It is an event of Region significance and is estimated to attract 2500 visitors during the day, with an average spend per person per day of \$100. This equals a total visitor spend of \$250,000 attributed to this event. Assuming the event will be held in Snowy Monaro Regional Council area, it is calculated to have the following potential impact:

Event Impact Summary				export
Snowy Monaro Regional Council area - Modelling the effect of \$250,000 from an Arts and Heritage event with Region significance				
	Output (\$)	Value-added (\$)	Local Jobs (annual jobs)	
Direct impact	215,000	104,799	1.9	
Industrial impact	84,057	40,927	0.8	
Consumption impact	25,137	12,304	0.1	
Total impact on Snowy Monaro Regional Council area economy	324,194	158,030	3	
Source: National Institute of Economic and Industry Research (NIEIR) ©2023. Compiled and presented in economy.id by .id (informed decisions).				

Event Application 2 - Cooma heat – Australian National Busking Championships		
Funding amount sought = \$2,000 (Local)		
Location: Centennial Park and Cooma CBD		
Date: 27 April 2024		
Estimated 'value add' to local economy	Eligible event	
\$66,638 – based on predominantly day visitation of estimated 1000 attendees.	Yes	
(a) Funding amount required to cover Councils normal fees and charges.	Facility hire	Est. \$200
	Banner hire	\$50
(b) Alignment with relevant Council strategies or plans.	Waste services	\$210
	Planning S68 application	\$100
The Snowy Monaro REDS 2023 indicates the importance of enabling a diversity of tourism products and experiences. The ANBC is a well-known event that adds to the human capital of the region in important ways. The National finals promotes Cooma as the ongoing home to a community building event that brings people to visit Cooma for the weekend and provides children and adults from the region with a sense of community, celebration and learning.		

9.4.1 EVENT SUPPORT GRANT APPLICATIONS

(c) Commercial or not for profit.	Not for profit. Spectators buy 'busking tokens' to show their support for buskers located outside participating businesses and venues, with half of the proceeds donated to Cooma Community Chest and the other half attributed to cover event expenses.
(d) Capacity to attract visitors from outside the LGA.	The events attracts visitors from Canberra, Melbourne, Sydney and across the state. Some overnight visitation
(e) Marketing Strategies.	Local media with both print and radio promotion. Community notice through Council's event calendar and Visit NSW. Council support will be recognised in advertising.
(f) The significance of the event for the local community.	Timed in the off season, to showcase Cooma in its Autumn colours. The ANBC has become an important drawcard on the event calendar. It generates economic activity, but also provides and important cultural experience for locals and visitors alike. The event is inclusive in nature and attended by artists of all ages and abilities and cultural backgrounds. At least 20 businesses directly participate, reporting enhanced trade.
(g) The proportion of the total funding required for the event.	If successful, Council funding (\$2,000) will form approximately 12.13% of the total event budget (\$16,483).
(h) The amount of funding remaining in the funding pool for that year at the time of determination of the application.	There is sufficient funding available for this application.
(i) Number of event applicants who have applied for funding.	Thirteen events have already received funding under this application with another two included in this report.
(j) The reason the funding is being sought from Council for the event.	To cover Council fees for waste and facility and to support event promotion.
(k) The particular circumstances of the event.	Event growth

Other funding applications:

**Staff review:** This event meets eligibility criteria of the Event Support Policy and is classed as a ‘Local’ event in the Policy as the value added calculation to the economy is less than \$100,000. It’s noted the busking committee are actively pursuing options to grow the event across the region, supporting a new regional heat being planned in Bombala October 2024.

The committee were successful in receiving \$3,345 out of a possible \$5,000 from this fund in October 2023.

Attachment 1: Event application

Event name (optional)

Event Type:

Event Range:

Event start date:

Cooma Heat - Busking

Arts and Heritage ▾

Local ▾

04/27/2024

Event duration (days)

Attendance per day

Average daily spend (\$)

Event total spend (\$)

1 ▾


1000 ▾

100 ▾

\$100,000

submit

The proposed Cooma Heat - Busking event is planned to start on April 27th, 2024 and to run for 1 day. It is an event of Local significance and is estimated to attract 1000 visitors during the day, with an average spend per person per day of \$100. This equals a total visitor spend of \$100,000 attributed to this event. Assuming the event will be held in Snowy Monaro Regional Council area, it is calculated to have the following potential impact:

Event Impact Summary				export 
Snowy Monaro Regional Council area - Modelling the effect of \$100,000 from an Arts and Heritage event with Local significance				
	Output (\$)	Value-added (\$)	Local Jobs (annual jobs)	
Direct impact	91,000	44,067	0.8	
Industrial impact	35,834	17,311	0.3	
Consumption impact	10,744	5,259	0.1	
Total impact on Snowy Monaro Regional Council area economy	137,578	66,638	1	
Source: National Institute of Economic and Industry Research (NIEIR) @2023. Compiled and presented in economy.id by .id (informed decisions).				

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## RISK ASSESSMENT

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

These events are generally considered low risk. They are organised independently of council.

## FINANCIAL IMPACTS

This program relies on a funding pool in council's Economic Development budget which is set at the beginning of each financial year and once (if) fully expended, it is anticipated it would not be renewed with further funds until the following financial year.

At the beginning of the 2023-24 financial year, this fund has \$50,000 available for event support allocation with \$20,000 local and \$30,000 towards regional significant applications.

Should Council approve the attached two applications, there will be \$2,555 remaining for local, and \$10,650 for regionally significant applications totalling \$13,205.

The Eventing Funding Support Register for the current financial year is shown below indicating the state of the funding pool at the time of writing the current report. It does not include the events the subject of this report, only those approved by council so far this financial year.

9.4.1 EVENT SUPPORT GRANT APPLICATIONS

Event Support Grant Funding Register 2023-2024				
Event	Event dates	Funding requested	Funding recommended LOCAL	Funding recommended MAJOR
Cooma Country Roots and Blues	19-November-2023	2000	2000	
Snowy Trout Challenge	Oct 2023 -30 April 2024	5000		5000
Bombala Historic Engine & Machinery Society Working D	11-November-2023	2000	2000	
Monaro Canine Carnival	1-3 December 2023	1500	1500	
Australian National Busking Championship – Grand final	25 November 2023	5000	3345	
Numeralla Folk Festival	26-28 January 2024	2000	2000	
Cooma Rodeo	02-February-2024	1350		1350
Twisted Bingo - Cancer Council	16-March-2024	2000	300	
Monaro Billy Kart Derby	25-February-2024	2000	2000	
Gravity MTB	17-March-2024	5000		5000
Snowy Classic	23-March-2024	5000		5000
Cooma Multicultural Festival	17-March-2024	2000	2000	
Snowy Mountains Disc Golf Marathon	2-3 March 2024	300	300	
<b>Funding Available</b>		<b>50000</b>		
Major		30000		
Local		20000		
<b>Funding Spent</b>		<b>31795</b>		
Major		16350		
Local		15445		
<b>Funding Remaining</b>		<b>18205</b>		
Major		13650		
Local		4555		

**RESPONSIBLE OFFICER:** Tourism & Events Officer.

### OPTIONS CONSIDERED

The alternative options available to council are, to not support some or all of the events, or support them for less than the requested amount. Ultimately this is a decision for Councillors.

The information required to inform this decision and the reasons for the staff recommendations are provided in the table for each event.

### IMPLEMENTATION PLANS

The event applications were reviewed in accordance with the Council's Funding Support for Events Policy.

### EXISTING POLICY/DECISIONS

The event applications were reviewed in accordance with the Council's Funding Support for Events Policy.

**ATTACHMENTS**

1. Adaminaby Easter Fair Event application
2. Cooma Regional Australian National Busking Championships application



Form | 250.2022.000.1

## Event Sponsorship Request Economic Development

Snowy Monaro Regional Council's event sponsorship support funding recognises the valuable social, economic and community benefits of events in our region. There are two categories of sponsorship available including community/local significance (up to \$2000) and regional economic significance (up to \$5,000).

Applications for event sponsorship should be submitted a minimum of three (3) months from the event to allow time for a report to a Council meeting for determination.

Applications will not be considered unless all supporting documentation is attached. Applications can be returned to any of the four Council offices, mailed to PO Box 714 COOMA NSW 2630 or emailed to [council@snowymonaro.nsw.gov.au](mailto:council@snowymonaro.nsw.gov.au)

### Eligibility

To be eligible to receive sponsorship from Council, the applicant must (tick boxes below if criteria is met):

- ☒ Be an Australian legal entity or an individual with an Australian Business Number (ABN)
- ☒ Have submitted a Snowy Monaro Notice of Intention to Organise an Event form to the events team and applied for all required legislative approvals in accordance with the event
- ☒ Apply for an event in line with the eligibility criteria 2 (a) of Council's Event Support Policy:
  - ☒ Open for general public attendance
  - ☒ Event location within the Snowy Monaro Regional Council local government area
  - ☒ Event will be held within the current financial year
  - ☒ Will not actively promote or support excessive consumption of alcohol, gambling or tobacco products
  - ☒ Not for the primary purpose of making a political or religious statement or for vilifying sections of the community
  - ☒ Undertaken in a child safe manner and in accordance with relevant NSW Health guidelines. Online resource [https://ocg.nsw.gov.au/sites/default/files/2022-01/B\\_CSS\\_ChildSafeStandardsFlyer.pdf](https://ocg.nsw.gov.au/sites/default/files/2022-01/B_CSS_ChildSafeStandardsFlyer.pdf)

### Part A - Applicant

Name <b>ADAMINABY EASTER FAIR</b>			
Organisation <b>ADAMINABY SNOWY SCHEME COLLECTION</b>	Phone (AH)		
Position <b>CHAIR</b>	Phone (BH)		
Postal Address			
Town	State <b>NSW</b>	Postcode <b>2629</b>	Mobile
Email			



Organisation Type: <input checked="" type="checkbox"/> Not for profit <input type="checkbox"/> Commercial <input type="checkbox"/> Other _____	
ABN (if applicable) _____	Eligible for GST (if applicable) <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Applicant Signature _____	Date <u>20/2/23</u>
Applicant Signature _____	Date _____

**Part B – Event Details**

Name <u>ADAMINABY EASTER FAIR</u>	
Location/s <u>DENISON ST</u> <u>ADAMINABY</u>	
Date/s <u>30 MARCH 2024</u>	Time/s <u>8-30 AM TO 3 PM</u>

Confirmation of venue availability:

- ☐ Private Property – Please provide confirmation of land owner's consent
- ☐ Council Facility – Booking reference number: \_\_\_\_\_
- ☒ Other (please specify) STREET FAIR

Event Type			
<input checked="" type="checkbox"/> Community	<input type="checkbox"/> Commercial	<input type="checkbox"/> Sporting	<input checked="" type="checkbox"/> Arts & Cultural
<input checked="" type="checkbox"/> Markets	<input type="checkbox"/> Music Festival	<input type="checkbox"/> Other (please specify) _____	

Frequency of Event	<input checked="" type="checkbox"/> Annual	<input type="checkbox"/> One off	<input type="checkbox"/> Other (please specify) _____
--------------------	--	----------------------------------	---

**Event Funding**

Recurring events: Does the event generate profit? ☐ Yes ☒ No

Please outline how profit from the event will be used.

Have you applied for other funding sources? ☐ Yes ☒ No

Please provide details





Event purpose and target market

ANNUAL EVENT HELD ON EASTER SATURDAY. FUNDRAISING FOR COMMUNITY GROUPS. VISITORS FROM WITHIN SHIRE & EXTERNAL

Have you considered ways to ensure the event is inclusive and accessible to the community?  
Please describe.

Online resource for accessible and inclusive events: <https://www.dpc.nsw.gov.au/assets/dpc-nsw-gov-au/Events/9bf6c6ac1e/Toolkit-for-Accessible-and-Inclusive-Events-2018.pdf>

CATERED FOR ALL AGE GROUPS - WITH ACTIVITIES, GAMES AND COMPETITIONS, WITHIN THE CONFINES OF THE MAIN STREET OF ADAMINABY.

Event description

ADAMINABY EASTER FAIR - MARKETS, ACTIVITIES, GAMES, STAGE CURTAIN, ART SHOW, MUSEUM

Event significance to the community

THIS EVENT HAS BEEN HELD FOR THE PAST 50 YEARS. IT IS A ANNUAL EVENT AND EACH YEAR ALL FUNDS COLLECTED GO TO COMMUNITY GROUPS

#### Part C - Event Sponsorship

Level of funding:

☒ Community/Local event ☐ Regional Economic Significant event

Sponsorship amount requested \$ 3000.00 TBC

Total cost of the event (please include a copy of the event budget) \$

Why are you seeking funding from Council for the event?

TO COVER - GARBAGE AND RECYCLING.  
- ROAD SIGNAGE

Is the event financially sustainable without Council sponsorship?

NO - GIVEN THAT SHRC CHARGE FOR GARBAGE

Please list any other particular circumstances of the event to take into consideration

AND ROAD SIGNAGE.

OTHERWISE THE EVENT IS FINANCIALLY SUSTAINABLE

Funding amount required to cover Council's normal Fees and Charges for the event.

Include quoted costs of facility hire, waste, event services etc.

Facility Hire NIL Waste & Recycling Services Application TBC

Human Resources (staff time) TBC Parks & Gardens

Application fees Other



How does your event align with Council's relevant tourism and events and/or economic development strategies?

PLEASE REFER TO ATTACHED DOC

Will the event attract visitors from outside the Snowy Monaro LGA and generate potential for overnight stay? If yes, detail how.

Yes

REFER ATTACHED

Estimated number of attendees (participants, volunteers, spectators etc)

2500

Estimated daily spend (including entry fees, food purchases, accommodation etc)

REFER ATTACHED

Marketing strategies for the event (include a marketing schedule if available)

Please detail marketing to be undertaken and list event website and social media URLs.

REFER ATTACHED

How will Council support be acknowledged?

FB POST

Do you acknowledge the use of Council's logo and agree for all logo use to be approved by Council's communications team prior to the event via [communications@snowymonaro.nsw.gov.au](mailto:communications@snowymonaro.nsw.gov.au)

☒ Yes ☐ No

Supporting documents attached:

☐ Event budget

☐ Marketing Plan (if available)

☐ Event Plan

☐ Owners Consent N/A

☐ Other \_\_\_\_\_

Successful applicants are required to obtain all relevant event regulatory approvals.

☒ Agree ☐ Disagree

If successful, how would you like to receive your funding support?

☐ 50% before event, 50% on acquittal after event, OR ☒ 100% on acquittal after event



**Part D - Declaration**

I/we the undersigned hereby apply for event support in Snowy Monaro Regional Council sponsorship process and agreed to the conditions:

- ☒ Confirm that the information contained in the application form and within the documents are true and correct;
- ☐ Declare that should this application be successful the funding will be expended as outlined in the above documentation;
- ☐ Acknowledge the event organiser requirements to obtain all regulatory event approvals
- ☒ Acknowledge the Sponsorship acquittal requirements within 30 days of the event date, including presentation of a post event evaluation, attendance statics and local economic contribution.
- ☒ Understand surplus funds may be required to be returned to Council, and;
- ☒ I am aware this application will be reproduced in the Council Business Paper, and authorise for the publication of information required.

For further information or assistance on completing this form please contact Council.

Mail: PO Box 714 COOMA NSW 2630

Phone: 1300 345 345

Email: [council@snowymonaro.nsw.gov.au](mailto:council@snowymonaro.nsw.gov.au)

Web: [snowymonaro.nsw.gov.au](http://snowymonaro.nsw.gov.au)

### Adaminaby Easter Fair – “A Day for the Whole Family to Enjoy”



#### Significant contribution and achievements and information

The Adaminaby Easter Fair is a longstanding (50 plus years) community-run event which provides a major sense of community pride and achievement for local residents. Showcasing Adaminaby and its environs to visitors and local, providing a significant fundraising opportunity for local community organisations, an educational opportunity and is catalyst for considerable economic benefit to local business.

The Adaminaby Easter Fair adds significantly to the range of attractions and events for people intending to visit the Cooma and Snowy Mountains region over the Easter Holiday period.

#### Attendance

The Adaminaby Easter Fair during the past 15 years has grown its attendance from 1200 in 2007 and 2500 in 2023. This is a clear demonstration of increasing interest and value for Fair attendees. (Source: Easter Fair survey). After the cancellation of the Easter Fair in 2020 due to Covid19 and a significant scaling back due to various Covid19 restrictions in 2021, this is a noteworthy achievement.

#### Tourism attraction

The Adaminaby Easter Fair, one of several events that are held in the Snowy Mountains region area over the Easter period, is a significant local tourism and visitor attraction, and provides range of people-orientated events. Entry to the Fair, along with parking and many of the activities, free. Many people attending the Fair are from outside the local region, travelling from the South West Slopes, Canberra, Sydney and beyond.

#### 3. The Easter Fair provides a significant fundraising opportunity for a number of local volunteer based community organisations.

Examples:

Adaminaby Rural Fire Service Brigade “Wood Auction” raised \$5800

Adaminaby Country Women’s Association (CWA) “Devonshire Tea” raised \$2350

Adaminaby Branch of the Red Cross “Cake Stall and Raffle” raised \$1900

Adaminaby Men’s and Women’s Bowlers “Barbeque” raised \$3970

Adaminaby Public School P & C raised \$1870

Adaminaby Snowy Scheme Museum Op Shop raised \$2122

Snowy Scheme Museum Open Day raised \$1080

St John's Anglican Church "Hot Dog Stall" raised \$1050

In addition to the above direct benefit, any surplus revenue that is raised by the Adaminaby Easter Fair committee from the sale of market stall sites, duck race sales and merchandising is donated to local community groups. In past years various community groups have benefited directly from grants from the Adaminaby Easter Fair, including the Snowy Scheme Museum Adaminaby, Alpine Air Scouts, Adaminaby Youth Group, Adaminaby Playgroup, CWA Adaminaby branch, Big Trout restoration.

**Community Education:**

Examples:

- Fire Safety display by Rural Fire Service - audio visual display, communications bus, fire trucks and information handouts.
- Snowy Scheme Museum - history of the Snowy Scheme and the town of Adaminaby

**Promotes Adaminaby and its rural lifestyle and its environs.**

Examples:

- The "Kids' Zone" area with free activities designed specifically for preschool-aged children and supported by the Monaro Early Intervention Service (MEIS).
- Activities and events based around a rural country fair theme (eg. dog high jump, wool spinning demonstration, quilt display, local arts and crafts).
- Live music performance by a local country and western musician
- Fly casting demonstrations and instruction.
- Animal petting zoo for both children and adults.
- Art Exhibition and Stage Hall Curtain display in the Adaminaby Memorial Hall.

**Enhances and increases revenue opportunities for local businesses and the community over the Easter holiday period.**

In 2023 the Easter Fair had 62 market stalls and 8 community stalls

Based on a surveys conducted on the day close to 2500 people attended the fair, with 65% of attendees from outside the local area and 49% having been before. The average group size was 4.2 persons, average stay 2 hours 10 minutes and the spend per person at fair stalls was \$18.50. This equates to close to \$46,250 spent at the market stalls alone. A large percentage of the attendees stay overnight or longer in the local area so the broader economic multiplier for local businesses is quite significant, with many stating that the Adaminaby Easter Fair is the primary reason for visiting.

**7. Develops a sense of community spirit and pride amongst local residents.**

The Adaminaby Easter Fair is organised, promoted and staged entirely by volunteers comprising local residents. The Easter Fair Committee is a sub-committee of the Adaminaby Snow Scheme Collection Incorporated (Snowy Scheme Museum and Museum Op Shop). The event brings locals and visitors together for a shared purpose and collective enjoyment, showcasing the town, its history and the local region. This includes local residents staging competitions, activities and events for children and adults including the Easter Bonnet Parade, Kids' Zone, Watermelon-eating, Cup cake decorating, Trout Tossing, Dog High Jump, Tug of War, and the "Wacky Quacky Duck Race". Local residents also invite family and friends to the area to attend the Fair.



Form | 250.2022.000.1

# Event Sponsorship Request

## Economic Development

Snowy Monaro Regional Council's event sponsorship support funding recognises the valuable social, economic and community benefits of events in our region. There are two categories of sponsorship available including community/local significance (up to \$2000) and regional economic significance (up to \$5,000).

Applications for event sponsorship should be submitted a minimum of three (3) months from the event to allow time for a report to a Council meeting for determination.

Applications will not be considered unless all supporting documentation is attached. Applications can be returned to any of the four Council offices, mailed to PO Box 714 COOMA NSW 2630 or emailed to [council@snowymonaro.nsw.gov.au](mailto:council@snowymonaro.nsw.gov.au)

### Eligibility

To be eligible to receive sponsorship from Council, the applicant must (tick boxes below if criteria is met):

☒ Be an Australian legal entity or an individual with an Australian Business Number (ABN)

☒ Have submitted a Snowy Monaro Notice of Intention to Organise an Event form to the events team and applied for all required legislative approvals in accordance with the event

☒ Apply for an event in line with the eligibility criteria 2 (a) of Council's Event Support Policy:

☒ Open for general public attendance

☒ Event location within the Snowy Monaro Regional Council local government area

☒ Event will be held within the current financial year

☒ Will not actively promote or support excessive consumption of alcohol, gambling or tobacco products

☒ Not for the primary purpose of making a political or religious statement or for vilifying sections of the community

☒ Undertaken in a child safe manner and in accordance with relevant NSW Health guidelines. Online resource [https://ocg.nsw.gov.au/sites/default/files/2022-01/B\\_CSS\\_ChildSafeStandardsFlyer.pdf](https://ocg.nsw.gov.au/sites/default/files/2022-01/B_CSS_ChildSafeStandardsFlyer.pdf)

### Part A - Applicant

Name

Organisation: Australian National Busking Championships

Phone (AH)

Position President

Phone (BH)

Postal Address

Town Cooma

State  
NSW

Postcode 2630

Mobile (C)

Event Sponsorship Request

Economic Development

Issue

Revision

Page 1 of 6



Email _____	
Organisation Type: <input checked="" type="checkbox"/> Not for profit <input type="checkbox"/> Commercial <input type="checkbox"/> Other _____	
ABN (if applicable) 56 173 260 027	Eligible for GST (if applicable) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicant Signature _____	Date <u>19/02/2024</u>
Applicant Signature _____	Date _____

**Part B – Event Details**

Name The Cooma Heat of Australian National Busking Championships (ANBC Cooma 2024)

Location/s

Cooma, NSW

Date/s 27 April, 2024

Time/s 10am-4pm

Confirmation of venue availability:

☐ Private Property – Please provide confirmation of land owner's consent☒ Council Facility – Booking reference number:☐ Other (please specify) \_\_\_\_\_

Event Type

<input type="checkbox"/> Community	<input type="checkbox"/> Commercial	<input type="checkbox"/> Sporting	<input checked="" type="checkbox"/> Arts & Cultural
<input type="checkbox"/> Markets	<input type="checkbox"/> Music Festival	<input type="checkbox"/> Other (please specify) _____	

Frequency of Event ☒ Annual ☐ One off ☐ Other (please specify) \_\_\_\_\_

Event Funding

Recurring events: Does the event generate profit? ☐ Yes ☒ No

Please outline how profit from the event will be used.

Spectators buy 'busking tokens' to show their support for buskers located outside participating businesses and venues, with half of the proceeds donated to Cooma Community Chest.

Have you applied for other funding sources? ☐ Yes ☒ No

Please provide details






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#### Event purpose and target market

The Cooma Heat of the Australian National Busking Championships (ANBC Cooma) is an annual music and street performance festival which is now in its 13<sup>th</sup> year. Cooma NSW has hosted this grassroots cultural event since its inception in 2012.

The main objective of ANBC Cooma is for it to be a well-attended and vibrant regional community event of national and regional significance.

The target market, for both performers and attendees is people of all ages. In 2024, ANBC Cooma will take place on Saturday 27 April. This event will be one of seven regional ANBC heats that will be held throughout the year, culminating in the ANBC National Grand Final which will also be in Cooma on Saturday 30 November 2024. The ANBC National Grand Final will feature category winners from the seven regional heats including: Stanthorpe & Noosa Qld, Kilmore Vic, Braddon ACT, and The Entrance, Cooma & Bombala in NSW. ANBC Cooma has a proven track record as a popular, well supported and well-run event of national significance.

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#### Have you considered ways to ensure the event is inclusive and accessible to the community? Please describe.

Online resource for accessible and inclusive events: <https://www.dpc.nsw.gov.au/assets/dpc-nsw-gov-au/Events/9bf6c6ac1e/Toolkit-for-Accessible-and-Inclusive-Events-2018.pdf>

Yes the event is very inclusive. It is free for those watching, held in accessible venues (the streets of Cooma and Centennial Park), is alcohol free and attracts performers from diverse backgrounds and cultures. ANBC Cooma offers many generous prizes for all ages and genres, and even non-musical performances. There is also an award for performers with a disability, the Cookie Award. This award is a tribute to an ANBC wheelchair bound busker named Michael Cook, who has passed away.

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#### Event description

ANBC Cooma will commence at 10am and end at 4pm on Saturday 27th with 30 busking acts performing around the town of Cooma. Over 20 local businesses will participate by hosting a performance space outside their premises during the street performance component of this event. Spectators can buy 'busking tokens' to show their support for buskers located outside participating businesses and venues, with half of the proceeds donated to Cooma Community Chest.

During the day, the band shell stage in Centennial Park will feature non-competing local performers such as The Band From Snowy River, Bollywood Dancers, Thai Dancers, and MAGIC Drummers among others to be announced.

This free family-friendly event will be open to the public and provide an opportunity for sponsors, buskers and their supporters/ families to celebrate the performers.

---

#### Event significance to the community

The community of Cooma is a small yet vibrant regional country town in the Snowy Mountains. Cooma relies heavily on seasonal tourism and the Australian National Busking Championships has become an important tourism drawcard for our region because of the increase in visitor numbers. This event not only generates economic activity for the town but also an important cultural experience for locals and visitors alike. The inclusive nature of this event generates a wide range of musical genres and street performances carried out by artists of all ages, abilities, and cultural backgrounds. We have timed this event in late April to also showcase Cooma in its autumn colours.

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#### Part C – Event Sponsorship

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Level of funding:

X Community/Local event ☐ Regional Economic Significant event

Sponsorship amount requested \$2000 (or more if available)

Total cost of the event (please include a copy of the event budget) \$40K

Why are you seeking funding from Council for the event?

Funds are being sought for the following:

1. Newspaper coverage and advertising for the event: \$1200 (see attached quote from Monaro Post.) The Monaro Post distributes approximately 2,500 copies throughout the Snowy Mountains and Monaro regions, in a weekly tabloid format. The Monaro Post has a mostly local target market with an average age of 24-70 years, and estimated readership of approximately 6,000 weekly exposures.

2. Radio advertising \$1500:

Is the event financially sustainable without Council sponsorship?

Yes, but will be very much enhanced with it.

Please list any other particular circumstances of the event to take into consideration

Funding amount required to cover Council's normal Fees and Charges for the event.

Include quoted costs of facility hire, waste, event services etc.

Facility Hire: \$49 Banner for community event

Waste & Recycling Services Application: \$210 (same as 2022) for 2 bins and 2 bins recycling

Parks & Gardens: \$64 electricity

Application fees \_\_\_\_\_

Other: Section 68 costs \$100.

How does your event align with Council's relevant tourism and events and/or economic development strategies?

The Snowy Monaro REDS 2023 indicates the importance of enabling a diversity of tourism products and experiences. The ANBC is a well-known event that adds to the human capital of the region in important ways. The ANBC promotes Cooma as the ongoing home to community- building events that bring people to Cooma for the weekend, and provides children and adults from the region with a sense of community, celebration and learning. Cooma can be truly proud of this event.

Will the event attract visitors from outside the Snowy Monaro LGA and generate potential for overnight stay? If yes, detail how.

Yes, ANBC Cooma attracts many performers and spectators from Sydney, Melbourne, Canberra and many places outside of the Snowy Monaro Region. This event attracts around 1000 spectators from across the region and beyond, with some staying in local accommodation. The 20 local businesses directly participating report enhanced trade, and businesses in general experience increased turnover in the town because of this event.



Estimated number of attendees (participants, volunteers, spectators etc)	Estimated daily spend (including entry fees, food purchases, accommodation etc)
1000	\$70

Marketing strategies for the event (include a marketing schedule if available)

Please detail marketing to be undertaken and list event website and social media URLs.

(Marketing Plan attached)

A draft press release and poster have been produced (attached).

Various social media strategies and local organizational promotions eg to schools, are being also employed to make sure the event is well advertised.

How will Council support be acknowledged?

Council will be acknowledged on Posters, Newspaper ads, Brochures, Website and Facebook and all ANBC materials. Also via a banner in the Park, and live on the day as an official 'Supporter' of the ANBC.

Do you acknowledge the use of Council's logo and agree for all logo use to be approved by Council's communications team prior to the event via [communications@snowymonaro.nsw.gov.au](mailto:communications@snowymonaro.nsw.gov.au)

X Yes ☐ No

Supporting documents attached:

X Event budget

X Marketing Plan

X Event Plan

☐ Owners Consent

☐ Other \_\_\_\_\_

Successful applicants are required to obtain all relevant event regulatory approvals.

X Agree ☐ Disagree

If successful, how would you like to receive your funding support?

X 50% before event, 50% on acquittal after event, OR ☐ 100% on acquittal after event

#### Part D - Declaration



I/we the undersigned hereby apply for event support in Snowy Monaro Regional Council sponsorship process and agreed to the conditions:

X Confirm that the information contained in the application form and within the documents are true and correct;

X Declare that should this application be successful the funding will be expended as outlined in the above documentation;

X Acknowledge the event organiser requirements to obtain all regulatory event approvals

X Acknowledge the Sponsorship acquittal requirements within 30 days of the event date, including presentation of a post event evaluation, attendance statics and local economic contribution.

X Understand surplus funds may be required to be returned to Council, and;

X I am aware this application will be reproduced in the Council Business Paper, and authorise for the publication of information required.

19/02/2024

For further information or assistance on completing this form please contact Council.

Mail: PO Box 714 COOMA NSW 2630

Phone: 1300 345 345

Email: [council@snowymonaro.nsw.gov.au](mailto:council@snowymonaro.nsw.gov.au)

Web: [snowymonaro.nsw.gov.au](http://snowymonaro.nsw.gov.au)

## 9.4.2 PUBLIC EXHIBITION OF DRAFT POLO FLAT MASTER PLAN

Record No: I24/146

### OFFICER'S RECOMMENDATION

That Council endorse the release of the draft Polo Flat Masterplan for public exhibition for 28 days to seek community feedback.

### ISSUES

In August 2022 Council applied to the Business Case and Strategy Development Fund (BCSD Fund) seeking a grant to do an industry study and masterplan of the Polo Flat industrial area in Cooma. Both the Council and the State Government had previously identified a shortage of industrial-zoned land in the Monaro region, such as highlighted in the Regional Economic Development Strategy (REDS). Council was originally unsuccessful in its application to the BCSD Fund, however after some months was advised that extra money had become available in the fund and the project had subsequently been approved.

Snowy Mountains Engineering Corporation (SMEC) were engaged to complete the overall project. SGS Consulting were sub-contracted by SMEC to complete the industry and economic study forming part of the project. The project had two main objectives. The first objective was to identify and understand economic factors influencing business investment at Polo Flat, and to understand how Council might influence these factors. The second objective was to provide a high level framework and direction on how Polo Flat should develop into the future, including recommendations regarding its physical appearance and business amenity.

The attached draft Polo Flat Masterplan has been collaboratively developed with SMEC. Whilst some key stakeholder consultation has already taken place during its formulation, it is appropriate at this point to seek broader community input, particularly to help refine and enhance the proposed actions and strategies. Depending on the feedback received, there may be opportunities for further public consultation before the Plan is finalised.

While the primary focus is on engaging with established businesses in Polo Flat and collaborating with the Cooma Chamber of Commerce, it is recognised that Polo Flat is significant for the entire region hence the importance of soliciting input from the broader community.

