



**SNOWY MONARO**  
REGIONAL COUNCIL

# **BUSINESS PAPER**

**PUBLIC EXHIBITION COPY**

**Extraordinary Council Meeting  
1 May 2025**

## **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)*

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

**ON THURSDAY 1 MAY 2025  
COMMENCING AT 1.00**

**BUSINESS PAPER**

- 1. OPENING MEETING**
- 2. ACKNOWLEDGEMENT OF COUNTRY**
- 3. COUNCILLOR REQUEST FOR ATTENDANCE VIA AUDIO-VISUAL**
- 4. APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS**
- 5. DISCLOSURE OF INTEREST**  
(Declarations also to be made prior to discussions on each item)
- 6. OTHER REPORTS TO COUNCIL**
  - 6.1 STRATEGY**
    - 6.1.1 Post Exhibition Report - Community Strategic Plan 2042 2
    - 6.1.2 Snowy Monaro Regional Council's Draft Suite of Integrated Planning and Reporting Documents to be Placed on Public Exhibition 103
- 7. CONFIDENTIAL MATTERS**  
Nil

**6.1.1 POST EXHIBITION REPORT - COMMUNITY STRATEGIC PLAN 2042**

Record No: I25/287

**OFFICER'S RECOMMENDATION**

That Council:

A. Adopt the Community Strategic Plan (CSP) 2042 with the following amendments:

- a) Amend the CSP timeframe to Snowy Monaro Community Strategic Plan 2032
- b) Amend the vision to include Aboriginal heritage – vision to read  
“The Snowy Monaro Region is a welcoming, diverse, and inclusive community where everyone can belong, participate, and work together. Our natural environment, **Aboriginal and cultural heritage** are preserved and enhanced for future generations.
- c) Include “Provide” under Council’s role in relation to Strategic Objective 1 – Strategy 1.1. “Have in place (and accessible to everyone) quality aged, disability and health services that support our population through all stages of life”
- d) Remove all references to the United Nations Sustainable Development Goals
- e) Amend Strategic objective 1.1 Strategy ‘Facilities are in place to encourage health lifestyles’ to include local groups as partners.
- f) Add CSIRO to partners under strategy 6.2
- g) Amend Strategic objective 2.2 ‘Preserve and protect historically significant sites’ to include museums.
- h) Add the words “including from invasive species” to strategy 6.2
- i) Add Aboriginal heritage to Strategy 2.1
- j) Add Aboriginal community as partners to strategy 2.5
- k) Add Heritage NSW as partners to strategy 7.1
- l) Add Landcare as partners in strategies 6.1, 6.2 and 6.3
- m) Add Ngarigo community to our partners across all strategies
- n) Add community as a partner in objective 7 strategies
- o) Pg 30 - Amend CSP measure desired trend to ‘increase’
- p) Pg 31.- Amend plan to remove elected female councillors metric
- q) Pg 31. To correct 122.2m of road length per capita instead of km’s
- r) Amend infographic on page 9 to refer to percentages rather than the worded analogy of “if the Snowy Monaro region consisted of 100 people, there would be”

B. Notify persons who made submission of Council’s decision.

## ISSUES

Council is required to adopt a community strategic plan. The SMRC Community Strategic Plan 2042 (CSP) is a high level aspirational document informed by our community; hence being our community's plan. The CSP sets the direction and aspirations of the community which underpins council's development of the delivery program and operational plan..

Through collaboration with the Canberra Region Joint Organisation (CRJO) and seven other participating councils, on 16 June 2022, council adopted the new Snowy Monaro Community Strategic Plan 2042 as part of an overall comprehensive regional approach, taking approximately 18 months to prepare.

Post local government elections, councils must either prepare a new CSP or undertake a review, whichever Council deems appropriate. Given, that the new CSP was adopted in June 2022, council resolved in December 2023 that post 2024 council elections, a review of the 'Snowy Monaro Community Strategic Plan 2042' was appropriate and once again, collaboration with the CRJO and partner councils took place to facilitate the review.

In early 2024, engagement activities to seek community feedback to inform the review process commenced. Total participation in the engagement was 699 people. As part of the engagement, the community was asked what they felt were the main challenges facing our community. The top five challenges identified were:

- **Council** – Concerns about Council's rate rises and affordability, financial sustainability, use of ratepayer funds, and competence of leadership and vision.
- **Housing Availability and affordability** – Housing affordability was becoming worse with interest rate increases. Lack of rentals and social housing.
- **Infrastructure** – Condition and quality of the road network is poor, there is lack of footpaths and pedestrian links, and internet mobile phone service is poor in many areas.
- **Services** – Poor access to health and medical care, with main concerns being difficulty accessing doctors and specialists, having to travel for healthcare, poor access to aged care and no aged care facility.
- **Our Economy** – Council viability and financial management. Many see Snowy Hydro 2.0 as a significant burden on housing and road conditions. Many believe there aren't enough shops, and many shops and businesses are closing.

Another question the community was asked is what services or projects do you think Snowy Monaro Regional Council should be prioritising, or lobbying other levels of government for. The top 12 responses were:

1. Housing availability and affordability
  2. Roads and parking
  3. Aged and disability services
  4. Infrastructure
  5. Business and industry attraction
  6. Financial Sustainability
  7. Cycle, shared pathways and footpaths
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8. Community Buildings and Facilities
9. Health Services
10. Land Use Planning
11. Aquatic Facilities
12. Communications – IT, Internet and Mobile coverage

The draft of the Snowy Monaro Community Strategic Plan 2042 (2025 Revision) was presented at a briefing to Councillors on 5 December 2024 by 'Projectura', engaged by the CRJO through grant funding to assist in the facilitation of the review.

Council resolved to place the draft CSP on public exhibition for 28 days at the Council meeting held on 20 February 2025 from 24 February 2025 to 24 March 2025. In total, 42 submissions were received with various issues raised throughout the submissions.

From the submissions it was identified that:

a) Length of the plan

It was identified that the plan should be considered over a 10-year period instead of the current 20-year period. Some comments stated that it was too difficult to envisage what our community's aspirations beyond 10 years would look like. The minimum requirement under the *Local Government Act 1993*, is for a 10-year period. An amendment to the plan is recommended to reduce the plan from 2042, to 2032.

b) Community Services

Submissions were received expressing concern that Council's role would not be to provide these types of services to our community. Currently, council provides some services and that are primarily funded by the federal government. An amendment to the plan is recommended to include council as a provider as well as in the advocate and collaborate roles.

c) United Nations Sustainability Goals

There were several submissions outlining that the United Nations Sustainable Development Goals are not relevant and that most community members did not resonate with their intent. It is proposed that these goals are to be removed from the plan.

d) Amendments to Strategic Objectives and Strategies, Council's role or partners.

Several submissions contained requests for inclusions and added words within either the Strategic objectives, individual strategies, council role or partners. They are following:

Table 1. Theme changes

<b>Amend Strategic objective 1.1 Strategy 'Facilities are in place to encourage health lifestyles' to include local groups as partners.</b>
<b>Add CSIRO to partners under strategy 6.2</b>
<b>Amend Strategic objective 2.2 'Preserve and protect historically significant sites to include museums.</b>
<b>Add the words "including from invasive species" to strategy 6.2</b>
<b>Include "Provide" under Council's role in relation to Strategic Objective 1 – Strategy 1.1. "Have in place (and accessible to everyone) quality aged, disability and health services that support</b>

<b>our population through all stages of life”</b>
<b>Amend Strategy 2.1 to add Aboriginal heritage. To read:</b>
<b>Retain the regions cultural history, including Aboriginal heritage</b>
<b>Add Aboriginal community as partners to strategy 2.5</b>
<b>Add Heritage NSW as partners to strategy 7.1</b>
<b>Add Landcare as partners in strategies 6.1, 6.2 and 6.3</b>
<b>Add Ngarigo community to our partners across all strategies</b>
<b>Add community as a partner in objective 7 strategies</b>

- e) There were a small number of submissions with suggested changes to the vision. The inclusion of aboriginal heritage was expressed as being important to include. The suggested change reads,

“The Snowy Monaro Region is a welcoming, diverse, and inclusive community where everyone can belong, participate, and work together. Our natural environment, **Aboriginal and cultural heritage** are preserved and enhanced for future generations.

- f) There was also preference that the infographic on page on page 9 refer to percentages rather than the worded analogy of “if the Snowy Monaro region consisted of 100 people, there would be” It was deemed too confusing.

- g) Other individual submissions highlighted corrections or requests to the CSP’s measures included:

*Table 2. Measure changes*

<b>Pg 30 - Amend CSP Measure desired trend to ‘increase’</b>
<b>Community satisfaction that development is balanced with community values</b>
<b>Pg 31.- Amend plan to remove elected female councillors metric</b>
<b>Pg 31. To correct 122.2m of road length per capita instead of km’s</b>

## RISK ASSESSMENT

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

Risk Type	Current Risk	Expected Risk	Within Accepted
Health and Safety	Low	Low	Yes
Legislative Governance and Compliance	Low	Low	Yes
Reputation and Image	Medium	Medium	Yes
Service Delivery	Medium	Medium	Yes

#### External Political Environment

The final version of the CSP sets outcomes that require more than the Council to achieve. Council is committing to advocating within political environments that the objectives and outcomes in the CSP are achieved where Council is not the primary provider of a core service. There is a risk that the community's aspirations may not be achieved by the other levels of government and this will negatively impact on the region.

#### Financial Sustainability

The CSP seeks sustainable provision of services. Council will need to be able to fund the services that it chooses to provide.

#### Reputation and Image

Measuring success is a key factor within the CSP. By not monitoring the measures identified within the CSP and reporting back to our community through the state of region report, Council is risks a loss of reputation.

#### Service Delivery

The CSP calls for sustainable and good quality services and infrastructure to be provided. There is a risk that the Council and other level of government may not provide those levels of service within their individual plans.

### **FINANCIAL IMPACTS**

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

There are no financial impacts to report in adopting the CSP.

**RESPONSIBLE OFFICER:** Coordinator of Strategy Development

### **OPTIONS CONSIDERED**

No other options have been considered, CSPs are a legislative requirement.

### **IMPLEMENTATION PLANS**



Once the CSP is adopted with amendments, the plan will be published to Council's webpage within 28 days as per the Office of Local Government – Integrated Planning and Reporting Guidelines.

The outcomes, objectives and strategies outlined in the CSP will be delivered through the development of a resourcing strategy, four year delivery program, and yearly operational plan. At the end of each term of Council a state of region report will be prepared to report back to our community on the progress that has been made against the CSP.

### **EXISTING POLICY/DECISIONS**

All Councils in NSW must have an adopted community strategic plan as per s.402 of the *Local Government Act 1993*.

### **ATTACHMENTS**

1. Community Strategic Plan Responses to Submissions
2. CSP Submission - Redacted (*Under Separate Cover*)

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

Submission	Commentary	Recommended Actions	Estimated Cost
1	<p>I could not find anything in the plan that assured equity of future funding for maintenance and upkeep of parklands and streetscapes across the various town centres within the SMRC footprint. It is blatantly obvious to ratepayers that there is significant inequity of resourcing and funding of parkland and streetscape maintenance being allocated across the electorate</p>	<p>The draft CSP identifies strategic objective 4.4 'We have in place infrastructure that supports our lifestyles'</p> <p>Funding detail for the maintenance of our open space and recreational areas sits within Council's commitment of level of service in the Delivery Program.</p>	<p>Nil – Levels of service identified within the Delivery Program in alignment with Council's resources to deliver.</p> <p>Nil</p>
2	<p>Thanks for this opportunity to provide input into the Community Strategic Plan. I strongly urge SMRC to mandate a 24/7 curfew on all pet cats within the Snowy-Monaro LGA by 2027 under Theme 3. Our Environment. The Invasive Species Council report that each roaming pet cats kills around 110 wild animals per year. Across our whole region, this translates to millions of native birds, reptiles and other wildlife needlessly killed. Residents could choose to house their cats indoors all the time or install cat enclosures to create a safe outdoor space for their pets. The benefits of either option include not just the protection of sensitive wildlife but also protection of the pet cats from fight related injuries from other cats, protection from dog attacks, protection against car related injuries or death and reduced mental health impacts upon their owners who worry about their cats' safety and will experience more grief events due to the much shorter life expectancy of free roaming cats (10 year shorter life expectancy boost</p>	<p>The regulation of companion animals is under the Companion Animals Act 1998. The Act does not provide for NSW Councils to mandate cat curfews.</p>	<p>Nil</p> <p>Nil</p>

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

Submission		Commentary	Recommended Actions	Estimated Cost
	<p>compared to contained cats). This action would also have benefits under Theme 2, Our Economy, in that it would support businesses installing cat enclosures. Almost all such businesses throughout Australia are locally owned small businesses or sole traders. There are examples of cat enclosures professionally installed in our region already. Such a move would also support Theme 1, Our Community, by keeping much loved companion animals safe and healthy, thus supporting their owners' well being, mental health and financial wellbeing through reduced vet bills to treat pen cats' injuries incurred whilst roaming free. My family has 4 cats who are confined to being indoors and have access to large 8 x 10 metre cat run at all times. They love their outdoor space, are well adjusted, much loved and kept safe, as well as keeping our local wildlife safe from their natural predatory instinct.</p>			
3	<p>Council has been very strategic in the fact that the previous Strategic Plan states "council will" however in the draft 2042 plan it has removed this wording. Why has this happened? Is this a strategy to say that council don't have the responsibility to have to do these things? Just like any community related topic- pools, mobile library. Anything to do with Community orientated plans, this area is completely overlooked. What a disgusting plan. Absolutely nothing for</p>	<p>There are many services that Council provides that are regulatory and Council must provide the service.</p> <p>There are also many services and facilities that Council delivers that are not a regulatory requirement.</p> <p>The CSP is the community's plan and sets the direction for Council to determine what services and facilities it can provide within the available resources it has. Those services are then placed within the Delivery Program.</p> <p>The Delivery Program is the plan which Council determines what service and level of service it will</p>	Nil	Nil

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

	Submission	Commentary	Recommended Actions	Estimated Cost
	young families and no plan to support families to stay in the area. Close our pools early, even though we have HOT weather! Pools close early although our swimming passes are still active. Absolutely appalling service from council who say "so much to live" but yet there is actually NOTHING to love about this council. Disgraceful	provide. The draft CSP does identify a strategic objective - 4.4 'We have in place infrastructure that supports our lifestyles', and swimming pools will fit under this objective.		
4	The plan captures the high level strategic directions for the community. What the plan does not do is recognise the role, and aspirations of the smaller settlements across the shire. The missing piece is the development of place based plans that articulate the things that each community is seeking and informs council in the development of the Delivery Plan and Operational Plans. Place based plans ensures a engaged community and not one that believes the focus is on the major settlements. These are a mechanism that enables the Council to report back on achievements that relate directly to these communities.	<p>The purpose of the CSP is a high-level aspiration plan.</p> <p>Specific place-based planning would sit within the Delivery Program and Council would determine whether it has the resources to undertake this work.</p> <p>Within the draft CSP strategic objective 3.2 and strategy 'land use planning strategies are developed to support and enhance town, village and rural lifestyle of the region through balanced development' would provide the strategic direction for this type of work to be planned for.</p>	To be considered as part of the Delivery Program	Nil
5	I am very disappointed that roads, a vital infrastructure that effects every single person and every business, is given such a low priority in this report. To just aim to "stabilise" ( measure on page 31) is not good enough. Our rural roads are in such poor condition, the thought of only "stabilising" our satisfaction measure of	Agreed – Amend desired trend to 'Increase'	Amend desired trend to 'Increase'	Nil

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

Submission		Commentary	Recommended Actions	Estimated Cost
	only 3.9 until 2042 fills me with dread.			
6	<p>- more initiatives around community (eg. farmers markets monthly and situated in town) - better access to lake foreshore. why isn't Snowy Hydro investing in repairing the foreshore from the flooding a few years back? Where is the accountability on them to demonstrate commitment to community in Jindabyne? - improve overall street appeal of town - improve competition and assist in driving down cost of living for residence. Why are the Petrol Stations able to consistently charge &gt;\$0.15/ L more than Cooma? Why isn't council stepping in to run a campaign to have them more accountable to supporting community, not gauging them - bring back live music (touring artists), food festivals and similar and support outdoor events in the town - provide better access for disable visitors and residence throughout town. minimal access provided currently - improve, renovate infrastructure in town - year round public transport that runs on tap and go system used by TransportNSW - bring back sporting events (Snowy Classic) and new ones (wakeboarding, etc..) - boat ramps installation for East Jindabyne - picnic areas and improvements to East Jindabyne foreshore - footpaths in all residential streets. East Jindabyne particularly basically inaccessible outside walking on the road for families</p>	<p>The CSP is a high-level aspirational plan. Council is the custodian of the plan and does not provide all the services that the community needs or wants, however can advocate and collaborate on the community's behalf if resources allow.</p> <p>The CSP enables other agencies, services, and community to seek funding support for such services council does not provide or does not have the resources to provide.</p>	Nil	Nil

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

Submission		Commentary	Recommended Actions	Estimated Cost
	with prams, young children, elderly and disabled. - designated platforms for visitors to watch, photograph and enjoy sunsets (from nominated vantage points - East Jindabyne as example)			
7	<p>General Overall we believe that the plan matches the Goals and Aspirations of the broader Snowy Monaro Community. We also understand that as stated “specific projects and service details will be addressed in Council’s upcoming Delivery Program and Operational Plan, which will open for consultation later this year”. However, the draft plan has missed identifying and addressing the varying and specific needs and aspirations of the smaller communities. The plan should have and include a mechanism to incorporate local based plans, initiatives and projects and to ensure that it specifically engages with these communities to fulfil these projects. With regard to Adaminaby Lake Eucumbene, this community has and is identifying a range of projects and initiatives, which address specific local requirements. Refer project ideas document (attached). A community workshop is being held on 26 April 2025 to review and further develop this plan. The Snowy Monaro Community Strategic Plan needs to incorporate and reference this document. Specific comments Our Community 1. “Our health allows us to live an enjoyable lifestyle”</p>	<p>The purpose of the CSP is a high-level aspiration plan.</p> <p>Specific place-based planning would sit within the Delivery Program and Council would determine whether it has the resources to undertake this work.</p> <p>Agreed, local groups can be added.</p>	<p>Place based planning to be considered as part of the Delivery Program</p> <p>Amend Strategic objective 1.1 Strategy ‘Facilities are in place to encourage health</p>	Nil

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

Submission	Commentary	Recommended Actions	Estimated Cost
<p>1.2 Partners – ADD Local Group Groups (ie. Adaminaby Community Action Group, Progress Associations) 2. “Our regions cultural identity is respected and embraced”. 2.4 and 2.5 There is reference to the Arts, however, there is no reference to Museums (of which there are several in the region). These Museums are active in supporting and developing Cultural and Historical connections. As an example, the development of a Museums and Arts trail has long been discussed as an important initiative. A further example, the Snowy Scheme Museum in Adaminaby is now listed as having a Nationally Significant collection and hosts many thousands of visitors annually. These Museums should be included as Partners. Our Economy 4.1 States “Improve the value generated from Tourism” Given its importance, Tourism and the development of a more visitor friendly region has not received enough attention. The sole inclusion of partners such as, Tourism Snowy Mountains (TSM), the Snow Resorts and Snowy Hydro is problematic, as these entities only represent the “big end of town”. The fostering and growth of locally based visitor initiatives must be encouraged. For example, the fishing industry and its visitor economy is a vital part of this region, with many businesses and individuals involved. The</p>	<p>Agreed, museums to be added</p> <p>Tourism covers all aspects of activities and places across the region. The CSP is a high-level aspirational plan and singling out one type of activity such as fishing does not align with the level of the plan.</p>	<p>lifestyles’ to include Local groups as partners.</p> <p>Amend Strategic objective 1.2 ‘Our regions cultural identity is respected and embraced’ to include museums.</p>	

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

	Submission	Commentary	Recommended Actions	Estimated Cost
	Community Strategic Plan should include specific reference to fishing.			
8	<p>Snowy Scheme Museum comments These comments are in specific regard to “Our Community” section 2. There is reference to the Arts, however, there is no reference to Museums (of which there are several in the region). These Museums are active in supporting and developing Cultural and Historical connections. As an example, the development of a Museums and Arts trail has long been discussed as an important initiative. A further example, the Snowy Scheme Museum in Adaminaby is now listed as having a Nationally Significant collection and hosts many thousands of visitors annually. These Museums should be included as Partners.</p>	<p>Agreed, museums to be added</p>	<p>Amend Strategic objective 1.2 ‘Our regions cultural identity is respected and embraced’ to include museums</p>	<p>Nil</p>
9	<p>General Overall the Lake Eucumbene Chamber of Commerce concludes that the CSP matches the Goals and Aspirations of the broader Snowy Monaro Community. However, the draft plan has not identified that there are more specific needs and aspirations of smaller communities. The CSP needs to include that there are local based plans, initiatives and projects and to ensure that it specifically engages with these communities to fulfil these projects. With regard to Adaminaby Lake Eucumbene, this community has and is identifying a range of projects and initiatives, which address specific local</p>	<p>The purpose of the CSP is a high-level aspiration plan.</p> <p>Specific place-based planning would sit within the Delivery Program and Council would determine whether it has the resources to undertake this work.</p>	<p>Place based planning to be considered as part of the Delivery Program</p>	<p>Nil</p>



SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

Submission	Commentary	Recommended Actions	Estimated Cost
<p>requirements. Refer project ideas document (attached). A community workshop is being held on 26 April 2025 to review and further develop this plan. The Snowy Monaro Community Strategic Plan needs to incorporate and reference this document. Specific comments Our Community Partners – ADD Local Group Groups (ie. Adaminaby Community Action Group, Progress Associations) There is reference to the Arts, however, there is no reference to Museums (of which there are several in the region). These Museums are active in supporting and developing Cultural and Historical connections. As an example, the development of a Museums and Arts trail has long been discussed as an important initiative. A further example, the Snowy Scheme Museum in Adaminaby is now listed as having a Nationally Significant collection and hosts many thousands of visitors annually. Partners – ADD Museums. Our Economy 4.1 States “Improve the value generated from Tourism” Given its importance, Tourism and the development of a more visitor friendly region has not received enough attention. The sole inclusion of partners such as, Tourism Snowy Mountains (TSM), the Snow Resorts and Snowy Hydro is problematic, as these entities only represent the “big end of town”. The fostering and growth of locally based visitor initiatives must be</p>	<p>Agreed, local groups can be added.</p> <p>Agreed, museums to be added</p> <p>Tourism covers all aspects of activities and places across the region. The CSP is a high-level aspirational plan and singling out one type of activity such as fishing does not align with the level of the plan.</p>	<p>Amend Strategic objective 1.1 Strategy ‘Facilities are in place to encourage health lifestyles’ to include Local groups as partners.</p> <p>Amend Strategic objective 1.2 ‘Our regions cultural identity is respected and embraced’ to include museums.</p>	

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

Submission		Commentary	Recommended Actions	Estimated Cost
	encouraged. For example, the fishing industry and its visitor economy is a vital part of this region, with many businesses and individuals involved. The Community Strategic Plan should include specific reference to fishing			
10	<p>I think that the plan is a step in the right direction. We need to focus on public infrastructure, including roads (both sealed and unsealed), better access to quality roads that are maintained more often given the increase in traffic that is already happening and will continue to increase into the future. Especially with an increased focus on tourism for the area. The cost of housing in the area is a huge concern, more than the disparity between the cost of a mortgage and the average income of the area. This means that people are having to commute huge distances for work to be able to live here, or the only people buying property are investors outside of the region which has even further inflationary effects on housing, but worse still if no one is living in those homes, such as is happening in Jindabyne, we run the risk of ending up with ghost towns as no one can afford to live there. This will then cause shortages of workers to work in service and tourism sectors in the area which will severely restrict the region's ability to increase the economic benefits in the region. We can't achieve this by only bringing better jobs to the</p>	<p>The detailed submission echoes many of the issues raised within the consultation of the CSP process. The high cost of living, housing and investment into our area remains of high concern to our community.</p> <p>Council's role is to provide suitable zoned land for new housing and to collaborate with and advocate other levels of government and agencies to keep the cost-of-living pressures as a focus for change.</p>	Nil	Nil

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

Submission		Commentary	Recommended Actions	Estimated Cost
	area, we need to really limit the amount of outside property investment as the council and community then have less control and influence over the cost of housing/accommodation for the area and tourism industry. This could also be coupled with investment in hotels, so we aren't relying on Airbnb and short stay accommodation models. I would love to see continuous investment in trails and the areas tourism sector as we have so much to offer but we need the people and businesses to do it and at the moment the balance has been thrown way out of whack with out of area property investment causing people having to earn huge incomes to live here. This leaves no room for locals to start businesses and drives economic growth as they can't afford to do it and own a house. All the profits from tourism are then going straight out of the area instead of staying here to help benefit the region.			
11	<p>I have spent some hours reading and considering the CSP 2042 document and am actually very disturbed by it and unfortunately, my advice is that the document needs to be completely rewritten.</p> <p>I suppose, from first principles, it is dangerous to even try to write a document that looks ahead 20 years. Any document written in 2005 would not have provided any value regarding where we are today as a country and community. This is the</p>	A Community Strategic Plan (CSP) is legislated for a minimum of at least a 10-year horizon; however, does not preclude longer if a Council determines as such. In the Case of Snowy Monaro, our CSP was formed as part of the Regional Community Strategic Plan through the Canberra Joint Region Organisation (CRJO) in 2022, along with seven other Councils. Member Councils agreed on the 20-year length of the plan. I agree that a static 20-year static plan would not reflect the community's views or aspirations the same as when it was first drafted at the end of the 20-year period. This is not an	Amend the CSP to 2032.	Nil

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

Submission	Commentary	Recommended Actions	Estimated Cost
<p>danger of planning so far ahead. The additional danger is that false concepts are set in stone.</p> <p>Can you point me to the specific legislation that indicates the legislated requirements that the council is to fulfil?</p> <p>On Thursday afternoon, I raised my concerns about the foundational basis of the community consultation. I note that the consultation was undertaken between February and March 2024. The fact that the participation was only 699 people out of a population ~22,000 93.2%) not only makes the conclusions drawn statistically invalid but is also dangerous because the underlying assumption that the community has been consulted is incorrect. There is an old adage in statistics: "garbage in, garbage out". This is what has happened despite all your good work and effort.</p> <p>I believe that there is only one solution: a proper, statistically valid consultation process, the seeks the views of the community looking ahead. The only alternative is to use the good data from the annual community survey, which is very consistent over the past 4 years, about concerns that the community has and use these concerns to focus attention on the areas for the council to address. We have this information clearly detailed in the annual community survey,</p>	<p>issue due to legislation requiring either a review or development of a new plan every four years, depending on what an individual Council determines as appropriate.</p> <p>Agree to propose amending the length of the plan to 2035 for council to consider.</p> <p>Since our current plan was prepared in 2022 and adopted in 2023, in December 2023 Council resolved to undertake a review, which is what is happening now. In three years', time, Council may resolve to prepare a whole new plan or a review only. Section 402 of the Local Government Act 1993 covers this.</p> <p>Since the current work is a review of the CSP adopted in 2023, we are now checking-in with our community and this is supported by the 699 pieces of feedback. There are very few changes to the plan from the 2022 version, based on comparative analysis to the 2022 engagement. The 2022 CSP was based on a comprehensive engagement process which included two randomised phone surveys (500) (inclusive of Council's Customer satisfaction surveys) as well as the standard methods of engagement such as online and hardcopy survey, face to face etc. The following link is to the CSP adopted in 2023: <a href="#">snowy-monaro-community-strategic-plan-2042 - adopted-2023-revision.pdf</a>, which is subject of the current review.</p> <p>Pages 12-15 cover the engagement methodologies and comparison tables.</p> <p>If you add the engagement from the current review and the original engagement, we are looking at 699 + 1442 = 2,141 pieces of engagement that have</p>		

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<p>and we can rely on it. All such planning must start with a solid statistically valid foundation.</p> <p>As I mentioned, the material on the United Nation's 17 SDGs should be completely withdrawn from the draft plan. I have studied the SDGs in depth over the past four years. There would hardly be one person in the area who would know what the UN goals are, but in any case a top down "one size fits all" approach such as the SDGs is not relevant to our community.</p> <p>I think the material on Vision, Our community, economy, infrastructure, leadership etc all need to go back to square one. Remove all the buzz words "resilience" "vibrant" "optimise asset management", "welcoming, diverse and inclusive" etc. We need to have a document that is simple and deals with issues that are relevant, practical, measurable and significant to ratepayers and residents.</p> <p>I am sorry if this sounds negative but like you I want what is best for the community. I believe that the final version of this document cannot go out from the council as it stands and is in need of major revision. Most importantly, the lack of valid statistical foundation for the basis of the assumptions underpinning the document means that there is no possibility of rigorous conclusions being made.</p>	<p>been tabulated. In comparison to our neighbouring member Councils Snowy Monaro's percentage of engagement does tend to outweigh our peers on a population basis.</p> <p>Agree - remove the sustainable development goals.</p>	<p>Agree to propose to remove the sustainable development goals from the plan for Council to consider</p>	

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	I have done this kind of work for many organisations in the past and I am happy to sit down with you to discuss this further, and to work with you to redraft the document so that it represents issues that are of significance and relevance to our community.			
12	<p>I have (on behalf of myself and in my capacity as Chair of the Lake Eucumbene Chamber of Commerce) submitted feedback to the CSP.</p> <p>In this feedback I have referenced that Adaminaby Lake Eucumbene community has and is identifying a range of projects and initiatives, which are designed to address specific local requirements. A community workshop is being held on 26 April 2025 to review and further develop this plan.</p> <p>Please find attached a draft copy of that document.</p>	All projects identified to be included for consideration towards the 2025-2029 Delivery Program submission process.	Nil	Nil
13	Wasn't much written on opportunity, the region has a great opportunity to make Michelago a huge satellite town to connect Canberra and Queanbeyan to the region, which will benefit the entire region with companies investing in the region, water and sewage should be on top of the list to help facilitate direct investment into the community/region. This will provide financial stability for the region.	<p>The plan was drafted based on feedback from the community.</p> <p>The Michelago Masterplan 2022 explored these types of opportunities and the community feedback to inform the plan was that the community wished to retain the village feel for the area.</p> <p>Having said this, the masterplan does allow for large lot growth to continue with the village feel the community wanted.</p>	Nil	Nil
14	Comments Re Jindabyne Only Ratepayers for 50 years in Jindabyne area and I have		Nil	Nil

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<p>attended many public meetings over three years – I note only 699 out of 22,132 have participated in these surveys!! Perhaps many less in Jindabyne unfortunately I feel the apathy is pervasive currently, from Council to the longer term residents and, the many newcomers to our town!! Very little has been done with the foreshore in 50 years!! Whilst I could comment on many things – now – and for the future I will simply say – Please fix and maintain what we have firstly (This can easily be observed by walking not driving around our town.</p> <p>1. Health – It is well documented that Jindabyne has limited care – any age</p> <p>2. Cultural – Not much here</p> <p>3. Safe community – Minimal Police presence since new station opened</p> <p>4. Tourism – Jindabyne is known as a tourist town – currently we just look tired and un-kept. The town centre is 50yo with not much if anything even upgraded. Please – look at how other Tourist towns operate – in Australia and overseas</p> <p>5. Affordable living?</p> <p>6. Natural environments are protected – good idea! Please start with lake/dam and put sumps to catch stormwater, fix widows creek inlet – remove succored trees along foreshore THEN make It a beautiful, natural feature.</p> <p>7. Land use – Please – may we have footpaths and some open spaces.</p>	<p>Consultation and engagement are managed within the resources available.</p> <p>The CSP enables for Council to advocate and collaborate on our community's behalf in relation to healthcare</p> <p>Input into the plan was based on feedback received regarding 'culture'</p> <p>The CSP enables for Council to advocate and collaborate for increased policing presence in Jindabyne</p> <p>The Special Activation Precinct (SAP) includes plans for invigorating the Jindabyne Town Centre</p> <p>The high cost of living, housing and investment into our area remains of high concern to our community.</p> <p>Council's role is to provide suitable zoned land for new housing and to collaborate with and advocate other levels of government and agencies to keep the cost-of-living pressures as a focus for change.</p>		

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	If it was adopted 16 June 2022 by Council what does this do??	Council adopted an Active Transport Plan in 2024, which includes projects for increased footpath when funding becomes available.		
15	<p>I have limited my comments just to the facts presented and some of the introductory content. As this information is so poorly drafted and full of inaccuracies, there really is no point reading further. Any conclusions and strategies drawn from false assumptions and facts will be hopelessly wrong at best, and dangerous at worse.</p> <p>Infographic on Page 9 Page 9 includes the attached infographic. It purports to show the demographics of our region by pretending the whole region consisted of just 100 people. I guess that council thinks the readers are too stupid to understand percentages. But take a closer look and you see who is stupid:</p> <ol style="list-style-type: none"> <li>1. Council says that 34% of the population lives alone, and 66% live with family. That's 100%. Therefore according to council there are no people living in shared housing with people who are not their family members, there are no people living in Aged Care facilities, and there are no people living in Snowy Hydro camps. The prison in Cooma is empty too. I hope that the authors of this document are incorrect, as the alternative is that thousands of our</li> </ol>	<p>How the infographics are represented is subjective. This is the only submission identifying this as an issue; however, they can be represented as %</p>	Amend plan to represent infographics as %	



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<p>people have disappeared!</p> <p>2. When someone buys a house funded by a mortgage, the person owns the house, not the lender. The lender and the owner enter into a contract (a mortgage) that gives the lender a right to seize and sell the property if the owner does not make repayments. Why doesn't council understand these simple commercial rules</p> <p>Vision Statement on Page 4 Vision statements should define the future state aspiration. Coke-a-cola famously had a vision statement that no one would die without drinking a coke. The vision statement in the document does not describe a future state for our region. Rather it states the current state (i.e. "The Snowy Monaro Region is...") not the future state the community wants to achieve (i.e. "The Snowy Monaro Region will become..." or "The Snowy Monaro will continue to be...").</p> <p>Where did the definition of "Welcoming" come from (i.e. "We are committed to an Australia where everyone can belong and participate in social, cultural, economic and civic life.")? Why would the definition speak to the whole of Australian and not just the Snowy Monaro?</p> <p>Where did the definition of "Natural Environment"</p>	<p>Throughout consultation in 2022, feedback identified that people live here for what we already have.</p> <p>From 2022 community feedback for CSP</p> <p>From 2022 community feedback for CSP</p>		

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<p>come from (i.e. “Considers both the local natural and atmospheric environment and the broader global environment considering issues such as resource use and climate change.”)? As the definition includes the words natural environment it is a circular and therefore meaningless definition.</p> <p>Following these definitions, our claimed vision seems to be something like a Greta Thunberg tome:</p> <p>The Snowy Monaro Region is a welcoming (i.e. committed to an Australia where everyone can belong and participate in social, cultural, economic and civic life) diverse, and inclusive community where everyone can belong, participate, and work together. Our natural environment (i.e. both the local natural and atmospheric environment and the broader global environment considering issues such as resource use and climate change) and heritage are preserved and enhanced for future generations.</p> <p>Was the full vision shared with those community members engaged in developing the document?</p> <p>On engagement, the report indicates that 699 people were engaged across a range of channels. This is claimed to be 3.2% of the population. However, it seems that two different surveys were used with different foci. Apparently 53 responses were “drawing sheets”. I</p>	<p>Original vision was amended based on 2024 community feedback as being stated as too lengthy.</p> <p>Children form part of our community and demographic and it is important that feedback from them is included.</p>		

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<p>presume that this means the pictures drawn by school kids. I'm wondering how well they understood that the natural environment included "local natural and atmospheric environment and the broader global environment considering issues such as resource use and climate change".</p> <p>The Vision Statement also says that we will enhance our heritage. What does that mean?</p> <p>Our Snowy Monaro Section – Page 8 This section says that the Snowy Monaro commences 100 km south of Canberra. That is just wrong. Please define what "strong agriculture" means?</p> <p>Our Progress Section This section provides some truly concerning statistics and facts. My two favourites are:</p> <ul style="list-style-type: none"> <li>• Page 31 says we have 122.2 kms of road per capita. Wow that explains a lot. With 22,123 people that would mean we have over 2,703,430 kms of roads. Wow. Now I understand why council is broke. How much time do you spend looking for all the missing signs and tarmac?</li> <li>• Page 31 has a measure of "Elected Female Councillors" under the category of "Our civic leadership". What is this woke insanity? There is no reason to</li> </ul>	<p>Heritage forms a large part of our community, often opportunities through grant funding can arise to undertake restoration works</p> <p>The narrative is generalist in nature and not designed to be specific.</p> <p>This is an error, should read 122.2 metres per capita, not Kms</p> <p>Metric can be removed; however, is an OLG metric.</p>	<p>Amend pg 31. To read 122.2m of road length per capita.</p> <p>Amend plan to remove Elected female Clrs metric pg 31.</p>	

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<p>think that any specific elected female councillor would be a better leader than an elected male councillor. There is certainly no reason why a majority group of elected females would be better than a group of elected men.</p> <ul style="list-style-type: none"> <li>To make matters worse the metric result was 45% in 2022/23. However, during that year the elected 11 councillors included Narelle Davis, Karlee Johnson, Trish Hopkins, Louise Frolich, Tanya Higgins and Lynda Summers. That would be 6/11 councillors or 54.5%.</li> <li>Why would council have a view that we need to stabilise this metric. Councillors are elected by the people. We will elect those we want, regardless of whether they are men or women. If we elect more men than women that is the community's wish. Respect it, focus on the basics and try not to engineer society.</li> </ul> <p><b>Themes</b> This section lumps environment with heritage under theme 3 "Our environment". That is insincere. Not all heritage is environmental.</p> <p>The five themes presented are each written as a</p>	<p>The CSP is a high-level aspirational document with</p>		

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	<p>statement of fact. For example, the infrastructure theme say “Our infrastructure is resilient and supports our economy and way of life. We optimise our asset management by being innovative and maximising value for money”. This nether a thematic statement or a definition of Infrastructure. I won’t comment on the reality of the claim. After all the Cooma Water tank is gone now, so maybe the rest is resilient. Well not counting Polo Flat road off course. But the rest must be okay I am sure. Who was it that said “f you repeat a lie often enough, people will believe it”?</p> <p>Conclusion Thank you for your great work on behalf of the community.</p> <p>Please let the other councillors know about the problems with strategy.</p> <p>I have shared this letter with the Editor of the Monaro Zone.</p>	aspirational themes, Strategic objectives and strategies.		
16	Jindabyne provides 50% of the rate revenue but is under-represented. Action required.	<p>The CSP is a high-level aspirational document and provides for the strategic direction for the whole of the region.</p> <p>Actions are identified within Council’s commitments in the Delivery Program</p>	Nil	Nil
17	We have engaged with the SMRC re the Snowy Monaro Local Strategic Planning Statement since the council amalgamation. Through the designated Community feedback structures such as strategic meetings and individual meetings as well	The submission relates to strategic land use planning. The draft CSP identifies land use strategic objectives and strategies in objectives 2.2, 3.2, and 4.4. Each one provides are direction towards land use planning objectives and goals.	Nil	Nil

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	as written submissions. As a landowner who lives on the previous border between SRS and CS but less than 5 km from Cooma - (Maffra road at the Myalla Rd intersection) the land use planning for our property is still being determined by the old LEP of the SRS. We had been assured that amalgamation would require an SMRC LEP to be developed that would align and make consistent the land use rules and zonings around all towns and villages that are now part of the SMRC. We are an anomaly. After 6 years that has not occurred and there is still not a SMRC LEP. When will these plans be completed and become reality. Our feedback is that there have been too many revisions and not enough action and decision making. Will the adoption of this Community Strategic Plan make this occur?			
18	My first concern with this document is why so few people have "participated" in community engagement, 699 from over 22,000 is not encouraging. My feeling is that over the past 10 years or so since amalgamation and the whole SAP consultation and change of direction, many feel that no matter what the community says - the information gained is being displayed and "shown" to be taken on board but nothing actually happens with these concerns that have been raised. Once bitten twice shy. "Council Speak" is a term we use for the over worded and sometimes very confusing	Since the current work is a review of the CSP adopted in 2023, we are now checking-in with our community and this is supported by the 699 pieces of feedback. There are very few changes to the plan from the 2022 version, based on comparative analysis to the 2022 engagement. The 2022 CSP was based on a comprehensive engagement process which included two randomised phone surveys (500) (inclusive of Council's customer satisfaction surveys) as well as the standard methods of engagement such as online and hardcopy survey, face to face.		Nil