### RISK ASSESSMENT

Risk Type	Current Risk	Expected Risk	Within Accepted
Financial Sustainability	Low	Low	Yes
Reputation and Image	Low	Low	Yes
Service Delivery	Low	Low	Yes

There is a financial risk associated with the Master Plan if the public exhibition is delayed or not conducted at all due to the requirements of the BCSD Fund. The risk being that funding body may conclude the project has not met its scope within the required timeframe and withhold the final grant instalment and/or require Council reimbursement to the State Government.

Delaying public exhibition may result in the project not being delivered within the current financial year. It is also noted that there is a window of opportunity to exhibit the Masterplan in conjunction with the draft Active Transport Strategy and not overlap with IP&R document exhibition in May.

### **FINANCIAL IMPACTS**

The project has been funded by the NSW State Government through the Business Case and Strategy Development Fund grant. There are no ongoing costs once the final deliverables are received. However, the project will lay the foundation for further projects, both capital and operational, that Council will need to consider for future funding, whether from grant funding or Council's budget in the future. A high-level estimate will be provided for these works once community consultation and appetite for projects is realised.

**RESPONSIBLE OFFICER:** Economic Development Officer.

### **OPTIONS CONSIDERED**

Alternative options to the proposed recommendation were considered as follows:

1. Not publicly exhibiting the document – Community and further stakeholder feedback is required. The masterplan will not be considered complete without it.
2. Completing the masterplan exhibition but with key stakeholder engagement only and not broader community consultation - Risks overlooking crucial data and perspectives, may lead to the masterplan not aligning with or adequately serving the community's need. Will reduce the likelihood of gaining support from the community and resulting in dissatisfaction and resistance to the final masterplan.
3. Delay community consultation until later in the year - this will extend the timeline, leading to non-adherence of the funding deed due to increased project duration.

### **IMPLEMENTATION PLANS**

- Public exhibition of the draft Polo Flat Masterplan for 28 days from 25 March
- Review of submissions and update draft document – for two weeks from closure
- Report to June Council meeting for consideration of exhibition results and adoption of final document

An engagement plan has been prepared (attachment – draft Polo Flat Master Plan Engagement Plan).

### **EXISTING POLICY/DECISIONS**

- Resolution 81/23 – Council acceptance of funding under the NSW Government's Business Case and Strategy Fund.
  - Polo Flat Structure Plan 2009
  - Snowy Monaro Employment and Rural Lands Study 2019
-

- Snowy Monaro Biodiversity Study 2019
- Snowy Monaro Flood and Floodplain Risk Management Studies and Plan 2020
- Snowy Monaro Local Strategic Planning Statement 2020
- Draft Settlements Strategy 2022
- Cooma Hydraulic Study 2022
- Snowy Monaro Regional Economic Development Study

## **BACKGROUND**

In 2009, Cooma-Monaro Council prepared a Polo Flat Structure Plan that resulted in a largely notional document looking at various planning controls and basic works at Polo Flat. Very few actions at Polo Flat resulted from this plan.

Recognising the significance of Polo Flat, the Cooma Chamber of Commerce has long expressed interest in fostering improvements in the area. Several years ago, collaborative efforts were initiated between the Chamber and the Council's Economic Development team to engage in discussions with local businesses at Polo Flat. Unfortunately, these initial endeavours were interrupted by changes in personnel within both organisations, compounded by disruptions caused by bushfires and the global COVID-19 pandemic, leading to the cessation of the initial work.

In light of these challenges, a renewed commitment to the enhancement of Polo Flat has emerged through the formulation of a draft masterplan. Serving as a pivotal foundation for this masterplan, an extensive economic study on Polo Flat has been undertaken. This economic study serves as grounding work, providing valuable insights into the economic dynamics and potential opportunities that can inform the strategic development outlined in the masterplan.

The current project represents a unique opportunity to reignite collaborative efforts between the Snowy Monaro Regional Council and the Cooma Chamber of Commerce. By revisiting and building upon the previous groundwork, the aim is to create a comprehensive and actionable masterplan for Polo Flat that addresses the challenges faced in the past and leverages the economic study findings to pave the way for sustainable growth and development in the area.

The draft masterplan phases are:

Phase 1 – Review and gap analysis, market analysis, preliminary stakeholder consultations

Phase 2 – Site analysis and investigations, targeted stakeholder consultations

Phase 3 – Draft Masterplan written including preliminary concept designs, public exhibition, community feedback

Phase 4 – Final Masterplan including actions and comments from public exhibition and cost estimation on development and infrastructure

## **ATTACHMENTS**

1. Draft Polo Flat Master Plan
  2. Draft Polo Flat Master Plan Engagement Plan
-



# Polo Flat Master Plan

## Draft Report

Prepared for Snowy Monaro Regional Council

SMEC Internal Ref. 30043190U

12 March 2024



**Through our specialist  
expertise, we deliver advanced  
infrastructure solutions for our clients  
and partners.**

Leveraging our 70-year history of delivering nation-building infrastructure, we provide  
technical  
expertise and advanced engineering services to resolve complex challenges.

Through our network of global specialists collaborating with local partners, we connect you  
with the  
best teams and capabilities to deliver innovative and sustainable solutions.

We’re redefining exceptional

# Quality Assurance

Document Title		Prepared for	Project Number
Polo Flat Master Plan Draft Report		Snowy Monaro Regional Council	3002892
Revisions			
Issue	Date	Description	Prepared By
A	March 12, 2024	Draft Master Plan	SMEC
			S.Quinn

*SMEC acknowledges the Traditional Custodians of the region’s land and water, the Ngarigo, Walgalu, Ngunnawal, and Bidhawal Peoples. We pay our respects to Elders past, present, and emerging.*

### Important Notice

This report is confidential and is provided solely for the purposes of Snowy Monaro Regional Council (SMRC). This report is provided pursuant to a Consultancy Agreement between SMEC Australia Pty Limited (“SMEC”) and SMRC, under which SMEC undertook to perform a specific and limited task for SMRC. This report is strictly limited to the matters stated in it and subject to the various assumptions, qualifications and limitations in it and does not apply by implication to other matters. SMEC makes no representation that the scope, assumptions, qualifications and exclusions set out in this report will be suitable or sufficient for other purposes nor that the content of the report covers all matters which you may regard as material for your purposes.

This report must be read as a whole. The executive summary is not a substitute for this. Any subsequent report must be read in conjunction with this report.

The report supersedes all previous draft or interim reports, whether written or presented orally, before the date of this report. This report has not and will not be updated for events or transactions occurring after the date of the report or any other matters which might have a material effect on its contents, or which come to light after the date of the report. SMEC is not obliged to inform you of any such event, transaction or matter nor to update the report for anything that occurs, or of which SMEC becomes aware, after the date of this report.

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Executive Summary

SMEC has been engaged by Snowy Monaro Regional Council (SMRC) to prepare the Polo Flat Master Plan (hereafter referred to as the Master Plan). Polo Flat is located within the Snowy Monaro Local Government Area (LGA) approximately 1.5 km's east of the township of Cooma and is well connected to the surrounding region with access north to Canberra via the Monaro Highway and south to the NSW South Coast via the Snowy Mountains Highway.

The Polo Flat industrial precinct has developed steadily since the establishment of the Polo Flat Airstrip in 1921 and use of the site by the Snowy Mountains Authority (Snowy Hydro) in 1956 for the Snowy Hydro project. Polo Flat maintains a large Snowy Hydro presence with the Future Generation Joint Venture (JV) operated concrete segment factory manufacturing segments for the Snowy Hydro 2.0 project in the southern part of the precinct. The concrete segment factory is a major employment provider for the region and is expected to be decommissioned by 2028 at the completion of the project. The timeline for completion of the remaining segments is late 2024. The precinct is underpinned by general industrial uses and does not have an overarching target market. Some informal clusters of operation exist in construction (cement, housing truss fabrication and carpentry), freight and logistics (bus depots, freight), and wool storage (wool stores/brokers and wool production) operations.

To ensure the competitiveness and attractiveness of Polo Flat to new industries and to allow for the expansion of existing operators, there is an identified need to improve the amenity and diversity of lot sizes offered within the precinct. This Report supports the development of the Polo Flat industrial precinct and the continued economic development of the Snowy Monaro LGA and has been undertaken in three (3) key stages. Stage one (1) involved an initial review of the constraints and opportunities analysis associated existing infrastructure, heritage and environmental values within the precinct. Stage two (2) included an economics analysis to determine industrial land demand and lot typologies required to support the establishment of new industries and employment opportunities. This Master Plan marks the conclusion of Stage three (3) which includes the preferred concept plan and a solution for the precinct that considers urban design, the natural environment and heritage, infrastructure, connectivity, land use, economic and planning constraints.

The Master Plan seeks to support the generation of jobs through the identification of land suitable for industrial expansion and the lot sizes required to support new industries, defined by the Economics and Market Analysis Report completed by SGS Consulting (2023). The SGS Analysis Report determined that under a high-growth scenario in the 20-year horizon to 2041, a total of 48.1 hectares of industrial land would be required. Some lots within Polo Flat may be under-utilised for industrial purposes. There is an opportunity to sub-divide underutilised land within the precinct to unlock more diverse sizing opportunities and accommodate large enterprise lots over 10 hectares. Future subdivision must also consider the desire to retain land for large lots (up to 10 hectares) with the availability of small lots (2,000 – 5000 sqm) which have historically constituted the bulk of land sales in Polo Flat.

A vision for the Polo Flat Master Plan is established that incorporates the findings from the first two stages and has been developed and tested in consultation with SMRC. The vision aims to nurture existing businesses and attract new opportunities to the precinct to ensure Polo Flat develops as a regionally significant and sustainable precinct. Three overarching ambitions accompany the vision and provide a direction for the future growth of Polo Flat:

- Create a high-quality and enhanced environment that benefits existing and future businesses.
- Expand the precinct’s capacity and open avenues for collaborations.
- Create an environmentally sustainable and socially responsible precinct.

The Master Plan provides a number of opportunities for Polo Flat to improve urban structure and land use, access and movement, and improvements to the public realm. The resulting structure plan encourages expansion of the precinct into the Snowy Hydro owned land to the east of Polo Flat Road due to favourable topography, existing infrastructure limits and environmental sensitivity. New roads and walkways are to be encouraged to improve accessibility by active and public transport and measures introduced to reduce flooding risk and impact through infrastructure upgrades.

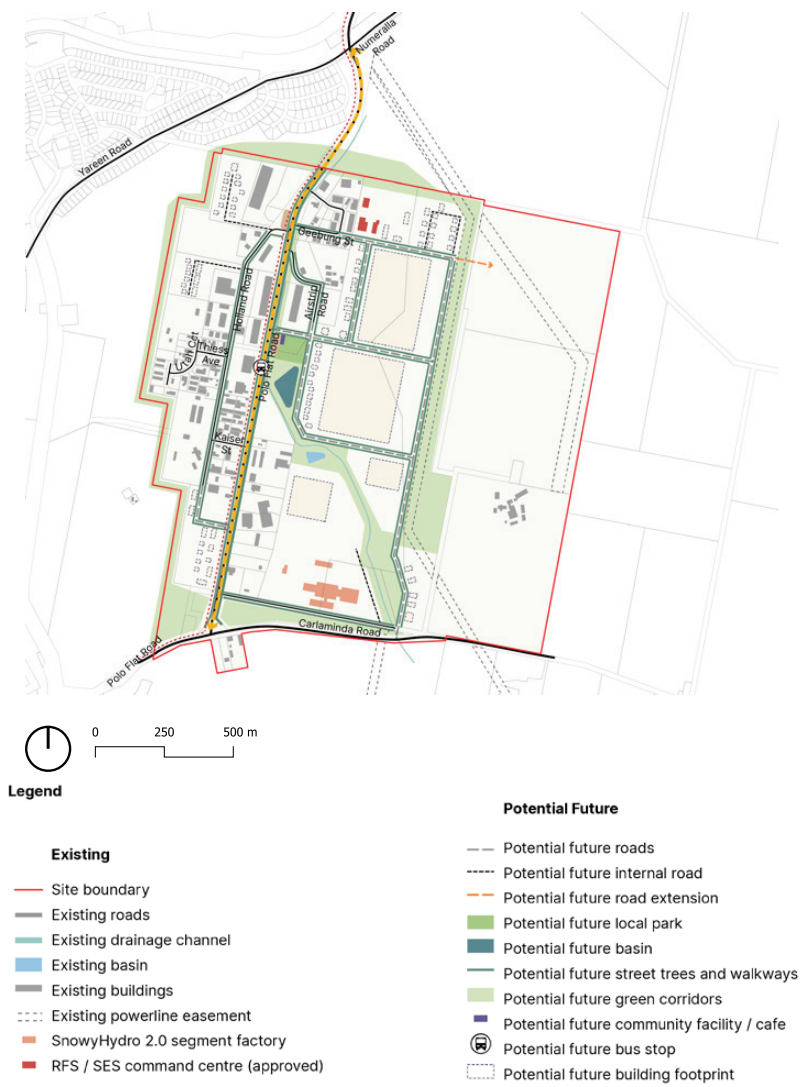


Figure 1. Master Plan

Note: The Master Plan has been provided for illustrative purposes only and does not constitute a design solution.

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Introduction

1 Introduction

SMEC has been engaged by Snowy Monaro Regional Council (SMRC) to prepare the Polo Flat Master Plan (hereafter referred to as the Master Plan).

The Master Plan supports the development of the Polo Flat industrial precinct and continued economic development of the Snowy Monaro Local Government Area (LGA). The Report provides a constraints assessment of existing infrastructure and recommendations for infrastructure upgrades required to support the continued growth of the precinct and identifies gaps between land supply and demand. The Report is supported by the findings and advice provided as part of targeted consultation with SMRC and key stakeholders, including transport and energy providers.

Polo Flat is located approximately 1.5 km’s east of Cooma and is well connected to the surrounding region with access north to Canberra and south to the NSW South Coast and further south to Melbourne making it an attractive location for the establishment of industrial businesses. Expanded employment opportunities in the surrounding region, particularly due to Snowy Hydro 2.0, are driving demand for industrial land in Polo Flat. The high demand for industrial lots in the precinct is reflected by the high number of recent subdivision and development approvals and as Polo Flat being the main industrial precinct in the LGA with no competing precincts nearby.

The Master Plan commences with a strategic analysis of Polo Flat, including its land use and urban structure, environment and heritage constraints, and review of contamination and bushfire impacts. The existing planning framework for Polo Flat is established, including regional and local plans and the relevant actions applying to the precinct. A review of the existing infrastructure constraints is provided with high-level recommendations for required upgrades. This Master Plan then considers the likely demand and supply for industrial land in Polo Flat, as well as the recommended lot sizes to attract new enterprises to the precinct and support the expansion of existing businesses, ensuring its long-term viability. An overarching vision and series of design principles provide a framework for the precinct and establish a future direction for Polo Flat.

1.1 Project Background

Prior to the development of Polo Flat as an industrial precinct and airfield, the area was comprised of cleared pastureland utilised for stock grazing. The Polo Flat Airstrip was the first major development in the Polo Flat area and was established on the site in 1921. The development of Polo Flat as an industrial precinct was accelerated with the establishment of the Snowy Mountains Authority who acquired a significant portion of land in 1956, which became known as the Polo Flat industrial area and which was used to facilitate the development of the Snowy Mountains Scheme. By 1975, separate land titles were available allowing for the sale of individual lots and expansion of the industrial area. Since its establishment in 1956, the Polo Flat industrial precinct has grown to become the largest industrial offering in the Snowy Monaro LGA. Several industries have since established, including a concrete segment factory, producing components for Snowy 2.0. The establishment of a diverse range of industries in Polo Flat also means that the precinct is one of the main sources of employment for Cooma and the surrounding region with over 80 businesses established in the precinct.

To ensure Polo Flat remains competitive and attractive to new industrial enterprises and secure the long-term growth and viability of the precinct, there is an increasingly urgent need to improve the general amenity and lot typologies offered.

The continued development and upgrade of Polo Flat has been identified in several Council endorsed strategic plans and policy documents. The Polo Flat Structure Plan (the Structure Plan) was adopted by Council in 2009 and sets out the strategic direction for the development of the precinct until 2030. The Structure Plan identifies opportunities for infill development and potential growth areas to accommodate heavier industries including resource recovery facilities, manufacturing industries and the concrete segment factory. The Draft Snowy Monaro Local Strategic Planning Statement (the Draft LSPS) also recognises the importance of the Polo Flat industrial estate. Planning Priority 2 of the Draft LSPS identified the need for more detailed master planning of Polo Flat, Cooma CBD and Berridale to identify land suitable to facilitate the

development of businesses that require larger floorplates and review planning controls to facilitate flexible workspaces.

More recently, the Snowy Monaro Employment Lands and Rural Lands Analysis was undertaken by Elton Consulting (2020) and provides a detailed analysis of the existing and future role of Snowy Monaro’s employment lands. The Analysis identified opportunities for economic growth in Polo Flat and developed an understanding of the available sites to support flexible business uses and opportunities to upskill the existing workforce. Elton Consulting (2020) projected an industrial land demand gap of 149 hectares by 2041 in the Snowy Monaro LGA and 103 hectares by 2041 in Cooma - inclusive of Polo Flat. As a result, this has prompted a need for further investigations into the demand for industrial land in the precinct to enable the growth of industries and employment.

The concrete segment factory is a significant employment provider for the LGA and is due to be decommissioned by 2028. The timeline for completion of the remaining segments is late 2024. Post Snowy Hydro operations, there is an added need to ensure that Polo Flat continues to appeal to new potential significant employers.

Snowy Hydro has advised that some of the existing workforce may transition to Lobs Hole where a precast factory for concrete elements in the underground power station has been constructed. It is also noted that technical and labour roles will have opportunities around the other site-based work fronts, subject to interest and project requirements. Snowy Hydro is further reviewing future use cases for the Polo Flat concrete segment factory including future project developments or business operational needs, subject to the approval conditions of the facility which is currently specific to Snowy 2.0.

This Master Plan provides an assessment of the need for new land releases against the need to unlock underutilised industrial land to avoid or delay the need to rezone land around the precinct fringe. This Master Plan aims to establish a strategic direction and clear vision for the continued development of Polo Flat.



Introduction

1.2 Purpose of this Master Plan

The preparation of the Master Plan acknowledges the actions and objectives established under the Structure Plan and Snowy Monaro LSPS, as well as the need identified by SMRC to continue the economic development and employment growth of Polo Flat.

The Master Plan seeks to ensure that Polo Flat reaches its full potential as a hub for a diverse range of industries. It outlines the extent of industrial land needed to meet demand and ensure that existing business operations have the ability to expand. The Master Plan provides an assessment of the required infrastructure and amenity upgrades needed to ensure that Polo Flat remains a competitive and attractive precinct for the establishment of new businesses.

This Master Plan will provide a high-level guide for SMRC to undertake potential further steps in the revitalisation of Polo Flat such as:

- Understanding the likely demand and supply of land within Polo Flat including recommended lot sizes, based on potential industries that would be likely to co-locate in the Region.
- Establish the need for new planning policies and controls for future development within Polo Flat.
- Enabling long-term financial planning through consideration of infrastructure investments in the short, medium and long term.

1.3 How the Master Plan will be used

The Master Plan will be used to:

- Guide the allocation of land and suitable areas for expansion.
- Guide public realm, streetscape, and amenity improvements.
- Guide infrastructure upgrades and improvements required to facilitate growth.
- Inform Councils capital forward works program and annual budget.
- Encourage new business investment at Polo Flat

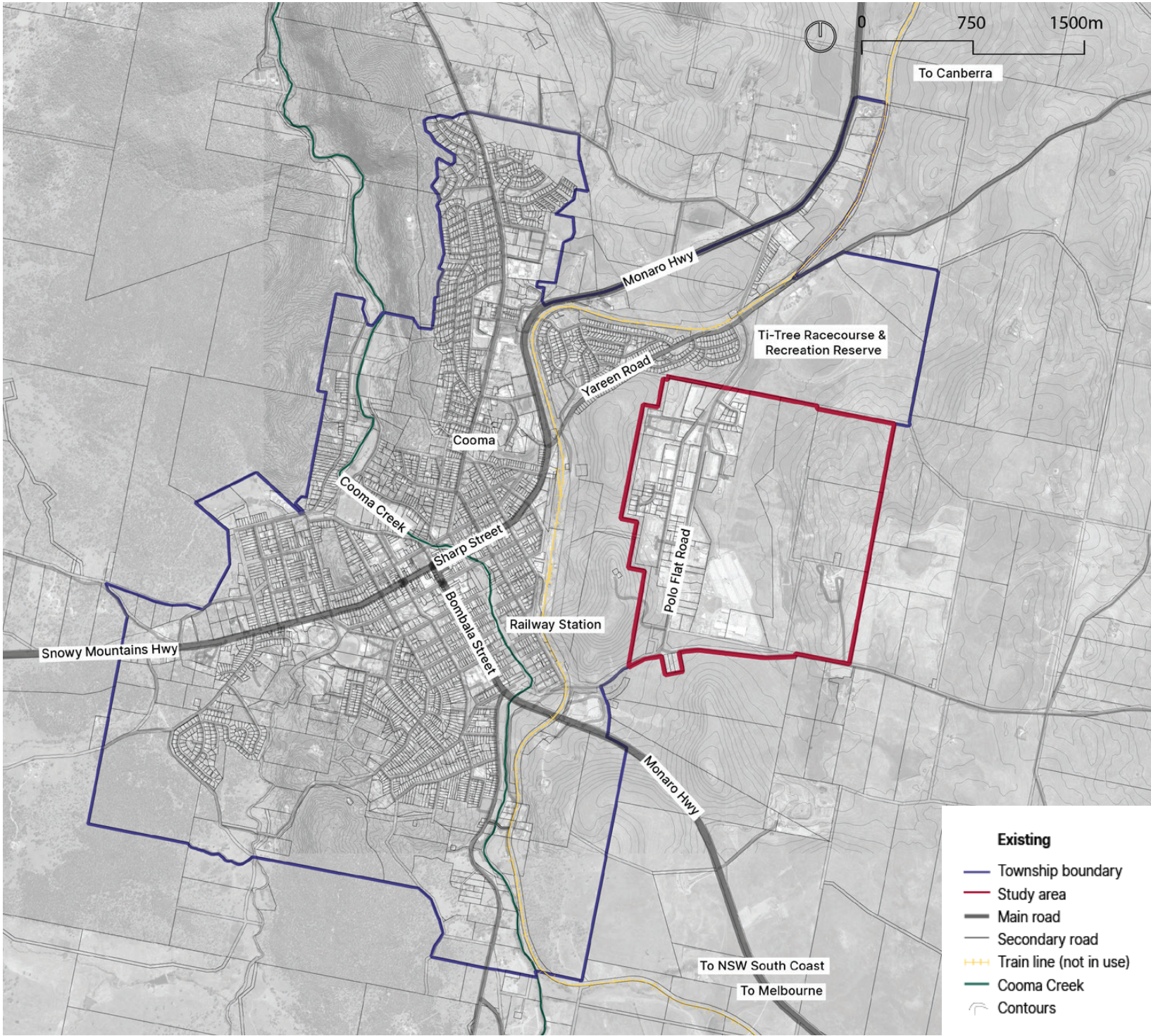


Figure 2. Cooma township and study area







Context Analysis

2 Context Analysis

2.1 Surrounding Context

The Snowy Monaro LGA is a diverse region spanning a large portion of South East NSW and is approximately 15,000 sqm in size. The LGA features five key service towns identified as Cooma, Jindabyne, Bombala, Berridale and Michelago. Cooma is the dominant service, administration and employment centre in the LGA offering essential services to the surrounding population as well as passing traffic. Access to Cooma from the surrounding region is provided by the two main roads servicing the town, including the Snowy Mountains and Monaro Highways. The Monaro Highway provides access to Canberra which is located approximately 120 km north of Cooma and the Snowy Mountains Highway provides access south east to the NSW South Coast and further south to Gippsland and Melbourne. The Snowy Monaro Draft Settlements Strategy identifies a need for industrial land across the region and that a more efficient and effective use of Polo Flat, the main industrial estate in the LGA, is required. Figure 4 shows Polo Flat in a regional context.



Figure 3. View of Cooma Township and Radio Hill facing west

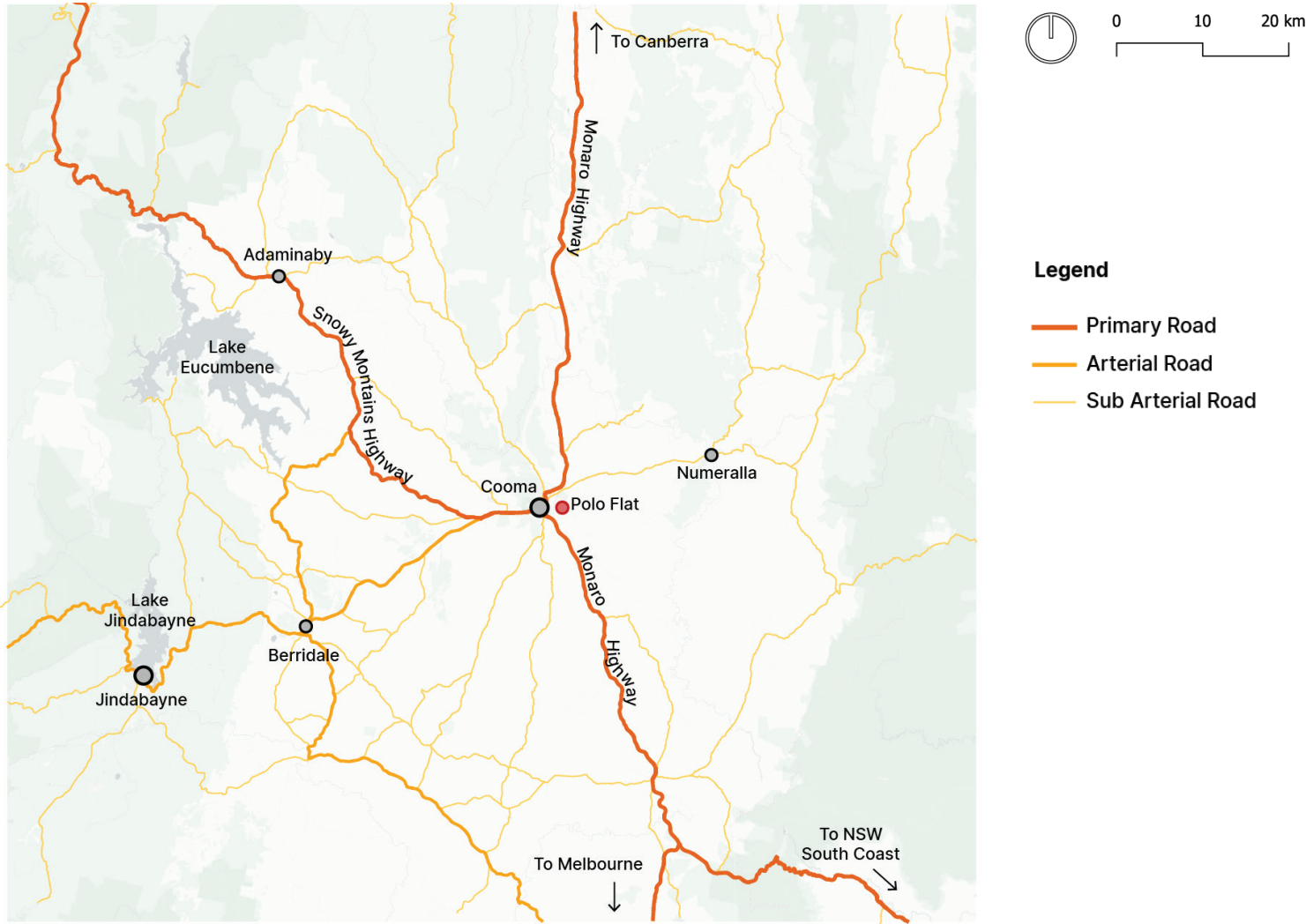


Figure 4. Regional context



Context Analysis

2.2 The Study Area

Polo Flat is located approximately 1.5 km’s east of the Cooma CBD and is the largest industrial estate in the Snowy Monaro LGA at approximately 284 hectares in size. The Study Area is bounded by Radio Hill to the west, an existing residential area to the north, Carlaminda Road to the south and agricultural land to the east (Figure 8). Radio Hill is located along the eastern boundary of the Study Area and presents a geographical constraint to the expansion of Polo Flat. It is noted that Radio Hill also contains telecommunications infrastructure and sensitive environmental lands, including threatened ecological communities.

The majority of industrial zoned land within the Study Area is already developed with businesses generally arranged either side of Polo Flat Road and off secondary access roads. Landholders include Snowy Hydro, who own the largest portion of vacant industrial zoned land identified as Lot 14 DP250029. The Future Generation JV operated concrete segment factory is located to the east of Polo Flat Road . The Polo Flat Airfield (the Airfield) is located to the east of Polo Flat Road within Lot 14 DP250029. The Airfield is used occasionally by rotary-wing aircraft and provides access for emergency services and Snowy Hydro flights. Brindalee Abattoir is another significant landholder and employer. Brindalee is located in the eastern section of the Study Area (Lot 368 DP750535). Other businesses in Polo Flat include, a recycling centre, hardware retail warehouse, and several freight and mechanical repair businesses. A number of wool processing and storage related businesses are also located within the precinct including Jemalong Wool and Gordon Litchfield Wool.



Figure 5. Polo Flat panoramic image



Figure 6. Polo Flat looking east from Radio Hill



Figure 7. Polo Flat looking north down Polo Flat Road



Context Analysis

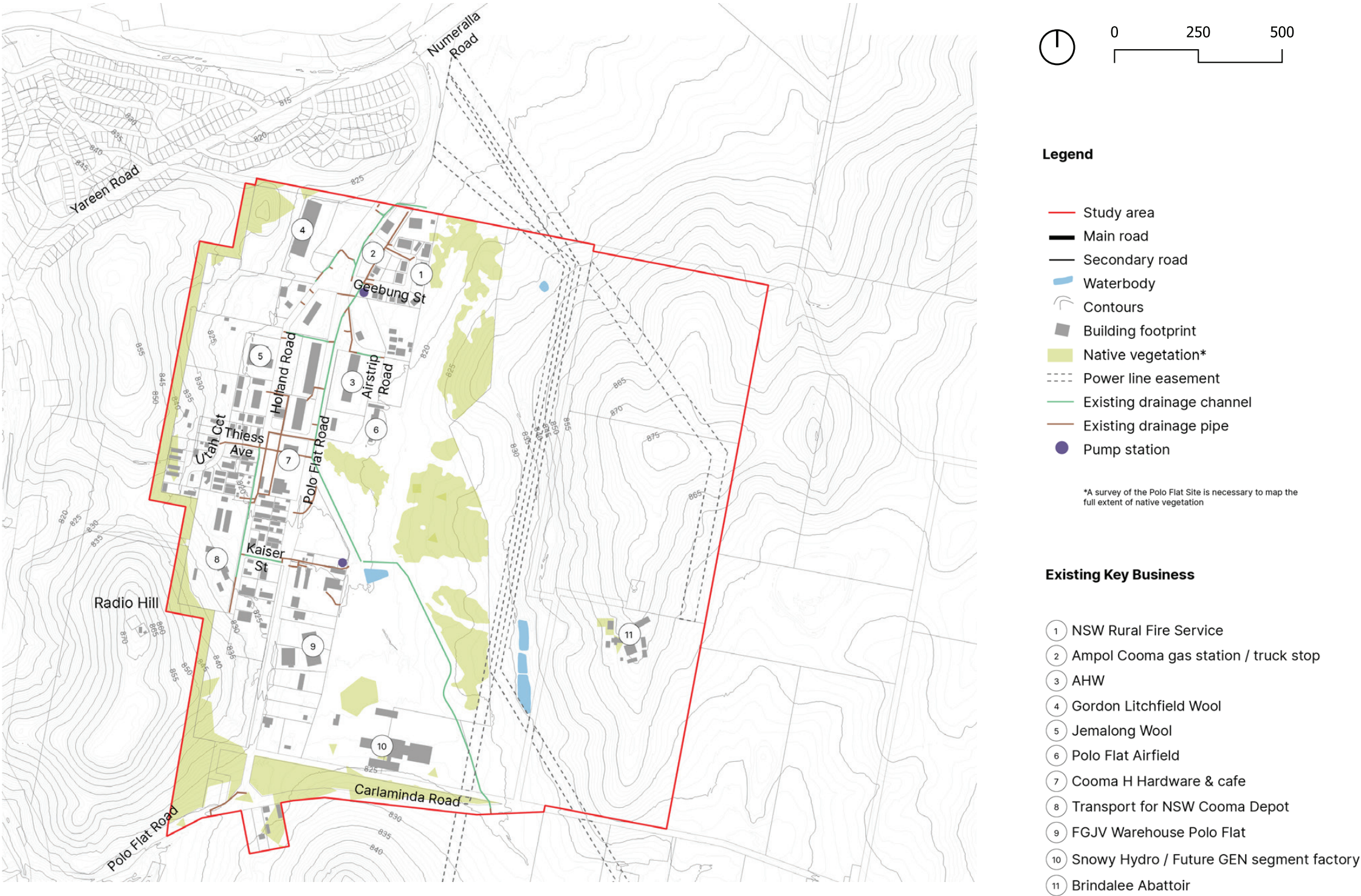


Figure 8. Polo Flat Master Plan study area



Context Analysis

2.2.1 Land Use and Urban Structure

Development along Polo Flat Road generally comprises of larger industrial premises including sheds and warehouses of one to two storeys in height situated on lots sized between 0.5 – 1 hectares. Much of the land containing larger lots of greater than one hectare is located on the western edge of the Study Area on the western side of Holland Road. Development along Polo Flat Road is generally setback from the road with road verges used as formal / informal vehicle layby and rest stops for freight vehicles and customer parking. Secondary access roads including Kaiser Street, Holland Road, Airstrip Road, and Geebung Street provide access from Polo Flat Road to a number of lots smaller than 2000 sqm.