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<p>communication that is put out by council to seemingly discourage interaction from the community. The 17-point Sustainable Development goals listed are the base for modern living. This is what we expected in our modern western society to be provided as a base not a something we should be asking for as an extra. The document is very "soft" in that it repeats base needs but not enlightening in any way as to 1. how these improvements/goals will be attained 2. the order of priority of change 3. How to sustainably finance the wish list. I personally cross over in nine categories in "Our Partners" and I or the groups/business/organisations have not been in conference to give our opinions or asked how we think Council could help progress the needs of our individual towns to make our future more productive and secure. A 20-year plan is too far into the future for many - what can we do to help for 5 years or 10 years so we can feel like progress is being made before many passes away or move away. Jindabyne is tourism-based economy mainly winter skiing and some summer trail walking and mountain biking. The promotion of tourism to increase year-round visitation to Jindabyne and the Alpine areas is paramount to the town's survival. This is not a highlight of this document. Cooma is our regional base providing business infrastructure and access to services like health, finance and supplies. These</p>	<p>Agree – Sustainable development goals to be removed.</p> <p>The CSP is not a Council plan, Council is the custodian. It is a high-level aspirational plan and Council. Opportunity to provide feedback was provided in 2024 and in 2025 during both consultation periods.</p> <p>Agree – the plan can be amended to 2032.</p>	<p>Amend the CSP to remove the sustainable development goals</p> <p>The CSP to be amended to 2032</p>	

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	businesses must be encouraged and supported to keep the whole shire supplied with affordable necessities. What do they need to survive and stop closing down. Bombala is a rural producer and again has different requirements for long term survival. We are a very diverse and large council area with differing needs beside the basic SDG requirements. This is a "nice" document, but I can't see that it is offering anything of value other than reaffirming that we all require the basic human needs to live in a small modern-day town. It does not show any ways of making this journey more effective and efficient from Councils point of view.			
19	While it is very good it seems to overlook or does not specifically mention retirees and the needs of the ageing population.	Strategic Objective 1 – does have a strategy that states 'Have in place (and accessible to everyone) quality aged, disability and health services that support our population through all stages of life'	Nil	Nil
20	<p>Introduction</p> <p>The Smiths Road Community Association (SRCA) appreciates the opportunity to contribute to the SMRC Strategic Plan but does so in the knowledge that our community is geographically, economically and socially isolated from the mainstream of Council's operations largely because of our proximity to Canberra.</p> <p>The Association has been very active over the years since the creation of the Regional Council advocating on behalf of our community needs. We have made</p>	<p>The services and service levels provided are identified within Council's four-year Delivery program. Biosecurity (weeds), road maintenance and renewal and waste services will continue.</p> <p>Council will continue to advocate for the Smith Road community in an advocacy role for health and road matters that impact the community within the ACT boundaries that affect the Smiths Road community.</p> <p>The Local Environment Plan (LEP) is an included project within the draft 2025-2029 delivery program.</p>		



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<p>significant contributions to Council's various consultative processes including presentations to Council meetings, meetings with Council members and staff, attendance at public forums and detailed written submissions and consultancy reports.</p> <p><b>Achievements</b></p> <p>Our advocacy has achieved for our community the \$3.3 million NSW State Government funding for the sealing of some three kilometres of Smiths Road from the ACT NSW border for which Council has now let tenders. We recognize that this funding was achieved with the active support of members of the previous Council.</p> <p>Similarly, our Joint use Fire shed and Community Hall, a vital focal point for our community was built in part, with Council funds as well as RFS, community, State and Federal support. Our involvement in the protracted Council planning processes over many years has on three separate occasions had Council's in principal support for a rezoning of the northern end of Smiths Road to allow rezoning and smaller lot sizes and a slight increase in our population to support community sustainability. Given that we have appropriate professionally produced reports on biodiversity and fire management (funded by the community), we have every expectation that when Council progresses its long overdue Land and Environment Plans our perspectives will be recognized.</p>			

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<p>Our negotiations with Council have led to an improved waste disposal service that addresses some of the community's concerns over waste and recycling issues.</p> <p>Community weed awareness has been improved over the years by individual property visits and community training sessions organized by the community and Council staff.</p> <p>Concerns</p> <p>The Smiths Road community has had significant issues generated by its proximity to the ACT over the years. These have included</p> <ul style="list-style-type: none"> <li>· the issue of maintenance of the portion of Smiths Road that lies in the ACT (still our only all-weather access) some 3.5 kms. still unsealed and dangerous</li> <li>· a proposal to create a motor vehicle racetrack in the old Ingledene Pine Forest adjacent to the NSW border withdrawn after community objection</li> <li>· ad hoc and onerous arrangements for Smiths Road residents to gain access to ACT Government services such as health, ambulance and education</li> <li>· ACT Government misplaced hostility to any further expansion of our community, however limited, as evidenced in their submissions to Council planning processes.</li> </ul> <p>These issues have been offset by other positive outcomes such as the replacement of the destroyed Gudgenby bridge and the sealing of a significant portion of the ACT section of Smiths Road</p>				

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	<p>by the ACT Government. These positive outcomes have been largely achieved by community lobbying with Council being largely absent from involvement. What is needed</p> <p>We recognise that the SMRC has a very difficult role in meeting the needs of an enormous, sparsely populated and diverse population with limited funds, staff and expertise. We acknowledge that our community has been supported in significant ways over time by individual Council members and staff.</p> <p>However, given our community's overall isolation from the rest of the SMRC and its community facilities we require little of Council beyond road maintenance and waste management. One area of improvement by Council would be more open and transparent communication with our community and support in advocating on our behalf with ACT Government.</p> <p>We are always happy to discuss our issues further with Council.</p>			
21	<p>The Michelago Region Community Association Inc (MRCA) considers that the Community Strategic Plan 2042 (2025 Revision) encapsulates a positive vision based on community input and the NSW Governments framework for regional councils.</p> <p>However, there is no mention in the plan of the weed/feral species invasion that is damaging our environment and</p>	<p>The CSP is a high-level aspirational plan and strategic objective 3.1 provides an overall direction in protecting our environment. While Council has</p>		

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	Submission	Commentary	Recommended Actions	Estimated Cost
	<p>preoccupying the community.</p> <p>We understand that this is a high-level strategic document, but given the seriousness and urgency of the feral species problem (eg African Lovegrass, but also St Johns Wort, goats, deer, etc etc) we think it warrants specific mention . This could assist Council in applying for grants etc to address it.</p> <p>It could be added under Our Environment - Strategic Objective 6 - Ensure the natural environment and the ability of the community to use it is protected.</p> <p>- Under item 6.2 words could be added after manage impacts on vulnerable environments: including from invasive species... to preserve biodiversity. Also, column 4 could include in Our Partners the CSIRO, academic and research institutions.</p> <p>We hope this is helpful and are happy to be contacted to discuss.</p>	<p>role in Biosecurity (weeds), the state government is the primary partner in managing these impacts.</p> <p>Council already receives some level of funding under the Crown Reserves Improvement Fund (CRIF) and from NSW DPI to support private property inspections.</p> <p>Council does not have any remit with feral animals; this sits within state government.</p> <p>Agreed – add the words “including from invasive species” to strategy 6.2</p> <p>Agreed – add CSIRO to partners under strategy 6.2</p>	<p>Add the words “including from invasive species” to strategy 6.2</p> <p>Agreed – add CSIRO to partners under strategy 6.2</p>	
22	<p>The 2042 Community Strategic Plan does not present the hope and dreams of the Snowy Monaro Community. It has been based on the 17 Sustainable Development Goals set by the UN These have zero relevance to our community. Now or in the future. The plan is supposed to identify the main priorities and aspirations for the future Focus on current and likely future areas of community</p>	<p>Agreed – Sustainable Development Goals to be removed from the plan</p>	<p>SDG’s to be removed from the plan</p>	<p>Nil</p>

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	<p>concern. Here are the key issues from the Community Satisfaction Survey November 2024: a. Better financial management by the council, including ensuring that rates don't increase; b. More effective road upgrade and maintenance strategy; c. More transparency by the council and more effective leadership; d. More effective engagement with rural communities, away from the towns; e. The need to reduce bureaucracy and red tape; f. More effective customer service and more effective community consultation; g. Better community services; h. Better recreational facilities; i. Better waste services. These can be summarised as follows: 1. Keep council focused on the basics – road maintenance, waste management and cost reduction in council itself. 2. Ensuring a customer focus. One of the biggest complaints is that council is unresponsive. It needs a council-wide plan to embed a new culture that is customer-centric. 3. Effective community consultation. New ways need to be found to engage the community and it is unacceptable to have a plan that engages only 3.2% of the community. 4. Identifying relevant community services, such as aged care, and delivering gold-star service in this area. 5. Improving and expanding recreational facilities.</p>	<p>Agree – The customer satisfaction survey provides an excellent insight into our community's perceptions of the how satisfied and how important are to them the services which Council provides.</p> <p>The services and levels of service are provided within the four-year delivery program in response to the high-level direction from the CSP. The service level that Council provides is within the resources which we have: that is, budget, people, Assets.</p> <p>Within the draft 2025-2029 delivery program a customer transition project has been identified for delivery to improve Council's focus on customer service.</p> <p>Council engages with the community within the resources it has, that is, budget and people.</p> <p>Council is not the only provider of community services and other agencies, and NGO's play a significant role in providing these services too.</p>		
23	Return of the Railway Reviving the railway should be a key priority for the Cooma Monaro district.	The CSP is an aspirational document with high-level objectives and strategies.	Nil	Nil

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Specifically, restoring the former railway corridor that once ran from Queanbeyan to Bombala via Cooma and Nimitabel would bring significant benefits to the region. Of the five key themes in your Community Strategic Plan (CSP), the railway project directly aligns with four: Our Community The return of the trains would strengthen local communities by providing reliable, affordable, and comfortable public transport. This would be particularly beneficial for the ageing population, many of whom can no longer drive, enabling them to travel between major towns across the Monaro and into Canberra–Queanbeyan. Additionally, a scenic steam train journey across the majestic rolling plains of the Monaro could drive tourism, showcasing the region’s unique natural beauty. Our Economy Railways are essential infrastructure that can support heavy industry and manufacturing in the southern regions of the district. As Australia transitions to renewable energy, an electrified railway corridor would provide cost savings for both heavy and primary industries. With a direct power source from the Snowy Mountains Scheme, operating an electric rail system would be cost-effective. Moreover, improved transport infrastructure attracts industry. As the saying goes, “If you build it, they will come.” Our Environment If Cooma	As identified within the submission, the specific project of the return of the railway would fit into more than one theme within the plan enabling other partners such as other levels of government and private entities to champion these types of projects.		

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	<p>Monaro Council is serious about tackling climate change, bringing back the trains would be a strategic move. Rail transport significantly reduces CO<sub>2</sub> emissions compared to cars, trucks, and buses. Additionally, shifting heavy industry and manufacturing freight to rail would lower greenhouse gas emissions, making the region more sustainable. Our Infrastructure A railway network is critical infrastructure that can be invaluable in times of national security emergencies, natural disasters, or other unforeseen events. Historically, there was even discussion of a high-speed rail link between Sydney and Melbourne passing through Cooma. Reviving the railway would benefit the community, economy, and environment while providing essential infrastructure for the future. Please bring back the trains.</p>			

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24	<p>In the draft it appears to have removed Council's role to "Provide" services in the Community Services area, inclusive of Home Care and Community Transport, amongst other in the Community Services area. The draft appears to now only list Council's role to only Advocate and Collaborate. Serious concern that there has been no consultation with the staff or community regarding removing these critical services from the community. Considering that these programs within the Community Support Programs portfolio are funded by grants and subsidised programs, removal of these services to improve councils financial position makes no sense considering the program are self-funded.</p>	<p>Currently, Council's role is externally funded to provide community services to our community, such as community transport, CHSP's etc.</p> <p>Agreed – Include "Provide" under Council's role in relation to Strategic Objective 1 – Strategy 1.1. "Have in place (and accessible to everyone) quality aged, disability and health services that support our population through all stages of life"</p>	<p>Include "Provide" under Council's role in relation to Strategic Objective 1 – Strategy 1.1. "Have in place (and accessible to everyone) quality aged, disability and health services that support our population through all stages of life"</p>	Nil
25	<p>Feedback on the revised Community Strategic Plan 2025 I am writing to express concern over the Council's revised Community Strategic Plan 2025, which is currently open for consultation. While the plan claims to address the community's needs, Strategic Objective 1.1 raises significant issues. It states, "Have in place (and accessible to everyone) quality aged, disability, and health services that support our population through all life stages," yet the opening question on page 18— "Where do we want to be and are we there?"—is vague and lacks specificity. The response uses generic</p>	<p>Currently, Council's role is externally funded to provide community services to our community, such as community transport, CHSP's etc.</p> <p>Agreed – Include "Provide" under Council's role in relation to Strategic Objective 1 – Strategy 1.1. "Have in place (and accessible to everyone) quality aged, disability and health services that support our population through all stages of life"</p>	<p>Include "Provide" under Council's role in relation to Strategic Objective 1 – Strategy 1.1. "Have in place (and accessible to everyone) quality aged, disability and health services that support our population through all stages of life"</p>	Nil



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<p>language that applies to any rural and regional area, not our unique community challenges. For years, community surveys have highlighted the value placed on services such as Home Care Packages, the Commonwealth Home Support Programme (including Meals on Wheels), and Community Transport. However, the revised plan proposes removing the Council's responsibility for providing these services. This is not an oversight, but a deliberate withdrawal of support from our most vulnerable residents, made without proper planning or public consultation. Upon comparing the 2025 plan with the 2022 version, one key difference stands out: the word "Provide" has been quietly omitted from the section titled 'Council's Role'. This suggests the potential divestment of the Council's Community Support Programs department. The uncertainty this creates for staff, who have dedicated years to these services, is concerning. It is essential that such decisions be made with the same transparency and community involvement as the Council's divestment from Residential Aged Care, which took years of community discussion. Additionally, there has been no consideration for the Werri-Nina Centre, which was grant-funded to house essential services like those mentioned above. If these services are removed from the Council's responsibility, the future of this Centre—</p>			

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Submission	Commentary	Recommended Actions	Estimated Cost
<p>and the services it provides—becomes uncertain. This is particularly alarming given that the Werri-Nina Centre was specifically designed to support these critical programs. The Council is the largest provider of these services in the region. Reducing its role without adequate planning or community input risks not only the loss of services, but also a decline in the quality and accessibility of care. Recent Community Satisfaction Survey results indicate that Community Care is a critical service that the community values. Given this, it's unclear why there is a push to remove these services from the Council's portfolio. Under the Local Government Act, these services fall within the Council's core responsibilities unless formally altered by a public vote based on clear, factual evidence. Yet, these proposed changes have not received sufficient attention or explanation. A more effective approach would have been to provide a tracked version of the changes, allowing the community to easily see what's being altered. Expecting residents to compare two documents side by side is unrealistic. If Councillors were aware of these changes, as they should have been when approving the exhibition version of the document, it is disappointing that they have waited to see if anyone would notice. I urge the Council to provide clear and detailed information on these changes to avoid</p>			

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	confusion and ensure transparency. I look forward to seeing this published in the responses presented to Council.			
26	<p>Bringing Back the Festival of the Snows Let's Bring the Festival Back! The Festival of the Snows was once a huge highlight for Cooma, bringing locals, Snowy Scheme workers, and tourists together in a lively celebration of culture, sport, and community spirit. It wasn't just about fun—it also helped fund important community projects, like the Cooma Festival swimming pool and upgrades to Centennial Park. Given Cooma's deep history, its ties to the Snowy Mountains Scheme, and its key role as a gateway to the alpine region, it's time to bring this festival back! A revived Festival of the Snows could reconnect the community, boost tourism, and celebrate Cooma's unique heritage in a way that benefits everyone. Why Revive the Festival? • Boost Tourism &amp; Business – A big event like this would bring visitors to town, helping local shops, cafés, hotels, and restaurants thrive. • Celebrate Cooma's History &amp; Culture – The festival can highlight Cooma's Snowy Scheme history and the diverse cultures that built the town. • Promote Environmental Awareness – The Snowy Mountains are a national treasure, and the festival can help spread awareness about sustainability and conservation. • Support Community Projects – Just like in the past, a portion of</p>	<p>Thank you for the positive submission containing ideas and suggestions in how to revitalise the region.</p> <p>The CSP identifies objectives and strategies to support these ideas, particularly, for enabling funding opportunities for our partners and community to play their part too.</p> <p>Strategic Objective 1.2 - and 2.1 and 2.2 and the strategies therein provide the enabling mechanism for the funding opportunities identified.</p>	Nil	Nil

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<p>the festival's profits could go towards improving local facilities and programs.</p> <p>What the Festival Could Look Like • Grand Parade &amp; Floats – Let's bring back the famous float procession, with schools, businesses, and community groups getting involved. • Festival Queen Fundraiser (Modernised!) – A fresh take on the classic "Queen of the Alps" competition, focused on raising funds for local causes. • Live Music &amp; Performances – From local acts to international influences, the festival can showcase Cooma's multicultural roots. • Heritage Tours &amp; Exhibits – Partnering with the Snowy Hydro Discovery Centre and historians to offer guided tours and exhibits. • Outdoor &amp; Sporting Events – Activities like skiing, snowboarding, cycling, fishing, and hiking to attract adventure lovers. • Food &amp; Markets – A mix of regional produce and international cuisines, celebrating the cultural diversity of the Snowy Scheme migrants. • Family-Friendly Fun – Think fireworks, a carnival, and hands-on workshops for kids and adults alike. When &amp; Where? • Timing: • February – aligns with peak summer tourism. • October – the festival's original time, tying in with the Snowy Scheme anniversary. • Locations: • Centennial Park for main events. • Cooma Showground, the Snowy Hydro Discovery Centre, and surrounding areas for additional activities. How Do We Fund It? • Government Grants – Support from local and</p>			

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	<p>state authorities. • Business Sponsorships – Partnerships with Snowy Hydro and local businesses. • Ticket Sales &amp; Merchandise – Festival tickets, memorabilia, and special events. • Community Fundraising – Engaging schools, groups, and individuals to raise funds. Getting the Community Involved • Council &amp; Government Support – Backing from the Cooma-Monaro Regional Council and NSW Government. • Local Businesses &amp; Tourism Operators – Special deals and sponsorships to drive business. • Schools &amp; Community Groups – Float-building, performances, and fundraising efforts. • Snowy Hydro &amp; Historical Societies – Working together to highlight Cooma’s rich history. Let’s Make It Happen! Bringing back the Festival of the Snows is a chance to celebrate Cooma’s past, strengthen the local economy, and create a new tradition for future generations. With support from the community, businesses, and local government, we can turn this idea into reality. Let’s start the conversation—who’s in?</p>			
27	<p>TfNSW Development Services team has reviewed the updated Snowy Monaro Towards 2042 Community Strategic Plan and has no concerns, but provides the following comments:</p> <ul style="list-style-type: none"> <li>- The documentation is strategic in its content. TfNSW understands it is precursor to further studies.</li> <li>- TfNSW notes its role in relation to</li> </ul>	Submission Noted	Nil	Nil

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	<p>infrastructure, particularly the items under Strategic Objectives 9.</p> <ul style="list-style-type: none"> <li>- TfNSW requests that supporting documentation in relation to these items be forwarded for review/comment and discussion as appropriate.</li> </ul>			
28	<p>My comments refer to Cooma as that is where I live. I am appalled by the condition into which the town has been allowed to deteriorate.</p> <p>1. Community Respecting the community's work and effort would go a long way in making people feel connected, inclusive, recognised and appreciated. More notice needs to be taken of PAST Community projects! You might not recall but the community went to a lot of trouble/effort to raise funds for Yallambie. Why sell the community's asset to 'Respect'? It undermines the community's effort. If we don't need a second retirement village, then council could be renting out those rooms. That could help with the housing crisis. It has been brought to my attention that 'Respect' has sacked its local employees. This company needs to be reminded that it is part of our community and not merely a money-making enterprise.</p> <p>So, again I say, more consideration and respect needs to be given to the</p>	<p>Council resolved to divest aged care and no longer provides this service.</p>	Nil	Nil

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<p>community's projects, past, present and future.</p> <p>2. Economy In your plan you say that, by and large, the economy is driven by hospitality and tourism. But tourism opportunities are being missed! How about a walking track between the old mill and the pumping station: wonderful gorge and river scenery, platypus, wallabies. And before you get to the old mill there is the Chinese road. There is so much more! In all seriousness, who would want to invest in a town where neglect is so prominent? What sort of a message are we sending out? Just walk up the main street ... it's filthy. The pavements need cleaning. The time-walk mosaics need maintenance - are we going to let all the tiles fall off? Some of the best features showing our heritage, eg the original water pump, the shield and facade above the former Aussie Pub, to name a few, have been neglected/mistreated Why can't we drive our economy by expanding our health facilities? For example, patients have to travel to Canberra for radiation, MRIs.</p> <p>3. Environment Again, neglect springs to mind. Have a close look at our creek. I have never seen such a blatant disregard for a natural feature in any town!! Clean it up! Create some larger ponds! Turn it</p>	<p>The CSP is a high-level aspirational document and strategy 11.3 does recognise the importance of regional trails and accessible shared pathways. The CSP not only enables Council to provide these services, but other partners too. Council provided the services that it can afford to operate and maintain for the life of each asset.</p> <p>In 2024, Council budgeted for additional funding to go towards improving our public spaces. Our community does tell us that this is important to them, and Council responds through the delivery program where levels of service are within our financial means.</p> <p>Council's role is an advocacy role in improving these types of health services to our community's. NSW Health is identified as a partner within Strategic Objective 1 of the plan.</p> <p>Council is considering as part of the 2025-2029 delivery program opportunities to improve Cooma's creek lines.</p>		

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<p>into a feature we would be proud to acknowledge.</p> <p>African Lovegrass has been allowed to take over. It's not good enough to say it's out of control and then declare it a non-noxious weed!</p> <p>You refer to heritage. Again, the buildings are neglected. Not council's fault. But can't there be a grant put in place for those who wish to maintain the original building?</p> <p>In a nutshell, don't just monitor, act!</p> <p>4. Infrastructure I agree with the vision and strategic objectives as reported.</p> <p>5. Civic Leadership I don't find our governance to be particularly effective. I lost having confidence when the rate-payers' money was invested poorly a number of years back.</p> <p>I don't find it satisfactory when I reported the split in the water tank, Cooma north ridge, and was told "what, are you an engineer?"</p> <p>Our governance needs to be revisited!</p> <p>If there was one thing I would like to see achieved in my community it is cleanliness.</p>	<p>African lovegrass is no longer specifically regulated under Biosecurity legislation. The NSW Weed Risk Management framework has identified that while African lovegrass and other local priority weeds continue to pose a high risk to the economy, environment and community, they are so widespread that the cost of maintaining a program of regulatory intervention is too high for the community to sustain.</p> <p>Under current legislation land managers are afforded the opportunity to determine how best to manage African lovegrass on their land, based on their individual circumstances.</p> <p>As with all weeds, prevention is the best control option. Maintaining a vigorous perennial ground cover at all times will inhibit the establishment of African lovegrass</p>			
29	<p>The Monaro Rail Trail is listed in the NSW government strategic planning documents as a game changer for tourism development in the area</p>	<p>The CSP is a high-level aspirational plan. Strategy 11.3 “Build a network of regional trails and accessible shared pathways” enables opportunities for all projects to be considered, not one specific project.</p>	Nil	Nil



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	and should be referenced in the council CSP as such.			
30	<p>Thank you for the Snowy Monaro Community Strategic Plan 2042 review for consultation. The document is well presented but unfortunately provides sparse detail to the resident as to the actual mechanism and drivers of its implementation across the shire. I am really glad that it is stated that the purpose of the plan is primarily in the community interest and states that it will ensure that it reflects the community's priorities (p3), and it is encouraging to understand that it is designed to be the community's plan for the future (ie. A plan reaching across the region encompassing many different lifestyles and situations) and that it is not a council plan (p7) ie. that it is not a plan belonging to a very small group within the community. It is with some concern then that I note that p11 indicates that only 254 people (out of 22,132 residents in the shire) completed survey responses (Toward 2042). Regarding the other 445 responses of the 699 people that participated in some way, there is no indication that the mechanism for their contributions were robust or measurable in any way regarding the design of a future strategic plan for the region (eg. 53 drawing sheets received; 292 wellbeing responses – which do not target the strategic plan and are not randomly selected contributions). 254</p>	<p>Since our current plan was prepared in 2022 and adopted in 2023, in December 2023 Council resolved to undertake a review, which is what is happening now. In three years', time, Council may resolve to prepare a whole new plan or a review only. Section 402 of the Local Government Act 1993 covers this.</p> <p>Since the current work is a review of the CSP adopted in 2023, we are now checking-in with our community and this is supported by the 699 pieces of feedback. There are very few changes to the plan from the 2022 version, based on comparative analysis to the 2022 engagement. The 2022 CSP was based on a comprehensive engagement process which included two randomised phone surveys (500) (inclusive of Council's Customer satisfaction surveys) as well as the standard methods of engagement such as online and hardcopy survey, face to face etc.</p> <p>The following link is to the CSP adopted in 2023: <a href="#">snowy-monaro-community-strategic-plan-2042 - adopted-2023-revision.pdf</a>, which is subject of the current review.</p> <p>Pages 12-15 cover the engagement methodologies and comparison tables.</p> <p>If you add the engagement from the current review and the original engagement, we are looking at 699 + 1442 = 2,141 pieces of engagement that have been tabulated. In comparison to our neighbouring member Councils Snowy Monaro's percentage of engagement does tend to outweigh our peers on a population basis.</p>		Nil

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	<p>residents out of 22, 132 is only 1.1% of the community so we cannot say that it was a statistically valid process, and that these views represent the views of the wider community. It would appear to all intents and purposes that it is a strategic plan driven from the top down rather from the grass roots community level. As Cr Linda Summers stated in the Council Meeting of 3.3.25, "Having a discrete plan for a discrete community is better than a broad plan". I concur with this sentiment absolutely, and having a top down approach including international measurements imposed on the community is not valid – strategies for community plans cannot be implemented in the same way in Kabul as they are in Cooma. From my point of view at the end of the day a robust commitment from council for the next 10 years to focus on ensuring council's key role in firstly delivering the core services (roads, water, waste sewage) to a high standard in the community interest would provide the most confidence going forward. Anything else is secondary. Certainly it would be useful for the council to hire an engineer to oversee these four services and a grants officer to work on increasing funding which is clearly critically needed.</p>	<p>Agree – Amend the CSP to a 10-year plan</p>	<p>Amend the CSP to 2032</p>	
31	<p>Thank you for the opportunity to provide advice on the Snowy Monaro Towards 2042 Community Strategic Plan. We have reviewed the proposal and supporting</p>	<p>Agree – Aboriginal and cultural heritage can be added to the vision</p>	<p>Add Aboriginal and cultural heritage to the vision.</p> <p>Vision to read:</p>	<p>Nil</p>

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<p>documentation and provide the following comments for your consideration.</p> <p>We recommend reflecting Aboriginal cultural heritage values in the Vision statement</p> <p>Under the section of the Plan relating to the 'Vision', we recommend including a statement in relation to Aboriginal cultural heritage values.</p> <p>Aboriginal and natural environment cannot be separated. This means that the land, water, sky, animals and plants are viewed as one, and they form Aboriginal peoples' cultural and spiritual identity. Aboriginal people develop intimate knowledge and connections with places, animals, plants and landscapes which creates an interdependence with nature that is based on respect. Aboriginal people care for Country through ceremony, cultural activities, sharing stories of songlines and maintaining connections with the world around them.</p> <p>Please note that specific Aboriginal cultural values can only be determined through consultation with the relevant Aboriginal community</p> <p>Additional suggestions in relation to heritage considerations</p> <p>We have several suggestions in relation to heritage considerations under the following sections of the Plan:</p> <ul style="list-style-type: none"> <li>• Section 2.1: How we will get there</li> </ul> <p>Retain the region's cultural history, we suggest amending this to read:</p>	<p>Agree – can add Aboriginal heritage</p>	<p>"The Snowy Monaro Region is a welcoming, diverse, and inclusive community where everyone can belong and participate, and work together. Our natural environment, <b>Aboriginal and cultural</b> heritage are preserved and enhanced for future generations.</p> <p>Amend 2.1 to add Aboriginal heritage.</p> <p>To read: Retain the regions cultural history,</p>	

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	<p>Retain the region's cultural history by preserving and protecting Aboriginal heritage.</p> <ul style="list-style-type: none"> <li>Section 2.1: Our Partner Suggest adding the broader Community as a key stakeholder, as protecting Aboriginal cultural heritage is a shared responsibility.</li> <li>Section 2.5: How we will get there Include that a wide range of community and cultural events are held.</li> <li>Section 2.5: Our Partner Suggest adding the Aboriginal community as a key stakeholder.</li> <li>Section 7.1: Our Partner Suggest adding Heritage NSW as a key stakeholder.</li> </ul>	<p>Agree – can add Aboriginal community to strategy 2.5 partners</p> <p>and Heritage NSW as partners to strategy 7.1</p>	<p><b>including Aboriginal heritage</b></p> <p>Add Aboriginal community to strategy 2.5 partners</p> <p>Add Heritage NSW as partners to strategy 7.1</p>	
32	<p>The CSP 2042 has succinctly identified areas for growth, change and continued management across our community, and we commend the focused information on strategic objectives which are then broken down into achievable goals. Moving towards 2042, Landcare would like to encourage Council to approach our organisation as a valued stakeholder and partner in the implementation of these strategic objectives. Over the years Landcare has been an active community group whose mission is to restore rural landscapes for communities through sharing knowledge, skills and activities. The Council plan correctly identifies the environment as having large value to those who call the Snowy Monaro their home. However, we would strongly urge the Council to</p>	<p>Agree – Add Landcare as partners in strategies 6.1, 6.2 and 6.3</p>	<p>Add Landcare as partners in strategies 6.1, 6.2 and 6.3</p>	<p>Nil</p>

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<p>understand that though the community feedback did not highlight areas for change or enhancement within the environment, we dispute this, seeing many aspects of the environment in need of urgent support. We strongly support the continued efforts to preserve the important, intact environmental qualities of the area, but would greatly support Council working with Landcare in coming years as part of this plan to better highlight and implement areas of improvement. Over the years Landcare has responded to the devastating dieback event affecting the Monaro grassy woodland areas; an event which has greatly devalued the natural assets of our landscape, leading to both economic decline in agriculture and a devaluation of natural capital, impacting the overall visual appeal to locals and tourists. With tourism and agriculture being two of our leading economic industries, it is important to continue supporting the environmental sustainability of the area. The severe degradation of our landscapes and waterways impacts the agricultural viability of the area, with the spread of African lovegrass impacting the economic viability of grazing land, landscape erosion and stock management having a negative impact of our waterways, and continued land clearing and overgrazing affecting the overall resilience of our</p>			

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	<p>landscapes. Our focus on the environment has also had interconnected, positive outcomes in the growing of local business through the support of local nurseries and forestry contracting groups, sharing knowledge through school programs and landholder workshops, and managing and enhancing local shared spaces to support our heritage and provide healthy green spaces for residents. We believe the environment to be of top priority in this strategic plan as managing the environment well has positive flow on effects to our community and economy. We encourage Council to engage with and support Landcare as an important stakeholder in delivering these objectives.</p>			
33	<p>The document disappoints me. I would have liked to comment originally, together with the 3.2% of the population who did, but I was not aware of the opportunity to do so at the time. It would also be interesting to know how representative the 3.2% was of our population.</p> <p>I have only just now become aware of this review and the submissions close tonight, hence my brevity.</p> <p>Overall, in my opinion the document does not adequately describe a vision for the region, nowhere is it clear that the objective is to highlight the region's unique qualities, its points of difference to other regions in NSW,</p>	<p>Opportunity for community input was provided over 2024 and 2025. The 2024 feedback period was for 6 weeks and the 2025, 4 weeks.</p> <p>While comments suggest that the plan contains motherhood statements, the plan is designed to be high-level to capture aspirations covering the whole community.</p> <p>How we deliver on aspirations is combined with our partners and if Council provides, within our delivery program and Operational Plans.</p> <p>Agreed – the SDG's to be removed</p>	Amend the CSP to remove the SDG's	Nil

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<p>indeed throughout Australia, which provides us with competitive advantage as an attractive place to live, invest, work and play.</p> <p>The document as written could describe every other LGA in Australia.</p> <p>Our Community, Page 18 as follows, is OK.</p> <p>“The community values the relaxed, small-town lifestyle that is currently established and wishes to maintain this sense of community. Many residents believe that this feeling of belonging is an important aspect of the region. There is a desire to avoid any negative impacts from the demographic changes the community is experiencing.</p> <p>The location, along with convenient access to services, facilities, and the natural environment, are recognised as significant advantages for this community. To enhance these benefits, there is a need for more activities, events, and improved transportation options both within the region and beyond.</p> <p>Furthermore, there are fundamental needs that must be addressed. Quality healthcare, education, and safety are essential for the community’s enjoyment of life and are considered critical drivers of overall well-being. Areas needing improvement include health services, support for the elderly and people with disabilities, youth</p>			

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<p>programs, and public transportation.”</p> <p>So too is Council’s Role, Page 14 ... “Whilst Snowy Monaro Regional Council is the custodian of the Community Strategic Plan, all levels of government, businesses, industry groups, community groups and individuals will share (to varying degrees) the responsibility for achieving our long-term community goals”. That’s fair enough.</p> <p>Point 3, Page 6, is also a positive, to be fair ... “Our natural environment and heritage is preserved and enhanced whilst balancing the needs for regional development and growth”. That sounds reasonable but specifically what is going to be preserved and enhanced?</p> <p>But that’s about it.</p> <p>The document is otherwise full of motherhood statements and phrases lifted from the UN.</p> <p>The document is supposedly ... “a vision for a future where our beautiful natural environment, peaceful lifestyle, and strong sense of community are preserved and enhanced”.</p> <p>One may ask what and how?</p> <p>It also supposedly ... - “presents an inspiring roadmap for our region” Really?</p>			



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<p>- "captures a clear vision and compelling goals" Where?</p> <p>- "work together to achieve great things" What great things?</p> <p>The document goes on to state ...</p> <p>- "supporting sustainable growth, we aim to create a region that remains vibrant, connected, and resilient for generations to come. The Plan focuses on collaboration, innovation, and the well-being of all residents". Whatever that all means!</p> <p>- "to succeed in creating the community we have envisioned with this Plan, we need to work together, and everyone is encouraged to play an active role in whatever way we can"</p> <p>- "where everyone can belong and participate in social, cultural, economic and civic life"</p> <p>- "Considers both the local natural and atmospheric environment and the broader global environment considering issues such as resource use and climate change".</p> <p>- "Our health and wellbeing needs are met through living in an inclusive and safe community"</p> <p>- "We are a vibrant and prosperous community providing opportunities for growth, learning and innovation".</p>			

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<p>All motherhood, meaningless statements.</p> <p>It does NOT ... “set out a long-term vision for the region to 2042 and identifies the key priorities and strategies for achieving this”. It states “Our infrastructure is resilient and supports our economy and way of life. We optimise our asset management by being innovative and maximising value for money”. Really?</p> <p>Point 5, Our Civic Leadership ... “We have contemporary leadership (whatever that is) and governance that is open, transparent, and accountable, enabled by effective communication and engagement. If only we did!</p> <p>Council’s Role, Page 14 ... “The Plan describes Council’s role in the delivery of each priority using the following terms:</p> <p>Provide Services, facilities, infrastructure, programs, planning, and engagement.</p> <p>Collaborate Partner with the community, business and industry, other councils, and other tiers of government.</p> <p>Advocate Amplify the voice of our community to get the best possible outcomes.</p> <p>This is reasonable.</p> <p>However, continuing on ...</p> <p>- In 2015, United Nations Member States, including</p>			

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<p>Australia, adopted the 2030 Agenda for Sustainable Development, which outlines 17 Sustainable Development Goals (SDGs). These goals serve as a global blueprint for peace, prosperity, and sustainability for people and the planet, now and into the future.</p> <p>- Council is embedding the South East NSW Resilience Blueprint into our planning to ensure that resilience principles are incorporated and continuously improved upon as part of everything we do.</p> <p>More waffle!</p> <p>Furthermore ...</p> <p>- Each theme outlines the strategic objectives, strategies for achieving them, important partners and collaborators, and the specific role of the Council.</p> <p>A separate section explains the review and reporting process, and measures to track progress. The strategies in this Plan have been developed with careful consideration of the quadruple bottom line (QBL) and are grounded in Social Justice Principles.</p> <p>It does not specifically state what actions will be taken by whom with prime responsibility, when, at what cost, with key measurements of success detailed. This may well be displayed in an annual Business or Operating Plan but there are numerous parties listed as responsible, but no singular responsibility is stated – it</p>			

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

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	<p>simply means there'll be a talk fest, everyone being focused on process not outcomes, ducking and weaving to avoid being given a task!</p> <p>The Measures, Page 28 demonstrate no linkage to "the vision", whatever it is.</p> <p>Finally, ... Council will prepare the State of the Region Report in the year in which an ordinary election of councillors is held. This Report outlines the implementation and effectiveness of the Community Strategic Plan in achieving its objectives.</p> <p>The gap between reviews is too long. Private sector company reporting occurs much more frequently, often quarterly, certainly on an annual basis. Public companies, listed on the ASX are punished by the market, their shareholders and the media, for under performance and/or failing to achieve published goals. CEO's are terminated, Boards changed.</p> <p>The same discipline should apply to the public sector.</p> <p>A positive is the Community Satisfaction Survey prepared by the Taverner Research Group. It's very helpful as a pointer to priorities for Council and to benchmark SMRC's performance against others in the State, 29 in 2024, and this should continue.</p>			
34	There are numerous items that are vague and full of political correctness. I think the UN Sustainable Development Goals should	Agree – the SDG's to be removed from the plan	Amend the CSP to remove the SDG's	Nil

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	be removed. They are not suited to local govt issues. I can't help but wonder how the list of Partners was compiled. In the main the document is vague and although some of the stats might be useful, I fail to see how it really has anything to say. I was a registered NSW homeschooler for 26 years, and when I was asked to provide my plans, it was not considered adequate to just list resources. That's what this document does, it just lists resources. This is not a real plan			
35	The revised Towards 3042 plan definitely needs more revision. 1.pgs 10 and 11 show an absence of the elephant in the room, namely the UNSDGs on p15. Shoehorning international agenda into local council operations is a no brainer. Ratepayer concerns must come first and foremost, we cannot afford UN red tape let alone the established tiers of our sovereign governance. 2. Back to pg11, a statistical rubber figure if ever there was one... A person who participated in more than 1 event is counted again . ..let's just say a 2 percent outcome for engagement.... seems a wasted effort. 3. This is a top down piece of paper pushing the WILL NOT alleviate our current council issues... Eg Jindabyne tip to close . . we realistically can't see 2 years ahead let alone 2 decades.. We as a community must address real on the ground issues not UN quango rhetoric.	Agree – The SDG's to be removed from the plan.	Amend the Plan to remove the SDG's	Nil
36	1. <i>Our Community – Supporting connected,</i>	Agree – Ngarigo community to be added to our partners	Add Ngarigo community to our	Nil

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Submission	Commentary	Recommended Actions	Estimated Cost
<p><i>inclusive, and healthy communities</i></p> <p><i>2. Our Economy – Driving economic sustainability and local opportunities</i></p> <p><i>3. Our Environment – Protecting and enhancing the region's natural assets</i></p> <p><i>4. Our Infrastructure – Improving transport, utilities, and community facilities</i></p> <p><i>5. Our Civic Leadership – Ensuring transparent and effective governance</i></p> <p>1. Our Community – there seems to be a lack of connection with Ngarigo Community</p> <p>Members and very little acknowledgment of the place our local First Nations Mob have in our region. This may stem from the tragedies and hurt of the past but it would be terrific to have the SMRC develop, maintain and enhance any connections with Ngarigo Community Members. There should be more acknowledgment of their important place in our community.</p> <p>From Cooma Landcare perspective we are wanting to help care for some special places in and around Cooma. We have permission from Crown Lands but are unable to find the correct contacts with the Ngarigo Community to seek permission and support them in caring for their special places</p> <p>2. Our Economy – improving reusing and /or</p>	<p>To consider individual projects, these would sit within the Delivery Program. The draft 2025-2029 Delivery Program will be placed on public exhibition through the month of May 2025.</p>	<p>partners across all themes and strategies</p>	

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

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<p>recycling is a must. Purchasing any goods that are from a sustainable source or purchasing products from recycled materials is a must do for any council as well as all community members. Keep promoting all you do in this area.</p> <p>3. Our Environment – protecting and enhancing the regions natural assets is so important if we are to have any hope of a healthy existence in 2042. From a Cooma Landcare perspective our group is seeing the damage climate change is having on our environment. For example, the water temperatures in parts of our creeks have recently been recorded (Cooma Waterwatch) in the mid 20 degrees Celsius which is detrimental for aquatic species trying to survive in Cooma’s creeks – thank goodness there are so many reeds growing in the creeks to help any creatures survive. Improvements in riparian vegetation will help keep creek temperatures cooler in Summer. It will also help the visual amenity for locals and visitors who enjoy the wonderful walking paths around town.</p> <p>Providing information on the importance of native reeds for habitat, shelter, food and creek health will assist the understanding amongst many in the community who seem</p>			