Table 1 provides a breakdown of lots within the existing industrial footprint of Polo Flat.

An existing residential area is located to the north of Polo Flat and is accessed from Yareen Road which intersects with Polo Flat Road approximately 500 m north of the Study Area. The existing residential area is separated from Polo Flat by elevated terrain. The area of industrial zoned land identified as Lot 14 DP250029 which contains the Airfield is the largest remaining vacant industrial zoned lot in Polo Flat. There is a general lack of amenity within the precinct, noting the absence of active travel paths, formal rest areas and consistent kerb and guttering along roads including Polo Flat Road. A lack of adequate street lighting along Polo Flat Road and at key intersections throughout the precinct may result in difficulties with way finding and for safe access.

Table 1. Break down of lots within Polo Flat

Lot Size	Number of Lots	Percentage of Lots (%)	Total Area (sqm)
<2,000 sqm	43	41.3	65,134
2,000 – 5,000 sqm	24	23.1	75,078
5,000 sqm	13	12.5	101,604
1 ha – 5ha	21	20.2	435,560
5ha – 10ha	2	1.9	103,449
10ha+	1	1	570,210
Total	104	100	1,351,034



Figure 9. Existing lot sizes

Context Analysis

2.2.2 Access and Movement

The existing industrial footprint of Polo Flat is bisected by Polo Flat Road which runs in a north south direction connecting to the Monaro Highway at its northern end and Snowy Mountains Highway at its southern end. Polo Flat Road is fully sealed and is subject to a speed limit of 80 km/h within the industrial area and 60 km/h at its northern and southern ends. Polo Flat Road carries a high number of heavy vehicles and serves as a heavy vehicle by-pass route for Cooma allowing trucks using the Monaro Highway to avoid the Cooma CBD. As noted, there are a number of formal and informal heavy vehicle laybys along Polo Flat Road. A more detailed analysis of the constraints and opportunities of the transport system within the precinct is provided in Section 4.2.3 of this Master Plan.



Figure 10. View looking south along Polo Flat Road

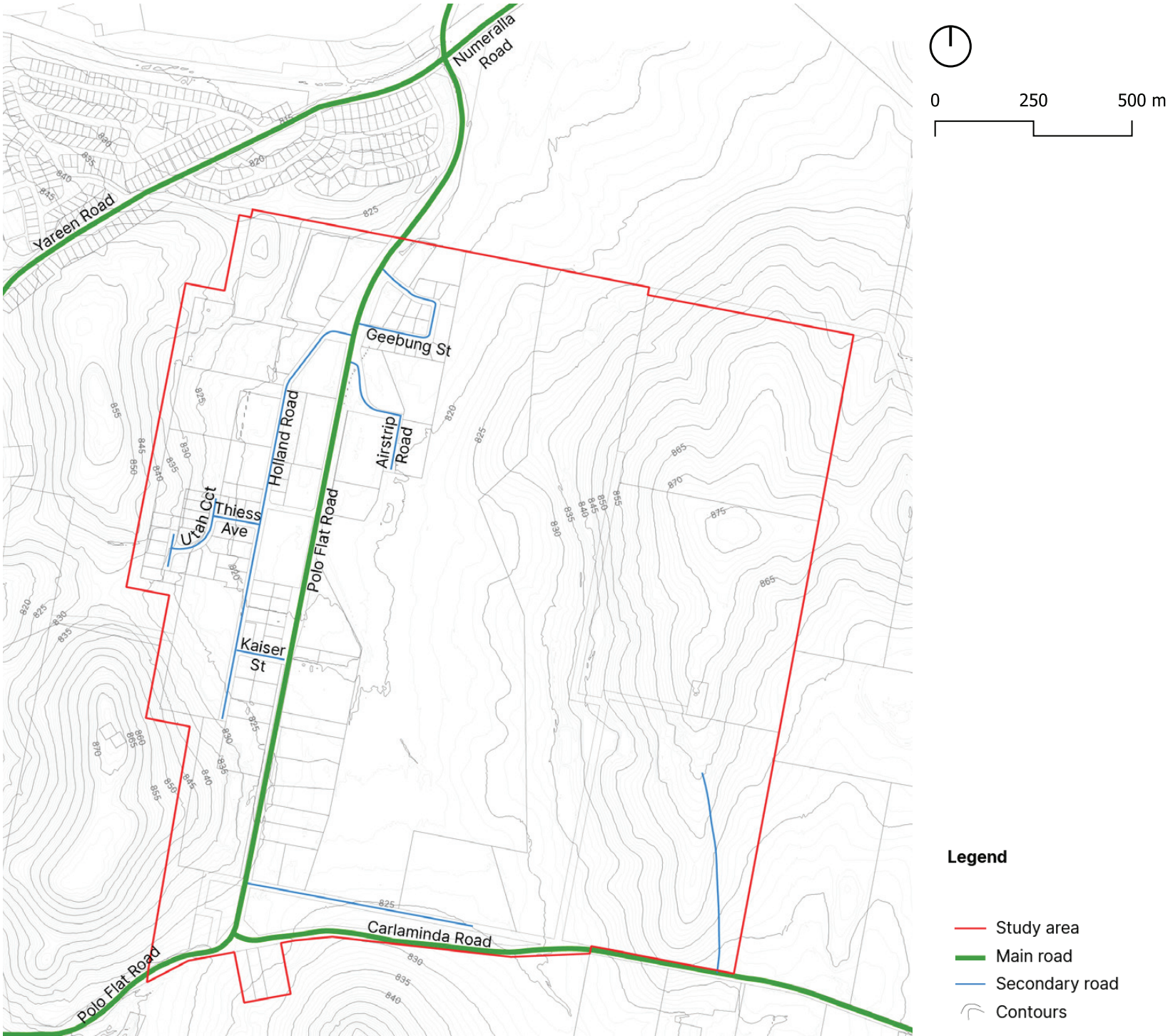


Figure 11. Existing access streets



Context Analysis

2.2.3 Heritage

The Cooma Monaro LEP 2013 identifies multiple heritage items within and surrounding Polo Flat including the Polo Flat Woolshed, Nissen Huts, Railway Bridge, and Bushy Hill Mine. It is noted that these items, excluding the Railway Bridge are also included on the NSW State Heritage Inventory. The location of European heritage items is largely within the existing industrial footprint of Polo Flat and the Bushy Hill Mine is located on steeper land to the north of the Brindalee Abattoir which may not be suitable for future development. As such, it is not expected that any future industrial subdivision on Lot 14 DP250029 would be constrained by heritage requirements. A review of the Protected Matters Search Tool (PMST) does not show any World Heritage Properties or National Heritage Places within 5 km of Polo Flat.

An Aboriginal Heritage Information Management Services (AHIMS) search was undertaken on the 11 November 2023 and did not show any registered Aboriginal sites within Polo Flat. Further investigation of Aboriginal cultural heritage is needed across the LGA to understand the significance of the land to traditional owners and places of Aboriginal significance.



Figure 12. Polo Flat Woolshed

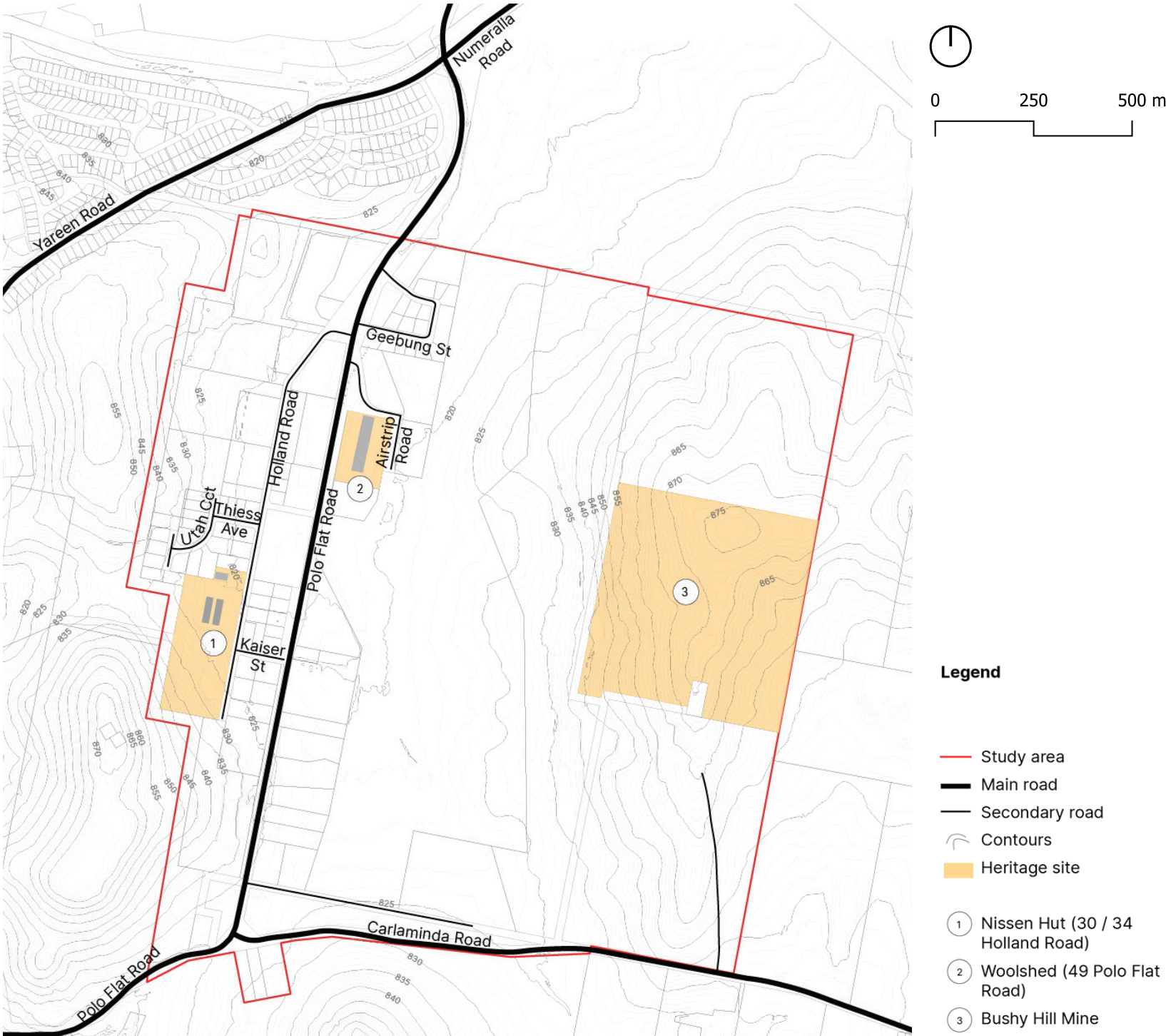


Figure 13. Heritage constraints in Polo Flat



Context Analysis

2.2.4 Landscape

Polo Flat is located on the low undulating hills landscape typical of the Monaro region. Polo Flat is situated on low-lying topography ranging from 820 m at the mid-point of Polo Flat Road and slopes towards the low point at the stormwater channel located east of Polo Flat Road. The topography rises gently to the ridges of Radio Hill at 860 to 870 m at the western boundary and approximately to 875 m at the eastern boundary of the Study Area. The surrounding undulating hills create an enclosed setting that limits distance views to and from the site. The Cooma township is not visible from the precinct.

The landscape character of Polo Flat is predominantly grassland with scattered stands of exotic and native trees with open views to rolling hills to the east and west. Due to clearing and industrial land use, existing vegetation within the Study Area is mainly low scattered tussock vegetation consisting of native and non-native grasses located along roadside verge, open drain and areas adjacent to the Airfield.

Polo Flat is visually exposed due to the lack of trees in the landscape. Elements that are visually prominent include overhead powerlines, large groups of parked vehicles associated to the operation of facilities, chain mesh boundary fencing and warehouse structures. Tree groups comprising of single species are typically located within property boundaries and rows of existing Poplars between the woolsheds provide a visual break along Polo Flat Road. Treeless undulating hills feature as a backdrop to the east and west of Polo Flat.



Figure 14. Scattered groups of exotic and native trees and tussock grasses along open drain

There is an opportunity to improve the appearance of Polo Flat through further landscape planting and the retention of existing vegetation where possible. Landscaping can also act as a visual buffer to the nearby residential estate along Yamba Road. In particular, the use of artworks and landscaping to celebrate the key entrance points into the precinct will contribute to the activation creating a greater sense of place and identity. There is also an opportunity to integrate water sensitive urban design infrastructure (i.e., detention basin) with a public open space at the mid-point of Polo Flat Road.

2.2.5 Environment

A biodiversity study was commissioned by SMRC in 2019 to provide advice about the biodiversity values present in the shire (Molonglo Consulting 2019). Cooma was one of the targeted study areas for the report, including three investigation areas on the outskirts of the existing town that are earmarked for future development. The study used available data sources to identify the following values:

- Threatened vegetation communities
- Threatened species with potential for serious and irreversible impacts

2.2.5.1 Vegetation Communities

Two native vegetation communities have been identified around Polo Flat (Department of Planning and Environment 2022b). Both of the Plant Community Types (PCTs) are associated with Threatened Ecological Communities (TECs) listed under the NSW Biodiversity Conservation Act 2016 (BC Act) and/or Commonwealth Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act) (Department of Planning and Environment 2022a). The Plant Community Types (PCT) and their listing under relevant legislation are provided in Table 2 below.

Table 2. Vegetation communities

PCT ID	PCT Name	BC Act status	EPBC Act status
3413	Monaro Kangaroo Grass Woodland-Grassland Complex	Critically <sup>1</sup> Endangered	Critically Endangered <sup>2</sup>
3414	Monaro Snowgrass-Kangaroo Grass Grassland	Critically Endangered <sup>3</sup>	Not listed

<sup>1</sup> May relate to the NSW Monaro Tableland Cool Temperate Grassy Woodland TEC where it occurs as derived grassland in southern parts of its distribution

<sup>2</sup> Relates to the Commonwealth Natural Temperate Grassland of the South Eastern Highlands TEC where a patch meets condition thresholds as per Section 1.5 of the Conservation Advice

<sup>3</sup> May relate to the NSW Natural Temperate Grassland of the South Eastern Highlands

Context Analysis

Previous studies have identified former PCT 320 (Kangaroo Grass - Redleg Grass forb-rich temperate tussock grassland of the northern Monaro, ACT and upper Lachlan River regions of the NSW South Western Slopes Bioregion and South Eastern Highlands Bioregion) as occurring in the in the south of Polo Flat (EMM 2019). Updated vegetation mapping for NSW has replaced PCT 320 with three new PCTs, including PCT 3413 and PCT 3414. How the existing vegetation relates to the new PCTs is unknown, although some areas were determined by plot surveys to be in good condition suggesting the presence of high proportions of native species.

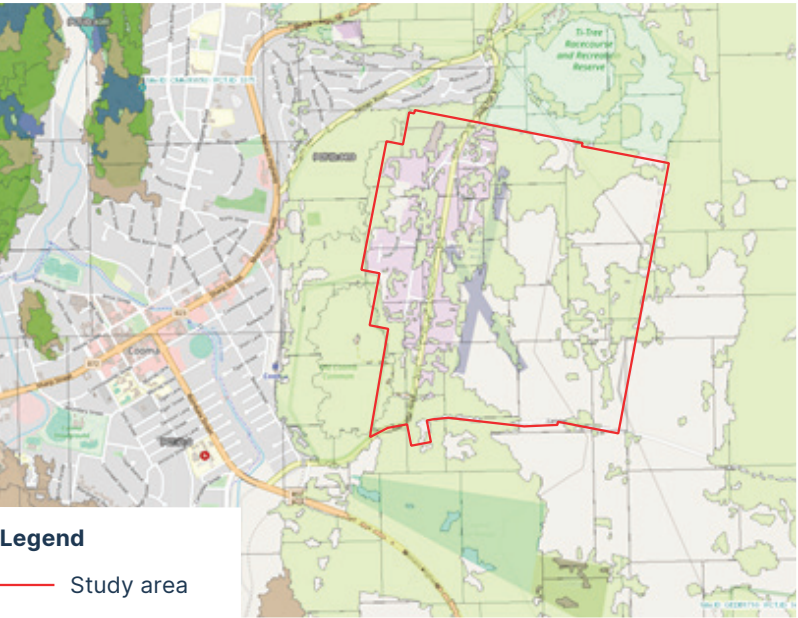


Figure 15. Native vegetation communities around Polo Flat (Source: NSW SEED)

2.2.5.2 Threatened Flora and Fauna

Matters of National Environmental Significance (MNES) are protected under the EPBC Act. The Protected Matters Search Tool (DAWE 2023) identified the following MNES that may occur within ten kilometres of Polo Flat; four threatened vegetation communities, 12 threatened plant species, 22 threatened animal species and three migratory species.

Seven threatened flora and 29 threatened fauna species have been recorded within ten kilometres of Polo Flat (Department of Planning and Environment 2023b). Two migratory bird species have also been recorded. Scattered records suggest that few targeted surveys have been conducted in the area and PCT associations are a more suitable method of determining the threatened species that are likely to occur.

Eleven threatened flora species and 25 threatened fauna species (three frogs, 16 birds, one mammal and five reptiles) are associated with the PCTs mapped around Polo Flat in the Monaro IBRA subregion of the Southern Eastern Highlands IBRA region (IBRA Version 7). These species should be considered as potentially occurring where the related PCTs occur, and suitable habitat is available.

For all species, further consideration and possibly targeted surveys would be required to determine their presence within the designated study area. The main species of interest based on the likely presence of suitable habitat and nearby records are:

- Hoary Sunray (*Leucochrysum albicans subsp. tricolor*)
- Pink-tailed Worm-lizard (*Aprasia parapulchella*)
- Striped Legless Lizard (*Delma impar*)
- Monaro Grassland Earless Dragon (*Tympanocryptis osbornei*)
- Little Whip Snake (*Suta flagellum*).

2.2.5.3 Biodiversity Values and Corridors

No biodiversity values have been identified within Polo Flat (Department of Planning and Environment 2023a). An area of biodiversity value, recognised for the presence of an endangered ecological community occurs approximately one kilometre to the north-west. Another area of biodiverse riparian land is located along Middle Flat Creek, which flows in a northerly direction approximately 3.5 km to the east.

Cooma has not been identified as part of any local or regional biodiversity corridors in the Draft South East and Tablelands Regional Plan 2041 (Department of Planning and Environment 2022c).

2.2.5.4 Legislation

Depending on the nature of the proposed development and the biodiversity values present within the Study Area, some of the state and commonwealth legislation listed below may apply:

- Commonwealth
  - Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act)
  - EPBC Act Environmental Offsets Policy
- State
  - Biodiversity Conservation Act 2016 (BC Act)
  - Environmental Planning and Assessment Act 1979 (EP&A Act)
  - Biodiversity Conservation Regulation 2017
  - Fisheries Management Act 1994
  - Biosecurity Act 2015
  - The NSW Biodiversity Offsets Scheme
  - State Environmental Planning Policy (Biodiversity and Conservation) 2021.

Clearing of native vegetation is likely to require offsetting under the BC Act. The type and quantity of offsets would be determined based on the extent and quality of the vegetation to be cleared as well as it's suitability as habitat for threatened species.



Context Analysis

2.2.6 Contamination

A review of historic aerial imagery suggests that development of Polo Flat commenced as early as the 1920’s with the construction of the Airfield and a mix of residential, industrial and agricultural structures, occurring in the following decades. Further development occurred in the 1970’s with the establishment of a range of businesses including motor wreckers, mechanics, waste management centres and a petrol station. It is possible that past and current uses may have resulted in potentially contaminating activities such as storage of fuel, use of oils and lubricants, and waste material storage.

The Airfield and NSW Rural Fire Service located to the east of the existing industrial area may be associated with the former storage and use of per- and poly- fluoroalkyl substances (PFAS) used in operational training activities. The storage of fuel may have also occurred at the Airfield which would need to be investigated further. The livestock processing activities associated with the Brindalee Abattoir could be associated with possible pathogens, nitrites and nitrates, pesticides, and burial of waste. This would require targeted assessment if a change in land use were sought.

The north-eastern portion of Polo Flat is predominately undeveloped and may have a lower likelihood of contamination compared to the more heavily developed areas of Polo Flat. To gain a comprehensive understanding of the presence of contamination resulting from historical or ongoing uses of Polo Flat, a Preliminary Site Investigation (PSI) would need to be conducted prior to the commencement of future industrial expansion.

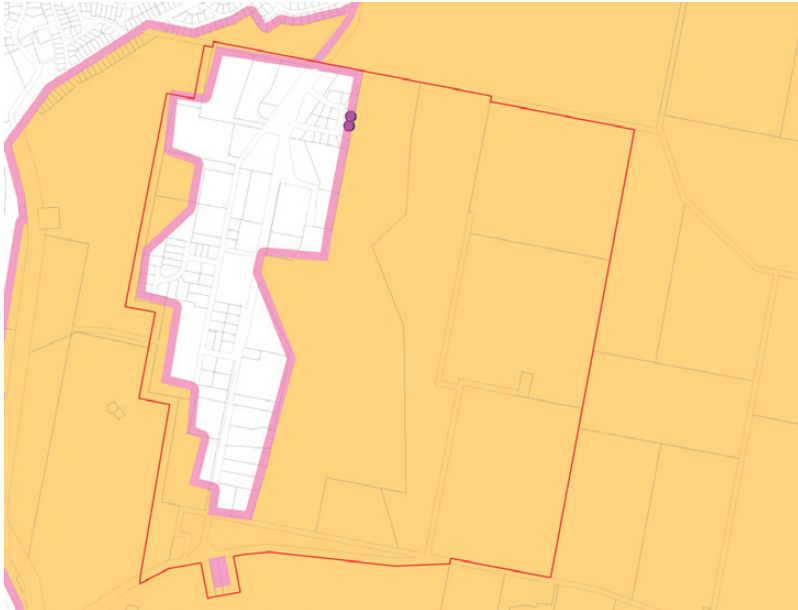


Figure 16. Bushfire prone map

- Legend**

  - Study area
  - Lot boundary
- Planning Zones**

  - NSW bush fire prone land (Category 3)
  - Vegetation buffer
  - NSW rural fire service

2.2.7 Bushfire

The Polo Flat industrial precinct is surrounded by land identified as bushfire prone (Category 3) reflecting the extent of grasslands surrounding the existing footprint of the precinct. It is noted that whilst grasslands pose a significant fire risk, these risks can be appropriately managed through land management processes meaning that industrial development on Category 3 land could be supported.



Figure 17. View of Snowy Segment Factory from Radio Hill

Context Analysis

2.3 Planning Context

A range of State, Regional and Local Planning Policies are relevant to the planning, development and management of Polo Flat. The following is a brief summary:

2.3.1 Cooma-Monaro Local Environment Plan 2013

Cooma-Monaro Local Environment Plan 2013 (LEP) sets out the statutory planning framework for development in and surrounding Cooma. It includes aims, land use zoning, land use tables and development standards. It is noted that the Cooma-Monaro LEP 2013 will be repealed by the Draft Snowy Monaro LEP 2022 which strives to create a dynamic base for future growth across the entire LGA. The Study Area contains a mix of zones but is predominately industrial and rural, with some areas set aside for conservation and infrastructure. The existing industrial footprint of Polo Flat is zoned E4 General Industrial with Lot 14 DP250029 and Lot 22 DP1267983 forming the largest remaining portion of vacant land E4 General Industrial zoned land. The eastern half of the Study Area is zoned RU1 Primary Production. Land zoning in the Study Area and surrounds is shown in Figure 18 below. Table 3 provides a summary of the land use zones that apply to the Study Area.

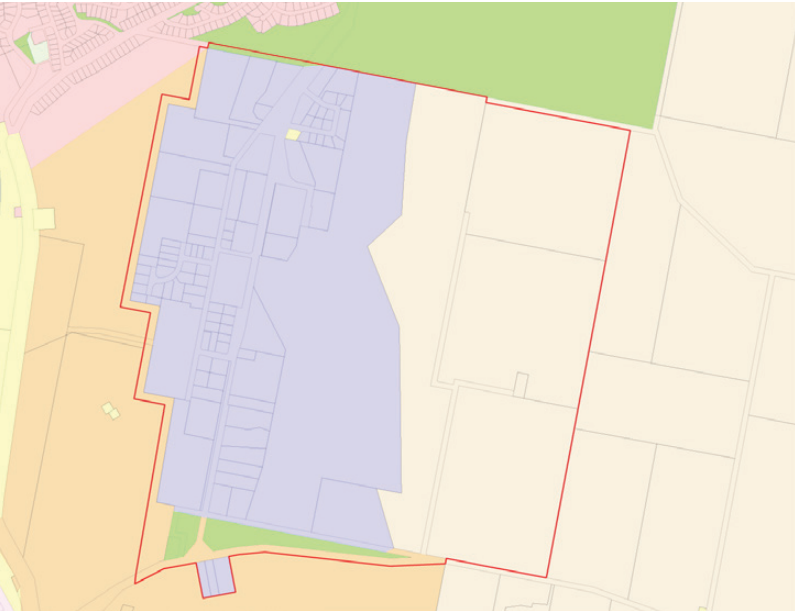
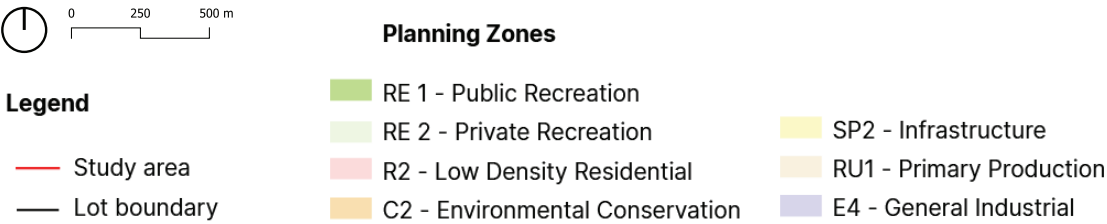


Figure 18. Planning zones

Table 3. Planning zones and land uses

Zone Objectives	Permissible Land Uses	Key issues for Polo Flat
<b>E4 General Industrial</b>		
<ul style="list-style-type: none"><li>To provide a range of industrial, warehouse, logistics and related land uses.</li><li>To ensure the efficient and viable use of land for industrial uses.</li><li>To minimise any adverse effect of industry on other land uses.</li><li>To encourage employment opportunities.</li><li>To enable limited non-industrial land uses that provide facilities and services to meet the needs of businesses and workers.</li></ul>	Depots; Freight transport facilities; Garden centres; General industries; Goods repair and reuse premises; Hardware and building supplies; Industrial retail outlets; Industrial training facilities; Kiosks; Landscaping material supplies; Light industries; Local distribution premises; Neighbourhood shops; Oyster aquaculture; Plant nurseries; Pond-based aquaculture; Rural supplies; Specialised retail premises; Take away food and drink premises; Tank-based aquaculture; Timber yards; Vehicle sales or hire premises; Warehouse or distribution centres;	<ul style="list-style-type: none"><li>Provides a broad range of permissible land uses to ensure diversity of industry in Polo Flat</li><li>Some prohibited uses may exclude some sectors, including research and forestry stations, and heavy industries</li><li>Potential to continue zoning to the east.</li></ul>
<b>RU1 Primary Production</b>		
<ul style="list-style-type: none"><li>To encourage sustainable primary industry production by maintaining and enhancing the natural resource base.</li><li>To encourage diversity in primary industry enterprises and systems appropriate for the area.</li><li>To minimise the fragmentation and alienation of resource lands.</li><li>To minimise conflict between land uses within this zone and land uses within adjoining zones.</li><li>To encourage land uses that are unlikely to generate significant additional traffic relative to the capacity and safety of a road, or create or increase a condition of ribbon development on any road.</li><li>To encourage land uses that are unlikely to create unreasonable or uneconomic demands for the provision or extension of public amenities or services.</li><li>To protect the water quality of receiving watercourses and groundwater systems.</li><li>To protect the visual landscape values of the rural area</li></ul>	Aquaculture; Building identification signs; Cellar door premises; Dual occupancies; Dwelling houses; Extractive industries; Farm buildings; Intensive livestock agriculture; Intensive plant agriculture; Office premises; Open cut mining; Roads; Roadside stalls; Rural workers' dwellings; Secondary dwellings	<ul style="list-style-type: none"><li>Applies to the eastern half of the Study Area</li><li>Should further expansion occur to the east, the objectives of the zone are less aligned to the intent and further development of Polo Flat as an industrial estate.</li><li>Rezoning from RU1 to E4 zoned land may add additional time for to the provision of land within Polo Flat due to the rezoning process and may mean that infill opportunities should be pursued first.</li></ul>
<b>SP2 Infrastructure</b>		
<ul style="list-style-type: none"><li>To provide for infrastructure and related uses.</li><li>To prevent development that is not compatible with or that may detract from the provision of infrastructure.</li></ul>	<ul style="list-style-type: none"><li>Aquaculture; Roads; the purpose shown on the Land Zoning Map.</li></ul>	<ul style="list-style-type: none"><li>The purpose shown on the Land Zoning Map is for SP2 Water Pumping Station.</li><li>Sufficient land area for future upgrades and expansion.</li></ul>





Context Analysis

2.3.2 Regional Planning Context

2.3.2.1 Snowy Monaro 2018 – 2022 Regional Economic Development Strategy

The Snowy Monaro 2018 – 2022 Regional Economic Development Strategy (the REDS) facilitates economic growth opportunities across the Snowy Monaro LGA as well as a four-year vision which has been subsequently updated in 2023. The vision outlined in the REDS for Snowy Monaro is *to become a year-round tourism destination and exporter of power, produce and products*. The REDS identified manufacturing and transport, postal and warehousing as specialised and emerging industries. A total of four strategic directions and actions inform the development of the region. Those pertinent to Polo Flat include:

- (1). Cultivate the region’s ‘engines of growth’ specialisations in agriculture, forestry and wood products.
- Develop project proposals for Polo Flat Road Upgrade
  - Work with AusIndustry and NSW Department of Industry to improve trade connections for producers in the region.
- (2). Promote skills acquisition and industrial land development to strengthen the region’s employment base.
- Conduct a planning review into the Region’s industrial and employment lands to determine future demand, potential locations and any necessary changes to land use planning controls.
  - Develop business cases for industrial precincts at Polo Flat and Bombala.
  - Align youth skills development and ongoing training courses to local industry needs.
- (3). Grow the population to deepen the Region’s internal markets for goods, services, and labour.