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

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<p>to think we need to remove the reeds. At some areas there is an overgrowth of reeds – which is most likely as a result of increased nutrients from leaf fall, detergents and other substances entering from stormwater drains. Increased sediment that is filling up the creek adds to the increased growth of reeds and is possibly made worse by the lack of riparian vegetation upstream (something for landholders upstream to consider improving)</p> <p>To improve the riparian zones within town can SMRC consider having one side of Cooma Creek with suitable native vegetation and leave the walking path side mown instead of having both sides of the creek mown as it currently is. It would be a “win win” for both native animals who inhabit the creek area and community members who use the walking paths. A bit of dappled shade, improved visual amenity not just seeing the backs of buildings, having more native birds and other native animals in and around the creeks will improve the experience for community members using the paths.</p> <p>Weeds are a never-ending issue but if we put it in the too hard basket by 2042 we will</p>			



SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

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<p>have no natural assets to showcase. Keep weed control on the agenda, ensure areas of native plants are protected, this includes roadsides – some spraying of exotic weeds has impacted some beautiful native plants – ensure weed sprayers are aware and recognise native plants.</p> <p>Box elder and cracked willow – we need to start reducing their impact by having a plan to reduce their numbers – any opportunity for grants to start treating &amp; removing them is so important. If nothing is done, by 2042 our creeks will be choked with these trees. There will be no healthy riparian vegetation, no native aquatic creatures, no platypus or rakali. It will impact the rivers downstream.</p> <p>Can the council engage with the home owners whose properties back onto and who “own” their section of Cooma Back Creek (downstream from Sharp Street) to enable them to see the importance of removing invasive species from their part of the creek. Cooma Landcare and Cooma Waterwatch would be very willing to help improve this part of Cooma Back. It is disappointing to apply for grants for removing invasive</p>			

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

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<p>species only to know the plants are still growing and spreading from this part of Cooma Back Creek.</p> <p>Can council support the work these groups are doing be stopping the planting of Box Elder. These invasive trees are destroying waterways. The seeds from the female plant are so prolific and invasive yet we see box elder plants planted at Polo Flat depot. Nurseries should be stopped from selling invasive species such as box elder and <i>Acacia baileyana</i> (Cootamundra Wattle) that are already impacting parts of our local natural areas.</p> <p>Being supportive of the work community groups are doing would be a positive reflection on the councils commitment to the environment. We have threatened species and threatened ecological communities in our region which will disappear if we don't take time to look after them.</p> <p>4. Our Infrastructure and community facilities – continue with developing and promoting all the outdoor activities across the regions especially those that promote our natural assets – we have so many.</p> <p>5. Civic Leadership – this needs to happen – it is</p>			

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

Submission		Commentary	Recommended Actions	Estimated Cost
	devasting to watch and hear the problems with our leadership team. Please get your act together so we will have a future.			
37	<p>Summary</p> <p>The Snowy Monaro Community Strategic Plan (2025 revision) lays out a clear plan for the community. It has looked at community health and recreation, regional economy, and use of infrastructure and stated objectives linked with those activities.</p> <p>The Monaro Rail Trail should be identified as part of those activities. NSW State and Regional planners have identified the MRT as a game changer and an enabler on the Monaro. Shared pathways are used for the recreation and this leads to healthy communities. Shared pathways as a rail trail will bring a new form of slow tourism boosting local community economies. Putting the disused rail corridor to productive use is efficient use of resources and assets.</p> <p>Introduction</p> <p>MRT Inc is pleased to have the opportunity to comment on this plan Snowy Monaro Community Strategic Plan 2042 (2025 Revision).</p> <p>We begin our submission with a brief mention of several related reports from NSW state and regional planning in economic development and tourism.</p>	<p>The CSP is a high-level aspirational plan. Strategy 11.3 “Build a network of regional trails and accessible shared pathways” enables opportunities for all projects to be considered, not one specific project. The Monaro Rail Trail would be considered as part of this strategy.</p>		

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<p>In 2019 the NSW Department of Transport released the "Tourism and Transport Plan. Future Transport Strategy -2056" and it contained the following statements:</p> <p>"Re-purpose regional train stations and rail assets that are not being used for transport in ways that contribute to great places, for example heritage/food and coffee/entertainment and tourism/rail trails" (page 6)</p> <p>"NSW has a vast 3,100 kilometres of non-operational rail lines that can be redeveloped with innovative initiatives to produce social and economic benefits for regional NSW. In regional NSW, disused rail corridors are being considered for conversion into rail trails where there are viable positive outcomes and strong community support." (page 71) In 2022 the NSW Government. Transport for NSW released the Active Transport Strategy and it contained these statements:</p> <p>"Investigate reusing non-operational assets to support the visitor economy, through initiatives such as rail trails." (Page 15)</p> <p>"Rail trails create jobs in local communities, attract visitors and visitor spend on accommodation, meals and attractions." (Page 18)</p> <p>"In regional NSW, rail trails can unlock scenic public</p>			

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<p>land and provide a safe way to walk, ride, jog, or even horse ride.” (Page 18) Similar plans exist at regional and shire level.</p> <p>NSW Local level planning document (table) Specific references to a rail trail on the Monaro rail corridor as being a contributor to the economy</p> <p>Snowy Monaro Regional Trails Master Plan draft 2021 Pg 58 - The MRT is listed as “Sustainable, Responsible and Relevant Trail Developments - C1 Monaro Rail Trail: Pursue the staged development of the Monaro Rail Trail between Queanbeyan and Bombala Status - High Priority</p> <p>Pg 93 - The MRT is shown in the Action plan. The development of the Monaro Rail Trail would provide a key off-road connection between the key population centres of Canberra/Queanbeyan and the Snowy Monaro Region. It would be the 'backbone' of the regional trail network and offer opportunities to link with the other trails in the region's trail network and the Snowy Mountains' iconic road cycling routes. Significance – National</p> <p>NSW Regional Level planning document Page Specific references to a rail trail on the Monaro rail corridor as being a contributor to the economy Snowy Monaro Regional Council Program Delivery &amp; Operational Plan 2020-2021 – Tourism</p>			

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<p>Pg 71 - "Continue to support and progress the Monaro Rail Trail towards becoming a shovel ready project"</p> <p>Rationale - "Promote tourism and enhance the Snowy Monaro Region as a year- round destination of choice through a collaborative approach between stakeholders and interest groups."</p> <p>Snowy Monaro Regional Council. "Snowy Monaro 2018- 2022 Regional Economic Development Strategy".</p> <p>Pg 18 - "Develop and implement a region wide Year-Round Tourism Strategy: .....Including Rail trails on the disused rail corridor"</p> <p>Pg – 24 - "Rail trails on the disused rail corridor" are considered as "Enablers" to "Develop a Year-Round Tourism Offering.</p> <p>NSW Government. "Planning &amp; Environment South East and Tablelands, Regional Plan 2036"</p> <p>Pg 46 - "Action 22.3. Integrate walking and cycling networks into the design of new communities to encourage physical activity"</p> <p>Pg 47 - "Well designed pedestrian and cycling options can link tourism areas. Examples in the South East and Tablelands include: the potential use of nonoperational railway lines as rail trails...."</p> <p>NSW Government. Destination Southern New South Wales. "Destination Management Plan 2018 – 2020".</p>			

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<p>Pg 38 - "Aspirational Experiences - Monaro Rail Trail"</p> <p>Pg 40 - "ACTION PLAN - Game changer projects such as:</p> <ol style="list-style-type: none"> <li>1. Rail Trail projects – their feasibility assessment, development with supporting services</li> <li>2. Growth in cycle events,</li> <li>3. Cycle-friendly initiatives in the region</li> </ol> <p>It is against this background of planning and potential support for rail trail development in NSW that we have reviewed the current Snowy Monaro Community Strategic Plan 2042 and looked for ways that the Monaro Rail Trail can help achieve the strategic objectives outlined in the plan.</p> <p>Our Community Strategic Objective -page 18-19 The plan clearly identifies that healthy communities are supported with recreation facilities to encourage healthy lifestyles. However, the plan needs to fully recognise the slow but steady change in how communities now seek recreation opportunities. In the study, "The future of Australian Sport" by the Australian Sports Commission Nov 2022, the data reveals that participation in any form of physical activity, and not just sport, has increased in the past 20 years. However, the increase has been in the informal sports, 20% increase from 2001 to 2022) while participation in formal sports activities has not increased. Individual</p>			

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<p>activities such as running and walking and cycling have seen upticks, while at the same time traditional activities such as golf, tennis, cricket, netball, and bowls have declined in participation rates.</p> <p>Authors of the report suggest this trend reflects changes in lifestyle (busy time poor) and changes in population age structure (sedentary aging population). Studies by Monash University also report that today, slightly more people are participating in the informal sports and activities than in the formal sports.</p> <ul style="list-style-type: none"> <li>• Of the active population 50.2 % engage in informal sport versus 49.8 in formal sport.</li> <li>• Of total population only 25% engages in formal sport.</li> <li>• Only 20% of females have membership in club sport</li> <li>• Only 37% of children join club sports</li> <li>• More adults engage in cycling than they do in formal sports such as soccer or netball or basketball.</li> </ul> <p>So, the challenge for SMRC is to recognize the changes and ensure that facilities are in place to support the community with opportunities for informal and unorganized recreation such as walking, running, and cycling on shared pathways.</p> <p>Our Economy Strategic Objective -page 20-21</p>			



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<p>The plan identifies that tourism is a primary driver of the Monaro economy, however, its growth rate has been less than in other regional areas of NSW. The plan then further states and objective of 4. Increase work opportunities and 4.1 improve the value generated from tourism.</p> <p>The Monaro Rail Trail has been promoted by government agencies such as Destination NSW as being a “game changer” in bringing a new form of tourism to the Monaro (see page 4). What the small Monaro village communities need is “slow tourism” where in tourists stay overnight and spend rather than just have a coffee and move on.</p> <p>The proposed MRT offers a trip for a day, a weekend or a weeklong vacation and tourists on multi day trips on rail trails have been identified as spending twice as much as other tourists in the area. (Benje Patterson - Economic impacts of a Taieri Gorge extension to the Otago Central Rail. October. 2023). The MRT Feasibility Study of 2019 by Transplan Pty and Halliburton and Associates and funded by Snowy Monaro Regional Council reported that nearly 70,000 visitors each year would make the 4- or 5-day entire trip on the MRT and in so doing, generate \$25m. The feasibility study and business case for the recently opened Tweed Section of the Northern Rivers Rail Trail predicted 26,000 users per year but received 140,000 in the first</p>			

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<p>12 months and injected \$3.77 million into the Tweed region. Clearly, government support for the MRT project is warranted as it will be a new and sustainable tourism attraction on the Monaro that will take the place of Snowy 2.0 and the diminishing snow season.</p> <p>We at MRT Inc, encourage the SMRC to continue to actively and rigorously pursue partners to fund construction of the MRT and in so doing increase work opportunities particularly in eastern Monaro communities not impacted by winter and summer alpine tourism.</p> <p>Our Infrastructure Objective -page 24-25 The plan states “our infrastructure ... supports our economy and way of life” and continue with “our community would like to see continuous improvement and enhancement of existing facilities and additional facilities.” MRT Inc is pleased to see that SMRC planners have then gone further and directly stated in objective 11 and 11.4 “build a network of regional trails and accessible shared pathways”</p> <p>The Monaro rail corridor was closed to rail traffic in the late 1980’s and lies as a disused asset. In 2020 the NSW Government reported a return of rail service is unlikely “The Canberra to Port of Eden Rail Feasibility Study has found that the project is not viable” Canberra to Port of Eden</p>			

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	<p>Feasibility Study Executive Summary May 2020.</p> <p>Clearly then, SMRC can look at this government asset as a great opportunity to reach its objective of building safe and accessible and share pathways. Partners to SMRC that could help reach this objective will need to be both state and federal governments. These partners are the source of funding for construction and maintenance.</p>			
38	<p>While I appreciate that under 1.2 Provide Infrastructure to encourage healthy lifestyles, SMRC will engage with MRT Inc. I suggest there are other opportunities for the Monaro Rail Trail project to assist the region. Specifically in 4.1 to improve the value generated from tourism - The Monaro Rail Trail is a game changer that can expand the tourism offer across the LGA and into non winter season. It also avoids the overcrowding in winter around Jindabyne. Note that the partners quoted have restructured since last edition of the plan - NSW Regional is now part of the Dept of Primary industry and Regional Development and Tourism South East is now Destination NSW - Southern. 7.2 Open spaces and recreational areas minimise environmental impacts; The MRT will preserve the unused rail corridor better than at present. And will be a chance to preserve habitats and offer environmental offsets into the future. 11.3 Build a network of regional</p>	<p>The CSP is a high-level aspirational plan. Strategy 11.3 "Build a network of regional trails and accessible shared pathways" enables opportunities for all projects to be considered, not one specific project.</p>	Nil	Nil

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	trails and accessible shared pathways; The MRT will and must be part of this. Note that the supporting documents available for this include; MRT feasibility study 2019, trail development plans stages 1, 2 and 3. Biosecurity and Biodiversity studies, reports of Revenue and Township Economic benefits and the MRT Business case.			
39	<p>I have concerns over the current draft, the public submission process and about the CSP review/revision process.</p> <p>1. SUBMISSION PROCESS</p> <p>1. Online submission form lacks a document upload facility and only offers a plain text box. This limits formatting and makes submitted comments unnecessarily hard to read.</p> <p>2. Community members can provide substantial feedback via attachment to an email; but this fact is 'hidden' under FAQs.</p> <p>3. Problems SMRC has created by not permitting document upload on the feedback webform:</p> <ul style="list-style-type: none"> <li>◦ breached the CSP's stated objectives of improved council-community communication and facilitating full community participation by all residents</li> <li>◦ wasted time for staff, trying to comprehend text without cues of layout &amp; formatting which are designed to assist readers</li> <li>◦ wasted time for submitters re-formatting and re-</li> </ul>	<p>Submissions were able to be received in varying forms, through the online survey which is a standardised Yoursay platform that many local government areas use. Traditional methods such as email, letter, and fillable forms at our office locations were also used.</p>		Nil

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<p>wording text to maintain clarity despite the restrictions</p> <ul style="list-style-type: none"> <li>◦ disincentive for members of the public to submit detailed or in depth comments; no clear pathway</li> <li>◦ damage to SMRC reputation: the message to the public is that our input is of little interest to SMRC, and/or that we are considered too stupid to put more than a few words together.</li> </ul> <p>4. IT security is not a valid concern re allowing document upload; it is very easy to limit the filetypes that can be uploaded via a webform. It only takes a very small amount of code.</p> <p>5. Document upload is a standard facility within online forms.</p> <p>2. REVIEW/REVISION PROCESS</p> <p>6. DCSP says that the CSP is reviewed 4 yearly when a new council comes in; and that a review/draft CSP is supplied to the new council at their 2nd meeting. I hope this was done for the current councillors late in 2024.</p> <p>7. As the role of elected councillors is to provide strategic direction to council staff, why have staff presented the councillors &amp; community with a draft CSP? This seems to be a role reversal. Shouldn't council executive officers first receive strategic direction from the Council, then oversee drafting of a</p>	<p>Councillors were briefed 5 December 2025</p> <p>The development and review of a CSP is a lengthy process, with consultation generally commencing 12-18 before an election. It is a community plan, not a council plan.</p>		

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<p>revised CSP in accordance with the elected Council's priorities?</p> <p>3. DCSP: OVERALL COMMENTS</p> <p>1. Lack of Context</p> <p>b) One would guess that this DCSP represents a minor revision of the current CSP. But there is no comparison of this draft and the content of the existing CSP. What if anything has been changed, and why?</p> <p>b) No report/summary of progress against the current CSP, therefore no way for community members to know if it needed small tweaks or substantial revision. Eg: is the current CSP practical/achievable? Is it being put into effect or gathering dust?</p> <p>b) While the progress measures (for those who understand them) and statistics might provide benchmarks as to 'where' we are, there is little consideration of 'why' we are here. Without that knowledge, SMRC cannot create effective strategies.</p> <p>b) Clearly something is not working in this region strategy-wise, because important things have not improved over the last 4 years. Eg Economy: despite the promised influx of population with Snowy 2.0, the local economy appears stagnant. Cooma remains littered with dead pubs, weedy empty blocks in the heart of the CBD, empty</p>	<p>There are minor amendments based on community feedback in 20d24 and there are further amendments based on this current feedback and post exhibition report.</p> <p>The end of term report was tabled at the second Council meeting of the new Council in November 2024. This report was the measurement of progress against the current CSP.</p>		

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<p>shopfronts. The DCSP doesn't even acknowledge this amongst its indices &amp; statistics.</p> <p>b) For the many indices used in the progress measures, there is no context:</p> <ul style="list-style-type: none"> <li>where SMRC sits in overall NSW or Australian LGA rankings, whether the numbers quoted are good, bad or indifferent, if they are widely accepted or controversial, trivial or highly relevant measures of community/council functionality;</li> <li>no before/after comparison to show what the current CSP has achieved in the last 4 yrs: have there been marginal or large improvements/downturns, are any improvements one-offs or likely to be sustained?</li> <li>what any of these indices measure or how. They are meant to supply the means of reviewing &amp; reporting on progress towards objectives. Without a key though, the Progress Measures become a meaningless section of the document (except for a handful of council staff who might know what all of these initials &amp; measures indicate). Having a large portion of the CSP inaccessible doesn't sit well with the concept of a strategic plan that is supposed to express, &amp; measure</li> </ul>	<p>Comparisons sit within the End of Term report which was tabled at the November 2024 Council meeting.</p>		

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<p>progress towards, community objectives.</p> <p>2. Lack of Clarity or Scope</p> <p>b) Some strategies are so vague that I can't fathom how they can function as 'strategies'.</p> <p>b) Others are too narrow: eg Cultural: 'retain the region's cultural history' only includes Aboriginal connections + one government body for listed/listable heritage sites. That's physical locations only. Local historical societies aren't even mentioned as partners. Similarly restrictive is 'volunteering' - Vinnies, Lions &amp; Salvos. That's it?</p> <p>b) SMRC's role for strategies is 'Provide, collaborate, advocate'. What about including 'Review' as a SMRC strategic role? SMRC has the resources &amp; data (as well as the responsibility in case of council services) to perform this role, not just every 4 years in a broad summary but continuously. Eg Are the facilities we have, the most relevant to the residents &amp; projected demographic for the coming 17yrs? If not, how can this be improved? 'Providing' facilities doesn't ensure better health or other outcomes.</p> <p>b) The DCSP suffers from woke-speak &amp; waffle: eg Economy: 'Have increased work opportunities available enhanced by innovation' What is this supposed to mean? And its top associated strategy, to</p>	<p>Review of strategies is included within Council's Delivery program, not at CSP level.</p>		



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<p>'increase value generated by tourism', seems unconnected.</p> <p>b) Parts of the Vision are unrealistic, vague or meaningless.</p> <p>3. Lack of Definition</p> <p>b) For the progress measurement indices: no information or links given to find out what these indices mean, how they are measured.</p> <p>b) Eg 'Resilience' is a key term undefined: 'Council is embedding the SouthEast resilience principles...' As community members reading the DCSP, we don't get to see these principles, or a summary, or a link to find out more; or get any definition of the 'resilience' being foisted on us.</p> <p>4. THE COMMUNITY'S PLAN</p> <p>'It is the community's plan. not the council's plan.'</p> <p>1. This claim disturbs me deeply. Including this statement may give SMRC leverage to coerce community members into compliance; or to hold us accountable for the contents of the CSP when it is finalised.</p> <p>2. The assertion is contradicted by the scanty input from community in 2024; and by the DCSP's many references to legislative requirements for a CSP and to UN Sustainable Development Goals. No community member came up with or approved these</p>	<p>They are measured through the End of Term reporting process</p> <p>The Southeast Resilience Plan is available through Council's website.</p> <p>The Integrated Planning and Reporting Guidelines legislated under the Local Government Act 1993 identifies Council as a custodian role in the development of the CSP.</p> <p>SDG's to be removed</p>	<p>Delete the SDG's form the plan</p>	