The 2023 REDS update also identifies ‘key enablers’ of economic growth’ for each strategic direction. Strategic Direction 3 aims to *‘Investigate the impacts of major projects on service provision*

*and the availability of industrial and commercial land and develop strategies to identify and coordinate the delivery of enabling infrastructure and employment lands’*. Manufacturing is identified as a key strength for the region growing by 2.3% from 2011 to 2020 with the transport, postal and warehousing sector also demonstrating growth.

2.3.2.2 Draft South East and Tablelands Regional Plan 2041

The Draft South East and Tablelands Regional Plan 2041 (The Draft Regional Plan) includes strategies to manage and shape the region’s growing cities and centres. These strategies aim to diversify the economy, strengthen communities, enhance sustainability and support connectivity. The Draft Regional Plan identifies Cooma as the Snowy Monaro’s sole ‘Strategic Centre’ and Polo Flat as a ‘regional employment investigation area’.

Draft Regional Plan identified several opportunities to leverage the Cooma economy, including:

- The expansion of the Snowy Mountains Hydro Electric Scheme driving demand for industrial lands.
- Snowy Mountains SAP will increase demand for residential, tourist and visitor accommodation, business and health services, skills training and other support sectors in Cooma.
- A diversifying agricultural sector.
- Upgrades to Cooma Hospital, Monaro High School and the Cooma Sports Hub.
- In line with regional economic growth, transport networks will need to be strengthened to reinforce connection to southern Strategic Centres and Canberra.



Figure 19. Polo Flat looking north down Holland Road

Context Analysis

2.3.3 Local Planning Context

2.3.3.1 Snowy Monaro Local Strategic Planning Statement 2020

The Snowy Monaro Local Strategic Planning Statement (LSPS) identifies the 20-year vision for land use in Snowy Monaro to be, by 2040: *a region of five key growing towns and many villages all of which will have their own distinct character, reflected by their own unique attributes.*

To achieve this vision SMRC identified 12 key planning priorities, each supported by a range of actions. Relevant planning priorities and their related actions include:

Table 4. Key planning priorities and actions

Planning Priority and Actions	Key issues for Polo Flat
Planning Priority 6: Maximise potential for business growth and efficiency.	
<ul style="list-style-type: none"><li>6.3 Prepare a detailed plan for the upgrading of Polo Flat in Cooma to encourage further industry investment.</li><li>6.6 Council will identify key sites or locations in Cooma where new business or industry with a large floor area requirement could locate.</li></ul>	<ul style="list-style-type: none"><li>The LSPS identifies the need for further strategic planning in Polo Flat and opportunities to attract further investment in the Cooma area.</li><li>There is an identified need to upgrade Polo Flat Road and improve amenity within the precinct.</li></ul>
Planning Priority 10: Identify and integrate transport corridors and connections with the right types and levels of development.	
<ul style="list-style-type: none"><li>10.4 Investigate and support the re-use of the Bombala Railway Line as the Monaro Rail Trail and/or support reinstatement of rail if viable.</li><li>10.5 Engage with NSW and ACT Governments to facilitate improvements for Polo Flat Road.</li></ul>	<ul style="list-style-type: none"><li>Polo Flat is identified as a significant regional road and includes an action to facilitate improvements for the road over the short term</li><li>Further investigation has been undertaken into rebuilding the non-operational rail line between Queanbeyan and Bombala however, this was deemed not viable.</li></ul>
Planning Priority 12: Capitalise on growth and change by preparing for new business and population.	
<ul style="list-style-type: none"><li>12.4 Plan for and encourage growth in areas with infrastructure capacity through strategic planning documents.</li></ul>	<ul style="list-style-type: none"><li>The Snowy Monaro LGA is experiencing considerable growth with investment into various sectors – including renewables</li><li>The Snowy Hydro manufacturing facility is located in Polo Flat and is expected to be decommissioned upon the completion of Snowy 2.0.</li></ul>

2.3.3.2 Snowy Monaro Draft Settlements Strategy 2022

The Snowy Monaro Draft Settlements Strategy 2022 (the Draft Settlements Strategy) seeks to provide a strategic land use planning framework for all towns and villages across the Snowy Monaro LGA. The Draft Settlement Strategy recognises the growing need for industrial land across the LGA and the role that Polo Flat will play in providing this. It is recognised that the expansion of Polo Flat could occur along Carlaminda Road in areas of low biodiversity values. It is noted that this Strategy has not yet been endorsed by SMRC.

The Draft Settlements Strategy presents 70 recommendations of which four directly relate to Polo Flat, including:

- Recommendation 26 (to be completed in short-term): Work with the NSW Government on the completion of the SAP Masterplan and use the findings from this master planning process to inform future allocation of industrial land.
- Recommendation 27 (to be competed in short-term): Following the completion of the SAP Masterplan, undertake an options study to compare industrial land sights between Snowy Mountains Airport and Polo Flat for the long-term provision of employment sites.
- Recommendation 28 (to be competed immediate): Rezone lot 1 of DP 550951 from zone RU1 Primary Production to E4 General Industrial to provide for the short to medium term industrial needs in Cooma and allow for the logical and orderly expansion of Polo Flat.
- Recommendation 29 (to be competed in short-term): Undertake a detailed structure plan for Polo Flat that provides, at a minimum, an outline of the orderly staged expansion of Polo Flat, details road hierarchy and future road layout, and details the requirements for appropriate signage and wayfinding.

2.3.3.3 Polo Flat Structure Plan 2009

The Polo Flat Structure Plan (the Structure Plan) sets the strategic planning direction for the further future development of Polo Flat until 2030. The Structure Plan aims to:

- Ensure the co-ordinated and efficient development of Polo Flat in an environmentally sustainable manner.
- Develop a 20-year action plan to guide the future of development at Polo Flat and provide a link to any Local Environmental Plan, Development Control Plan(s), and Asset and Development Contributions Plan(s).
- Identify opportunities for future industrial development.

The Structure Plan provides a constraints and opportunities analysis of planning and infrastructure considerations including the road network, native vegetation, land use, slope and adjoining land uses.

2.3.4 Future Development

This section of the Master Plan looks to summarise the extent of development currently underway in Polo Flat, along with several changes to policies within the LGA that will influence future growth in and around Cooma, including Polo Flat. This information establishes the scope of the development known to this project, as provided by Council.

2.3.4.1 Draft Snowy Monaro Local Environmental Plan

The Cooma-Monaro LEP 2013 will be repealed by the Draft Snowy Monaro LEP 2022 and strives to create a dynamic base for future growth, providing a variety of minimum lot sizes and encouraging infill development across a wider range of land zonings.



Context Analysis

2.3.4.2 Development Applications

This section provides further context into the development occurring in Polo Flat through a review of Development Applications (DA's) lodged or approved from 2020 to 2024. Newer lot development within the precinct has tended toward smaller land parcels with the majority of DA's reviewed for the construction of storage sheds, industrial warehouses and alterations to existing buildings. There are only two recently approved subdivision applications within the precinct located at 30 Polo Flat Road and 9 Airstrip Road which would deliver an additional eight lots to the precinct. Table 5 below provides a summary of the infill and subdivision development occurring in the Polo Flat. It is noted that DA information was provided by SMRC for the purposes of this Master Plan and full list of DA's (2020 – 2024) can be found in Appendix A.

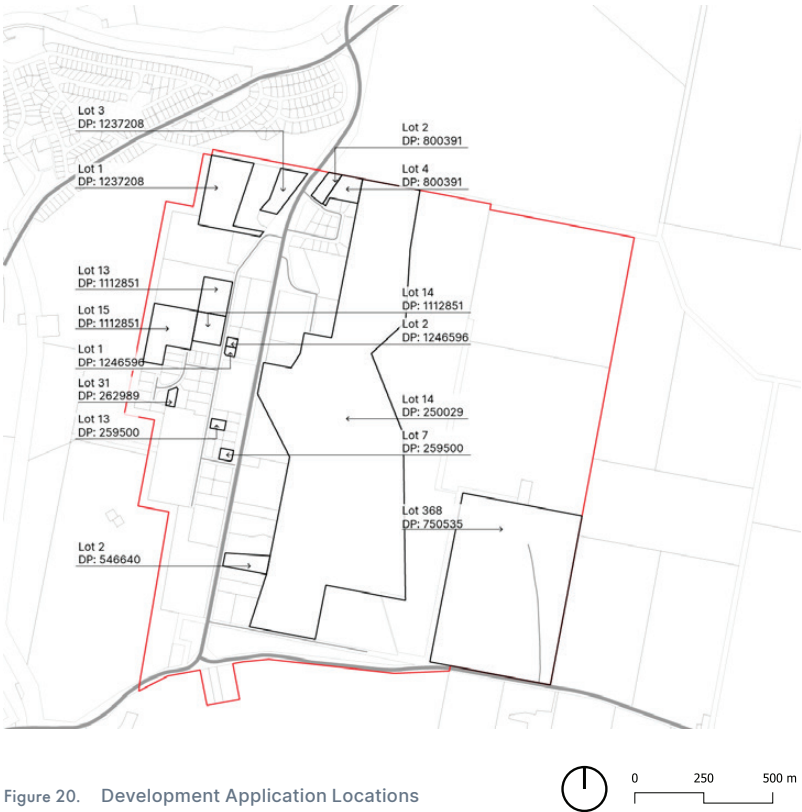


Table 5. Development applications within and surrounding Polo Flat (2020-2024)

Lot & DP	Site Location	Description
Lot: 3 DP: 1237208	30 Polo Flat Road POLO FLAT NSW 2630	New Industrial development
Lot: 15 DP: 1112851	2A Utah Circuit POLO FLAT NSW 2630	Construction of an industrial shed
Lot: 3 DP: 1237208	30 Polo Flat Road POLO FLAT NSW 2630	Construction of a warehouse and associated office
Lot: 14 DP: 250029	9 Airstrip Road POLO FLAT NSW 2630	Construction of Monaro Fire Control Centre including District Stores Building, Helicopter Hangar & Helipad
Lot: 4 DP: 800391	3 Geebung Street POLO FLAT NSW 2630	Twp (2) new storage structures and conversion of upper floor to a managers residence
Lot: 15 DP: 1112851	2A Utah Circuit POLO FLAT NSW 2630	Decrease size of one (1) shed
Lot: 15 DP: 1112851	2A Utah Circuit POLO FLAT NSW 2630	Two (2) Side by side industrial sheds.
Lot: 1 DP: 1246596	19 Holland Road POLO FLAT NSW 2630	Storage Shed & Attached Office
Lot: 15 DP: 1112851	2A Utah Circuit POLO FLAT NSW 2630	Two (2) Lot Subdivision
Lot: 1 DP: 1237208	34 Polo Flat Road POLO FLAT NSW 2630	Transfer Depot for Use of Snowy 2.0 Personnel During Construction of 2.0 Project
Lot: 1 DP: 1237208	34 Polo Flat Road POLO FLAT NSW 2630	Levelling Industrial Site and Use of Site for Depot
Lot: 2 DP: 800391	1 Geebung Street POLO FLAT NSW 2630	Extension to existing shed
Lot: 2 DP: 800391	1 Geebung Street POLO FLAT NSW 2630	Alterations to Industrial development
Lot: 13 DP: 259500	31 Holland Road POLO FLAT NSW 2630	Light Industries - New Five (5) Bay Shed
Lot: 13 DP: 1112851	16 Holland Road POLO FLAT NSW 2630	Additions to Existing Shed + New Detached Shed
Lot: 13 DP: 1112851	16 Holland Road POLO FLAT NSW 2630	Extension to existing shed
Lot: 14 DP: 1112851	18 Holland Road POLO FLAT NSW 2630	Extension to existing shed
Lot: 3 DP: 1237208	30 Polo Flat Road POLO FLAT NSW 2630	Stage 1 New Shed & Office Building, Stage 2 Six (6) Lot Subdivision
Lot: 15 DP: 1112851	2A Utah Circuit POLO FLAT NSW 2630	To erect two (2) sheds
Lot: 1 DP: 1246596	19 Holland Road POLO FLAT NSW 2630	To erect a shed and office
Lot: 7 DP: 259500	72 Polo Flat Road POLO FLAT NSW 2630	Extension to workshop
Lot: 2 DP: 1246596	17 Holland Road POLO FLAT NSW 2630	To erect two (2) sheds (add toilet facilities)
Lot: 2 DP: 1246596	17 Holland Road POLO FLAT NSW 2630	To erect two (2) Industrial Sheds
Lot: 31 DP: 262989	9 Utah Circuit POLO FLAT NSW 2630	Extension to existing storage shed

Legend

- Study area
- Lot boundary
- Main road
- Secondary road



Context Analysis

30 Polo Flat Road, Polo Flat

The proposed industrial subdivision at 30 Polo Flat Road aims to subdivide an existing 1.23-hectare lot (Lot 3 DP127208) into five lots of up to 5000 sqm in size. Lot 3 DP 127208 is located on the western side of Polo Flat Road and includes frontage to Holland Road. It is noted that a DA was approved for the construction of a warehouse and associated office at the site in 2023.



Figure 21. Lot 3 DP 127208 Placeholder

9 Airstrip Road, Polo Flat

The proposed industrial subdivision at 9 Airstrip Road, Polo Flat is for the subdivision of Lot 14 DP250029 into two and the construction and operation of a Fire Control Centre facility, district stores building, helicopter hangar and helipad. Access to the site is to be facilitated via a road extension to the eastern extent of Geebung Street, immediately south of the Stewarts Transport, NSW RFA and SES building. The new allotment is 1.9 hectares in size and will have a 92 m frontage along the new roadway.

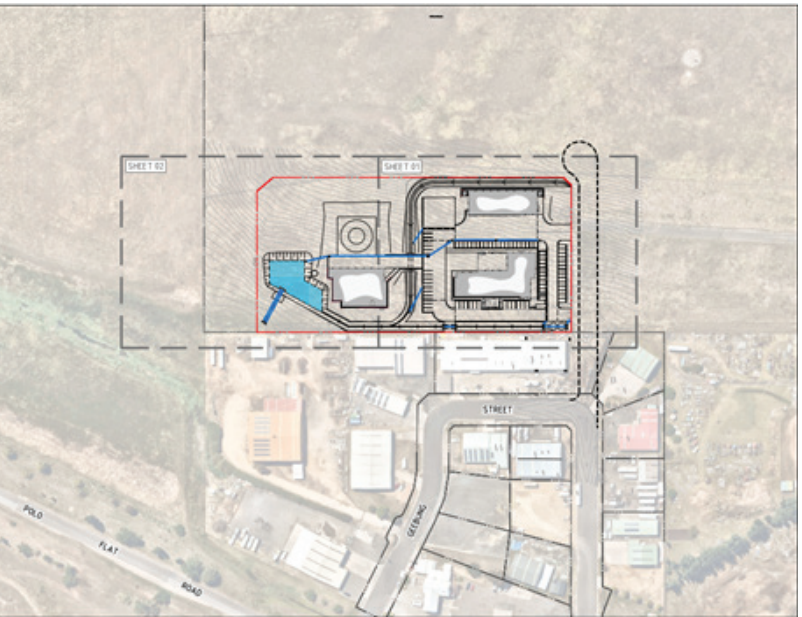


Figure 22. Site layout of new Monaro Fire Control Centre

2A Utah Circuit, Polo Flat

A DA has been approved for a two-lot subdivision at 2A Utah Circuit, Polo Flat. The site is formerly identified as Lot 15 DP1112851 and is located on the western fringe of the precinct. The development will include the construction of seven new industrial sheds providing space for up to eight businesses. A review of aerial imagery shows that construction works have already commenced on the site, including levelling of blocks and construction of internal roads. Two new industrial sheds have also been constructed to the north of Utah Circuit.



Figure 23. Lot 15 DP1112851







Economic Impact

3 Economic Impact

An Economic and Market Analysis Report (2023) (the Economics Analysis) has been prepared by SGS Economics and Planning to explore the need for industrial land in the Snowy Monaro LGA and Polo Flat. The Analysis reviews and builds upon the Snowy Monaro Employment Lands and Rural Lands Analysis undertaken by Elton Consulting (2020) identifies and quantifies unmet demand for industrial land in Polo Flat up to 2041, indicating possible markets for consideration and opportunities for wider economic development of the precinct.

3.1 Trends and Drivers Influencing Development

The industrial sector is the second largest employment sector in the Snowy Monaro LGA, accounting for up to 21% of employment in 2023. Elton Consulting (2020) outline that Cooma (inclusive of Polo Flat) cannot meet the predicted demand for industrial land through the existing supply with a predicted short-term gap of 34 hectares by 2021, medium term gap of 72 hectares by 2031, and a long-term demand of 100 hectares by 2041. Demand for industrial land is being driven by the employment and economic growth opportunities generated by Snowy Hydro 2.0 and the establishment of manufacturing and fabrication premises. It is noted that the Snowy Hydro owned concrete segment factory in Polo Flat will be decommissioned by 2028 upon completion of Snowy Hydro 2.0. Opportunities may arise for utilising the existing large factory floorspace for advanced manufacturing or specialised equipment manufacturing as well as utilising the existing Snowy Hydro industrial zoned landholding for large format industrial businesses.

As part of the Economics Analysis, SGS consulted with several existing operators at Polo Flat to gain a high-level understanding of the precincts competitive position and insights into sector trends. It is noted that this is a first stage of a wider community consultation process undertaken as part of this Master Plan. Findings from the consultation is as follows:

- Polo Flat is well positioned to access major markets in Canberra, Sydney, South Coast and increasingly Melbourne, however, the majority of existing operators service local or regional catchments only. Supporting businesses in diversification from Snowy Hydro 2.0 contracts is considered important to ensure the long-term viability of the precinct following that project’s completion.

- Improvements to the amenity and local character of Polo Flat are considered essential to simulate business led amenity and street front upgrades. There is a perception that the planning and approvals process could be streamlined to fast-track upgrades within the precinct.
- The clustering of small enterprises fosters a collaborative environment where productivity can excel. A number of small businesses have formed relationships which enable supply chain efficiencies.
- Snowy Hydro has been directly approached by businesses enquiring about land availability within Polo Flat. Snowy Hydro is keen to explore legacy uses of their land in Polo Flat including sub-division opportunities.

3.1.1 Competitive Positioning

A high-level qualitative analysis compared the intrinsic assets of competitor precincts to the competitive advantages of Polo Flat. Whilst Polo Flat has a large Snowy Hydro presence, the precinct is underpinned by general industrial uses and does not have an overarching target market. Some informal clusters of operation exist in construction (cement, housing truss fabrication, carpentry), transport and freight (bus depots, trucking terminals, mechanics), wool storage (wool stores/brokers and wool production) which will continue to be important operators. For example, there are no alternative wool store locations for local producers with the closest alternatives Goulburn or Sydney, requiring more freight costs for producers. The close proximity of Polo Flat to markets in Canberra, Sydney, South Coast and Melbourne also provides a key competitive advantage for transport and freight businesses.

Of the three bus transport companies located in Polo Flat, two service the local community and Snowy Hydro transport to and from the site. One operator has transitioned away from Snowy Hydro services and choses to stay in Polo Flat due to the price of land and lifestyle offered by the region. The larger lot sizes required for bus transport depot services are difficult to secure and land costs are higher in Canberra adding to the attractiveness of Polo Flat. Given the inefficiencies and cost to secure freight routes to Cooma, a number of operators have begun freighting their own goods, creating a secondary logistics business to move their products.

Newer lot development within the precinct has tended toward smaller land parcels and opportunities for Council to release new land supply contingent on rezoning or land acquisition. However, compared to new greenfield precincts in Queanbeyan and the Southern Highlands, Polo Flat’s ability to secure footloose enquiries within an established precinct is a strong competitive advantage, where new greenfield precincts will rely on the success of first movers to create momentum. Industrial precincts in Canberra are fragmented across the metropolitan area and accommodate general industrial uses with no overarching operational target market. Similarly, industrial land in Goulburn is fragmented across small industrial zoned precincts with no targeted sector clustering, limited opportunities for expansion and constrained by residential uses.

The analysis compared the attributes of five industrial precincts to better understand the strengths of each precinct. Precincts included:

- Polo Flat
- Goulburn
- Queanbeyan
- Canberra
- Southern Highlands Innovation Park.

Affiliated with Cooma as the main service hub for the region, Polo Flat can provide local trade as well as services to the wider Snowy Monaro region. Located off the main freight routes on the Monaro Highway, Polo Flat has become an important transit point for goods moving between the South Coast, Gippsland and the major markets in Sydney and Canberra. Opportunities to better enable and formalise the freight traffic may further establish Polo Flat as a preferred transit point and provide support for local operators to access materials and move product. While amenity is lacking in the precinct, the centralisation of the precinct as one large industrial hub makes it more accessible than other precincts. It is noted that while future expansion may seek to better specialise or focus new investment around target markets, this should be seen as a compliment to the general industrial uses already present, allowing existing local operators to diversify and expand as a significant value of the precincts competitive offer in the region.

Economic Impact

3.2 Growth Scenarios

Two growth scenarios have been developed to test the demand for industrial floorspace through to 2041, indicating a 2066 horizon to show the long-term trend but acknowledging that forecasts this far in advance are subject to significant change. Both scenarios adopt as their base input employment growth projections in industrial sectors from Travel Zone Projections (TZP) 2022 dataset. The TZP is based in part around state-level employment projections as well as the Future Employment Development Database (FEDD) compiled by Transport for NSW (TfNSW). Employment growth rather than population growth is used as the proxy to determine demand for industrial land, as industrial land typically draws a workforce from a wider catchment than its immediate population base.

3.2.1 Base Case Scenario

The base case scenario is used to understand the minimum growth to be expected and planned for to meet demand. This assumes a ‘no-change’ context with a continuation of current policy and trajectory. The base case scenario used the vacant land supply of 46.2 hectares identified in the land audit and assumed a constant job-to-land ratio. Based on this, it is estimated that there is vacant supply across the LGA to meet total industrial demand through to 2066. In the short term to 2031, a slight increase in vacant supply is expected reflecting the decline in employment forecasts and therefore less demand.

The Cooma Statistical Area Level 2 (SA2) was then used as a proxy for Polo Flat as the closest small area equivalent in the TZP.. This shows there is limited vacant industrial land supply within Polo Flat, sitting at a vacancy rate of 7%. Without additional provision of industrial land, this supply will be exhausted before 2041 and Polo Flat will face an increasing amount of unmet demand.

The base case scenario provides a vacancy rate of below 10% from 2020 to 2066. This vacancy rate may be considered to lean to support natural growth or latent footloose demand for sites. Adopting a vacancy rate of 10%, Cooma had a deficit of 4.7 hectares in 2020, increasing to 15 hectares in 2041 and 31 hectares in 2066.

3.2.2 High Growth Scenario

The high growth scenario incorporates the latent demand enquiries received by Council.to enable Polo Flat to capitalise on the latent demand enquiries received by Council. It is noted that Council have historically received roughly 1-2 enquiries for footloose businesses every 6-12 months. Five enquiries have been received in the last six months alone including with requirements for large lots over 10 hectares. As a result, this scenario builds in accommodation for an additional 10-hectare lot once every five years noting this timeframe assumption recognises that not all footloose enquiries are likely to be realised.

Under the high growth scenario, unmet demand is estimated to be 15 hectares in 2020, growing to 65 hectares by 2041 and 131 hectares by 2066. The high-growth scenario includes the same level of natural growth as the base case, but also assumes that enquiries for large lots will progress in the precinct at least twice per decade. It is noted that if enquiries translate to actual demand more frequently than once every five years, the unmet demand for industrial land may be higher.

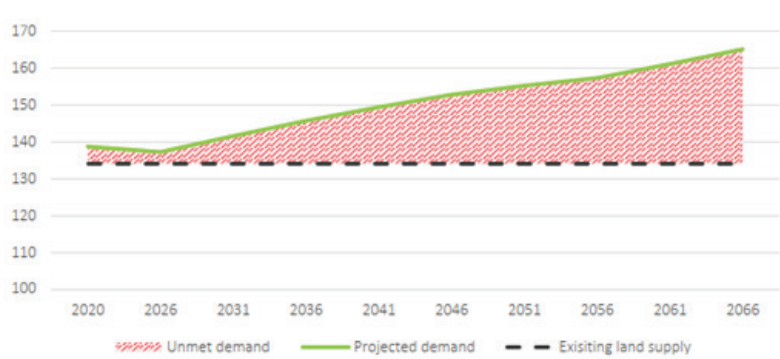


Figure 24. Base case demand (including natural vacancy rate of 10%), Cooma SA2 (Source: SGS, 2023)

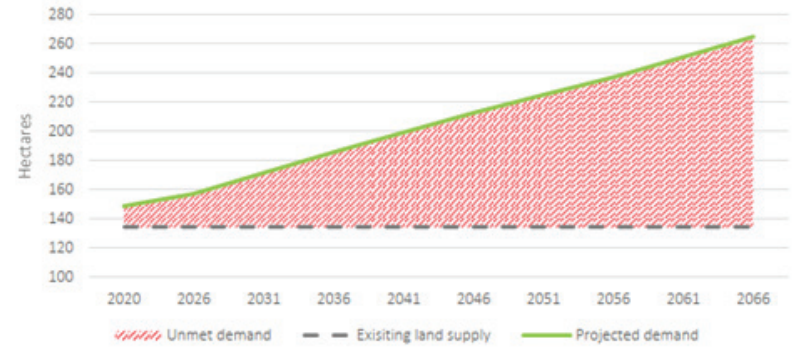


Figure 25. High growth scenario, Cooma SA2 (Source: SGS, 2023)

Economic Impact

3.3 Strategic Planning and Economic Development Implications

In the 20-year horizon to 2041, the high growth scenario indicates a need for a total quantum of additional industrial land to meet demand. The way that this demand translates to land take up and the way that stratifies by lot size will be based on lot availability and serviceability, market drivers and operator specific requirements. Based on past vacant lot sales, compact lots account for most lot sales in Polo Flat and reflect the typical size of a small industrial or commercial business requiring truck access. The second highest grouping of lot sales in Polo Flat has been for large lots, ranging in size from 1 to 10 hectares, generally catering to more sizable manufacturing or storage facilities.

Based on this existing pattern and incorporating a latent demand assumption for large lots in the high-growth scenario above, total demand has been allocated into an estimate of lot formations to help inform sub-division patterns for land release to meet future demand. The provision of enterprise lots (greater than 10 hectares) reflects latent demand assumptions of two-per-decade and is important to encourage new major operators into the precinct.

Table 6. High growth Scenario demand by lot size (Source: SGS Consulting, 2023)

Lot Size	Lot Size (area)	Estimated number of lots
Compact	<2,000 sqm	36.5
Small	2,000 – 5,000 sqm	5.2
Medium	5,000 sqm – 1 ha	0.5
Large	1-10 ha	1.2
Enterprise	10+ ha	5.0
Total	-	48.4

3.3.1 Under-utilisation of Lots

Some lots within Polo Flat may be under-utilised for industrial purposes through short term operational arrangements, such as the open air carpark currently operating on Lot 1 DP1237208 on the north west boundary of Polo Flat. Where these operators can be identified and engaged with to discuss sub-division, land management may be improved. As a high priority, Council should engage with Snowy Hydro in relation to their aspirations to sub-divide the underutilised sections of the Airstrip site which is identified in the Draft Settlement Strategy as a land area of 25.3 hectares. This may serve to unlock more diverse lot size opportunities within the existing precinct and could accommodate large enterprise lots of over 10 hectares. Any future subdivision must consider the desire to retain land for large lots (up to 10 hectares) with the availability of small lots (2,000 – 5000 sqm) which are likely to constitute the bulk of sales.

3.3.2 Protecting Industrial Foundations

There are four dwellings within E4 General Industrial zoned land in Polo Flat. Further approval of these uses may erode the functionality and capacity of Polo Flat to expand geographically and in terms of allowable uses. Any future consideration of these uses should be restricted only to functions ancillary to the main industrial business and only where they are critical to business operations.







Opportunities and Constraints

4 Opportunities and Constraints

The following section of the Master Plan is intended to provide a summary of the key opportunities and constraints associated with existing infrastructure in Polo Flat, as well as opportunities for upgrades and augmentation to support the growth of the precinct. Geographic constraints of the precinct (i.e., topography) have been considered and the opportunity to improve view lines and landscaping. This section helps to establish the key ambitions and future direction for the precinct.

4.1 Stakeholder Engagement

Targeted stakeholder engagement and consultation play a pivotal role in master planning, serving as fundamental pillars for successful and sustainable projects. By involving relevant stakeholders, such as local communities, businesses, and governmental bodies, valuable insights and perspectives can be gained, ensuring that infrastructure and urban design projects align with the specific needs and aspirations of the people they will directly impact.

This inclusive approach fosters transparency, builds trust, and reduces the likelihood of conflicts and resistance during the project’s execution. Furthermore, engaging stakeholders early in the planning process allows for the identification of potential challenges and opportunities that might have been overlooked otherwise. It also enhances the likelihood of incorporating innovative ideas and harnessing the collective wisdom of diverse stakeholders, leading to more resilient and socially responsible infrastructure solutions.

This engagement has undertaken a targeted stakeholder consultation process, speaking with key government and non-government agencies to support this Master Plan. Key consultation undertaken as part of the Master Plan is summarised in Table below.

Table 7. Consultation Summary

Entity	Date	Key Outcomes
SMRC Sewer and Water	30/01/2023	An initial meeting was held with the SMRC Water and Sewer team to understand the existing sewer network conditions and any planned upgrades. SMRC noted that Polo Flat was essentially a bottleneck and suggested that a ring main around the perimeter of the precinct would alleviate flow limitations. SMRC has previously done some upgrade works including the construction of a pipe that runs adjacent to Polo Flat Road and ties into the remainder of the water network from the Snowy Reservoir.
SMRC Transport and Stormwater	08/02/2024	The objective of the meeting was to discuss the road and stormwater network at Polo Flat, including key concerns and future considerations for the network. SMRC noted that Polo Flat experiences varying volumes of traffic and acts as a by-pass for heavy vehicles . There is a desire to reduce vehicle speed limits and improve the general amenity of the precinct along Polo Flat Road. Key concerns raised include active travel considerations, the servicing and maintenance of water sensitive urban design assets and the impacts of future development on traffic volumes.
SMRC Planning and Environment	13/02/2024	An initial meeting was held with the SMRC Planning and Environment team to understand any proposed and active development applications within Polo Flat. It was outlined that existing DA's include subdivisions on Polo Flat Road and a nearby residential subdivision on Yareen Road. Key concerns raised included the impact that subdivisions will have on traffic generation, heritage items, and environmentally sensitive land.
Essential Energy (EE)	15/02/2024	EE provided an overview of the network supplying Polo Flat, noting that there is likely sufficient capacity in the network however there is an opportunity for further augmentation in the event of an increase to maximum demand. This will be subject to an EE Transfer Capacity Assessment.
Transport for NSW (TfNSW)	22/02/2024	TfNSW were engaged to understand any transport and traffic requirements for Polo Flat. It is not expected that further development of Polo Flat will impact significantly on traffic generation, however consideration should be given to impacts to key intersections of the Monaro Highway and Snowy Mountains Highway with Polo Flat Road. TfNSW are supportive of the provision of further active travel and public transport connections within the precinct.

Opportunities and Constraints

4.2 Infrastructure Analysis

As the Polo Flat industrial precinct seeks to increase its industrial land offering over the following decades, it is expected that this will impact demand for infrastructure services including water, wastewater and power, as well changes to traffic conditions and stormwater runoff patterns within the precinct. An assessment of current (baseline) conditions has been provided to develop an understanding of the possible infrastructure upgrades required to support the future expansion of Polo Flat. A range of reports and Council supplied data were made available for the analysis as well as a review of additional data.

4.2.1 Water and Wastewater

4.2.1.1 Existing Conditions

Water

The existing potable water supply is conveyed to Polo Flat from a service reservoir (the Snowy Reservoir) in the east via a 250 mm Cast Iron Trunk Main that was installed in 1962 and is reticulated throughout the precinct. Polo Flat is serviced as part of the Cooma township water supply network and there are approximately 80 metered consumers within the precinct. As part of consultation with Council’s Water and Sewer Team, it is understood that Council has identified augmentation opportunities to the reticulation system north of the Polo Flat precinct. The DN100 pipe within the Geebung area is noted as insufficient.