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

Submission	Commentary	Recommended Actions	Estimated Cost
<p>legislative or UN parameters.</p> <p>3. The SMRC's consultative processes have long been ineffective and inadequate. (See Section 1 above and the high level of dissatisfaction with council's communication and responsiveness to community members.) So the (D)SCP cannot claim to represent community views.</p> <p>4. The (D)CSP is a council document designed by local government employees under requirements of government legislation, according to directions from senior staff, for council operational purposes. Despite any aspirations to the contrary, that is ALL it is. It is not a 'community' document. Community members are not subject to obey, and are not responsible for the content of, council-created strategic planning documents.</p> <p>5. UN SUSTAINABLE DEVELOPMENT GOALS (SDG)</p> <p>I urge SMRC to remove all UN SDG language &amp; references from the CSP. They are irrelevant. Our community and our council are not sub-units of the UN. We are not beholden to UN goals, ethos or objectives. Set our own objectives based on real community life &amp; needs.</p> <p>6. VISION</p> <p>1. Economy objective is missing from the vision.</p>	<p>Council is committed to continuous improvement towards our engagement processes and has planned a customer transition project for the 2025-2029 delivery program to address these issues.</p> <p>Agree – SDG's will be removed</p> <p>There are following several comments regarding the content</p>	<p>Delete the SDG's from the plan</p>	

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

Submission	Commentary	Recommended Actions	Estimated Cost
<p>2. Diversity is not a measure of 'better' or 'more inclusive' community. It does not belong in the vision. Diversity is a product of human choices affected by many drivers which lie outside this community's or council's ambit or control. Eg:</p> <p>b) historical location of various demographics (eg immigrants may gravitate to their own family, national or language group located in certain suburbs)</p> <p>b) cultural preference for urban or rural lifestyle, warm or cool climate.</p> <p>2. 'Everyone can belong, participate &amp; work' is insubstantial. Maybe we 'can...work'; but that's too small a vision. Can we find meaningful jobs here that:</p> <p>d) contribute positively to the economy &amp; social fabric (local &amp; AU),</p> <p>d) are funded by a vibrant self-sustaining local economy, and</p> <p>d) meet the needs &amp; aspirations of younger people, many of whom now expect to gain university qualifications and leave the area?</p> <p>d) Vision definition: '...an Australia where everyone can belong and participate...' There is no point in this part of the definition, unless it is to push a political narrative that Australia is NOT welcoming, inclusive etc. Such politicising has no place in a community strategic plan. Reality: this region saw the influx of</p>	<p>of the plan; however, suggestions with alternate re-wording are not provided.</p>		

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

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<p>migrants from all over war-ravaged Europe; people who had not long since been at war with one another, lived &amp; worked together to a degree that had never been done before. That's the truth of our nation &amp; our area. Don't hide it.</p> <p>7. THEMES/OBJECTIVES Health &amp; Wellbeing: 'Our health and wellbeing needs are met through living in an inclusive and safe community, provided with quality services.'</p> <p>This is blatantly untrue, so why state it as an objective? Human wellbeing needs cannot be met this way. Inclusivity as it's been practised to date (eg transgenders in girls' changerooms) has NOT facilitated 'safety'. 'Quality services' do NOT meet human health and wellbeing needs. Personal choices &amp; actions, our own and others', have significant impact on our health and wellbeing.</p> <p>Infrastructure vague, hard to relate to reality: eg the potholes in our roads</p> <p>Contemporary Leadership and Governance Edit this objective; its terminology is undefined and it appears to transgress the Vision.</p> <ul style="list-style-type: none"> <li>What do you mean by 'contemporary' leadership or 'contemporary'</li> </ul>			

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

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<p>governance? How do we know we have it? What is 'non-contemporary' leadership?</p> <ul style="list-style-type: none"> <li>If a leader is a leader today - aren't they a contemporary leader? Or do you mean that SMRC only wants young leaders, or leaders trained in a particular style? If so – what happened to diversity and inclusion?</li> </ul> <p>'...fully in favour of openness, transparency &amp; accountability....' The community has not seen much evidence of total SMRC commitment to this. Please put your words into action over the next 3 ½ years.</p> <p>8. 2024 COMMUNITY ENGAGEMENT</p> <p>3. This section of the DCSP is irrelevant, except maybe to demonstrate SMRC's need to improve its community engagement &amp; consultation.</p> <p>4. The community engagement referred to did not even address strategy, bar one touchy-feely survey question: 'How do you feel about the existing vision?' That is not community input</p> <p>into a strategic plan. It is brief feedback on a vision which comprises only a few lines of the CSP. The survey responses might have informed 'Council priorities &amp; service levels', but they were not input relevant to adjusting the CSP.</p>	<p>The engagement was designed as a check-in with our community on the current strategic plan, not for the development of a whole new plan. Council's engagement activities are within the resources available.</p> <p>Since the current work is a review of the CSP adopted in 2023, we are now checking-in with our community and this is supported by the 699 pieces of feedback. There are very few changes to the plan from the 2022 version, based on comparative analysis to the 2022 engagement. The 2022 CSP was based on a comprehensive engagement process which included two randomised phone surveys (500) (inclusive of Council's Customer satisfaction surveys) as well as the standard methods of engagement such as online and hardcopy survey, face to face etc. The following link is to the CSP adopted in 2023: <a href="#">snowy-monaro-community-strategic-plan-2042 - aopted-2023-revision.pdf</a>, which is subject of the current review.</p> <p>Pages 12-15 cover the engagement methodologies and comparison tables.</p>		

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

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<p>5. The engagement process was very brief (6 weeks) and responses were tightly controlled by the survey questions.</p> <p>6. The engagement presented here is a whole year old.</p> <p>7. The 'engagement' period was February to early March: well-known as the time for local business owners to take holidays, as there's a lull in tourist numbers.</p> <p>8. While it's good for SMRC to be approachable at local shows, it's not a comprehensive strategy or a representative sampling approach. It encourages on-the-spot fast answers; not considered responses after studying relevant documentation.</p> <p>9. In 6 weeks, council engagement strategies reached a few hundred people, if we include children too young to understand the context in which their pictures might be used. That's hardly serious 'community engagement'.</p> <p>9. USE AND ABUSE OF STATISTICS</p> <p>10. Indices are pointless without explanation &amp; context.</p> <p>11. 'Top industries of employment' is not same as top industries of income to this area's economy.</p> <p>12. To call accommodation &amp; food services the 'top' employer is disingenuous. Much employment in this category is seasonal, casual &amp;/or insecure</p>	<p>If you add the engagement from the current review and the original engagement, we are looking at 699 + 1,442 = 2,141 pieces of engagement that have been tabulated. In comparison to our neighbouring member Councils Snowy Monaro's percentage of engagement does tend to outweigh our peers on a population basis.</p> <p>All data used is from accredited sources, such as ABS and .Id (informed decisions)</p>		

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

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<p>due to fluctuations in tourist numbers.</p> <p>13. Construction employment is unusually high due to Snowy 2.0; this statistic is not a basis on which to plan economic development up to 2042 (though perhaps the project could blow out until then!)</p> <p>10. ECONOMIC DEVELOPMENT OBJECTIVE &amp; STRATEGIES</p> <p>14. SMRC can and should take up an advocacy role with other levels of government. This role has been omitted from the economic strategies. I believe it is a key element.</p> <p>15. If SMRC is willing to become an advocate for business before government, I will believe in its commitment to this economy objective. If SMRC won't do anything to address the legislative barriers: farm profit margins will continue to fall, and manufacturers will be reluctant to set up in a rural area with higher transport costs and reduced labour pool; and this section of the CSP is wasted space.</p> <p>16. Will SMRC be a passive part of the problem, or an active part of the solution? The DCSP is not clear on this.</p> <p>Example 1: Manufacturing. SMRC states its desire to attract more manufacturing. I am acquainted with a rural</p>	<p>Council resolved to remove the Economic Development team from Council in 2024.</p> <p>The current Regional Economic Development Strategy (REDS) was reviewed in 2024</p> <p>Employment Lands will be considered as part of the Draft Settlements Strategy for the region.</p>		

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

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<p>manufacturing business which is a major local employer in another LGA:</p> <ul style="list-style-type: none"> <li>– the employers willingly take on extra transport costs and thus reduced profitability, in their commitment to the local area</li> <li>– a network of stores, mainly in rural towns, relies on this business for stock</li> <li>– the payroll tax bill could employ another 2 workers FT</li> <li>– the business requires specialist skills developed inhouse, as well as tradies</li> <li>– losing staff means losing vital skills &amp; impacting local families &amp; friends. Layoffs are a last resort</li> <li>– under legislation, it is now forced to offer FT or PT employment after one year to certain casual staff</li> <li>– it is impractical to lay permanent staff off during low sales periods, due to redundancy costs and punitive dismissal laws</li> <li>– but no business can sustain long term, fixed outgoings while sales are much lower than usual</li> <li>– upshot: this business risks closure, which would result in loss of &gt;140 jobs in a rural town and loss of jobs in other locations, largely due to inflexible &amp; impractical government regulations.</li> </ul> <p>Manufacturers everywhere face similar pressures: high capital expenditure in plant and equipment,</p>			



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<p>high debts, high risk, need for flexible employment options as product demand rises and falls.</p> <p>Example 2: More people could also be employed in agriculture - increasing productivity, profitability and contributing to better environmental care - if various levels of government could be effectively lobbied to reduce employment red tape and associated costs. Eg ascertaining casual employment vs contract labour and the associated liabilities (workers' comp, super) became more complex in late 2024, to the point where government websites instruct employers to 'get legal advice' because the agencies themselves can't tell an employer what is casual or contract.</p> <p>Governments don't know what their own laws mean. That is an untenable situation for economic development.</p> <p>Economy's 2nd strategy: to 'identify actions' to encourage manufacturing - is a start but not a full strategy. Identifying won't change anything.</p> <p>'Stabilise and advance the regional economy by leveraging strengths and capitalising on opportunities' This is waffle, not a strategy. Worse, most of the partners are</p>			

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

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<p>government, not businesses themselves who know more about economic opportunity than governments do.</p> <p>Regional (do you mean 'local'?) chambers of commerce are not mentioned as partners, except in the strategy to 'create high value employment opportunities'. Please add local chambers of commerce to all economy strategies as partners.</p> <p>11. ECONOMY PROGRESS MEASURES Schooling, Qualifications Regarding it as 'progress' to increase proportion of residents with non school qualifications could twist into social engineering. What happened to the Vision of diversity &amp; inclusiveness?</p> <p>12. OTHER OBJECTIVES &amp; STRATEGIES PLUS THEIR PROGRESS MEASURES Community I'm shocked that SMRC could consider it desirable to 'stabilise' mental illness &amp; presence of long term health conditions at 8.9% &amp; 51% of the population respectively. These are not acceptable figures.</p> <p>Environment: 17. Why is SMRC not shown as 'providing' programs to prevent degradation or rehabilitate damaged areas? 18. Objective 7: land use controls only mentions</p>	<p>Council is not legislatively required to provide these types of programs</p>		

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

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<p>NSWDPIRD &amp; Regional NSW as partners for land use plans; not the local community, which is the most affected party.</p> <p>19. 'Community satisfaction that development is balanced with community values (source: survey): 2.16 Desired trend: 'stabilise' . I hope this figure isn't a percentage value; because if it is, that is an appallingly low satisfaction rate and an appallingly low standard for SMRC to 'stabilise', not improve. If it's not a percentage: please explain what 2.16 means.</p> <p>20. CO2 emissions per capita 29.9T - this is not a meaningful figure without a time period over which it occurs. Data is already 4yrs out of date, so it's no use for measuring progress from 2025.</p> <p>Infrastructure</p> <p>1. Quality of local roads: 'Desired trend: 'Stabilise' !? I don't know of any community member who would agree with this as a 'desired trend' for local roads maintenance. In the nearly</p> <p>25yrs I've lived along an unsealed road, grading has gone from annual [road nearly always in excellent condition, visitors commented] to 2-3 yearly if we're lucky [road rarely in EC and often in poor condition]. That is not desirable.</p>	<p>Agreed – Community to be added as a partner in Objective 7 strategies</p> <p>Agreed – Desired trend to 'increase'</p> <p>'Stablising' the road pavement conditions on the will require Council to increase rate revenue by \$7million per annum above the current planned levels.</p> <p>Agreed – Desired trend to 'increase'</p>	<p>Amend the CSP to include community as a partner in objective 7</p> <p>Amend CSP Measure desired trend to 'increase' Community satisfaction that development is balanced with community values</p>	

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

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<p>2. Access to public transport: apparently the council sees this as adequate because the desired goal is 'stabilise'; but earlier in the DCSP it states that public transport needs to be improved?</p> <p>Leadership &amp;c</p> <p>1. Under this DCSP, SMRC would 'advocate' but not 'do' anything about accountability. Here's a real strategy instead:</p> <ul style="list-style-type: none"> <li>◦ Every 4 years, identify:</li> <li>◦ which areas are highest priority for improvements in accountability, &amp; why accountability has been poor</li> <li>◦ for each of these, identify what will be different at the end of the next 4yrs about SMRC's reporting &amp; communication to community &amp; Councillors to redress these problems</li> <li>◦ take necessary action to achieve these changes before end of the term.</li> </ul> <p>2. Elected female councillors 45% currently: 'desired trend: Stabilise' Why &amp; How?</p> <ul style="list-style-type: none"> <li>• This measure demonstrates either an unhealthy desire to interfere with elections; or lack of understanding of large population statistics &amp; actual outcomes in small samples. The desired trend is unattainable except by sheer luck, or by undemocratic interference with fair selection of best candidates by</li> </ul>	<p>Agreed – Desired trend to change to 'increase'</p>	<p>Amend CSP Measure desired trend to 'increase' Access to public transport</p>	

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

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<p>groups/parties and by voters. It should be removed from the CSP.</p> <ul style="list-style-type: none"> <li>Assessment of the quality of a council &amp; its governance, is not to be based upon councillors' [stated or assumed] sexes.</li> <li>Appointment to council is not based on councillors' sex either. Councillors are elected by secret ballot on a democratic preferential voting system that does not weight votes according to sex, or declare the sex of the candidate on the ballot paper.</li> <li>Given the small sample sizes of 'all candidates in a SMRC election' and 'no of councillors elected', stabilisation of this percentage is unlikely under free fair elections. Expect variations. These may show high percentage swings because of the small number of councillors.</li> </ul> <p>13. FINAL REMARKS The best way that SMRC can work towards ('collaborate' with the community on) objectives that improve community life &amp; economy is not through targeted programs, affirmative action, specialised units at council &amp; the like. It is not by pushing UN SDGs down our reluctant throats. It is by providing affordable, reliable, consistent LG services. Like, not closing down mobile library services; return</p>			

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

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<p>to annual grading of unsealed roads; better tipping facilities for residents &amp; businesses outside the main centres. (Half a day per week is a health hazard for many food &amp; accommodation businesses in peak tourist season.) If SMRC genuinely wants to support economic development &amp; attract manufacturing to this area: it needs to fight for railways, not rail trails.</p> <p>Without effective transport infrastructure, any talk of more manufacturing is moonshine.</p> <p>Snowy Monaro region was &amp; is too restricted in its work, cultural &amp; social framework to engage my own tertiary-educated children. I know of very few from their year cohorts who stayed in this area. Curious, intelligent young people find no local channel for their talents. The more we educate our youth, the bigger the drain of human resources will be unless strategies are created &amp; implemented asap not only to educate, but to encourage deep roots in this community's life &amp; to offer challenging jobs with career advancement options; and not just in the local big-corporate sector. We need to convey the message that, 'We believe you are worthwhile &amp; have much to offer this</p>			

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

Submission		Commentary	Recommended Actions	Estimated Cost
	community'. Young people are not all pubgoers, party animals & touch footie players; like all of us, they crave belonging & purpose.			
40	<p>I have attached a document with my feedback for the Community Strategic Plan 2042. I believe that the strategic plan as set out, is relevant and a useful goal. My comments relate to the way a rail trail development would serve the goals of the plan.</p> <p>I have been engaged in promoting and researching the benefits of a cycling / walking trail along the rail corridor between Canberra and Bombala since 2015. In that time I have seen the potential benefit that such a venture would bring to the Snowy Monaro region. The promotion of cycling tourism based on mountain bikes has led to an increase in tourism in the summer months for Jindabyne / Thredbo. A rail trail would spread those benefits year-round to Cooma, Bombala and most importantly to the villages of Michelago, Bredbo and Nimmitabel. The benefits to the economy have been proven many times for other areas in Australia and New Zealand, including as close as Tumbarumba in the Snowy Valleys area. The project would address the following issue identified in the Economy Development Goal. Tourism has not been growing at the same rate in regional NSW, both in value generation and employment.</p>	The CSP is a high-level aspirational plan. Strategy 11.3 "Build a network of regional trails and accessible shared pathways" enables opportunities for all projects to be considered, not one specific project.	Nil	Nil

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

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	<p>In relation to the Natural Environment and Heritage preservation goals, the rail trail is a development that would meet both the strategic objectives. The trail would be minimal impact on the environment and at the same time enhance both the rail heritage and agricultural heritage of the area and allow people to slowly experience the environment of the Monaro region.</p> <p>The trail also would support the lifestyle infrastructure objective. 11.3 states the goal of developing a network of regional trails and accessible shared pathways. The rail trail would provide a trail between the villages and two major centres. This would serve both local residents and at the same time promote tourism.</p> <p>One of the most significant aspects of my time travelling around region is the overwhelming support shown by the great majority of people and organisations we speak to. I believe that the rail trail between Canberra and Bombala would serve to make the Snowy Monaro an international destination for cycling tourism.</p>			
41	<p>*I have not nor do I intend to read Council's strategic plan, however.... Council is not keeping up "maintenance/infrastructure" with an ever expanding population in Cooma. Facilities are not kept clean (public toilets in Nimmitabel and Cooma), car parks, roads, full of 'shoves and pot holes',</p>	<p>The submission has been noted – as it does not specifically relate to the CSP, specific concerns will be directed towards the operational areas for response.</p>	Nil	Nil



SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

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<p>edging not addressed either on our damaged roads. A 'town' should not be allowed to expand, beyond being a 'town', or else it risks becoming a 'city'!!! A village must remain village, small in size and population!!! *A separate entrance should be used for people just using the "tip shop" at Cooma Tip. SMRC needs to scale back logging pursuits on the Monaro, as it is destroying fragile habitat and adding to fire risk, as the proven literature, stated below suggests, as at t rate of logging at this time (2025), There will be no bloody "old growth" forests left by 2042! Managing forests for all Research shows forests became dramatically less likely to burn when they mature after a few decades Mature forests are also less likely to carry fire into the tree tops. For example during the Black Saturday fires in 2009, the Kilmore East fire north of Melbourne consumed all before it as a crown fire. Then it reached the old, unlogged mountain ash forests on Mount Disappointment and dropped to the ground spreading as a slow surface fire. The trees were scorched. but they were too tall to ignite, and instead blocked the high winds and slowed the fire down. Meanwhile, logged ash forests drove flames high into the canopy. Despite decades of opportunity to show otherwise, the only story for eucalypt forests remains this: logging increases the impact of bushfires. This</p>			

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

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	fact should inform forest management decisions on how to reduce future fire risk. We need timber, but it must be produced in ways that don't endanger human lives or the environment, Philip Zylstra Adjunct Associate Professor at Curtin University Woolongong; University Woolongong Grant Wardell-Johnson , Associate Professor			
42	<p>I request that all Councilor's receive a copy of this letter, which has also been sent to the Council for distribution. This letter is submitted anonymously due to the tension within the community, where speaking up or voicing concerns can be met with great resistance and abuse. Unfortunately, as a ratepayer, I do not feel comfortable following the formal process (providing my contact information) or expressing my concerns about this document through the consultation process.</p> <p>Concern over cuts to essential community-based programs in the revised Community Strategic Plan 2025</p> <p>I am writing to express concern over the Council's revised Community Strategic Plan 2025, which is currently open for consultation. While the plan claims to address the community's needs, Strategic Objective 1.1</p>	<p>Currently, Council's role does include providing externally funded community services to our community, such as community transport, CHSP's etc.</p> <p>Agreed – Include "Provide" under Council's role in relation to Strategic Objective 1 – Strategy 1.1. "Have in place (and accessible to everyone) quality aged, disability and health services that support our population through all stages of life"</p>	<p>Include "Provide" under Council's role in relation to Strategic Objective 1 – Strategy 1.1. "Have in place (and accessible to everyone) quality aged, disability and health services that support our population through all stages of life"</p>	Nil

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

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<p>raises significant issues. It states, "Have in place (and accessible to everyone) quality aged, disability, and health services that support our population through all life stages," yet the opening question on page 18- "Where do we want to be and are we there?"-is vague and lacks specificity. The response uses generic language that applies to any rural and regional area, not our unique community challenges.</p> <p>For years, community surveys have highlighted the value placed on services such as Home Care Packages, the Commonwealth Home Support Programme (including Meals on Wheels), and Community Transport. However, the revised plan proposes removing the Council's responsibility for providing these services. This is not an oversight, but a deliberate withdrawal of support from our most vulnerable residents, made without proper planning or public consultation.</p> <p>Upon comparing the 2025 plan with the 2022 version, one key difference stands out: the word</p> <p>"Provide" has been quietly omitted from the section titled 'Council's Role'. This suggests the potential divestment of the Council's Community Support</p>			

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

Submission	Commentary	Recommended Actions	Estimated Cost
<p>Programs department. The uncertainty this creates for staff, who have dedicated years to these services, is concerning. It is essential that such decisions be made with the same transparency and community involvement as the Council's divestment from Residential Aged Care, which took years of community discussion.</p> <p>Additionally, there has been no consideration for the Werri-Nina Centre, which was grant-funded to house essential services like those mentioned above. If these services are removed from the Council's responsibility, the future of this Centre- and the services it provides-becomes uncertain. This is particularly alarming given that the Werri-Nina Centre was specifically designed to support these critical programs.</p> <p>The Council is the largest provider of these services in the region. Reducing its role without adequate planning or community input risks not only the loss of services, but also a decline in the quality and accessibility of care. Recent Community Satisfaction Survey results indicate I request that all Councilor's receive a copy of this letter, which has also been sent to the Council for distribution. This letter is submitted anonymously due to the</p>			

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

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<p>tension within the community, where speaking up or voicing concerns can be met with great resistance and abuse. Unfortunately, as a ratepayer, I do not feel comfortable following the formal process (providing my contact information) or expressing my concerns about this document through the consultation process.</p> <p>Concern over cuts to essential community-based programs in the revised Community Strategic Plan 2025</p> <p>I am writing to express concern over the Council's revised Community Strategic Plan 2025, which is currently open for consultation. While the plan claims to address the community's needs, Strategic Objective 1.1 raises significant issues. It states, "Have in place (and accessible to everyone) quality aged, disability, and health services that support our population through all life stages," yet the opening question on page 18- "Where do we want to be and are we there?"-is vague and lacks specificity. The response uses generic language that applies to any rural and regional area, not our unique community challenges.</p> <p>For years, community surveys have highlighted</p>			

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<p>the value placed on services such as Home Care Packages, the Commonwealth Home Support Programme (including Meals on Wheels), and Community Transport. However, the revised plan proposes removing the Council's responsibility for providing these services. This is not an oversight, but a deliberate withdrawal of support from our most vulnerable residents, made without proper planning or public consultation.</p> <p>Upon comparing the 2025 plan with the 2022 version, one key difference stands out: the word</p> <p>"Provide" has been quietly omitted from the section titled 'Council's Role'. This suggests the potential divestment of the Council's Community Support Programs department. The uncertainty this creates for staff, who have dedicated years to these services, is concerning. It is essential that such decisions be made with the same transparency and community involvement as the Council's divestment from Residential Aged Care, which took years of community discussion.</p> <p>Additionally, there has been no consideration for the Werri-Nina Centre, which was grant-funded to house essential services like those</p>			

SMRC COMMUNITY STRATEGIC PLAN SUBMISSION RESPONSES

Submission	Commentary	Recommended Actions	Estimated Cost
	<p>mentioned above. If these services are removed from the Council's responsibility, the future of this Centre- and the services it provides-becomes uncertain. This is particularly alarming given that the Werri-Nina Centre was specifically designed to support these critical programs.</p> <p>The Council is the largest provider of these services in the region. Reducing its role without adequate planning or community input risks not only the loss of services, but also a decline in the quality and accessibility of care. Recent Community Satisfaction Survey results indicate that Community Care is a critical service that the community values. Given this, it's unclear why there is a push to remove these services from the Council's portfolio.</p> <p>Under the Local Government Act, these services fall within the Council's core responsibilities unless formally altered by a public vote based on clear, factual evidence. Yet, these proposed changes have not received sufficient attention or explanation. A more effective approach would have been to provide a tracked version of the changes, allowing the community to easily see what's being altered. Expecting residents to</p>		

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	<p>compare two documents side by side is unrealistic.</p> <p>If you as our elected Council, were aware of these changes, it is disappointing that you have pushed this onto exhibition without addressing this major change - and can assume waited to see if anyone would notice. I urge the Council to provide clear and detailed information on these changes to avoid confusion and ensure transparency.</p> <p>I look forward to seeing this be brought into the public forum at the next Council meeting.</p>			



### 6.1.2 SNOWY MONARO REGIONAL COUNCIL'S DRAFT SUITE OF INTEGRATED PLANNING AND REPORTING DOCUMENTS TO BE PLACED ON PUBLIC EXHIBITION

Record No: 125/282

#### OFFICER'S RECOMMENDATION

That Council:

- A. Place the Draft 2025-2029 Delivery Program, 2025-2026 Operational Plan, Draft Long Term Financial Plan 2025-2035, Draft Revenue Policy 2025-2026 and Draft Fees and Charges 2025-2026 on public exhibition from 6 May to 3 June 2024.
- B. That the following adjustment be made to the draft documents before they are placed on public exhibition:
  - i. Nil.
- C. Undertake the range of community engagement activities within the public exhibition period as referenced in the report.
- D. After the close of the consultation period receive a further report to consider submissions prior to adoption of the final documents.

**Administrative note:** It is recommended that where changes are desired to be made to the draft that councillors move an amendment to include the change desired. The wording would be something like:

"That the motion be amended to include under point B, that the delivery plan be adjusted to add ....."

The amendment can then be debated and if adopted will become part of the final motion that would list all the changes to be made to the draft documents under point B of the motion.

#### ISSUES

##### *Summary*

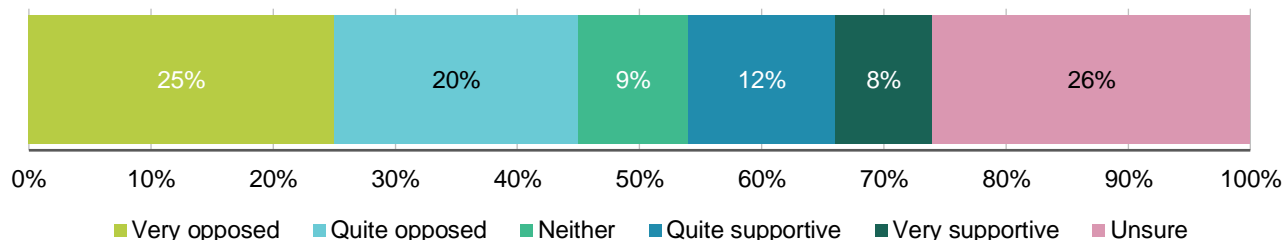
Key points in the integrated planning documents:

**Rate revenue:** The final year of Council existing SRV, which was not approved by IPART has been included in the long term financial plan for 2027/28. This is required to make the Council sustainable without cuts to services or infrastructure. In the last community satisfaction survey only 1/5<sup>th</sup> of residents were supportive of a program of cutting services (which is the alternative to the rate increase) while 45% were opposed to the idea.

Q22. To what extent are you supportive of Council moving "back to basics" by cutting approximately 5% in discretionary community used services and facilities expenditure each year over the next 4-5 years?

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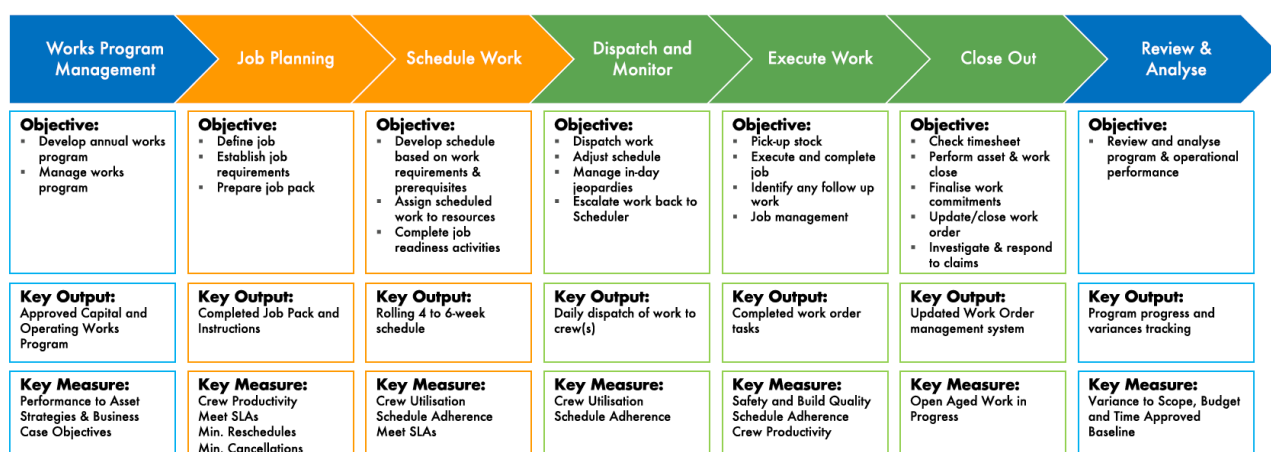
Base: All respondents 2024 n=400



**Annual charges & fees:** Annual operating deficits in water, sewer and waste also need to be addressed. This will require increases in the level of charges made within those funds. Water is starting off with a \$1.1million deficit, sewer with a \$700,000 deficit and waste with a \$400,000 deficit.

**Improved Asset Management Processes:** Updated asset management plans and data on asset condition will provide the guidance for what renewals need to be undertaken. Work will be undertaken to identify critical assets and develop preventative maintenance programs to ensure that the community gets the best value out of the assets. Below is a sample of the type of long terms planning that will be in place for the renewal of assets.

**Business Operations Improvement:** A significant change program is planned to move the Council from its current fragmented, manual and reactive systems. This will require implementation of new tools, developing existing tools and a total change to the way of working for the organisation. This was found to be required by service reviews and the financial sustainability review. This process will also include setting service levels with the community so that the community can understand what is provide by the Council. Council's way of operating will follow the following path under the new processes:



**Customer Experience:** It is planned to establish a new approach to customer contacts as the community surveys show that the current approach needs improvement. This will be focused around having responses provided at the first point of contact and monitoring finalisation of issues. The current experience of people contacting Council is not in keeping with contemporary practice and this is a fundamental issue that needs addressing.

**Financial Sustainability:** The organisation has been moved to a position where it will, over the longer term, become financially sustainable. However, in the shorter term this is at the expense of asset renewal, which will lead to poorer average condition, particularly across the road network. Commencing a renewal program for buildings should see that asset class start to improve. The financial results presented in the draft 2025-26 documents are also achieved by underspending on maintenance of buildings and structures as well as low levels of service resourcing in some areas. Longer term those issues will need to be addressed.

The new asset management plans for roads is recommending that depreciation expense be calculated on shorter lifespans for some asset components. This may have a significant impact on the estimated financial result, but the work has not yet been completed to determine the net impact of the proposed changes.

### ***Integrated Strategic Planning***

Council must establish a new Delivery Program (DP) after each ordinary election of new councillors to cover the principal activities of council for the four-year period commencing on July 1 following the election. The contents of the DP must be linked to how they achieve the goals set in the Community Strategic Plan (CSP). Council has undertaken a review of the CSP and the post exhibition report with recommended amendments is tabled as an earlier item on this 1 May 2025 council meeting agenda.

The DP details the principal activities to be undertaken by council to perform its functions and activities included must be able to be achieved within the limits of council's resources. The DP is a statement of commitment to the community from each newly elected council and is a single point of reference for principal activities undertaken by council during its term. All plans, projects, activities and funding allocations must be directly linked to the DP.

Supporting the DP are annual Operational Plans (OP). These spell out the details of the DP – the individual projects and actions that will be undertaken in that year to achieve the commitments made in the DP.

Informing the preparation of the draft DP and OP are the strategies identified within the CSP. Additionally, assisting in determining our priorities, consecutive customer satisfaction surveys from 2022-2024 have identified services (activities) that council should consider as priorities and those that council should maintain to improve customer satisfaction. Coinciding with service satisfaction, the importance level of each service is a factor in determining where council should direct its resources.

Traditionally, SMRC has committed beyond both its financial resources and internal capacity, leading to less optimal community outcomes, expectations not being met and an inefficient, reactive service delivery culture.

The approach to the Draft 2025-2029 Delivery Program (attached) and Draft 2025-2026 Operational Plan (attached) is one of consolidation, focussing on getting the current work required undertaken and complete the projects we have commenced. Taking on new projects to increase our assets without robust whole of life costings and an understanding on how council can fund ongoing operational and maintenance costs, will impact council's ability to meet the requirements outlined in the Financial Sustainability Review 2022 and the recently issued Performance Improvement Order (PIO) from the Office of Local Government.

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### ***Financial Sustainability Review***

Council has resolved to implement the recommendations from the financial sustainability review, which includes the findings from the previous service reviews of several of the Council's operations. The current performance improvement order requires Council to continue working towards those recommended actions. Considering that the actions will lead to a financially sustainable organisation and one with much improved processes, completing the recommended actions is beneficial to the broader community. There remains work to be undertaken. Key areas that need to be progressed, and what work is planned is discussed below.

**Submit a SRV variation to raise \$19.4million:** The application for a special rate variation submitted by council was not fully approved. Based on direction from the councillors' work was commenced on looking at what service delivery would look like without the additional revenue. However there has not been identified service cuts that would allow this to be achieved, and the work undertaken to review the asset renewal requirement indicates that without increased revenue either substantial service reductions or the continued deterioration of infrastructure would be the result. The inclusion of the originally recommended SRV is still required to make the Council financially sustainable.

**Review the pricing for fees and charges and ensure they reflect full cost price for services, as far as it is practical to do so:** This has not been undertaken as the development of the activity costing that would underpin this work is not complete. A project has been included in the delivery plan to discuss the service mix with the community once the activity costing is developed and has been tested against actual work. This engagement will also be where the discussion on what the right mix between user charges and rates will be undertaken.

**Conduct a strategic review of services to assess the range and levels of service provided:** This is also part of the project referred to above. It will be a review as to why services are provided at various levels and identifying the benefit seen to accrue to the community.

**Improve the strategic and technical asset management capability and practices to manage assets:** An activity has been included to work on taking the information from the asset systems and developing the long-term renewal programs. This will also be achieved through the implementation of the works management system that will allow better capture of data on maintenance of infrastructure, to inform decisions.

**Continue to undertake service reviews:** A range of service reviews have been identified based on the expectation of where the greatest benefits can be achieved. The planned service reviews are:

Road Maintenance: The asset condition assessment work identified that the road structures are in reasonably good condition, but that the road roughness is being impacted by the maintenance work. The assessment also recommended trialling additional techniques, such as crack sealing, and changed renewal lifecycles. So there is a need to look at how we operate within the changed environment these changes create.

Resource & Waste Recovery: Following the review of the waste strategy is the ideal time to undertake the service review for this area. This will not only review the way of working, but also consider what changes need to be made to align with the strategic direction identified for the service.

Open Spaces: The service planning work has identified considerable variation in the work levels across teams. This needs to be reviewed to ensure all teams are operating at the most

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effective levels. This is also a relatively high expenditure area, so it is an area that we expect to be able to find efficiencies from.

**Land and Property:** This links in with another recommendation from the financial sustainability review to look at how we provide our services. It is also consistent with the proposed strategic review of Council's building and other property assets.

**Swimming Pools:** This will be a strategic service review, rather than an operational review, and incorporate development of asset management strategies for the various complexes. The assessments of the facilities that have been done so far indicate there is a need for good strategic guidance on how to move forward with these facilities.

**Community Support Programs:** This also will primarily be a strategic review, looking at the service mix and how these interact.

**Develop an annual budget development process that is activity based:** There is still considerable work to be done, with a number of service areas having to be moved from what is time-based assessments to full activity-based costing. That work will be undertaken over time within the normal operations of the Council. The works management systems will be the tool to bring the activity system into life, as this will be how work activities are scheduled, undertaken and assessed for performance.

**Consider a borrowings program to invest in required upgrades and enhancements to the water and sewer networks:** The existing activity to develop a long-term financial plan for water and wastewater will roll over into the new delivery program. Part of that process will be to consider the funding options for the various capital upgrades identified as required. A general fund borrowing program is not under consideration and Council remains debt free.

**In the short term, develop the strategic asset management capability to better predict, prioritise and plan for asset renewal programs based on known risks, criticality, condition and performance of each asset class:** Activities to work towards this outcome are included in the asset management section of the delivery program and operational plan.

**Establish systems and practices that enhances and realises the value of asset management across the organisation:** As above, activities have been included in the delivery program and operational plan to develop strategic asset management capability.

**Explore opportunities to rationalise the land and facilitates assets that are used to deliver Council's services, including the rationalisation of the number of locations services are provided and considering a regional approach to service delivery:** This will be undertaken as part of the service review into the land and property service and property assets.

**Undertake community engagement to establish and agree on service levels:** This activity has been included for the third and fourth year of the delivery program, once the activity-based costing has been developed and tested.

**Review the efficiency and effectiveness of current corporate overhead functions:** This recommendation is unlikely to be achieved in the current delivery program term. There is insufficient resources to implement the large change program underway, undertake the planned service review program (which are considered a higher priority) and undertake these reviews.

**Develop the organisational financial management governance and financial acumen of management to improve financial management at all levels of management:** The actions around

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improving the governance and financial acumen will be included in the workforce management strategies along with any other areas identified, such as the asset management skills.

### ***Long Term Financial Plan***

The long-term financial plan is an important document, as it shows whether the Council is sustainable and how Council will resource the achievement of the strategies in the Snowy Monaro 2042 Community Strategic Plan. It outlines the resources that are expected to be available to the Council to provide services and infrastructure to the community and shows the overall cost of the service mix included in the delivery plan.

Long-term planning gives Council the ability to model what the future could look like given different circumstances and assumptions.

Council's long-term strategic and financial planning is aimed at Council achieving financial sustainability over a rolling ten-year period, through engagement with the community regarding agreed service levels, and consideration of the community's capacity to contribute to Council's rating revenue.

The long-term financial plan is evaluated against the key financial sustainability indicators established by the Office of Local Government.

In line with the financial sustainability document prepared in 2022 this LTFP aims to identify a path for Council to:

- Generate sufficient revenue, control of services and infrastructure costs to produce sufficient cash from operations.
- Maintain sufficient cash (or access to cash) to meet the needs of ongoing operations and funding of capital projects.
- Maintain a minimum \$500,000 of unrestricted cash in the General fund and build this unrestricted balance to a minimum \$5 Million by 2027/28.
- Be able to renew or replace assets to maintain the desired level of service and the provision of new assets to meet demand for growth in services.

The key revenue and expenditure assumptions are included in the long term financial plan, which shows the increases in revenue required to provide the expected services and infrastructure.

**Table 1:** High level summary

Indicator	General	Water	Sewage	Waste	Total
Operating deficit (surplus) before capital grants	\$3.2m	\$1.0m	\$0.7m	\$0.3m	\$5.3m*
Net cashflow increase (decrease)	\$540k	\$616k	\$2.3m	\$2.0m	\$5.4m
Cash available 2025/26 year after provision for \$1m	\$186k				
Cash available future years after provision for \$1m	\$95k				

**\*Note:** Figures affected by rounding

While there is some cash available above the \$1million targeted as required to rebuild the cash balances and have a reserve to offset the risk of unexpected asset failure, this is a very slim margin, which is recommended remain in the budget to allow for unexpected events and timing of cash movements that may affect the 30 June available cash balances.

## ***Outstanding Projects***

Consolidation and getting back to basics.

The revised delivery program and operational plan focuses on finalising a range of ongoing projects with the resources we have before we commit to further projects. This is an appropriate and prudent financial management strategy at this time. A substantive number of projects are still on the books and have progressed, however, finalisation is yet to occur. This has required significant work to identify what is possible with the available funding. Due to Council's financial position, it was imperative that where investigations identified that the available funds were not sufficient, that the projects be re-scoped to remain within the available funds if possible.