Table 8. Water asset summary

Year Constructed	1960-2005	2005-2023
Length (m)	6650	4500
Material	AC, Cast Iron UPVC	Cast Iron, HDPE, MPVC, UPVC

Development within Polo Flat is currently limited to below the Reduced Level 860 m contour due to the existing servicing constraints of minimum service pressure limits. It is noted that the available pressures are between 45 – 55 m during peak demand.



Figure 26. Snowy River Reservoir (Source: SMRC)

Wastewater

All wastewater for the existing industrial precinct is conveyed to two wastewater pumping stations located in the SMRC Works Depot site (Lot 21 DP1267983) and to south of Geebung Street (Lot 10 DP250029) respectively (Figure 27). Wastewater is pumped via the 200 mm R5-Rising Main (PVC pipe) to the treatment operation north of Cooma. The Polo Flat wastewater catchment is divided into two sub catchments, each serviced by a wastewater pumping station. Wastewater is collected from developments within the catchments via gravity reticulation network towards the pumping stations.

Council have noted that a 2024 modelling report is to be generated to ascertain the extent of augmentation required to the existing wastewater infrastructure and identify new wastewater infrastructure opportunities. Once available, new modelling results are to inform in the strategic planning of the wider master plan infrastructure.

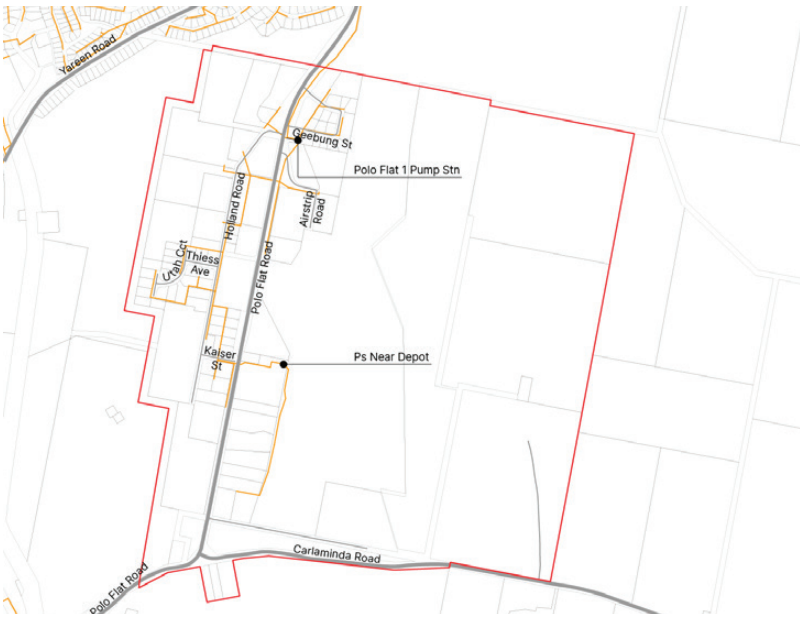


Figure 27. Polo Flat wastewater plan

- Legend**
- Study area
  - Lot boundary
  - Main road
  - Secondary road
  - Wastewater pipes



Opportunities and Constraints

4.2.1.2 Recommendations

- Council has noted that the existing wastewater treatment plant has adequate capacity to meet future growth demands under current operating projections. The capacity of the existing wastewater pumping stations is yet to be assessed from Council modelling activities. .
- Any expansion of the industrial area footprint should be contained within the Snowy Reservoir service zone of the Cooma township water supply otherwise additional pumping equipment, delivery mains and reservoirs would be required.
- Council’s strategic assessment indicates the water source from the Murrumbidgee River is adequate to meet future growth demands upon the Cooma township water supply under current operating projections.
- Efficient water use through the Integrated Water Cycle Management (IWCM) process. The IWCM process is an opportunity to better utilise scarce water resources in the longer term and to potentially extend the service capability of existing water supply infrastructure.

4.2.2 Power

4.2.2.1 Existing Conditions

Preliminary consultation with Essential Energy (EE) has been completed to gain insight into the existing electricity supply arrangement for Polo Flat and surrounds. Based on the initial consultation, EE has indicated that the existing electricity supply to Polo Flat comes from the Cooma 66kV/11kV Zone Substation which is located approximately 2 km’s north of Polo Flat and consists of two (2) x 20MVA transformers with the capacity for eight feeders, of which six are currently in service.

The existing Cooma 66kV/11kV Zone Feeders that extend into Polo Flat:

- COO3B1 – Supplies Polo Flat from the north and east.
- COO3B2 – Supplies Polo Flat from the west and south.

There are two 132kV overhead feeders (97R & 974) passing through the Study Area which will require the existing easement / right of way to be maintained. The easement width is unknown but is assumed to be 15 m wide.

4.2.2.2 Recommendations

- Essential Energy can provide a network augmentation brief; this considers the thermal rating and voltage constraints of the proposed connection on the Essential Energy network. Protection, power quality or stability requirements of connection assets are not considered in this initial stage. The network augmentation brief is based on available data for the chosen connection option at the time of the request. It includes augmentation requirements for conductors, transformers, busbars and breakers. This should not be considered a guarantee or finite list of augmentation requirements for this plant; further augmentation may be required following additional detailed modelling and assessment.
- As the six (6) feeders at the Cooma 66kV/11kV ZS substation are utilised, it is likely that an increase in maximum demand will require network augmentation subject to an EE transfer capacity technical assessment. The network transfer capacity is assessed by Essential Energy using reasonable endeavours, to determine the capability of the network to support the proposed development.
- The existing 11kV conductor for each feeder COO3B1 & COO3B2 is predominantly Cherry ACSR/GZ, which has a high current carrying capacity, therefor is unable to be “upgraded” for additional capacity. When assessing network capacity, a limit of 90% of the conductor thermal rating under normal operating scenarios is used.
- Essential Energy has advised the existing Cooma 66kV/11kV Zone Substation, which consists of (2) x 20MVA transformers, can be upgraded to align with a significant maximum demand increase by replacing the 20MVA transformers with a suitable capacity as required.

Opportunities and Constraints

4.2.3 Transport

4.2.3.1 Existing Conditions

The Polo Flat industrial precinct faces several transport issues that impact business owners and visitors within the precinct. The precincts’ location within proximity to key transport routes means that it serves as a well-connected industrial hub for the region. The following transport system components have been reviewed:

- Road Network
- Public Transport
- Active Travel
- Traffic Volumes and Trends

Each of these components and associated and associated issues are discussed in the following sections.

Road Network

Key Roads in and around Polo Flat include:

- **Polo Flat Road** is a 4 km long fully sealed Regional road which connects with the Monaro Highway to the north and to the south. It runs through the middle of the Polo Flat industrial area. The road has a speed limit of 80 km/h within the industrial area and a speed limit of 60km/h at its northern and southern ends. Polo Flat Road carries a high number of heavy vehicles and serves as a heavy vehicle by-pass route for Cooma allowing trucks using the Monaro Highway to avoid the Cooma town centre. There are a number of formal and informal heavy vehicle laybys along Polo Flat Road. There is a railway bridge on Polo Flat Road near its intersection with Baron Street, with low clearance of 4.1 m. Polo Flat Road is an approved 25/26 m B-Double route.
- **Carlaminda Road**, which runs along the southern boundary of the Study Area where it is a narrow-sealed road with a speed limit of 100 kmph. The road intersects with Polo Flat Road towards the southern end of the industrial area.
- **Yareen Road**, which connects the Monaro Highway to the west and Polo Flat Road to the east. There are residential dwellings on both sides of the road. The road has a speed limit of 60 km/h and is a filly sealed road that runs for approximately 1.6 km.

- **Monaro Highway**, which connects Canberra and Cooma. The Monaro Highway is 285 km long and comprises of a two-lane two-way highway with a speed limit of 100 kmph, reducing to 50 km/h in Cooma and joins the Snowy Mountains Highway at the intersection of Sharp Street and Bombala Street in Cooma. The Monaro Highway is generally an approved 25/26 m B-Double route apart from a section of road between Murray Street and Snowy Mountains Highway in Cooma, which is not permitted to carry B-Double vehicles. The Monaro Highway intersects with Polo Flat Road at its northern end at a three-way, single lane roundabout, a recent upgrade to increase safety and efficiency at this location, which provides access for the majority of traffic to the Polo Flat industrial area. The southern end of Polo Flat Road intersects with the Monaro Highway at a priority intersection.

Public Transport

Polo Flat has limited public transport options, particularly when it comes to regular bus services. While there are a number of longer distance bus services that travel to and from Cooma, there are limited public transport options in the local area. A bus service operated by Cooma Coaches travels around Cooma on weekdays providing services during the morning and afternoon peaks. Other private bus services include school buses that service local schools across the area. There are no formal bus stops within the industrial precinct.

Active Travel

There are limited active transport facilities in the immediate study area. The Monaro Highway has footways within Cooma, Yareen Road has localised footways in the vicinity of residential properties along its length, while Polo Flat Road and Carlaminda Road have no footways. No cycle facilities were identified as part of the desktop assessment.

A review of the Snowy Monaro Regional Council’s Draft Active Transport Plan identifies potential future provision of a footpath on Polo Flat Road on its west side between Yareen Road and the Monaro Highway. The footpath would link to the existing footpath network on the north side of Yareen Road within the residential area located to the west of Polo Flat Road

Traffic Volumes and Trends

Baseline daily (two-way) traffic volumes are summarised in Table 9 for State Roads. Traffic count data is presented for both the non-winter period, as well as during the winter school holiday period to

capture seasonal peaks associated with winter holiday recreational traffic in the surrounding area.

Table 9. Baseline traffic volumes – state roads

Road	Location	Non-winter period			Winter holiday period		
		Light vehicles	Heavy vehicles	% Heavy vehicles	Light vehicles	Heavy vehicles	% Heavy vehicles
Monaro Highway	East of Polo Flat	4,198	683	14%	10,553 (Friday of Queen’s Birthday Weekend 2019)		
Monaro Highway	Cooma (west of Polo Flat Road)	4,888	1,509	24%	Not Available		

Note:

1. Non-winter holiday period data was collected in March/April of 2019.
2. Winter holiday period data was collected in June/July/August of 2019.

Source: Proposed Segment Factory, Traffic and Transport Assessment, SCT Consulting, September 2019.

The Monaro Highway has significantly higher daily and peak hourly traffic volumes during the winter peak snow season periods, especially on weekends and during public holiday, or school holiday periods. It should be noted that there were heavy snowfalls and good skiing conditions in all the NSW snow resorts during the June 2019 Queen’s Birthday long weekend from Friday to Monday.

Opportunities and Constraints

Table 10. Baseline traffic volumes – regional and local roads

Segment	Road	From	To	AADT	Heavy Vehicle %
Polo Flat Rd to Middle Flat Rd	Carlaminda Road	29/08/2023	19/09/2023	392	17
Middle Flat Rd to Middle Flat Ck	Carlaminda Road	29/08/2023	19/09/2023	121	21
Monaro Hwy to Yareen Rd	Polo Flat Road MR7624	25/08/2023	11/09/2023	2,237	16
Airstrip Rd to Kaiser St	Polo Flat Road MR7624	25/08/2023	11/09/2023	2,723	25
Carlaminda Rd to Saleyards Rd	Polo Flat Road MR7624	25/08/2023	11/09/2023	3,572	23
Baron St to Monaro Hwy	Polo Flat Road MR7624	25/08/2023	11/09/2023	1,958	17
Monaro Hwy to Polo Flat Rd	Saleyards Road	25/08/2023	11/09/2023	1,055	24
Monaro Ave to Railway Crossing	Yareen Road MR7625	27/10/2023	30/11/2023	2,649	10

Further baseline daily (two-way) traffic volumes are summarised in Table 10 for Regional and Local roads in the vicinity of the Polo Flat industrial area, including Carlaminda Road, Polo Flat Road, Saleyards Road and Yareen Road. The data confirms that these roads carry a high proportion of heavy vehicles.

Table 11. Polo Flat Master Plan - summary of transport challenges

Challenge Type	Issue	Description
Road Network	Road safety	Polo Flat Road is currently sign posted as 80km/h. This speed is not appropriate given the proposal to expand development of the site.
	Access	Polo Flat Road is currently used as a bypass for heavy traffic avoiding the township of Cooma. Development of the site will increase turning movements in and out increasing the potential for conflict between through traffic and development related traffic.
Public Transport Network	Public Transport (bus)	While there is an established network of local bus services that serve Cooma, lack of public transport options is prevalent particularly in the vicinity of Polo Flat.
Active Transport Network	Lack of active transport infrastructure	As per Section 2.4 above, there are limited active transport facilities in the immediate study area. In particular there are no footpaths on Polo Flat Road and Carlaminda Road.  No cycle facilities within and around the study area were identified as part of the desktop assessment.

4.2.3.2 Recommendations

- With the proposed future development of the precinct, there is an opportunity to reduce the speed limit to a more appropriate speed (e.g. from 80km/h to 60km/h). Council should advocate to TfNSW to review the speed limit of Polo Flat Road in line with feedback received from businesses along Polo Flat Road on difficulties and concerns around vehicle movements on this road.
- An opportunity exists for potential access upgrades to safely accommodate increased traffic turning volumes to/ from the site resulting from proposed development.
- While the study area is well served by the current road network, it is nonetheless important that people have the opportunity to use public transport. There is an opportunity to investigate enhanced public transport to serve both staff and visitors to the site
- Provide active transport connectivity within the site, including path parallel to Polo Flat Road and connection to potential bus stop on Polo Flat Road.

Opportunities and Constraints

4.2.4 Stormwater

4.2.4.1 Existing Conditions

The existing stormwater network in Polo Flat has been reviewed to help Council deliver the required stormwater services for the future growth of Polo Flat. The existing stormwater network drainage system consists of a combination of piped infrastructure and open vegetated channels. There are no identified Water Sensitive Urban Design (WSUD) assets identified within the Study Area.

The Snowy Monaro Regional Council Floodplain Risk Management Study and Plan (SMEC GRG, 2020) includes the township of Cooma and Polo Flat. Inundation of some of the floodplain areas occurs along the stormwater channel that runs adjacent to Polo Flat Road. In the 5% AEP event, there are large areas of flooding on some properties in the vicinity of the channel, with flooding depths of up to 0.4 m. In the 1% AEP event there is significant flooding of numerous properties, particularly in the north of the precinct, with depths of between 0.5 and 1 m.

Flooding also occurs to areas west of Polo Flat Road that are slightly slower than the road, causing shallow flows to be trapped by the road and stormwater pits to surcharge when stormwater channel water levels are high. The existing stormwater channel and drainage channels do not have capacity for 20% AEP events and above. During the 1% AEP event, there are large areas of H2 and H3 hazard outside of the stormwater channel.

Flooding occurs at Geebung Street and properties downstream when the capacity of the 1.8 m diameter pipe which passes through the area is exceeded. The SES and RFS are located at Geebung Street and may become isolated, lose power and become ineffective during a flood event.

4.2.4.2 Recommendations

- Enlarge the existing drainage channel to carry additional flows and reduce flood depths on adjacent land, especially downstream and upstream of Geebung Rd
- Incorporate WSUD to improve the drainage system and achieve pollution reduction.
- Special planning considerations / DCP to ensure that flooding, stormwater, and water quality requirements is considered holistically for new developments.
- Develop a Stormwater Management Plan.
- Pipe capacity assessment to identify drainage network requiring augmentation and need for new pits and pipes.
- Increase the size of the proposed basin on the segment factory site to mitigate up to the 1% AEP flood event and to provide flood reduction for properties downstream.
- Incorporate a new water management basin within the open space adjoining the channel. This basin can provide a dual function of water quality treatment as well as detention.

4.2.4.3 Water Assessment: Concrete Segment Factory

EMM consulting undertook a water assessment to support the original DA for the concrete segment factory located on the south-eastern side of Polo Flat. The assessment was undertaken to establish existing flooding behaviour on the proposed development and flood impacts post-development. To mitigate the flood impacts from the proposed segment factory a water management basin was proposed on the northern boundary. This basin is designed for up to the 10% AEP flood event to ensure that the post development discharge from the site matches the predevelopment discharge and has minimal/negligible impacts on the surrounding areas.

As per the 1% AEP flood impact map (Figure 28), there are some impacts on the properties adjoining the western boundary but overall, there appears to be no impacts downstream.

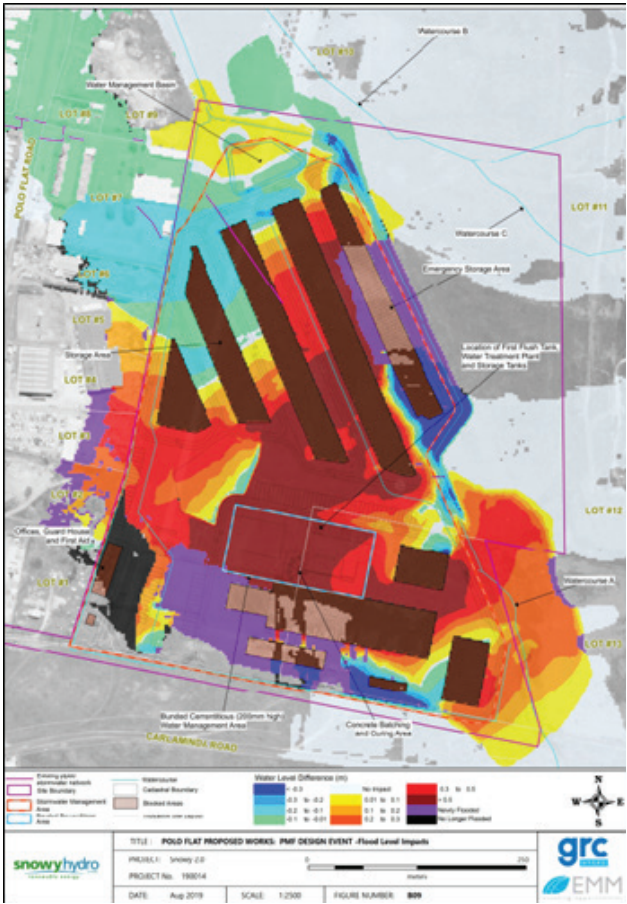


Figure 28. Flood level impacts from the concrete segment factory (Source: EMM Consulting)



Opportunities and Constraints

4.3 Summary of Constraints

1. Land to the east of the Airstrip site is currently zoned as Primary Production Land (RU1). To allow for future expansion of industrial activities, (some of) this land will need to be rezoned to General Industrial Land (E4).
2. Polo Flat is characterised by hills that rise up to the East and West. Overall the slope is gentle and consistent with the exception of an area east of the Airstrip. The steep elevation in this part of Polo Flat may restrict development of land.
3. Existing powerlines traverse Polo Flat from north to south along the east side of the former airport strip. The easement restricts the construction of buildings and limits the type of uses that are allowed.
4. A number of heritage listed items are located within Polo Flat:
  - Bushy Hill Mine: an old gold mine dating from 1897
  - Nissen Hut (30 Holland Road)
  - Nissen Huts (34 Holland Road)
  - Woolshed (49 Polo Flat Road)

The heritage overlay for the Bushy Hill mine covers the entirety of Lot 295 DP750535 which restricts development. The mentioned heritage overlays on the buildings restrict demolition and certain re-uses.
5. With the future expansion of the industrial estate, traffic pressure on Polo Flat Road will most likely increase. Possible upgrades to Polo Flat road may be necessary to accommodate for future growth and create a safer and more comfortable environment.
6. As the major landowner, Snowy Hydro will have a major impact on any future development plans. The same is true for Brindalee, who currently own all of the RU1 zoned land in Polo Flat.
7. Residents have reported impacts on the foundations of their houses through the vibrations of heavy traffic travelling along Polo Flat Road.
8. Numerous properties are affected by overland water flows as they have floor levels at or just above surrounding ground levels. Minor drains and swales are present in the area, however

- the capacity of these systems is quickly exceeded during major rain events. Flooding can also occur due to areas west of Polo Flat Road being slightly lower than the road, which causes shallow flow to be trapped by the road and stormwater pits to surcharge.
9. The existing drainage pipe network does not have sufficient capacity and causes overtopping on roads and adjacent land.
  10. Flooding at Geebung Street has the potential to isolate the SES and RFS proposed command centre and potentially cause the loss of power.
  11. Existing residential buffers (250m) on Polo Flat do not have any major impact on current functionality of the precinct. However, additional approvals of residential uses may erode future industrial expansion both geographically and in the types of operation permitted.
  12. Native vegetation communities have been identified in and around Polo Flat. Consideration would need to be made about the potential impact of development on any threatened vegetation community or species, with demonstrated evidence of efforts to avoid, minimise and mitigate these impacts. A full survey of Polo Flat is necessary to map the extent and importance of native vegetation.
  13. Development is currently limited to below the Reduced Level 860 metre contour due the existing servicing infrastructure constraints of minimum service pressure limits.



Figure 29. Looking north from Radio Hill



Opportunities and Constraints

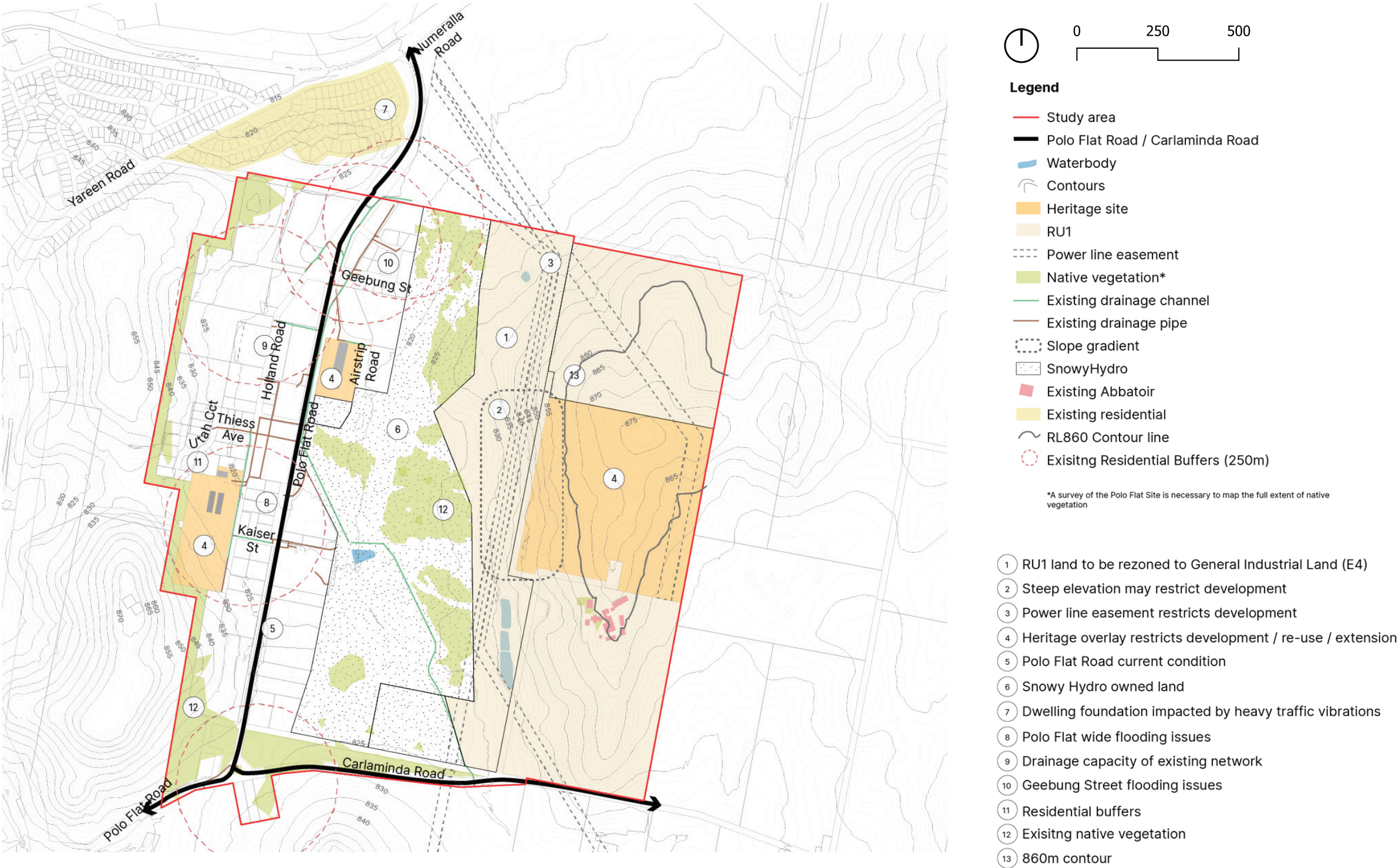


Figure 30. Constraints map



Opportunities and Constraints

4.4 Summary of Opportunities

1. An upgrade of Polo Flat Road is an opportunity to:
  - Facilitate more traffic in a safe manner.
  - Provide walking and (potential) cycling infrastructure.
  - Improve greening and tree planting.
  - Improve street lighting.
  - Upgrade / improve current signage and wayfinding.
2. Overland drainage along Polo Flat Road is not sufficient during heavy rain events. There is an opportunity for the drainage infrastructure to be upgraded. This can be done in accordance with WSUD principles and widening and/or expanding the existing drainage channels.
3. Provision of additional retarding or detention basins will help to ensure that flooding does not occur across Polo Flat.
4. A pipe capacity assessment is an opportunity to identify drainage network requiring augmentation and need for new pits and pipes.
5. There is an opportunity to ensure that flooding, stormwater, and water quality requirements are considered holistically for new developments through the development of a Stormwater Managemnt Plan.
6. Consider upgrading the Polo Flat gateways to increase the appeal and attractiveness of the site.
7. There is an opportunity to develop a precinct wide strategy for the retention of native vegetation communities to reduce the cumulative impacts of vegetation removal through individual assessments.
8. The proposal of the new command centre for the SES and RFS creates a new road connection from Geebung Street which unlocks part of the Airstrip for future development.
9. There is an opportunity to unlock developable land and increase

the permeability of the precinct by providing additional new road connections.

10. The segment factory is expected to finish operations around 2028-2029. The existing road infrastructure, buildings and hardstand areas provide an opportunity for a new use to be established.
11. There is an opportunity to consider providing a public space for the Polo Flat community to enjoy and to increase amenity within the precinct. This space can help retain existing native vegetation communities and integrate flood mitigation measures.
12. There is an opportunity to attract emerging industries through the provision of variable lot sizes, potential collaborations with existing industries and new economic initiatives.



Figure 31. Looking south from Radio Hill



Opportunities and Constraints

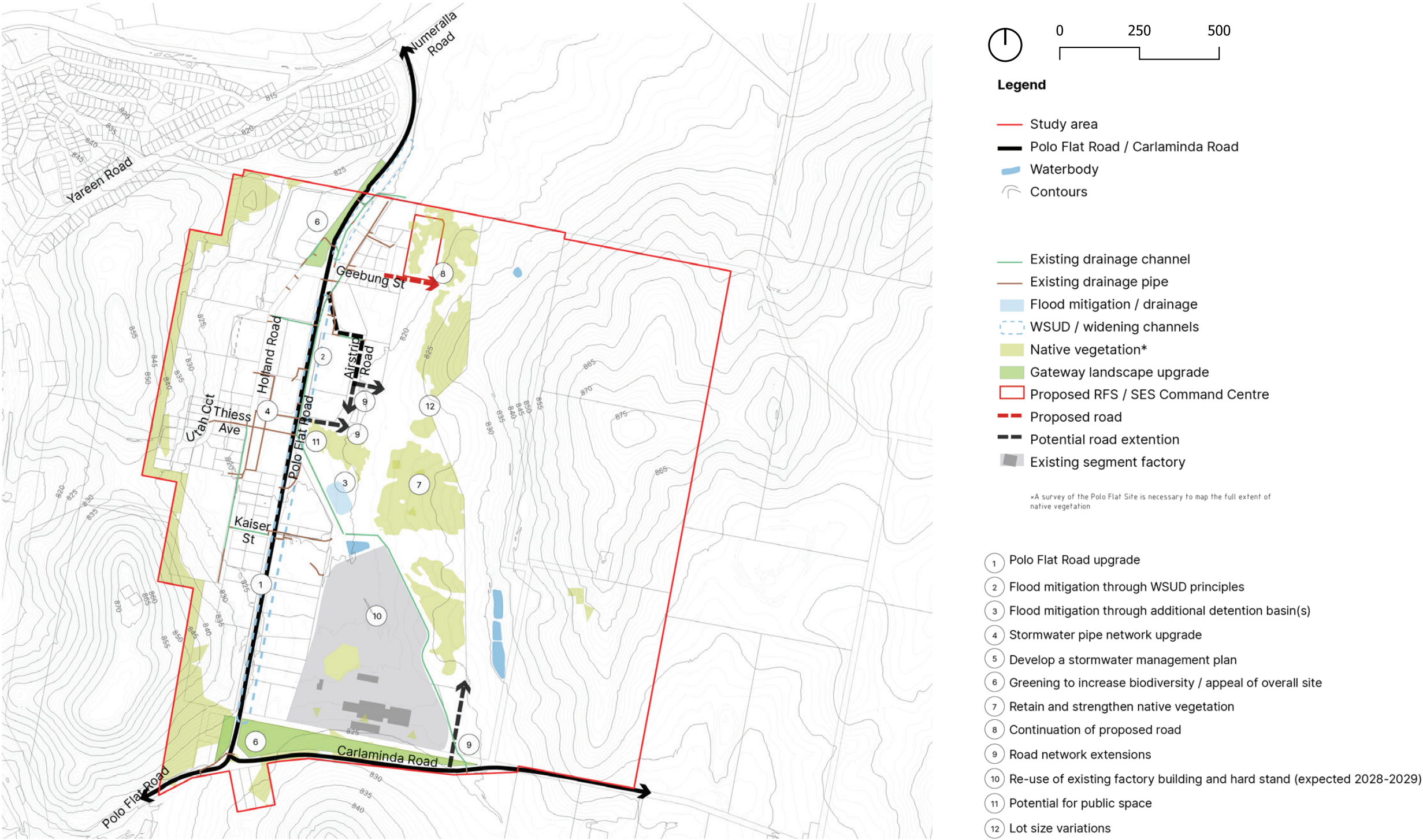


Figure 32. Opportunities map







Vision and Ambitions

5 Vision and Ambitions

5.1 Vision

A vision for the Polo Flat Industrial Precinct was developed with reference to the previous Structure Plan, relevant local and regional planning strategies, economic demand and supply scenarios, as well as consultation with relevant stakeholders.

The Vision for Polo Flat Industrial Precinct is:

*Polo Flat will nurture existing business while attracting new opportunities by facilitating expansion, innovation, and business diversification. High-quality industrial development will be supported within a green and comfortable environment with a distinct character and a strong sense of place. The precinct will be regionally significant and sustainable, building on the legacy of existing business.*

The vision can be realised through three overarching ambitions:

- 1. Create a high-quality and enhanced environment that benefits existing and future businesses.
- 2. Expand the precinct’s capacity and open avenues for collaborations and new business investment
- 3. Create an environmentally sustainable and socially responsible precinct.



Figure 33. Polo Flat Road and Holland Road

Vision and Ambitions

5.2 Ambitions

Create a high-quality and attractive environment that benefits existing and attracts future businesses

Goals:

- Enhance the image of the precinct and create a strong sense of identity.
- Celebrate local ecology, landscape, history and social and cultural values.
- Design environments that are safe, comfortable and inclusive.
- Support sustainable transport options.
- Create memorable, engaging and inspiring places.
- Support upgrading Polo Flat Road.

Expand the precinct’s capacity and support collaborations

Goals:

- Maintain and strengthen the economic role of Polo Flat as key industrial precinct in the region.
- Support expansion of the precinct.
- Encourage emerging industries and attract investments on local, regional and national scales.
- Support symbiotic relationships between existing and new business.
- Upgrade and expand existing infrastructure networks, including shared networks.
- Support the current and emerging community through improved public realm amenity and creation of high-quality developments.
- Support creation of circular economies.

Create an environmentally sustainable and socially responsible precinct

Goals:

- Support and consider restoration of existing areas of ecological value.
- Encourage creation of landscapes that support improved ecological function.
- Support greening and increased tree canopy coverage to reduce urban heat island effects.
- Support improved storm water infrastructure provision and quality of storm water.
- Encourage investment in innovative processes, cleaner production and improved waste management systems.
- Support retention of educated and skilled labour force within the precinct.
- Design environments that cater for people with various capabilities and accommodate varied needs and experiences.







Master Plan

6 Master Plan

6.1 Urban Structure and Land Use

- Consider a pro-active and coordinated approach with Snowy Hydro to encourage expansion of the precinct into Snowy Hydro owned land in the short term due to topography, location of assets, existing infrastructure limits, adjacent environmental sensitivity and single ownership structure.
- Discourage significant fragmentation of Snowy Hydro owned land which may compromise the potential to allow for larger lots and a further range of business to be accommodated within the precinct as need arises.
- Consider subdivision and partial rezoning of RU1 zoned land to the west in the future to allow for increased expansion area.
- Encourage subdivision of land within the existing precinct
- Promote a connected and permeable urban structure and discourage creation of cul-de-sacs. Integrate proposed connections into the existing movement network.
- Encourage a range of lot sizes to accommodate a range of businesses.
- Encourage future development to consider buffer requirements and ensure adequate separation to address adverse impacts.
- Discourage incompatible and non-business uses that may compromise the function of the precinct.
- Encourage restricted use of dwellings to only function as ancillary to the main industrial business, and consider only those application that are critical to business operations, to limit additional conflict of uses within the precinct.
- Consider supporting service industries, such as cafes, within the precinct to support people working and visiting the precinct.

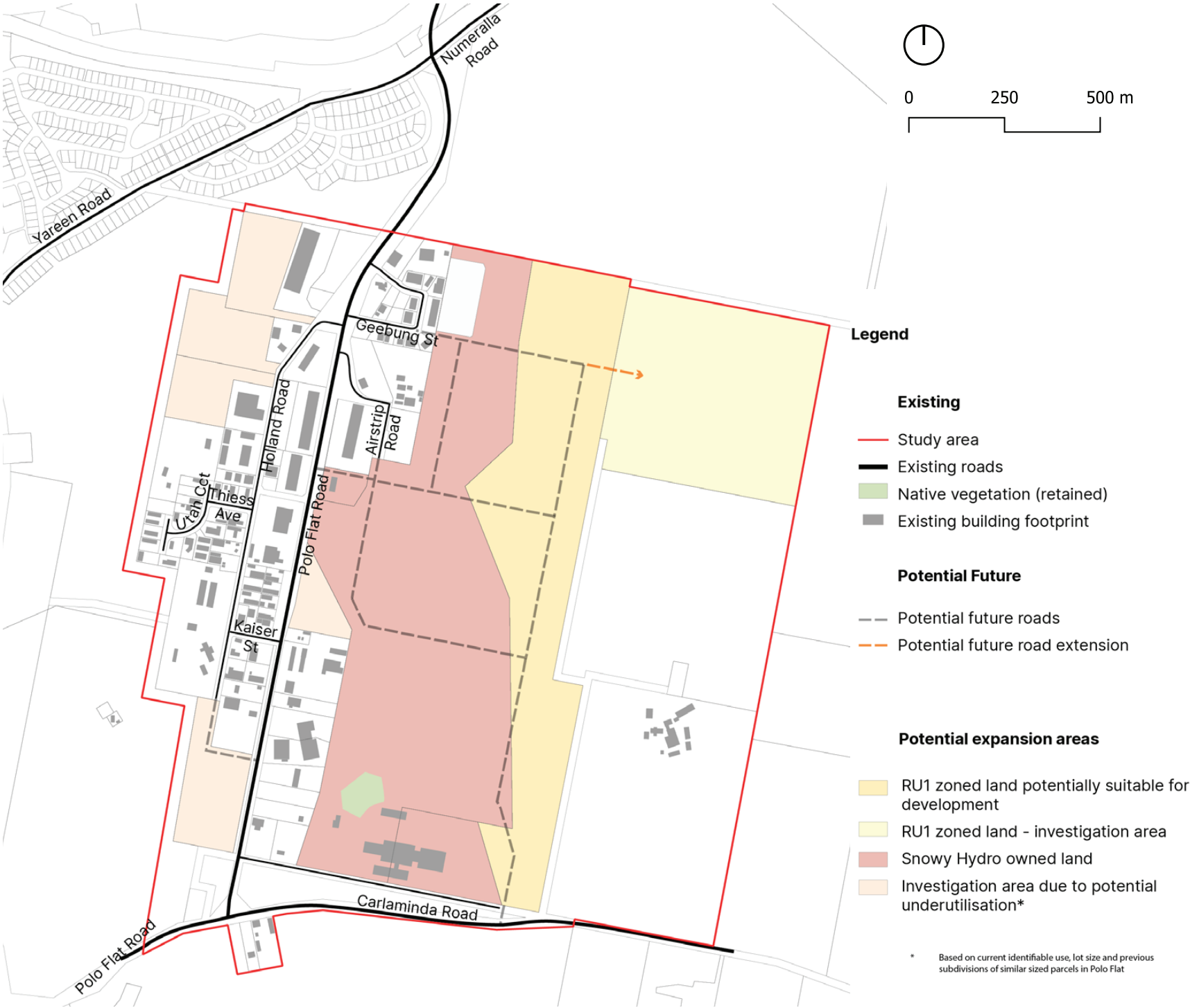


Figure 34. Potential areas of new development activity  
Note: The plan has been provided for illustrative purposes only. All new roads are indicative only.

Master Plan

6.2 Access and Movement

- Advocate for the provision of public transport to service Polo Flat.
- Encourage new roads to provide walkways on both sides and consider supporting other types of active transport to support improved health and sustainability.
- Advocate for the upgrade of Polo Flat Road to improve amenity and address drainage issues.
- Consider downgrading Polo Flat Road to 60km/hr from 80km/h to improve safety.
- Encourage working with TfNSW on development of a street masterplan for Polo Flat Road.
- Consider WSUD within road upgrade works.
- Consider providing additional formal heavy vehicle layby areas to formalise informal stops.
- Encourage creating a connected and permeable movement network.
- Encourage development of a signage and lighting strategy that is authentic to place and assists in creating a legible environment.

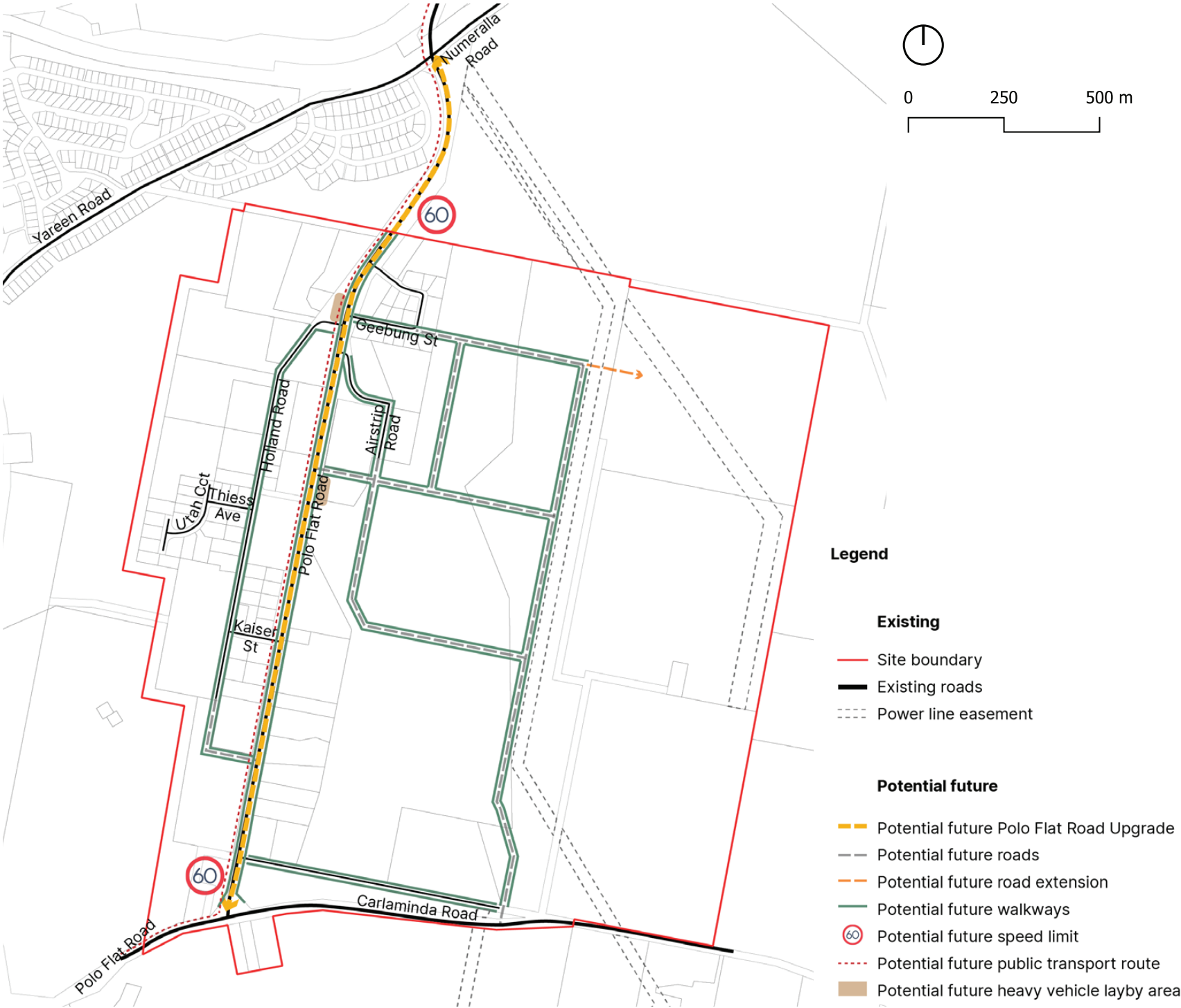


Figure 35. Access and movement map  
Note: The plan has been provided for illustrative purposes only.



Master Plan

6.3 Public Realm and Landscape

- Provide an ecological assessment for the entire precinct to consider larger areas of value.
- Celebrate and capture views to existing local landmarks and natural features to enhance connection to place.
- Encourage improved landscaping and streetscape quality to improve comfort and amenity and support active travel.
- Encourage street tree planting to increase tree canopy and provide visual relief, microclimate improvements and enhanced biodiversity.
- Encourage a planting palette which supports a sense of place and acknowledges indigenous species alongside a desired future character.
- Encourage creation of new habitat corridors and pollinator pathways to support movement of diverse organisms.
- Consider integration of WSUD into infrastructure for water treatment to support and enhance streetscape and public open spaces.
- Encourage creation of a local public open space to provide a gathering space for those working and visiting Polo Flat.
- Encourage incorporating heritage and culture into future designs to enrich understanding of place.
- Encourage development to actively and sensitively address any green open spaces.
- Apply Crime Prevention Through Environmental Design (CPTED) principles to all public realm design solutions.
- Consider celebrating entries into Polo Flat to create a sense of arrival.
- Encourage improved lighting to contribute to a safe and comfortable environment.
- Incorporate energy efficient lighting systems to reduce energy consumption.
- Consider the creation of a public realm materials and furniture palette encourage a cohesive approach and unify the precinct.
- Consider specific treatments for site boundaries that adjoin important natural environments.
- Support enhancing and protecting valued existing grasslands by strengthening and supporting connectivity among remnant patches to improve habitat and species resilience.
- Support retention and improvement of vegetation, mature trees and riparian planting along the existing creek corridor and drainage channel.
- Encourage retention of existing exotic tree planting between heritage wool-sheds.



Figure 36. Public realm and landscape map  
Note: The plan has been provided for illustrative purposes only



Master Plan

6.4 Built Form and Interface Conditions

- Consider development of design guidelines to encourage high quality built form outcomes and increased passive surveillance of the public realm through future development opportunities.
- Development should:
  - » Provide building entries and offices that are clearly visible from the street.
  - » Provide high-quality articulated façades and incorporate delineation features to reduced visual bulk.
  - » Support passive surveillance of the public realm.
  - » Provide adequate building identification signage which is subordinate to the built form.
- Encourage improved on-site amenity with high quality landscaping within the front setbacks.
- Encourage front fencing to utilise high quality materials and support view to the public realm. Discourage use of barbed-wire.
- Encourage outdoor storage to be located away from street frontages.
- Investigate opportunities for revitalisation or reuse for heritage listed buildings to support their sustained use.
- Consider Special Building Overlay (SBO) to encourage building floor levels to respond to flooding issues.
- Consider building height limits to avoid disproportionate built form.



Figure 37. Reference images showing development that provides articulated facades, supports passive surveillance, and incorporated features that reduce visual bulk



Master Plan

6.5 Precinct Resilience

- Investigate development of an integrated water management strategy for the precinct and where possible, introduce measures to reduce the flooding risk and impact through infrastructure upgrades.
- Encourage installation and use of rainwater harvesting and grey water re-use.
- Explore mechanisms to support uptake of renewable energy by private development.
- Encourage developments to consider systems to maximise resource recovery, reprocessing and by-product management. Support localisation of processing and reuse of new materials as part of the recycling supply chain.
- Select plant species that are resilient to environmental risks and impacts of climate change such as flooding and drought.
- Support use of materials that are resistant to climate stressors such as extreme temperatures.
- Encourage use of robust materials with a sense of quality.  
If contamination issues are present encourage application of resilient pipe materials.
- Support development of informal and incidental community connections through creation of public gathering spaces.
- Facilitate and promote existing workforce upskilling or soft skilling to capitalise on Snowy 2.0 and other infrastructure projects and to strengthen the region's employment base.
- Support development of a forum or a platform that enables industries to develop partnerships, collaborate and exchange information.
- Consider benefits of high-tech digital infrastructure to support innovation and potential economic diversification.
- Explore mechanisms to support opportunities in value add processes for new and emerging industries, such as maintenance, servicing, testing or sampling of precision agriculture technologies or maintenance, servicing and small-scale advanced manufacturing of specialised components for wind turbine components.
- Consider maintaining a list of available sites that can support flexible business uses to assist with future enquiries.
- Consider marketing material and an investment prospectus that highlights benefits and opportunities for new business.



Figure 38. Reference images showing water harvesting and management, private renewable energy options and public space



Master Plan

6.6 Master Plan

The Master Plan as presented on the right (Figure 39), shows a potential state of the precinct around 2041. Polo Flat Road has been upgraded to allow for active and public transport, making it easier and healthier for people to travel to and within the precinct. New and existing streets have been fitted with pedestrian paths and trees to allow for people to move through the precinct in a seamless and accessible way.

With the introduction of a ‘green heart’, Polo Flat celebrates local ecology, history and cultural richness. The introduction of a open space allows for the enjoyment and gathering of the people working and travelling through the precinct. At the same time, a new retention basin prevents flooding after major rain events. A former shed has been transformed into a café where locals can come and discuss future collaborations and exchange knowledge and opportunities.

The green heart is part of a green corridor that runs through the precinct, connecting existing native grasslands with improved riparian planting along the existing drainage corridor. The edges of the precinct and the area under the power lines have been upgraded to form a continuous green space. By greening the landscape and enhancing ecological function, we promote a healthier environment for all.

New businesses ranging from small industrial to big warehouses have established themselves in the precinct. Existing land has been redeveloped and subdivided and the former segment factory has found a new use. The embracing of expansion and fostering of symbiotic relationships has attracted investments on all scales, from local to national.



Figure 39. Master Plan  
Note: The Master Plan has been provided for illustrative purposes only and does not constitute a design solution.







Appendix A Development Applications List (2020-2024)

Table 12. Development Applications – Polo Flat (2020 – 2024)

Lot & DP	Site location	Description
Lot: 3 DP: 1237208	30 Polo Flat Road POLO FLAT NSW 2630	New Industrial development
Lot: 15 DP: 1112851	2A Utah Circuit POLO FLAT NSW 2630	Construction of an industrial shed
Lot: 3 DP: 1237208	30 Polo Flat Road POLO FLAT NSW 2630	Construction of a warehouse and associated office
Lot: 14 DP: 250029	9 Airstrip Road POLO FLAT NSW 2630	Construction of Monaro Fire Control Centre including District Stores Building, Helicopter Hangar & Helipad
Lot: 2 DP: 546640	79 Polo Flat Road POLO FLAT NSW 2630	Additions and alterations to existing workshop
Lot: 13 DP: 1112851	16 Holland Road POLO FLAT NSW 2630	Amended floor plan - addition of a lunchroom, WC, WC with assessable shower, loft storage, staircase & relocation of roller doors
Lot: 3 DP: 1237208	30 Polo Flat Road POLO FLAT NSW 2630	Amend condition 14 to allow OSD
Lot: 15 DP: 1112851	2A Utah Circuit POLO FLAT NSW 2630	Amend stormwater design
Lot: 4 DP: 800391	3 Geebung Street POLO FLAT NSW 2630	2 new storage structures and conversion of upper floor to a managers residence
Lot: 15 DP: 1112851	2A Utah Circuit POLO FLAT NSW 2630	Decrease size of 1 shed
Lot: 3 DP: 1237208	30 Polo Flat Road POLO FLAT NSW 2630	Subdivision as per original DA - change to lot sizes proposed
Lot: 15 DP: 1112851	2A Utah Circuit POLO FLAT NSW 2630	2X Side by side industrial sheds.
Lot: 27 DP: 262989	26 Holland Road POLO FLAT NSW 2630	Change of Use - Supply & fitment of heavy vehicle tyres & mechanical
Lot: 6 DP: 800391	9 Geebung Street POLO FLAT NSW 2630	Internal fit out of storage room in existing industrial shed to house computer hardware
Lot: 1 DP: 1246596	19 Holland Road POLO FLAT NSW 2630	Storage Shed & Attached Office
Lot: 15 DP: 1112851	2A Utah Circuit POLO FLAT NSW 2630	2 Lot Subdivision
Lot: 1 DP: 1237208	34 Polo Flat Road POLO FLAT NSW 2630	Transfer Depot for Use of Snowy 2.0 Personnel During Construction of 2.0 Project

Lot & DP	Site location	Description
Lot: 1 DP: 1237208	34 Polo Flat Road POLO FLAT NSW 2630	Levelling Industrial Site and Use of Site for Depot
Lot: 2 DP: 800391	1 Geebung Street POLO FLAT NSW 2630	Extension to existing shed
Lot: 2 DP: 800391	1 Geebung Street POLO FLAT NSW 2630	Alterations to Industrial development
Lot: 13 DP: 259500	31 Holland Road POLO FLAT NSW 2630	Light Industries - New Five Bay Shed
Lot: 2 DP: 1176900	29 Holland Road POLO FLAT NSW 2630	Demolish existing shed
Lot: 13 DP: 1112851	16 Holland Road POLO FLAT NSW 2630	Additions to Existing Shed + New Detached Shed
Lot: 13 DP: 1112851	16 Holland Road POLO FLAT NSW 2630	Extension to existing shed
Lot: 14 DP: 1112851	18 Holland Road POLO FLAT NSW 2630	Extension to existing shed
Lot: 3 DP: 1237208	30 Polo Flat Road POLO FLAT NSW 2630	Stage 1 New Shed & Office Building, Stage 2 Six (6) Lot Subdivision
Lot: 15 DP: 1112851	2A Utah Circuit POLO FLAT NSW 2630	To erect 2 sheds
Lot: 1 DP: 1246596	19 Holland Road POLO FLAT NSW 2630	To erect a shed and office
Lot: 7 DP: 259500	72 Polo Flat Road POLO FLAT NSW 2630	Extension to workshop
Lot: 2 DP: 1246596	17 Holland Road POLO FLAT NSW 2630	To erect 2 sheds (add toilet facilities)
Lot: 4 DP: 832813	17 Geebung Street POLO FLAT NSW 2630	Change of Use (Bus Depot)
Lot: 2 DP: 1246596	17 Holland Road POLO FLAT NSW 2630	To erect 2 Industrial Sheds
Lot: 2 DP: 1145897	4 Geebung Street POLO FLAT NSW 2630	Vehicle holding yard
Lot: 31 DP: 262989	9 Utah Circuit POLO FLAT NSW 2630	Extension to existing storage shed
Lot: 34 DP: 262989	20 Utah Circuit POLO FLAT NSW 2630	To erect a shed (Change of Building Classification)





SMEC

Level 9, 12 Moore Street,  
Canberra ACT 2601

**Snowy Monaro Regional Council Community Engagement**  
**Draft Polo Flat Master Plan**



The Engagement Plan

Community engagement goals:					
<ol style="list-style-type: none"> <li>1. Conduct an in-depth economic and market analysis to assess the demand for industrial land in the Snowy Monaro region, with a specific focus on Polo Flat. Ensure the competitiveness and appeal of Polo Flat for prospective industries, and facilitate the growth of existing operators. Identify opportunities to enhance amenity and diversity of lot sizes within the precinct, and pinpoint essential infrastructure needs for future development.</li> <li>2. Release Draft Polo Flat Master Plan for public consultation and review, seeking input and feedback from the community to refine and finalize the key outcomes and proposed actions.</li> </ol>					
Timing/ schedule	Method/ activity	Key messages	Stakeholders/ target audience	Tasks/ milestones	Engagement Level
August- October 2023	Targeted stakeholder engagement  Meeting/phone/e-mail	<ol style="list-style-type: none"> <li>1. Current situation</li> <li>2. Issues perceived by stakeholder</li> <li>3. Opportunities perceived by stakeholder</li> </ol>	<ul style="list-style-type: none"> <li>• Targeted stakeholders as advised by consultants</li> </ul>	Stakeholder consultation	Involve/inform/ consult
January/Febr uary 2024	Internal stakeholder review  Workshop/meetings	<ol style="list-style-type: none"> <li>1. Review of constraints and opportunities</li> <li>2. Feedback</li> </ol>	<ul style="list-style-type: none"> <li>• Operations –</li> <li>• infrastructure team, water &amp; waste water team, planning team</li> <li>• Strategy</li> </ul>	Stakeholder consultation	Involve/inform/ consult
February/Mar ch 2024	Internal stakeholder review  Workshop/meetings	<ol style="list-style-type: none"> <li>1. Review of draft</li> <li>2. Feedback on draft</li> </ol>	<ul style="list-style-type: none"> <li>• Operations –</li> <li>• infrastructure team, water &amp; waste water team, planning team</li> <li>• Strategy</li> </ul>	Stakeholder consultation	Involve/inform/ consult

Timing/ schedule	Method/ activity	Key messages	Stakeholders/ target audience	Tasks/ milestones	Engagement Level
7 March 2024	Council Briefing	1. Discuss key findings and results of economic and market analysis and draft Master Plan	<ul style="list-style-type: none"> <li>• Councillors</li> <li>• Mayor</li> <li>• Executive Leadership Team</li> </ul>	Council briefing undertaken by SMRC Coordinator Economic Development Tourism	Inform  Endorsement from Council to go on Public exhibition in March 2024
25 March- 21 April 2024	Public Exhibition- 28 Days  1. Yoursay, inc survey 2. Social media 3. Local Paper 4. Radio 5. E-mail to all stakeholders 6. Attend Cooma Chamber of Commerce meeting 7. Attend below drop-in session at Polo Flat 8. Special Economic Development e-Newsletter	2. Seeking feedback on draft strategy.	<ul style="list-style-type: none"> <li>• Chamber's of Commerce</li> <li>• Polo Flat Businesses</li> <li>• Broader community</li> </ul>	Report to Council on engagement findings and incorporation into draft master plan	Inform/consult/ involve
Further exhibition as needed	Community Engagement  Drop-in session's Polo Flat	1. Review feedback received and updated draft Master Plan 2. Any further issues perceived by community 3. Any further opportunities	<ul style="list-style-type: none"> <li>• Chamber's of Commerce</li> <li>• Polo Flat Businesses</li> <li>• Broader community</li> </ul>	Consultation	Involve/inform/ consult

Timing/ schedule	Method/ activity	Key messages	Stakeholders/ target audience	Tasks/ milestones	Engagement Level
		perceived by community 4. Feedback on draft Master Plan			

<b>Prepared by:</b>	Jamie McMaster	<b>Endorsed by:</b>	
<b>Date:</b>	1 March 2024	<b>Date:</b>	

**Contact List**

Stakeholder	Name	Contact
SMRC Staff	<ul style="list-style-type: none"> <li>• Infrastructure Team</li> <li>• Strategy Development Team</li> <li>• Built and Natural Environment Team</li> <li>• Water &amp; Wastewater Operations Team</li> <li>• Corporate Projects Team</li> </ul>	
Chambers of Commerce	Cooma Chamber of Commerce	

Stakeholder	Name	Contact
Businesses of Polo Flat	<ul style="list-style-type: none"> <li>• Allenspach Steel</li> <li>• Alpine Milk &amp; Chilled Food</li> <li>• Ampol Cooma Truck Stop</li> <li>• ANM Auto Electrics</li> <li>• Baker &amp; Provan Fabrication &amp; Machining</li> <li>• Brittons Concrete</li> <li>• Burchalls Transport and Recycling</li> <li>• Burkes Plant &amp; Equipment Hire</li> <li>• C&amp;C Self Storage</li> <li>• Carmichael &amp; Co wool store.</li> <li>• Clarence Contractors</li> <li>• Coffey Testing - Cooma</li> <li>• Cooma Auto Wreckers</li> <li>• Cooma Coaches</li> <li>• Cooma Cranes</li> <li>• Cooma Equipment Hire</li> <li>• Cooma H Hardware</li> <li>• Cooma Rent a Shed</li> <li>• Cooma Sand and Concrete</li> <li>• Crawford's Sheds</li> <li>• "Crowe Engineering / Baker &amp; Provan"</li> <li>• Deane Transport</li> <li>• DJs Steelworx</li> <li>• Dump Point</li> <li>• Elgas</li> <li>• Future Generation JV</li> <li>• GHD</li> <li>• Gordon Litchfield Wool</li> <li>• Henkles Auto Electrics</li> <li>• High Country Communications</li> </ul>	

Stakeholder	Name	Contact
	<ul style="list-style-type: none"> <li>• High Country Kitchens</li> <li>• High Country Truss and Frames</li> <li>• Jemalong Wool</li> <li>• Kraft Earthmoving</li> <li>• Laszlo Automotive Repairs &amp; Gas Fitting</li> <li>• LEED</li> <li>• Melray Meats</li> <li>• Monaro Accounting Services</li> <li>• Monaro Freight</li> <li>• Monaro Joinery</li> <li>• Monaro Milk &amp; Juice</li> <li>• Monaro Truck Repairs</li> <li>• Monaro Tyre Power Truck Centre</li> <li>• Monbeef</li> <li>• NPE Steel and Lifting</li> <li>• Paul's Floor Coverings</li> <li>• Pellet Experts</li> <li>• Pioneer Water Tanks?</li> <li>• REMONDIS Cooma</li> <li>• RKH</li> <li>• RMS</li> <li>• Rodney's Welding Fabrication and Repairs</li> <li>• Salvestro Developments</li> <li>• "Schute Bell Badgery Lumby / Monaro Wool Services"</li> <li>• SDS</li> <li>• Snowliner Buses</li> <li>• Snowy Hydro</li> <li>• Snowy Monaro Tree Service (Sapphire Coast Tree Service &amp; Tower Hire)</li> <li>• Snowy Mountains Painting &amp; Decorating</li> </ul>	



Stakeholder	Name	Contact
	<ul style="list-style-type: none"> <li>• Snowy Mountains Transport</li> <li>• Snowy Sheds</li> <li>• Southern Service Centre</li> <li>• Stewarts Transport</li> <li>• Summit Crash Repairs</li> <li>• Toll Ipec</li> <li>• Up She Goes</li> <li>• Viking Industries</li> <li>• Williams Freight Services</li> </ul>	
Local Traffic Committee	All Local Traffic Committee Members	
State Agencies	Transport for NSW State Emergency Services Rural Fire Service Department for Regional NSW NSW Crown Lands	
Other	Essential Energy Local Aboriginal Land Council - Merimans NBNCo Telstra	

9.5.1 RESOLUTION ACTION SHEET UPDATES

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**9.5.1 RESOLUTION ACTION SHEET UPDATES**

Record No: I24/127

**OFFICER'S RECOMMENDATION**

That Council note the resolution action updates.

*This is an information only report.*

**BACKGROUND**

In order to provide Councillors with updates on resolutions of Council, a report has been generated with a summary of actions that are current.

**RESPONSIBLE OFFICER:** Chief Strategy Officer.

**ATTACHMENTS**

1. Resolution action sheet updates to end of February 2024 (*Under Separate Cover*)

## 9.5.2 SENIOR STAFF DETERMINATION - CHIEF FINANCIAL OFFICER

Record No: I24/176

### OFFICER'S RECOMMENDATION

That

- 1) Council determine the Chief Financial Officer role to be a senior staff role under the Local Government Act.
- 2) The role of the position is the Strategic financial management of the Council.
- 3) The position report to the Chief Executive Officer.

### ISSUES

The Chief Financial Officer is a contractor currently supplied through a local government specialist provider. The CFO was contracted in mid-2023 for a period of 6 months. This contract was extended in December in order for the CFO to continue the critical work in reforming SMRC finances and reporting.

In order to bring stability, confidence and certainty to the financial functions of SMRC a permanent recruitment should be undertaken with a view to have an appointment concluded no later than July. The current contractor will remain in the role under contract until such time as the recruitment process is successfully concluded.

The CFO role is currently not a senior staff role under the Local Government Act and falls under the Local Government State Award 2023.

It is imperative that I establish a permanent, high performing executive team to support the objectives set by council for organisational transformation over coming years. Noting the significant financial reforms required of SMRC budget, systems, capabilities and reporting, I seek Councils approval to classify the CFO role as a senior officer role. Classifying the role as a senior officer role will aid in the ability to attract the best possible candidate in what is a very tight labour market.

As the role of Chief Financial Officer is considered to require the responsibilities, skills and accountabilities equivalent to those applicable to the executive band of the Local Government (State) Award it can be established as a senior staff position. To assist the Council in addressing the long term financial viability the role will have to lead financial policy development and implementation, solve wide ranging and complex problems, have highly technical specialist skills and lead and develop the financial team and other budget managers.

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## RISK ASSESSMENT

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

Determining the role not to be a senior staff role in the current employment market is seen to limit the candidate pool and not reflect the responsibilities of the role. Employing a lower skilled CFO into the role through lack of skilled candidates in the Council's current financial situation is likely to result in a failure to make the financial progress needed to achieve sustainability and quality budgeting and reporting.

## FINANCIAL IMPACTS

Under either scenario the role will need to meet the market rate for the position.

**RESPONSIBLE OFFICER:** Chief Executive Officer.

## OPTIONS CONSIDERED

The alternative is to retain the role as a position under the award. In this case the position will not be engaged under a term contract and the councillors will not be consulted on the appointment or any future dismissal relating to the position. These aspects are not seen as negatives that offset the need to attract a strong field on candidates.

## IMPLEMENTATION PLANS

To support the recruitment process, independent recruitment specialists McArthurs Recruitment will be engaged to support the recruitment process with a nationwide search for both the CFO and CWO positions.

The timing of the advertising of the role will align with the need to recruit for the Chief Workforce Officer position. The Chief Workforce Officer is currently acting in the role following the departure of the previous incumbent in mid-2023. Under the Local Government Act provisions, an officer should not act in the role longer than 12 months. The acting period will be exhausted in July 2024. Recruitment for this role will occur at the same time as the Chief Financial Officer. This role is not planned at this time to be established as a senior staff position under the Local Government Act.

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Given the time to run a recruitment process and appoint a person to the role, the recruitment process needs to start in late March / April.

Noting the Chief Operating Officer role is also filled by an acting officer that also reaches acting limit provisions mid-year, this role will require restructuring before recruitment can commence. This work is still being developed and will be outlined in a paper to come before Council in April. Due to the need for additional work a separate recruitment process will be held in relation to that role.

### EXISTING POLICY/DECISIONS

The role is currently part of the staff structure under the Local Government Award.

### BACKGROUND

To be classified as a senior staff position a role must have the responsibilities, skills and accountabilities equivalent to those set out below:

**Authority and accountability:** Accountable for the direction and control of the employer or a department or the like. Influence and commit the employer or a department or the like to long-term strategic directions. Lead policy development and implementation.

**Judgement and problem solving:** Positions solve problems through analytic reasoning and integration of wide-ranging and complex information, and have a high level of independence in determining direction and approach to issues.

**Specialist knowledge and skills:** The position requires the application of a range of specialist knowledge and skills, including relevant legislation and policies and other areas of precedent. Ability to provide authoritative advice to the employer.

**Management skills:** Application of corporate management skills in a diverse organisation to establish goals and objectives. Manage and control staff, budgets and work programs or major projects of the employer or a department or the like utilising leadership, evaluation and monitoring skills to facilitate achievement of objectives. Ability to generate innovative approaches to more effectively deploy resources, meet changing circumstances and improve service to the employer's clients.

**Interpersonal skills:** Positions use persuasive skills with external parties on major items of critical importance to the employer. They motivate managers and staff at all levels by leading and influencing others to achieve complex objectives. They influence the development of the employer.

**Qualifications and experience:** Positions will have a relevant degree or equivalent and management experience, combined with accredited management qualifications.

### ATTACHMENTS

Nil

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**10.1 MINUTES FROM MANAGEMENT AND ADVISORY COMMITTEES**

Record No: I24/120

**OFFICER'S RECOMMENDATION**

That Council receive the minutes of the:

- i. Cemetery Advisory Committee minutes of meeting held 6 November 2023
- ii. Michelago Hall and Tennis Courts Management Committee minutes of meeting held 15 November 2023;
- iii. Cooma North Ridge Reserve Advisory Committee minutes of meeting held 23 November 2023
- iv. Bombala Exhibition Ground Management Committee minutes of meeting held 13 December 2023.

**BACKGROUND**

A number of sets of minutes have been received in February 2024 and are included for notation by Council.

**ATTACHMENTS**

1. Minutes - Cemetery Advisory Committee - Meeting held 6 November 2023
2. Minutes - Michelago Hall and Tennis Courts Management Committee - Meeting held 15 November 2023
3. Minutes - Cooma North Ridge Reserve Advisory Committee - Meeting held 23 November 2023
4. Minutes - Bombala Exhibition Ground Management Committee - Meeting held 13 December 2023





**SNOWY MONARO**  
REGIONAL COUNCIL

# Minutes

**Cemetery Advisory Committee Meeting**

**6 November 2023**



CEMETERY ADVISORY COMMITTEE MEETING

HELD IN COUNCIL CHAMBERS, 81 COMMISSIONER STREET, COOMA NSW 2630

ON MONDAY 6 NOVEMBER 2023

MINUTES

Notes:

1.	OPENING OF THE MEETING .....	2
2.	APOLOGIES .....	2
3.	DECLARATIONS OF PECUNIARY INTERESTS/CONFLICT OF INTEREST .....	2
4.	ADOPTION OF MINUTES OF PREVIOUS MEETING.....	2
4.1	Cemetery Advisory Committee Meeting 7 August 2023 .....	2
5.	BUSINESS ARISING .....	2
6.	ACTION SHEET .....	3
7.	CORRESPONDENCE .....	3
8.	GENERAL BUSINESS.....	3
8.1	STAFF REPORTS.....	3
0.0	Staff Matters and Project update.....	3
9.	MATTERS OF URGENCY .....	3
10.	NEXT MEETING .....	4

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MINUTES OF THE CEMETERY ADVISORY COMMITTEE MEETING OF SNOWY MONARO REGIONAL COUNCIL  
HELD ON MONDAY 6 NOVEMBER 2023

Page 2

**MINUTES OF THE CEMETERY ADVISORY COMMITTEE MEETING  
HELD IN COUNCIL CHAMBERS, 81 COMMISSIONER STREET, COOMA NSW 2630**

**ON MONDAY, 6 NOVEMBER 2023  
COMMENCING AT 10.00 AM**

**PRESENT:** Councillor Louise Frolich  
Michele Rogers  
Christine Parkes  
Vickie Pollard  
Debbie Schubert  
Greta Jones  
Noelene Whiting  
Hayley May

**1. OPENING OF THE MEETING**

The Chair opened the meeting at 10.00 AM

As Cllr Frolich was in the meeting via Zoom she requested Ms Rogers take the chair.

**2. APOLOGIES**

An apology for the meeting was received from Sue Haslingden, Maureen Wallace (Polly), Belinda Cuzner

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

Nil

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

**4.1 CEMETERY ADVISORY COMMITTEE MEETING 7 AUGUST 2023**

**RECOMMENDATION**

THAT the minutes of the Cemetery Advisory Committee Meeting held on 07 August 2023 which were circulated to the committee are accepted as a true and accurate record.

**Moved Ms Parkes**

**Seconded Ms Schubert**

**5. BUSINESS ARISING**

**5.1 JINDABYNE CEMETERY WORKS**

Mrs Whiting confirmed with Council roads staff that works have been planned but no fixed start date could be confirmed.

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**MINUTES OF THE CEMETERY ADVISORY COMMITTEE MEETING OF SNOWY MONARO REGIONAL COUNCIL  
HELD ON MONDAY 6 NOVEMBER 2023****Page 3****5.2 GEGEDZERICK CEMETERY**

Meeting with Council's Environmental Technical Officer has occurred on-site to determine assessment of Native Grasses.

Clearance has been received from Aboriginal Land Council, Lands Department and Crown to develop the land as per its intended use.

**5.3 ADDITIONAL POSITION**

EMT have advised that Business Case for additional position must commence process with Manager of Natural Built and Environment and Co-Ordinator Public Health & Environment prior to recommendation to Council.

**6. ACTION SHEET**

Action	Status	Opened	Requesting Person
Jindabyne Gates	Open	Feb 2020	Greta Jones
Round Plain MOU	Open	Nov 2020	Michele Rogers

**6.1 ROUND PLAIN MOU**

Proposal sent to Uniting Church, Ms Rogers to follow up to finalise.

**6.2 JINDABYNE GATES**

Discussion on validity of plaque

Plaque specifies how the funds were acquired not who did work

Plaque is a requirement of funding and must be retained at site.

**7. CORRESPONDENCE****7.1 LETTER TO G JONES****8. GENERAL BUSINESS****8.1 STAFF REPORTS****0.0 STAFF MATTERS AND PROJECT UPDATE**

Record No: I23/721

*This is an information only report.*

**OFFICER'S RECOMMENDATION**

That Council note Staff Matters and Project update.

**9. MATTERS OF URGENCY**

Nil

MINUTES OF THE CEMETERY ADVISORY COMMITTEE MEETING OF SNOWY MONARO REGIONAL COUNCIL  
HELD ON MONDAY 6 NOVEMBER 2023

Page 4

## 10. NEXT MEETING

Monday 5 February 2024 commencing at 10.00 am at Cooma Council Chambers

There being no further business the Chair declared the meeting closed at 11.03 am

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CHAIRPERSON

The above minutes of the Cemetery Advisory Committee Meeting of Snowy Monaro Regional Council held on 6 November 2023 were confirmed by Committee at a duly convened meeting on 5 February 2024 at which meeting the signature hereon was subscribed.





## Minutes

### Michelago Memorial Hall & Tennis Courts S355 Committee

Date: Wednesday 15 November 2023

Time: 6 pm

Location: Michelago Memorial Hall, 64 Ryrie St, Michelago

#### 1. Opening

The Chair opened the meeting at 6.04pm.

#### 2. Attendance and Apologies -

Name	Position	Attendance
Naomi Walton	Chairperson	Present
Jenny Wholohan	Secretary	Present
Belinda Sierzchula	Treasurer	Present
Anna Lucas	Facilities Officer	Apology
Leanne Pattison	MRCA Committee Member	Present
Rachel Harling	Committee Member	Absent – no apology
Catherine Cotter	Bookings Officer	Present
Allan Lehepuu	Committee Member	Present

#### 3. Adoption of previous Minutes

Minutes of the Meeting held on 18 October 2023

*Moved:* Naomi Walton

*Seconded:* Allan Lehepuu

*Carried/Lost:* Carried

#### 4. Correspondence

NAB Foundation Grant decision has been received – not successful this time.



## 5. Action sheet

- 5.1 Acoustic Curtains – About half of the grant funds have been spent on the curtains, with the balance to be used for acoustic measures in the stage area, which is taking a bit of time, so Naomi will get in touch with the grant administrator to request an extension. Allan and Jenny will make time to inspect the curtain tracks and the windows to prepare for installation of curtains.

Committee recommendation – Allan will proceed to purchase a Manhole Kit so the roof space above the stage area can be inspected to assess suitability for hanging a stage curtain.

Moved: Jenny Wholohan      Seconded: Cath Cotter      Carried/Lost: Carried

- 5.2 Halls Funding - The three new exit stair sets have been installed, but one had the door partially covering the stairs when opened. A quote was sent to SMRC for the cost of having the door re-hung to give safe access and egress. Wayne (from Solid AF Bricklaying) has also provided a quote to SMRC (now approved) for the work needed to restore the Hall's damaged fascia boards.
- 5.3 Westpac - The Hall's bank account has now been updated with the correct Administrators.
- 5.4 Hall Dishwasher - has arrived and is in the process of being installed.
- 5.5 Sound/AV system - carried forward.
- 5.6 Security system - carried forward.
- 5.7 NAB Grant for solar battery - The Committee's application was not successful. Other grant options will be considered, including the one currently being administered by SMRC.
- 5.8 Gingerbread House Fundraiser - This will be on Sunday 3 December and will incorporate some children's craft activities (for an optional donation) as well.

## 6. Maintenance items

- 6.1 Hall Storage room painting - carried forward.
- 6.2 East Hall external gate - Allan has purchased a new latch and will install it soon. Allan also noted the stairs to/from the stage don't have any safety tape on them, so he will also purchase and install some.



## 7. General Business

- 7.1 Treasurer's Report - current reports have been provided.
- 7.2 Hall Carpark Bollards - carried forward.
- 7.3 Tennis Clubhouse wall lining - carried forward.
- 7.4 Manhole Kit - is being purchased.
- 7.5 Mowing at Hall - has been done by Allan.
- 7.6 Mobile Preschool - nothing heard – carried forward.
- 7.7 Asset Register - updating to continue.
- 7.8 Leanne gave a quick update from the MRCA, including notification that funding has become available for the MRCA to host an Australia Day BBQ – just awaiting the official go-ahead.

## 8. Date of next Meeting

With Christmas just a few weeks away, it was agreed to hold the next meeting from 6pm on Wednesday 21 February 2024 at Michelago Memorial Hall.

## 9. Meeting Close

The Chair closed the meeting at 7.28 pm

### Signed:

Chairperson: \_\_\_\_\_  
Naomi Walton

Date: 21 / 02 / 2024

Michelago\_Hall\_s355\_Management\_Committee\_-\_Balance\_Sheet.pdf    imap://jenny258%40bigpond%2Ecom@imap.telstra.com:993/...

Balance Sheet

Michelago Hall s355 Management Committee  
As at 16 February 2024

		16 FEB 2024
<b>Assets</b>		
<b>Bank</b>		
Westpac AU 032724620287		15,646.47
<b>Total Bank</b>		<b>15,646.47</b>
<b>Current Assets</b>		
Accounts Receivable	Preschool fees for Term 1	350.00
<b>Total Current Assets</b>		<b>350.00</b>
<b>Total Assets</b>		<b>15,996.47</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Hall Hire - Bonds		410.00
<b>Total Current Liabilities</b>		<b>410.00</b>
<b>Total Liabilities</b>		<b>410.00</b>
<b>Net Assets</b>		<b>15,586.47</b>
<b>Equity</b>		
Current Year Earnings		12,456.78
Retained Earnings		3,129.69
<b>Total Equity</b>		<b>15,586.47</b>

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## Profit and Loss

### Michelago Hall s355 Management Committee

For the period 1 July 2023 to 16 February 2024

	DISHWASHER- BOCO ROCK & SMRC	SMRC DONATIONS PROGRAM	SOLAR BATTERY-SMRC	STRONGER COMMUNITIES	TENNIS COURTS & CLUB HOUSE	UNASSIGNED
<b>Trading Income</b>						
Contributions - SMRC Maintenance Funds	-	-	-	-	-	1,000.00
Donations Received	-	-	-	-	-	16.00
Fundraising Income	-	-	-	-	-	809.27
Grants	3,303.36	1,698.50	10,000.00	6,124.50	-	-
Hall Hire Revenue	-	-	-	-	-	1,586.50
Tennis Court Hire	-	-	-	-	50.00	50.00
<b>Total Trading Income</b>	<b>3,303.36</b>	<b>1,698.50</b>	<b>10,000.00</b>	<b>6,124.50</b>	<b>50.00</b>	<b>3,461.77</b>
<b>Gross Profit</b>	<b>3,303.36</b>	<b>1,698.50</b>	<b>10,000.00</b>	<b>6,124.50</b>	<b>50.00</b>	<b>3,461.77</b>
<b>Operating Expenses</b>						
Accounting Fees - Xero Software	-	-	-	-	-	218.00
Electricity Expense	-	-	-	-	-	468.08
Fundraising Expenses	-	-	-	-	-	636.06
Grant Expenses	2,956.00	1,698.50	-	5,961.42	-	-
Repairs & Maintenance	-	-	-	-	37.90	439.39
<b>Total Operating Expenses</b>	<b>2,956.00</b>	<b>1,698.50</b>	<b>-</b>	<b>5,961.42</b>	<b>37.90</b>	<b>1,761.53</b>
<b>Net Profit</b>	<b>347.36</b>	<b>-</b>	<b>10,000.00</b>	<b>163.08</b>	<b>12.10</b>	<b>1,700.24</b>





# Minutes

## North Ridge Reserve s355 Advisory Committee

Date Thurs 23rd November, 2023.

Time 5.30.pm

Location Vin Good Room at Cooma Library

### Agenda Items

<b>1. Opening</b>	<b>2</b>
<b>2. Attendance and apologies00</b>	<b>2</b>
<b>3. Adoption of previous minutes</b>	<b>2</b>
<b>4. Correspondence</b>	<b>2</b>
<b>5. Action sheet</b>	<b>3</b>
<b>6. General Business</b>	<b>4</b>
6.1 Friends of North Ridge Reserve Update	4
6.2 RFS Update	5
6.3 Bushcare group Update	5
<b>7. Date of next meeting</b>	<b>5</b>
<b>8. Meeting close</b>	<b>5</b>



**1. Opening . 5.33pm****2. Attendance and apologies**

Name	Position	Attendance
Andrew Dawes	Chairperson	present
Tein McDonald	Minutes Secretary	present
Denis Minehan	Committee Member	present
Mary Ziesak	Committee Member	present
Graeme Little	Committee Member	present
Louise Jenkins	Committee Member	Apology
Paul Jennings	Committee Member	Apology
Clr Tricia Hopkins	Council Representative	present
Lori Lollback	Committee Member	Apology

**3. Adoption of previous minutes**

Minutes of the committee meeting held on 24<sup>th</sup> Oct 2023

Motion: That the minutes of the October meeting be considered a true and accurate record of that meeting.

**Moved:** Mary Ziesak

**Seconded:** Graeme Little. Carried.

**4. Correspondence**

## CNRR COMMITTEE CORRESPONDENCE

25 Oct to 22 Nov 2023

Outgoing (emails unless stated otherwise)

28/11/23 – To ctee re date of drone survey

28/11/23 – To ctee to send the ctee's management plan submission sent to Gaby in March

29/10/23 – To Erin Donnelly with confirmed August minutes and draft October minutes to Erin Donnelly

29/10/23 – To Erin Donnelly with Bella's resignation letter

29/10/23 – To committee draft October minutes and notice of next meeting.

31/10/23 – To Gaby Tagliapietra and J-M Hawkins requesting confirmation re management plan decision.

31/10/23 – To Jones re weed funding (phonecall)

5&6/11/23 – Reply Shennan re date

11/11/23 – Reminder Gaby Tagliapietra

13/11/23 – To Erin Donnelly re advertising

17/11/23 – promotion Bioblitz

Incoming

28/10/23 – From Glen Shennan re date of drone survey

31/10/23 – From Brett Jones re weed funding (Phonecall)

6/11/23 - From Glen Shennan re delayed date of drone survey

10/11/23 – From Erin Donnelly re advertising suggestion

13/11/23 – From Erin Donnelly re advertising decision.

14/11/23 - From J-M Hawkins re support for management plan

14/11/23 – from Gaby Tagliapietra re support for management plan

16/11/23 - From LJ/Kelly Stubbs requesting promotion of Bioblitz

**5. Action sheet**

Date	Item	Action	Assignee	Notes	Completion date
26/10/23	Bella Grant resignation from NRR 355 c'tee	Notification to Erin Donnelly re advertising for a replacement person	TM		29/11/23
26/10/23	Bella Grant resignation from NRR 355 c'tee	Thank you letter to Bella Grant	ED or TM?	Requested advice from ED on 29/11/23 but no response so we will have to send the letter	29/11/23
26/10/23	Site Masterplan review	Letters to G Tagliapietra and JM Hawkins to re Site Masterplan	TM		31/10/23
26/10/23	Crown Lands weed funding	Discuss Weed funding timing and possible alternatives with B. Stubbs – possible letter	TM		31/10/23
26/10/23	Crown Lands weed funding	TM to talk with Brett re Crown Lands Improvement Fund	TM	No opportunity for Fuel reduction education?	31/10/23
26/10/23	Tree Clearing Geringa Av	TM to discuss legalities of clearing and potential ranger contact			
26/10/23	Great Southern Bioblitz	LJ to provide liaison to Kelly Stubbs ahead of the	LJ	Promotion carried out	17/11/23

		Bioblitz in NRR.			
27/07/23	Proposed closure crown lands road	Enquire progress through Angela Sharp	BG and AS	Crown Lands likely to take a long time to complete this.	Enquiry completed but action ongoing

## 6. General Business

### 6.1 Business Arising

**NRR Site Masterplan** Gaby Tagliapietra and JM confirmed in writing that it would be sufficient to have the NRR committee draft the revision for internal staff contribution and review. GT forwarded Council divisions suggestions. C'tee to devise a process and schedule the revision. GT offered to be available for advice.

The meeting looked at the lists of comments from the four Council staff members and thought they were very helpful. It would be good to actually work through their comments and make appointments to sit with them individually with respect to any detailed guidance.

Clr Hopkins also reported that upper-level Council staff conveyed to her that if we focus on getting the content right (and in keeping with what Council staff are expecting) that content is likely to be respected in the updating to a new Masterplan format when the time comes. So we should not worry about format, just content.

**The meeting resolved to take up the idea suggested at last meeting that we form working groups for three different areas – e.g.**

- **Bushland issues** – weeds and feral animals, fire, flora and fauna. Lead: Tein with support from anyone interested.
- **Recreation** – permissible recreational activities, tracks, track usage, interpretive and directional signage. Lead: Louise with support from Denis and anyone interested.
- **Boundaries** – encroachments, regulatory signage, policing and regulatory enforcement, livestock Lead: unidentified. (Graeme prepared to assist with mapping.)

**Community engagement/education** should be taken into account in all of the above.

It was suggested that we see what we can do during the holiday period but get to work in earnest in February and regroup at the February meeting.

**(ii) Crown Lands weeds funding issues.** Brett Jones has notified that the Crown Lands funding of \$6K will be available earlier than it arrived last year. We can let him know when it looks like being needed so that he can give some advance warning to potential contractors. this year...although he is probably already well aware.

**(iii) Boundary marking.** Deferred till Tricia can investigate potential as per last meeting minutes.

**(iv) Volunteer offer of remote sensing and mapping.** Glen Shennan survey date had been changed due to rain predictions. So a new date is yet to be identified. Tein passed on the committee's request that he put his gate signs up well in advance and that perhaps he could use the device of quoting a date range rather than being very specific about the date.

**(v) Vacant position** – Secretary is to send a thank you letter to Bella.

Erin reported that Council is advertising this week to fill the vacant position but the closing date will need to be no later than Australia day so the nomination can go to the February Council meeting in the 3<sup>rd</sup> week in Feb) and the successful applicant then be invited to the Feb meeting of the committee (4<sup>th</sup> Thursday of Feb).

**(vi) Clearing by residents.** Legalities of clearing to be clarified. TM to phone Rein Peet to ask what the legality is re clearing. Then to discuss with J-M any potential for the Ranger to talk with the household adjacent to the clearing to let them know that the piles cannot be left in the Reserve.

Some dumping of garden waste has occurred on the location of the (already burnt) burn piles in the Reserve itself – accessed via the lane between Doondoo and Balli Pl. Again this may be a matter for the Ranger. There needs to be a sign placed there saying 'Regeneration area' or 'No dumping'

**(vii) Great Southern Bioblitz** is to be held from 9:30am to 12pm on November 26<sup>th</sup> at NRR. Unfortunately only one committee member can attend.

**(viii) Items still on agenda but on the backburner for now**

- **Gates and regulatory signage.** This item is on hold as we are waiting on the new firetrail to be built so that it can be identified which organisation will provide the gates and locks. New lock on one bollard at the new signs at Balli Pl.
- **Closure of crown road reserve within CNRR** – As yet no response from Crown Lands.

**6.2 Friends of North Ridge Reserve Bushcare group Update**

The pile burns have been successfully undertaken by RFS and one more Cotoneaster working bee has been undertaken plus watering the plantings at Doondoo.

Tein has also been keeping up with the spraying – but not through Bushcare or Landcare. This is done through a permit as a Council Volunteer under the supervision of Brett Jones whom she reports to.

**6.3 BCRRF working group (Track signage grant).** Any updates deferred till Louise available.

**6.4 RFS Update** - Fire piles were burned RFS. Secretary to phone and thank Rein for this work..

Tricia identified that we should apply for a grant from Council for a community fire preparedness workshop but the applications close tomorrow. Tricia will assist Tein to complete a grant. In time – possibly engaging the Hotspots program (a partnership program between the NCC and the RFS.)

Tein to first ask Rein about suggestions for a possible workshop person for Bushfire resilience and recovery fund grant that Council is now dispersing.

**7. New Business NIL.**

**8. Date of next meeting** – 22 Feb 2024

**9. Meeting close** – 6.50

**Confirmed :** Chairperson

Date 22/02/24

**Minutes Bombala Exhibition Ground Section 355 Management Committee Meeting****Address: CWA Room, Wellington Street, Bombala NSW 2632****Date 13<sup>th</sup> December, 2023****Time: 7.45pm****Present:**

<b>Position</b>	<b>User Group</b>	<b>Member (Name)</b>	<b>Present/Apology</b>
Chairman President	Community	Neil Hennessy	Present
Secretary	Bombala District Netball Club / Community	Anne Caldwell	Present
Treasurer	Bombala Exhibition Society	Graham Hillyer	Present
Vice President	Bombala Exhibition Society	Richard Peadon	Absent
	Bombala Exhibition Society / Lions Club	Clare Trevanion	Present
	Bombala Senior Rugby League Club	Hugh Platts	Absent
	Bombala Exhibition Society	Bronwyn Podger	Present
	Bombala & District Cricket Club	George Power	Absent
	Bombala District Netball Club	Calli Kidman	Absent
	Bombala Exhibition Society	Anita Walder	Absent
	Bombala Exhibition Society	Sophie Campbell	Absent
	Bombala Exhibition Society	Nadean White	Absent
	Guest	Peter Gough	Absent

**1 Opening of the Meeting**

The Chair, Neil Hennessy opened the meeting at 7.45pm.

**2 Apologies**

Neil Hennessy received apologies from Hugh Platts and Richard Peadon and Anne Caldwell received apologies from George Power, Sophie Campbell and Peter Gough..

**Adoption of Previous Minutes**Minutes from the meeting held on 8<sup>th</sup> November, 2023 are confirmed as a true and accurate record of proceedings.**Moved:** Graham Hillyer**Seconded:** Anne Caldwell**Carried****3. Business Arising from Previous Minutes**

1. The new glasses are the responsibility of the Show Committee.
2. PEG update – the architect has been given the go ahead to proceed with the details, design and final QS. Ready early next year.

**4. Correspondence****In:.**

1. email from Neil Hennessy completed annual report for Snowy Monaro Council.
2. email from Allanah Dickeson requesting support funding application for the development of a masterplan and management plan.
3. email from Neil Hennessy – M Bennett Constructions tax invoice completion of 2<sup>nd</sup> Stage.
3. email from Dong Huynh latest update architect given go ahead to proceed.

**Moved:** Bronwyn Podger that the correspondence be accepted as read. **Seconded:** Graham Hillyer **Carried****5. Business Arising from Correspondence**

1. A letter to be written to Allanah Dickeson to support funding application.

**Moved:** Bronwen Podger that a letter be written in support of the funding application. **Seconded:** Clare Trevanion  
**Carried**

**6. Treasurer's Report (Management Committee Bombala Exhibition Ground) 01/10/23 – 31/10/23**

Income		Expenditure	
13/10/23 Boco Rock Grant (Caretaker's Cottage)	\$40,000.00	03/10/23 M Bennett Constructions (Caretaker's Cottage Progress Payment)	\$8,800.00
		24/10/23 Sea & Sky (Electrical Upgrade)	\$1,187.80
Total	\$40,000.00	25/10/23 Origin Energy (Electricity)	\$1,269.28
Balance as at 30/09/23	\$84,406.93	26/10/23 Pam Roberts (Wreath)	\$40.00
Income	\$40,000.00	22/10/23 Milestone Chemicals (Cleaning Products)	\$260.15
Expenditure	\$11,780.34	24/10/23 G & C Hillyer (Reimbursement Ink Cartridges)	\$223.11
Balance at at 31/08/23	\$115,109.85		
		Total	\$11,780.34
		Less unrepresented cheques Milestone Chemicals	\$260.15 \$223.11
		Total	\$11,297.08
		Term Deposit	\$14,526.15

**Treasurer's Report (Management Committee Bombala Exhibition Ground) 01/11/23 – 30/11/23**

Income		Expenditure	
	NIL	30/11/23 Bombala Electrical (Cut Keys)	\$19.90
Balance at at 31/10/23	\$115,109.85	Total	\$19.90
Income	NIL	Plus unrepresented cheques previous month	
Expenditure	\$503.16	01/11/23 G & C Hillyer	\$223.11
Balance as at 30/11/23	\$115,109.85	21/11/23 Milestone Chemicals	\$260.15
		Total	\$260.16
		Term Deposit	\$14,526.15

**Moved:** Graham Hillyer that the Treasurer's Report be accepted as a true and correct record.**Seconded:** Bronwyn Podger**Carried****7. Business Arising Treasurer's Report**

1. Nil

**8. General Business**

1. Look at upgrading power point and replacing or repairing lights.
2. Placement of dish washer?
3. Neil Hennessy has been looking for replacement lounges for the youth room at Pacific Furniture Cooma.

**Moved:** Bronwen Podger that the committee purchase two three seater lounges for \$999 each.**Seconded:** Claire Trevanion**Carried**



4. Cleaning cupboard for disabled toilet to store chemicals, \$250.00

**Moved:** Anne Caldwell that a cupboard be purchased for the disabled toilet for storage.

**Seconded:** Graham Hillyer

**Carried**

5. Neil Hennessy still investigating the purchase of a vacuum cleaner.

6. Grass cutting, looking for volunteers.

7. Sand in the pump again.

8. The Bombala Exhibition Ground Committee has accepted an offer of a donation of 60 wine glasses and 60 water bottles from Lahiesha Overend and a donation of chair covers and bows from Murray Ingram.

**9. Date of next Meeting**

The next monthly committee meeting will be held at 7.30pm on Wednesday, 14<sup>th</sup> February, 2024 at the CWA Rooms.

**10. Close of Meeting**

There being no further business the meeting concluded at 9.15pm.

**CHAIRPERSON\_**

**DATE 14<sup>th</sup> February, 2024**



**13.1 USE OF HIRE AND RENTAL VEHICLES - CR WILLIAMSON**

Record No: I24/121

**OFFICER'S RECOMMENDATION**

That the response to the question/s be noted.

**QUESTIONS BY:** Cr Williamson

**QUESTION**

1. Does council rent or hire cars, utilities or trucks? If so, for what purposes and for what length of time on average?
2. How much did council spend hiring or renting cars, utilities or trucks in FY 2021/22, FY 2022/23 and thus far this current financial year? Please provide the answers for each category of vehicle where possible.
3. Has council rented or hired cars, utilities or trucks for use by persons other than council employees, or has council reimbursed non-council employees for vehicles rented or hired? If so, why?
4. What is the longest length of time that any individual or team utilised rented or hired vehicles over the past few years?

**RESPONSIBLE OFFICER:** Chief Financial Officer.

**RESPONSE**

1. Yes. For the purposes of emergency management, managing projects and for Council employees. Car hire was also provided to residents that were affected by the Cooma water supply reservoir collapse. Range of time can vary from short term to 12 months.
2. Truck Hire 21/22 \$126,138 22/23 \$50,180 23/24 \$0  
Car Hire 21/22 \$59,501 22/23 \$83,389 23/24 \$6,009  
Utility Hire 21/22 \$40,788 22/23 \$60,782 23/24 \$131,922
3. Yes, car hire was provided to residents that were affected by the Cooma water supply reservoir collapse.
4. The Infrastructure Team has rented utilities for different durations ranging from monthly to approximately 12 months.

Council is already progressing service reviews in order to identify additional efficiencies and cost savings including the plant and fleet as part of our Towards Excellence Program.

**ATTACHMENTS**

1. Questions Form - Cr Williamson



Form |

# Question Form

## Executive Office

Submitted for Meeting of  
(Council or name of Committee)

Date of Meeting 15-Feb-2024

Submitted by  
(Councillor name) Luke Williamson

Signatur

Date

31-1-24

Subject Use of hire or rental vehicles

Question

I'd like some information in relation to council's expenditure on rented or hired vehicles please. My questions are:

1. Does council rent or hire cars, utilities or trucks? If so, for what purposes and for what length of time on average?
2. How much did council spend hiring or renting cars, utilities or trucks in FY 2021/22, FY 2022/23 and thus far this current financial year? Please provide the answers for each category of vehicle where possible.
3. Has council rented or hired cars, utilities or trucks for use by persons other than council employees, or has council reimbursed non-council employees for vehicles rented or hired? If so, why?
4. What is the longest length of time that any individual or team utilised rented or hired vehicles over the past few years?



Please email to Secretary Council and Committees:  
[SMRCExecOffice@snowymonaro.nsw.gov.au](mailto:SMRCExecOffice@snowymonaro.nsw.gov.au)

Council's Code of Meeting Practice provides as follows:

- 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 ten (10) full business days before the meeting is to be held.
- 3.13 A Councillor may, by way of a notice submitted under clause 3.9, ask a question for response by the Chief Executive Officer 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 Chief Executive Officer or a member of staff of the council, or a question that implies wrongdoing by the Chief Executive Officer or a member of staff of the council.
- 3.15 The Chief Executive Officer 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.

Full details of the Code of Meeting Practice can be found on Council's website:  
<https://www.snowymonaro.nsw.gov.au/Council/Meetings>

**13.2 EXTRAORDINARY EXPENDITURES IN RECENT YEARS - CR WILLIAMSON**

Record No: I24/160

**OFFICER'S RECOMMENDATION**

That the response to the question/s be noted.

**QUESTIONS BY: Cr Williamson**

**QUESTION**

- (1) What was the financial cost to council in terms of:
  - a. Asset write off value.
  - b. Managing the emergency response and triaging damage?
  - c. Repairing damage to council infrastructure, in total and in each financial year?
  - d. Amounts paid directly to residents or property owners in addition to amounts paid under council's insurance, in total and in each financial year?
  - e. Additional services provided, for example the provision of temporary accommodation, rental cars, etc for persons impacted by the collapse in total and in any financial year?
- (2) Which resolutions of the council authorised the expenditures noted in questions (1) c to e?
- (3) Does council continue to make payments related to this event to any impacted residents or property owners?
- (4) Have all claims against council (including against our insurance) now been settled? If not, when is settlement anticipated?
- (5) Has council received state or federal funding related to collapse of the water supply reservoir? If so, how much and when?
- (6) Will council seek to replace the water supply reservoir? If so when is this planned?
- (7) What is the anticipated cost of replacing the water supply reservoir?
- (8) Has council received funding, or a funding commitment, related to a new water supply reservoir for Cooma? If so, how much?
- (9) Did Council assess and amend or alter its asset assessment/maintenance schedule and activities in response to the collapse? That is, does council now inspect water supply reservoirs more frequently and more comprehensively? Please provide a summary of changes.



- (10) How many other water supply reservoirs owned or operated by Snowy Monaro Regional Council? What is their current assessed status?
- (11) Other than weather damage to roads and the collapse of the water reservoir, are there other large unexpected events that have impacted council's operational expenditure over recent years? If so, what were the matters involved and their impact on the operating expenses of council? A summary level response is all that is required.

**RESPONSIBLE OFFICER:** Chief Strategy Officer.

## RESPONSE

- (1) What was the financial cost to council in terms of:
- Asset write off value: *The written down value of the reservoir was \$868,103.*
  - Managing the emergency response and triaging damage: *This was not separately accounted for. The cost of going back several years and trying to determine which costs related to what activity to calculate the figure is not considered a reasonable use of staff time.*
  - Repairing damage to council infrastructure, in total and in each financial year? *This was not separately accounted for. The cost of going back several years and trying to determine which costs related to what activity to calculate the figure is not considered a reasonable use of staff time.*
  - Amounts paid directly to residents or property owners in addition to amounts paid under council's insurance, in total and in each financial year: *Information on payments made to individuals will not be publicly made available. This is personal information.*
  - Additional services provided, for example the provision of temporary accommodation, rental cars, etc for persons impacted by the collapse in total and in any financial year: *This was not separately accounted for. The cost of going back several years and trying to determine which costs related to what activity to calculate the figure is not considered a reasonable use of staff time.*
- (2) Which resolutions of the council authorised the expenditures noted in questions (1) c to e: *The costs were undertaken within the existing budgets, therefore no resolution was required.*
- (3) Does council continue to make payments related to this event to any impacted residents or property owners: *No.*
- (4) Have all claims against council (including against our insurance) now been settled? If not, when is settlement anticipated: *Not that staff are aware of. Based on the last information several claimants have not responded to either requests or offers. As these claims rely on a response we cannot determine the timeframes. The claimant may never respond, in which case the claims will effectively lapse without being settled. Also, council may not know when claims are finalised where the insurer finalises the matter. Council often is not a party to those decisions. One claimant has recently approached Council dissatisfied with the insurer's response to their claim.*
- (5) Has council received state or federal funding related to collapse of the water supply reservoir? If so, how much and when: *No.*
-

- (6) Will council seek to replace the water supply reservoir? If so when is this planned: *Yes, this is included on page 60 of the delivery plan.*
- (7) What is the anticipated cost of replacing the water supply reservoir: *This is shown on page 63 of the delivery plan.*
- (8) Has council received funding, or a funding commitment, related to a new water supply reservoir for Cooma? If so, how much? *No.*
- (9) Did Council assess and amend or alter its asset assessment/maintenance schedule and activities in response to the collapse? That is, does council now inspect water supply reservoirs more frequently and more comprehensively? Please provide a summary of changes: *Council commenced a program of inspecting all of the reservoirs following the collapse of the reserve. This is ongoing and the program is based around an assessment of potential risk. In addition the cycle of cleaning and inspecting reservoirs that is part of the ongoing preventative maintenance schedule and water quality work is still undertaken on a four year cycle. This involves divers entering the reservoirs and undertaking visual inspections as well as testing of the water environment.*
- (10) How many other water supply reservoirs owned or operated by Snowy Monaro Regional Council? What is their current assessed status? *34. The reservoir that collapsed was the only one of that particular design. The reservoirs range from near new to needing replacement. Two reservoirs at Leesville have been identified as needing replacement, which will have to be scheduled in a revised forward plan of capital works. Other reservoirs at East Jindabyne are currently being investigated and are expected, as a result of the investigations, to be listed as needing replacement. As the ongoing inspections are undertaken the response works will be planned and prioritised.*
- (11) Other than weather damage to roads and the collapse of the water reservoir, are there other large unexpected events that have impacted council's operational expenditure over recent years? If so, what were the matters involved and their impact on the operating expenses of council? A summary level response is all that is required. *The Black Summer fires and COVID19 has significant impacts on the organisation. As with many unplanned events, the costs are often absorbed into the operating costs through the reprioritisation of resources, with the impact showing either in other works not being undertaken or staff working for free to cover off on the activities that need to be done.*

## ATTACHMENTS

- 1. Question form - Cr Williamson
-



Form | 250.2022.85.1

# Question Form

## Executive Office

### Details of Council Meeting

Date of Meeting 21-3-24

Submitted by Councillor Williamson

Signature

Date 6/3/24

**Subject** Extraordinary expenditures in recent years

### Question

We recently passed another anniversary since the water supply reservoir collapse in Cooma.

The extraordinary event will have resulted in extraordinary expenditure. Understanding such extraordinary expenditure is helpful in assessing the growth in council's normal expenditure since the event. I therefore ask the following questions:

(1) What was the financial cost to council in terms of:

a. Asset write off value.

b. Managing the emergency response and triaging damage?

c. Repairing damage to council infrastructure, in total and in each financial year?

d. Amounts paid directly to residents or property owners in addition to amounts paid under council's insurance, in total and in each financial year?

e. Additional services provided, for example the provision of temporary accommodation, rental cars, etc for persons impacted by the collapse in total and in any financial year?

(2) Which resolutions of the council authorised the expenditures noted in questions (1) c to e?

(3) Does council continue to make payments related to this event to any impacted residents or property owners?

(4) Have all claims against council (including against our insurance) now been settled? If not, when is settlement anticipated?

(5) Has council received state or federal funding related to collapse of the water supply reservoir? If so, how much and when?



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### 13.3 SPEAKERS IN THE PARK IN COOMA - CR WILLIAMSON

Record No: I24/161

#### OFFICER'S RECOMMENDATION

That the response to the question/s be noted.

#### QUESTIONS BY: Cr Williamson

#### QUESTION

##### Background

Item 9.1.1 of the 15 February 2023 Council meeting provided a short description of the intentions to utilise grant funding "under the NSW Government Graffiti Management grant program" (page 3 of the business paper).

A part of the proposal was to install new speakers in Centennial Park in Cooma, the text for this item in the Business Paper, included:

"This initiative will help deter anti- social behaviour such as gang hang outs and bullying of other park users that is currently occurring. By reducing this behaviour, it is anticipated the vandalism of the Centennial park public toilets will also be reduced, delivering an ongoing saving to Council." (page 3 of the business paper)

The paper included a statement that "Speaker life span is five years, approximate running costs of speakers \$80 for speakers to be run 7 hours a day for a year, replacement and maintenance offset with fees and charges for private events and community use." The item also noted that "It is anticipated that there will be significant ongoing savings to Council in reduced vandalism and graffiti." (page 4 of the business paper).

The above statements clearly implied an intention to play music to deter anti-social behaviour 7 hours a day. These statements, and this item more generally, prompted considerable discussion at the pre-meeting briefing and debate at actual the meeting. At that meeting a councillor made statements regarding the need to address anti-social behaviour and bullying that occurs before school, during school hours and after school (see the video recording of the meeting commencing from time 21:10). Likewise, another councillor spoke of research that demonstrated the effectiveness of playing music in deterring anti social behavior. My notes also show that the COO also advised councillors that the speakers could be used by other organisations using the park, and that this would be a source of revenue.

At the end of the debate, Council resolved:

“That Council:

- A. Accept the funding amount of \$100,000 under the NSW Government Graffiti Management grant program;
- B. Allocate \$65,000 to the 2022/23 budget and the remaining \$35,000 to the 2023/2024 budget; and
- C. Add the delivery of the combatting anti-social behaviour and activating spaces – graffiti management as an activity to Council’s 2022-2026 Delivery Program and 2022-2023 Operational Plan.”

A community member has reviewed the most recent version of the 2022-2026 Delivery Program available on Council’s website and advised myself that the item does not appear to have been included as per point C in the resolution.

Now that the speakers have been installed, there has been a significant amount of discussion regarding activation of the music to deter anti-social behaviour, including a letter in the Monaro Post and comments in various social medial community groups.

In response to questions asked in the Jindabyne community group in Facebook in February 2024, the Deputy Mayor responded to a question “So when is the music going to start playing?”, that Council will play music “if and when it’s needs to”. This statement is inconsistent with the statements in the February 2023 meeting briefing, business paper and the intent conveyed during the debate.

Around the time of the meeting, and during the meeting itself, statements were made suggesting that the speakers were actually being installed for the use organisations that often hire the park, and that there may not have been a valid business case to install the speakers.

While I could not in good conscious vote for the motion, it was carried at the meeting, and I recognise the importance of councillors working to ensure that resolutions of Council are implemented. Therefore, to assist Councillors and to provide clarity to the community, I ask the following community initiated questions:

1. Has point C of the resolution been completed, specifically: (a) Has the item been included in the Council’s 2022-2026 Delivery Program?, and (b) Was the item added to the 2022-2023 Operational Plan?
  2. Has an item also been added to the 2023-2024 Operational Plan?
  3. How many speakers were installed in the Centennial Park in Cooma (the Park)?
  4. What was the cost of the speakers installed in the Park? Please provide the cost of the unit and the cost of installation as separate figures.
  5. When will Council commence the playing of music to deter anti-social behaviour and/or graffiti in the Park?
-



6. What days of the week and hours of the day will Council play the deterring music?
7. What music will be played and on what basis has it been selected (e.g. on what scientific basis or research)?
8. Will the playing of music be initiated by a manual or automated action?
9. The meeting paper (Feb 2023) estimated the cost of playing music was \$80 p.a. What is the basis of this estimate (i.e. labour, power, music royalty fees, etc)?
10. How will Council evaluate the effectiveness of its chosen music and the playing schedule for for deterring music?
11. What will Council do to ensure that the music will not interfere with the enjoyment of the park by people who are not planning to be anti-social or to graffiti?
12. Will the speakers be able to be used by other park users? If so, what amount will they pay Council for the use of the speakers? If bundled into the park hiring fee, how much will those fees be increased now that the speakers are installed?
13. If a individual or group hires and uses the speakers and play music, could council be liable for any copyright violations?

**RESPONSIBLE OFFICER:** Chief Executive Officer.

## RESPONSE

Due to the absence of the Chief Operating Officer, absence of a relevant staff in relevant area due to family emergency, who have the background and project history on these matters, the above will be answered at the 18 April 2024 Council meeting.

## ATTACHMENTS

1. Questions related to the Cooma Park - Cr Williamson
-



Form |

# Question Form

## Executive Office

Submitted for Meeting of  
(Council or name of Committee)

Date of Meeting 21-3-24

Submitted by  
(Councillor name) Luke Williamson

Signature

Date 6/3/24

Subject Speakers in the park in Cooma

Question

Background

Item 9.1.1 of the 15 February 2023 Council meeting provided a short description of the intentions to utilise grant funding “under the NSW Government Graffiti Management grant program” (page 3 of the business paper).

A part of the proposal was to install new speakers in Centennial Park in Cooma, the text for this item in the Business Paper, included:

“This initiative will help deter anti- social behaviour such as gang hang outs and bullying of other park users that is currently occurring. By reducing this behaviour, it is anticipated the vandalism of the Centennial park public toilets will also be reduced, delivering an ongoing saving to Council.” (page 3 of the business paper)

The paper included a statement that “Speaker life span is five years, approximate running costs of speakers \$80 for speakers to be run 7 hours a day for a year, replacement and maintenance offset with fees and charges for private events and community use.” The item also noted that “It is anticipated that there will be significant ongoing savings to Council in reduced vandalism and graffiti.” (page 4 of the business paper).

The above statements clearly implied an intention to play music to deter anti-social behaviour 7 hours a day. These statements, and this item more generally, prompted considerable discussion at the pre-meeting briefing and debate at actual the meeting. At that meeting a councillor made statements regarding the need to



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**13.4 PROPOSED AND EXISTING EMERGENCY MANAGEMENT FACILITIES - CR WILLIAMSON**

Record No: I24/162

**OFFICER'S RECOMMENDATION**

That the response to the question/s be noted.

**QUESTIONS BY: Cr Williamson**

**QUESTION**

With respect to the planned new Emergency Operations Centre in Polo Flat and the adjacent lots/facilities, a number of community members with civil construction, planning or emergency services expertise have pointed out that the Probable Maximum Flood hazard risk map, available on the Snowy Monaro Regional Council website, appears to show that a significant portion of the relevant sites have Hazard Risk classifications in the ranges of H5, H4 and H3. Further area are shown as having H1 and H2 risks.

The NSW Technical flood risk management guideline, referred to in Council's document, lists these hazard levels as:

H1 - Generally safe for vehicles, people and buildings.

H2 - Unsafe for small vehicles.

H3 - Unsafe for vehicles, children and the elderly.

H4 - Unsafe for vehicles and people.

H5 - Unsafe for vehicles and people. All building types vulnerable to structural damage. Some less robust building types vulnerable to failure.

I have also been advised that the lots involved, both for the new facility and those that have existing facilities in use my emergency management organisations, will also be impacted by 2% - 5% AEP flooding events. I have likewise been advised that expected flooding under some events would be such that road access to the various lots would be impacted at a H4 and/or a H5 level.

I was not a Councillor at the time of August 2022 meeting of Council. Consequently, I do not have sufficient information to respond to or allay the concerns of these community. Therefore, I ask the following questions:

1. Is the lot where the proposed new facility, or the adjacent lots where existing facilities are located and are used by emergency management organisations, at risk of inundation in the event of a Probable Maximum Flood event? If so, what are the hazard risk levels identified for the specific lots?
2. Are the roads which provide access to the lot for the proposed new facility, or adjacent lots where existing facilities are located and are used by emergency management organisations, at risk of inundation in the event of a Probable Maximum Flood event? If so, what are the hazard risk levels identified for these lots?
3. I did not identify the relevant flood analysis and the Probable Maximum Flood risk map, or lower intensity flood maps, as appearing in the meeting paper at item 9.4.2 for the 18

August meeting. Did Council consider the risks for the lots when considering and when voting on item 9.4.2 at its Council meeting of 18 August 2022? If so, what advice was provided to Councillors?

4. Does legislation, regulation or any emergency operations guideline or protocol preclude occupancy of premises by emergency management organisations where the premises are at risk as outlined above?
5. Does the legislation, regulation or emergency operations protocols recommend the construction of emergency management facilities on land below the PMF level?

**RESPONSIBLE OFFICER:** Manager of Built and Natural Environment.

## RESPONSE

1. Proposed facility: Part of the allotment where the proposed facility is to be located is shown as being affected in a PMF event. Refer to map extract attached. The south-western part of the proposed site (adjacent its western boundary) is shown with parts of Hazard categories H1, H2, and H3. The North-western part of the proposed site is shown with hazard categories H1, H2, H3, H4, and H5. North-western part of site adjacent western boundary shown as affected in 1% AEP event (1 in 100), rest of site not mapped as affected. Existing RFS/SES facility: Shown as affected in a PMF event. Refer to map extract attached.
2. Yes. Hazard categories H1, H2, H3 for the area where the extension to Geebung Street is proposed; Geebung Street and Polo Flat Road shown with parts being H3, H4, H5, H6.
3. Unknown – other than advice contained within Council report. Staff who authored the report are no longer with SMRC. A viewing was made of the archived Council meeting video however, there was no mention of flooding during discussion of the item. No Councillor spoke against the motion. It is unknown whether any other information was provided during briefing sessions prior to the meeting.
4. There are no known legislative requirements to preclude occupancy of emergency management premises which may be subject to flood risks.  
The existing RFS centre and the SES centre are within the PMF, however it is not known whether any such protocol or operating guideline required these buildings to be vacated during periods of potential flood risk.  
Prior to the adoption of the revised flood planning maps, no flood mapping was available for Polo Flat.  
Protocols or operational guidelines from other agencies are not known.  
It is also unknown whether an agency would retrospectively apply any restrictions on the use of existing centres where updated information becomes available.
5. The Cooma-Monaro LEP 2013 does not prohibit development for the purposes of an emergency services facility within a defined 'flood planning area', or on land below the PMF level.  
  
Protocols or operational guidelines from other agencies are not known.

## ATTACHMENTS

1. Questions re Emergency Services Centre - Cr Williamson
  2. Map Extract - Flood hazard properties - PMF - showing Polo Flat
-



Form | 250.2022.85.1

# Question Form

## Executive Office

### Details of Council Meeting

Date of Meeting 21 March 2024	
Submitted by Councillor Williamson	
Signature	Date 5/3/24

**Subject**    Proposed and existing emergency management facilities

### Question

With respect to the planned new Emergency Operations Centre in Polo Flat and the adjacent lots/facilities, a number of community members with civil construction, planning or emergency services expertise have pointed out that the Probable Maximum Flood hazard risk map, available on the Snowy Monaro Regional Council website, appears to show that a significant portion of the relevant sites have Hazard Risk classifications in the ranges of H5, H4 and H3. Further area are shown as having H1 and H2 risks.

The NSW Technical flood risk management guideline, referred to in Council's document, lists these hazard levels as:

- H1 - Generally safe for vehicles, people and buildings.
- H2 - Unsafe for small vehicles.
- H3 - Unsafe for vehicles, children and the elderly.
- H4 - Unsafe for vehicles and people.
- H5 - Unsafe for vehicles and people. All building types vulnerable to structural damage. Some less robust building types vulnerable to failure.

I have also been advised that the lots involved, both for the new facility and those that have existing facilities in use my emergency management organisations, will also be impacted by 2% - 5% AEP flooding events. I have likewise been advised that expected flooding under some events would be such that road access to the various lots would be impacted at a H4 and/or a H5 level.

I was not a Councillor at the time of August 2022 meeting of Council. Consequently, I do not have sufficient information to respond to or allay the concerns of these community. Therefore, I ask the following questions:

(1) Is the lot where the proposed new facility, or the adjacent lots where existing facilities are located and are used by emergency management organisations, at risk of inundation in the event of a Probable Maximum Flood event? If so, what are the hazard risk levels identified for the specific lots?





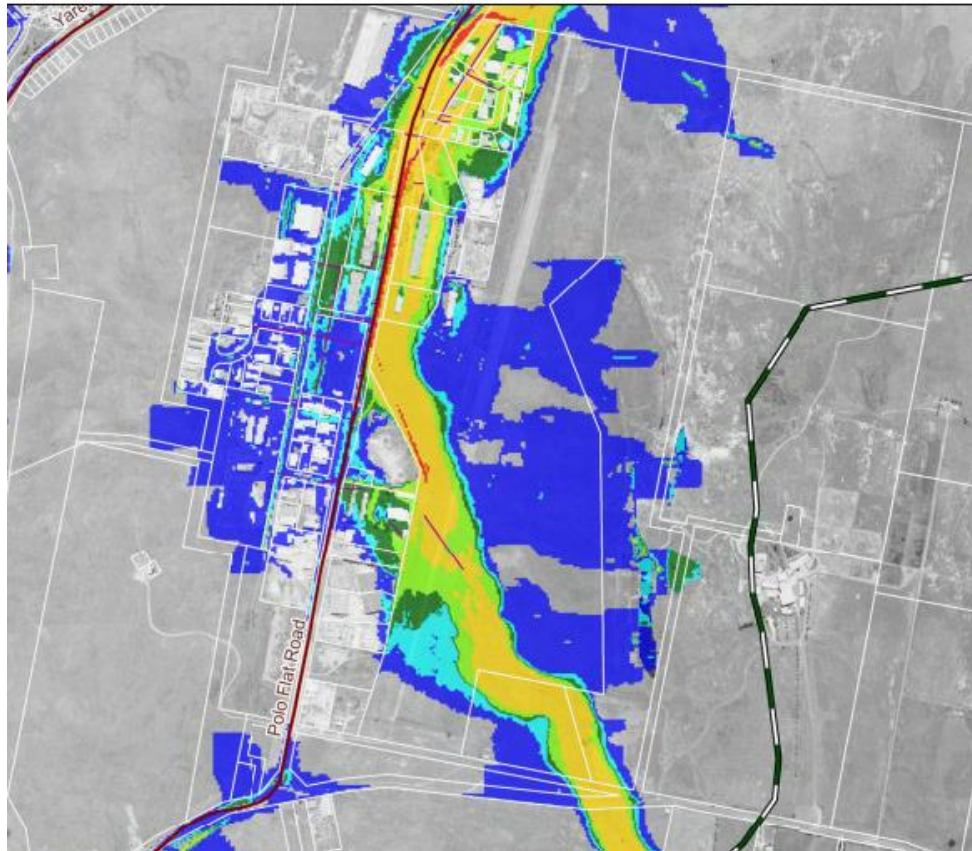
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Map extract – PMF - flood hazard categories – showing Polo Flat

13.5 MICHELAGO BANK OF BINS - CR HIGGINS

### 13.5 MICHELAGO BANK OF BINS - CR HIGGINS

Record No: I24/163

#### OFFICER'S RECOMMENDATION

That the response to the question/s be noted.

#### QUESTIONS BY: Cr Higgins

#### QUESTION

Can I please get the following information regarding the operational costs of the Michelago Bank of Bins:

1. The number of registered users of the BoB
2. The amount collected from user fees
3. The cost to operate the BoB, including but not limited to 3 x week collection, bin liners, pest control, maintenance (including replacement and repair of code lock), installation of security cameras.

How much would it cost (pa) to send 2 trucks to Michelago to collect curbside rubbish and provide a 2 hour collection point on a Saturday morning similar to the previous arrangement?

What would be the additional cost (pa) of opening the Bredbo Transfer Station Saturday and Sundays? (instead of just Sunday mornings)

Could we survey current users of the BoB to ask when, how and how often they use the Michelago BoB?

**RESPONSIBLE OFFICER:** Manager Resource and Waste Services.

#### RESPONSE

Councillor Higgins please see below the responses to the questions you raised regarding the Michelago Bank of Bins (BOB), Saturday morning service, Bredbo Transfer Station and the surveying of registered users of the Michelago BOB.

1. There are currently 98 registered users for the Michelago BOB facility, with an unknown quantity of non-registered users due to the facility pin code being handed out.
2. The revenue generated from the 98 registered users for the 23/24 fiscal year is \$26,244.40.
3. The operational cost of the facility, including various expenses such as collection, maintenance, and pest control, is \$21,124.00 per year. However, the cost of security camera installation three years ago and recent vandalism repair costs are not included in

this figure. The costs to install the security camera in 2021 was \$7,645 and to replacement and repair the entrance door lock after the two recent vandalism incidents was \$1,304.00 (new lock and staff time). This matter has been reported to the NSW Police and Council's insurer.

4. To provide and operate a Saturday morning service on its own would cost an estimated \$56,992.00 per year with an estimated revenue of \$20,384.00 per year (Staffing costs are calculated as per Saturday Rates at time and a half for the first two hours and double time thereafter).
5. Aligning the Michelago Village kerbside collection service with the Saturday service would incur an additional estimated cost of \$23,400.00 per year, with an estimated revenue of \$24,130.08 per year (as per property assessments) (Staffing costs are calculated as per Saturday Rates at time and a half for the first two hours and double time thereafter).
6. Opening the Bredbo Transfer Station on both Saturday and Sunday would have an estimated operating cost of \$50,700.00 per year, with an estimated revenue of \$17,680.00 per year. Estimated revenue calculation is based on a current week plus 50% to allow for a potential increase in usage (Staffing costs are calculated as per Saturday rates at time and a half for the first two hours and double time thereafter and Sunday double time).
7. Resource and Waste Services are willing to survey current users of the Michelago BOB regarding their usage patterns.

## **ATTACHMENTS**

1. Michelago Bank of Bins - Cr Higgins
-



Form | 250.2022.85.1

# Question Form

## Executive Office

### Details of Council Meeting

Date of Meeting 21 March 2024	
Submitted by Councillor Tanya Higgins	
Signature	Date 6/08/24

**Subject** Michelago Bank of Bins

### Question

Can I please get the following information regarding the operational costs of the Michelago Bank of Bins:

1. The number of registered users of the BoB
2. The amount collected from user fees
3. The cost to operate the BoB, including but not limited to 3 x week collection, bin liners, pest control, maintenance (including replacement and repair of code lock), installation of security cameras.

How much would it cost (pa) to send 2 trucks to Michelago to collect curbside rubbish and provide a 2 hour collection point on a Saturday morning similar to the previous arrangement?

What would be the additional cost (pa) of opening the Bredbo Transfer Station Saturday and Sundays? (instead of just Sunday mornings)

Could we survey current users of the BoB to ask when, how and how often they use the Michelago BoB?



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**13.6 SMRC REGISTER OF SIGNIFICANT TREES - CR SUMMERS**

Record No: I24/165

**OFFICER'S RECOMMENDATION**

That the response to the question/s be noted.

**QUESTIONS BY: Cr Summers****QUESTION**

In early 2023 I raised the issue of a Register of Significant trees for the SMRC, post the 3-way Council merger.

I was advised that there had been some archival material for one or two of the pre-existing Council areas but no consolidation as yet.

1. Has any progress been made on collating archival material in relation to significant trees? I understand if this has not occurred due to the workload, resources and competing priorities.
2. Subject to Q1 is there any
  - (a) capacity to estimate the resources required to collate/establish a significant tree register?
  - (b) willingness within the organisation (and Councillors) to pursue grant funding for this purpose?

**RESPONSIBLE OFFICER:** Chief Strategy Officer.

**RESPONSE**

Council's Asset Management System has the capability to add significant trees however, it would need data submitted from relevant sections from across the organisation. To gather this data and enter it into the system, would require significant resources which are not budgeted for at present.

**ATTACHMENTS**

1. SMRC Significant Tree Register - Cr Summers
-



Form | 250.2022.85.1

# Question Form

## Executive Office

**Details of Council Meeting**

Date of Meeting 21 March 2024	
Submitted by Councillor Cr Lynda Summers	
Signature	Date 6/02/24

**Subject** SMRC Register of Significant Trees

**Question**

In early 2023 I raised the issue of a Register of Significant trees for the SMRC, post the 3-way Council merger.

I was advised that there had been some archival material for one or two of the pre-existing Council areas but no consolidation as yet.

1. Has any progress been made on collating archival material in relation to significant trees? I understand if this has not occurred due to the workload, resources and competing priorities.

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Please email to Secretary Council and Committees: [SMRCExecOffice@snowymonaro.nsw.gov.au](mailto:SMRCExecOffice@snowymonaro.nsw.gov.au)

Council's Code of Meeting Practice provides as follows:

- 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 ten (10) full business days before the meeting is to be held.
- 3.13 A Councillor may, by way of a notice submitted under clause 3.9, ask a question for response by the Chief Executive Officer 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 Chief Executive Officer or a member of staff of the council, or a question that implies wrongdoing by the Chief Executive Officer or a member of staff of the council.
- 3.15 The Chief Executive Officer 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.

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### 13.7 SMRC CLIMATE RESILIENCE STRATEGY - CR SUMMERS

Record No: I24/166

#### OFFICER'S RECOMMENDATION

That the response to the question/s be noted.

#### QUESTIONS BY: Cr Summers

#### QUESTION

Climate Change is real. Our Council's dependence on disaster funding for road and asset repair following extreme weather events is increasing. Our current finances are reliant on government grants including natural disaster funding. This is unsustainable.

Whilst there have been Council reports identifying climate issues as a risk (specifically to snowfield tourism) and nominate some mitigation strategies, I cannot identify our outcomes to date or find clear strategies for the future. I am happy to be corrected.

My own view is that the Council must move with some urgency to develop a Climate Resilience Strategy for the whole Snowy Monaro regional community, with multi government, multi-agency, multi-industry and multi-community buy in.

My question is to the CEO as to how Climate Change and the risk factors it represents to the whole of the community and its environment can be tackled? Is a comprehensive Climate Resilience Strategy either on the agenda and/or warranted?

(Note - I do not expect a comprehensive written report but would appreciate a verbal update/discussion on the fundamentals and how as a governing body we can assist integrating the issue in our policies moving forwarded, if agreed.)

**RESPONSIBLE OFFICER:** Chief Executive Officer.

#### RESPONSE

The Snowy Monaro Community Strategic Plain 2042 noted climate change as an emerging issue. The plan outlined the following strategic objectives;

- Ensure the natural environment and the ability of the community to enjoy and use this environment is protected.
- Have in place land use controls that protect the natural environment landscape including visual and scenic values.

The plan has also note the following measures to achieve these objectives;

## Measures

Measure	Source	At Start of Plan	Target
Community satisfaction that development is balanced with community values	Survey	New	3
Percentage of waste diverted from landfill	Council data	35%	70%
Age of key land use strategies	NSW and Council data	New	<5years
Increase in hectares of available refuge area for identified NSW threatened species	ClimaterefugiaNSW	New	>5%
Number of significant cultural items lost	NSW Heritage	N/a	Nil
Percentage of biodiversity corridors in place compared to desired areas	South East and Tablelands Regional Plan 2036	New	100%

Snowy Monaro Regional Council Strategic Plan 2042 – Adopted 2023 Revision – Page 29

Other than the strategies noted above, there is currently no specific climate adaption plan for the organisation.

As a region some of our largest economic drivers are highly climate dependent (winter tourism, agriculture, hydro-electric energy generation etc). Noting current state and federal climate change policies, Council would likely benefit from access to funding and other support that may necessitate demonstration of a Climate Change Adaption plan or similar as either as condition of funding or to inform funding priorities.

SMRC currently has not budget or resource allocation to undertake such a plan. The review of the CSP this year may provide an opportunity to further develop the current measures in the CSP as a first step.

## ATTACHMENTS

1. Climate Resilience Strategy - Cr Summers



Form | 250.2022.85.1

# Question Form

## Executive Office

### Details of Council Meeting

Date of Meeting 21 March 2024	
Submitted by Councillor Lynda Summers	
Signature	Date 6/8/2024

**Subject** SMRC Climate Resilience Strategy

### Question

Climate Change is real. Our Council's dependence on disaster funding for road and asset repair following extreme weather events is increasing. Our current finances are reliant on government grants including natural disaster funding. This is unsustainable.

Whilst there have been Council reports identifying climate issues as a risk (specifically to snowfield tourism) and nominate some mitigation strategies, I cannot identify our outcomes to date or find clear strategies for the future. I am happy to be corrected.

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#### 14. CONFIDENTIAL MATTERS

In accordance with Section 10A(2) of the Local Government Act 1993, Council can exclude members of the public from the meeting and go into Closed Session to consider confidential matters, if those matters involve:

- (a) personnel matters concerning particular individuals; or
- (b) the personal hardship of any resident or ratepayer; or
- (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business; or
- (d) commercial information of a confidential nature that would, if disclosed;
  - (i) prejudice the commercial position of the person who supplied it, or
  - (ii) confer a commercial advantage on a competitor of the council, or
  - (iii) reveal a trade secret,
- (e) information that would, if disclosed, prejudice the maintenance of law; or
- (f) matters affecting the security of the council, councillors, council staff or council property; or
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege or information concerning the nature and location of a place; or
- (h) an item of Aboriginal significance on community land.

and Council considers that the closure of that part of the meeting for the receipt or discussion of the nominated items or information relating thereto is necessary to preserve the relevant confidentiality, privilege or security of such information, and discussion of the material in open session would be contrary to the public interest.

In accordance with Section 10A(4) of the Local Government Act 1993 the Chairperson will invite members of the public to make verbal representations to the Council on whether the meeting should be closed to consider confidential matters.

#### RECOMMENDATION

1. THAT pursuant to Section 10A subsections 2 & 3 and Section 10B of the Local Government Act, 1993 (as amended) the following items on the agenda for the Ordinary Council meeting be dealt with in Closed Session for the reasons specified below:

##### **14.1 Cmnt Legal Matters**

Item 14.1 is confidential in accordance with s10(A)(2)(e) of the Local Government Act because it contains information that would, if disclosed, prejudice the maintenance of law and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

##### **14.2 Legal Actions and Potential Claims Against SMRC**

Item 14.2 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.

##### **14.3 Bombala STP - Final Payment Claim**

Item 14.3 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.

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

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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.