## ***Key Projects Identified Within the Draft Delivery Program 2025-2029 and Draft Operational Plan 2025-2026***

### Business Improvement Program

The next stage in the 'Business Improvement Program' is to move towards implementing the changes that were identified through service reviews and the financial sustainability review. To date, the development of Annual Service Plan's (ASP's) has been taking place over an 18-month period identifying and quantifying each task of work that we deliver. The work done so far has reinforced what was identified in the service reviews, it is evident that the way in which we work is often impacted by the lack of systems and technology. From the 2025-2026 Operational Plan year onwards, the next phase of business improvement will get underway. There are several streams of work to be undertaken:

Technology Enablement: Acquire and implement systems to fill gaps in the currently available tools as well as develop existing tools. Council needs to implement works management tools that will allow the effective planning and achievement of the tasks and activities needed to be undertaken as well as capturing the data about the progress of tasks. Systems to support more efficient ways of working, such as mobile devices and business process mapping software need to be put into place or features of existing systems need to be set up and brought into use. Having systems in place to capture the relevant data to support activity-based costings for services will enable Council to budget more effectively and monitor expenditure more accurately. The systems will also allow automation of tasks and data capture, increasing efficiency of operations. The main tools that need development are:

- Customer request management systems
- Works planning and delivery tools
- Payroll management systems
- Management reporting systems

Customer Service Improvements: The customer satisfaction survey shows that the perception is that issues are not being resolved. It also indicates that the number of people that have to contact Council repeatedly is way too high, and this leads to dissatisfaction. A new approach to customer service will be put into place and the tools currently in place will be further developed to gain more value from them. The customer service team will be set up with accountability for tracking the customer requests and ensuring they are being finalised. Systems will be integrated so that

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information on the status of requests is available across the organisation. The aim is for first point resolution wherever possible.

**Works Planning and Scheduling Processes:** Council currently operates in a reactive and fragmented way. Systems and processes will be put into place to bring together many of the operational activities into a system that can capture, prioritise and allocate work. The systems need to be linked to the asset management systems so that activities are carried out as they are required and, in the way, needed. Improving these systems will also allow for less downtime and more time 'on the tools' for staff. Attached to this will be new systems for capturing work time, which will reduce significant manual time that currently is required in the existing system, giving more efficiencies.

**Improved Asset Management Planning:** The asset management plans have been revisited and as part of that work long term schedules of the required renewal work has been identified. These works will be put into ten-year schedules of works. By completing the works required to renew assets as they reach the most effective point for renewal will reduce the lifecycle costs and the level of asset failures. This will provide the lowest cost to the residents for infrastructure.

**Developing Service Levels:** The lack of clear service levels makes it difficult to determine if the Council is achieving the desired outcomes. The work on developing activity-based costing is allowing the Council to identify what level of service it currently can provide. It is also identifying where there are variations on the levels of services. Once this work is complete the Council will need to discuss the services with the community to determine if the current services and levels are what the community sees as valuable. Having clear and agreed expectations on what will be delivered allows the community to more easily assess the performance of the Council.

#### Water and Wastewater Projects

For the 2025-2026 FY the continuation of planning for the upgraded Sewerage Treatment Plant and new water treatment plant for Jindabyne will continue. NSW Public Works has been engaged to undertake this work for council in conjunction with Regional Growth NSW Development Corporation.

The annual renewal program for water and wastewater mains will continue with \$890,000 to be invested across the region.

Design and construction will continue for the replacement of the Cooma Snowy Reservoir and the commencement of the planning for a new high zone reservoir will take place for Berridale to ensure infrastructure is aligned with the growth of the town.

#### Smiths Road Upgrade

The long awaited project of sealing 3.0km of Smiths Road is being realised, and is anticipated to be delivered in the 2025-2026 FY. Grant funding has been secured to complete this project, which will be welcomed by the Smiths Road community.

#### Boolboolma Crossing

Boolboolma crossing (a project coming forward from the current planned works) will be upgraded from a causeway to a new bridge and is planned to be completed in 2025-2026 FY.

#### Resource and Waste Projects

Several projects are planned for the 2025-2026 FY in the Resource and Waste Service of Council. Most of the projects will be delivered by Council's Corporate Projects team.

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FOGO roll out – The commencement of planning under the Council's project management framework will be undertaken. This will involve developing the project plan for the roll out of food organic and garden organic (FOGO) kerbside service to the remainder of SMRC kerbside residential properties.

Jindabyne transfer station expansion – Project planning and design as well as gaining the required approvals will be undertaken. It is expected that, subject to the securing of required funding, construction of the transfer station expansion at Jindabyne landfill could commence in the next twelve months.

Cooma Landfill Upgrade – Planning will commence for installing of new weighbridge and weighbridge office. Investigations into a sorting shed and redesign of the storm water systems will take place throughout the 2025-2026 FY.

Waste Strategy Mid Term review – The waste strategy review will also commence in the 2025-2026 FY.

#### Corporate Projects

In 2025-2026 Council's Corporate Projects team will continue projects already in planning phase or currently underway. In alignment with council's year of consolidation and completing projects we have already committed to. Some of these projects are:

- Lake Jindabyne Shared Trail
- Adaminaby Long vehicle parking
- Berridale beautification (drainage)
- Options study – Raising Cooma flood levee
- Cooma and Bombala swimming pools

#### Incomplete Projects

Where it was known that projects in the current delivery program were going to go into the new period these have been included. Projects will be reviewed after 30 June to identify any not complete and as needed they will then be rolled over into the new delivery program or operational plan. Where this requires a significant change to those documents it would need to come back before Council to adopt those changes.

#### **Councillor Requests for Information to Consider Service Changes**

A series of six workshops with councillors were held between February 2025 to mid-April 2025 to seek input and direction from councillors towards the development of the DP and OP. At the end of this process councillors were asked what they would like further information on to consider changes to the draft documents being considered. These should not be considered matters 'decided on', but rather issues at least one councillor requested further information on. Suggested

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service changes, and information on the expected impacts of the proposed change are listed below:

### **Infrastructure Portfolio**

#### **Corporate Projects**

**Request for consideration:** What resources would be required to have the capacity to develop projects identified in strategies up to a 'shovel ready' state where grants can be sought?

Financial Impact:

	Once Off Impacts	Ongoing Impacts
Financial Impacts	Nil.	\$180,000 costs
Costs relate to the employment of staff (including direct and oncosts) to undertake the work required to achieve the goal.		

Service Impacts:

Change	Meets legislation
Would have capacity to progress up to 6 projects per annum to 30% state, with a general consideration of a delivery contracting model of design and construct by engaging a project designer and utilising some of the current project officer roles.	Yes

#### **Roads – Roadside Spraying**

**Request for consideration:** What would be the impact of removing roadside spraying?

Financial Impact:

	Once Off Impacts	Ongoing Impacts
Financial Impacts	Nil.	\$40,000
The costs relate to a mix of in house labour, equipment and materials and contractor works.		

Service Impacts:

Change	Meets legislation
Regional road areas currently sprayed to ensure safe sight distance, or due to higher danger from hidden wildlife, will no longer be sprayed.	Yes. However creates increased risk profile for road users.
Spraying of areas funded by TfNSW on state roads will still be undertaken under contract.	Yes

### **Roads – Traffic Slowing Devices (Bombala CBD)**

**Request for consideration:** Can we include a project to lobby for traffic slowing devices at the southern end of the entrance to the Bombala CBD?

Financial Impact:

	Once Off Impacts	Ongoing Impacts
Financial Impacts	\$5,000	Nil.

Costs relate to the labour to undertake lobbying activities to request that consideration be given to the expenditure.

Service Impacts:

Change	Meets legislation
Staff will need to be redirected from operational activities to undertake this work. For the level and type of work it will mean support to staff will be reduced and responsiveness to some queries will not occur to the level it otherwise would.	Yes

### **Community Services Portfolio**

#### **Building Certification**

**Request for consideration:** What would the service look like if we only did the bare minimum required under legislation.

**Note:** Most aspects of this service are regulatory requirements. Building works certification can be undertaken by commercial providers. Under the legislation Council is still required to provide services where requested.

Financial Impact:

	Once Off Impacts	Ongoing Impacts
Option 1: Continue as is and take on building inspection work that we are requested to undertake without seeking to increase market share	Nil	Nil
Option 2: Actively seek only to undertake building inspection work that people can find no other option for	Equates to around 20% of a role. Would need to determine how to transition into the changed workload over time.	\$37,000 cost.

The ongoing impacts are a combination of the lost fee revenue and lower labour and plant costs currently used to undertake the works.

Service Impacts:

Change	Meets legislation
Option 1: No change	Yes
Option 2: Instead of taking on work Council would encourage people to use private providers. Council would need to make itself a less desirable option to reduce the number of people using the Council service as opposed to private certifiers. The only way to achieve this would probably be to use private certifiers and then pass on an increased cost to those using Council services.	Yes
Option 2 is expected to result in an increased cost for users of the services in the short to medium term, as there will not be providers to meet the demand. It is unknown where the market may stabilise without the Council in the marketplace.	

**Biosecurity – Change Service Levels**

**Request for consideration:** Reduce funding levels until only spending the same amount as grant funding provided.

**Note:** The grant guidelines include the following: Participant organisations are expected to contribute cash funds and/or in-kind resources to their sub-program. There is no set contribution, however priority will be given where submissions demonstrate substantial contributions. Not making a contribution is considered likely to lead to Council not receiving grant funding or receiving significantly less.

It was also noted that a significant amount of Council's costs in its grant application were not specific activities. The work done under Towards Excellence means a larger portion of costs can be shown as applying to areas that have attracted a co-contribution of funding. This may allow Council to gain a larger amount of grant funding towards this service.

Financial Impact:

	Once Off Impacts	Ongoing Impacts
Option 1: Only spend the amount received in grants	\$386,000 costs	\$1,020,000 saving
Option 2: Reduce co-contribution to matching the grant amount	\$74,000 costs	\$698,000 saving
Option 3: Use service planning information to increase grant funding towards 50%	Nil	\$270,000 saving
Costing in option 1 is based on the service no longer continuing. For option 2, activities that currently are not receiving matching funding are removed, which is a combination of contractors works, labour and plant costs. Option 3 is primarily an increase in revenue.		

Service Impacts:

Change	Meets legislation
Option 1: It is expected that Council will not receive any grant funding under the program. As such all biosecurity activities would cease.	No. Council is responsible under the legislation to: <ul style="list-style-type: none"> <li>- prevent, eliminate, minimise and manage the biosecurity risk posed or likely to be posed by weeds,</li> <li>- develop, implement, co-ordinate and review weed control programs,</li> <li>- inspect land in connection with its weed control functions</li> </ul>
The following are the likely service changes under option 2	Yes, if sufficient funds were available to spray identified weeds, no if there was insufficient funding to manage state and regional weed infestations identified on Council owned and managed land.
Cease providing educational assistance and support to landowners when undertaking inspections or when contacted.	The Department Secretary has the power to order Council as to what activities we should undertake.
Inspection program to focus heavily on state and regional significant weeds and not areas with other invasive weeds.	
Not participate in regional weed committee meetings	
Cease most roadside spraying. Only respond to state and regional significant weeds identified.	
The following are the likely service changes under option 3	Technically yes. The legislation does not define what is considered reasonable, but this level of investment should allow treatment of state and regionally significant weeds on Council owned or managed properties.
Inspection program to focus heavily on state and regional significant weeds and not areas with other invasive weeds.	The Department Secretary has the power to order Council as to what activities we should undertake.
Landholder support heavily focused on state and regional significant weeds.	
Not participate in regional weed committee meetings	
Cease undertaking all educational programs (Workshops, ag days, shows) – 10 events per annum.	
Reduced level of roadside spraying with focus on state and regionally significant weed control.	

**Biosecurity – Roadside Spraying**

**Request for consideration:** What would be the impact of removing roadside spraying?

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Financial Impact:

	Once Off Impacts	Ongoing Impacts
Financial Impacts	Nil.	\$556,200
Costs relate to the use of contractors.		

Service Impacts:

Change	Meets legislation
Time spent on managing spraying contracts refocused on working with landholders on weed control.	Yes
Not undertake spraying of weeds on Council property	No. Required to control state and regionally significant weeds.

**Library – Mobile Lending Centre**

**Request for consideration:** Reinstate mobile library service that previously operated.

Financial Impact:

	Once Off Impacts	Ongoing Impacts
Financial Impacts	Nil.	\$136,000
Costs include the cost of the vehicle and operator to provide the service. Costs are offset by the costs of the current outreach service.		

Service Impacts:

Change	Meets legislation
Library truck would be brought back into operation and undertake the same rounds and times at locations as were being done prior to the changes.	Yes

**Library – Saturday Closure**

**Request for consideration:** Change library hours so that no services are provided on Saturdays.

Financial Impact:

	Once Off Impacts	Ongoing Impacts
Financial Impacts	Nil	\$36,000 savings

Service Impacts:

Change	Meets legislation
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Change	Meets legislation
Library opening hours would change and the services would not be available on Saturday in Cooma and Jindabyne.	Yes. Council's library services already operate below the suggested opening hours in the State Library guidelines (Main library 42 hours (compared to 33.5), branches 27 hours (compared to Jindabyne 20, Bombala 18). These are not mandatory requirements.

### **Saleyards – Divestment**

**Request for consideration:** Include project to investigate divestment of saleyards to private enterprise.

Financial Impact:

	Once Off Impacts	Ongoing Impacts
Financial Impacts	\$50,000	\$609,000 saving if divestment occurred

Service Impacts:

Change	Meets legislation
Will have a report setting out the options for the future of the facility	Yes

### **Saleyards – Resourcing Requirements**

**Request for consideration:** Review the level of resourcing needed to support the ongoing operations.

Financial Impact:

	Once Off Impacts	Ongoing Impacts
Financial Impacts		Nil

Service Impacts:

Change	Meets legislation
Staffing has been reduced from 1 FTE at the facility to a system where maintenance is undertaken primarily through the Fleet and Plant Team as work is required. 0.5FTE is allocated for administration of the facility.  In recent years the level of resourcing has been lower, this has led to maintenance not being undertaken, lower focus on raising revenue from use and increased levels of complaints. It is not recommended that Council move back to such a situation.	Yes

### **Open Spaces – Retain Current Service Levels**

**Request for consideration:** What additional funding is required to keep the services levels at the current adopted levels?

**Note:** Service levels in the current delivery program were based on the identified land under management. During the year additional properties have been added the list of managed land. This means the same service level could not be achieved with the equivalent funds. It is also noted in the annual service planning that there remains considerable variation in the work required. This area will be prioritised for a full-service review to see where we can find improved efficiencies across the region. There is also the risk that other activities that have not been included in the current document remain to be identified. For example, there is no provision yet made for maintenance of roads within open spaces.

Financial Impact:

	Once Off Impacts	Ongoing Impacts
Financial Impact		\$650,000 cost

Service Impacts:

Change	Meets legislation
Tree pruning activities would be scheduled and undertaken	Yes
High visibility garden beds weeded monthly instead of every six weeks	Yes
Adaminaby hedges trimmed twice a year instead of once	Yes

### **Open Spaces - System to Support Increased Use of Volunteers**

**Request for consideration:** What would be required to implement a system to be able to better utilise volunteers to assist in maintaining our areas.

**Note:** Costs will vary depending on the level of volunteering that occurs. The costing assumes a significant level of volunteering (20- 50 people) is expected to come into place. Costing does not include providing plant and materials for the works being undertaken.

Financial Impact:

	Once Off Impacts	Ongoing Impacts
Financial Impact	\$32,000	\$125,000

Service Impacts:

Change	Meets legislation
Systems and processes set up to maximise volunteering in delivering services to the community. ( <b>Note:</b> Would require 46 hours of additional volunteering per week to be cost effective.)	Would need to ensure that volunteers operate within the workplace safety requirements the same as Council staff.



### **Community Support Services**

**Request for consideration:** What is required to include a project to review how services are provided and whether Council should be providing services the way we currently do.

Financial Impact:

	Once Off Impacts	Ongoing Impacts
Financial Impacts	\$50,000	Cannot be determined.

Service Impacts:

Change	Meets legislation
Service review of this area will have been undertaken. Service reviews into other services will be delayed if this is a higher priority and needs undertaking in the earlier years. (Road maintenance, open space maintenance)	Yes

### **Community Transport**

**Request for consideration:** What is required to have an activity to lobby for changes to the charging for use of the system and expand system to other users in remote communities?

**Note:** The change requested will have financial impacts across the country for the Commonwealth government. Extensive modelling will be required to show the benefits and costs, with lobbying needing to be undertaken with both departmental staff and ministerial staff. It will not be a simple exercise of writing to a minister. Costing is only a rough estimate as this level of lobbying is not usually done by Council.

A presentation will be developed for councillors setting out the way the community transport scheme works.

Financial Impact:

	Once Off Impacts	Ongoing Impacts
Financial Impacts	\$150,000	Benefits would accrue to the service users, not Council.

Service Impacts:

Change	Meets legislation
Undertake a series of lobby activities to seek the Commonwealth Government to change the method of funding to allow additional support to be given to service providers so that they remote based people do not miss out on services.	Yes

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### **Engagement and Communications - Reduced Services**

**Request for consideration:** Reduce service levels not to undertake social media monitoring or activities.

Financial Impact:

	Once Off Impacts	Ongoing Impacts
Financial Impacts	\$150,000 costs	\$320,000 saving

Service Impacts:

Change	Meets legislation
Not undertake any social media monitoring	Yes
Not repost information from other government agencies that is seen to impact on the community	Yes
No longer undertake pop up engagement sessions (Shows, events, Council changes, etc)	Yes
Website updates only for legislatively required information	Yes
Website updates only for critical service notices (Water breaks, sewer blockages,	Yes
Press releases levels to reduce to focus on legislative needs and addition notifications only within available resources	Yes

### **Engagement and Communications - Enhanced Services**

**Request for consideration:** What would the service look like with the required experts and support in place to ensure the right messages are going out at the right time?

Financial Impact:

	Once Off Impacts	Ongoing Impacts
Financial Impacts	\$51,000	\$242,000 cost

Service Impacts:

Change	Meets legislation
Increased level of technical resources brought in with 1 FTE suitably qualified role added to the structure.	Yes
Experienced content creator in place to undertake research and discussions in-house to identify and develop suitable content for distribution.	Yes
Consultancy services arrangements in place to allow for additional advice as required and development of product for major engagements.	Yes
Increased volume of communications on the activities of the Council.	Yes
Increased quality of targeted messaging.	Yes

### **Ranger Services – Reduced Resources**

**Request for consideration:** What would be the impact of reducing ranger services by 1 FTE?

**Note:** Council has reduced the ranger numbers from their historical levels by 1FTE already, from 4 to 3.

Financial Impact:

	Once Off Impacts	Ongoing Impacts
Financial Impacts	\$14,000 cost	\$15,000 savings

Service Impacts:

Change	Meets legislation
Having only 2 permanent rangers will require removal of after-hours services, other than police call outs.	Yes
When one ranger is off Council will not be able to respond to incidents that require two officers.	Yes
Response time to requests will extend during busy times. Expected response times will move from a target of 48 hours to a target of 96 hours for medium and lower risks. Examples of activities that will have much longer response time area barking dogs/ abandoned vehicles, etc. Some requests will need to not be responded to when other priority actions take the available time.	Yes
Reduction in winter parking patrols in Jindabyne.	Yes
Minimal enforcement of illegal camping.	Yes

### **Ranger Services – Additional Duties**

**Request for consideration:** Is there an opportunity to have other staff take on other duties to provide ranger duties in addition to their other role.

**Note:** To be effective there will need to be a group of people to spread the on-call work between. Before undertaking activities, staff would have to be trained as rangers and in animal handling. Figures are calculated on only one additional person being on call at any time. If it was required to have a person on call in each town, this would triple the cost. Previously it was found that having range responsibilities on roles has not worked effectively. When issues occurred the employee often remained on their substantive roles in preference to responding to ranger issues, thus giving limited benefits.

Financial Impact:

	Once Off Impacts	Ongoing Impacts
Financial Impacts	\$20,000	\$28,000 costs

Service Impacts:

Change	Meets legislation
Costing only allows for one additional vehicle; thus the change would lead to a shorter response time only if that vehicle is located at a location closer than where the usual ranger on call is located.	Yes

**Tourism**

**Request for consideration:** What would be the impact of reducing tourism services back to the same level of funding as provided in 23/24.

**Note:** There has been minimal change since 23/24. The draft financial data seen by councillors did not account for costs of events, which used to be shown under economic development and have now been included in tourism. As such there is no changes listed as the resourcing is at the same relative level.

**Strategy Portfolio**

**Asset Management**

**Request for consideration:** What would the service look like with 1 less FTE?

**Note:** Low levels of asset management maturity and information was identified as one of the factors leading to the poor financial position Council found itself in and improving asset maturity was a strategy recommended as a key outcome towards becoming financially sustainable.

Financial Impact:

	Once Off Impacts	Ongoing Impacts
Financial impact	\$59,000 costs	\$100,000 savings

Service Impacts:

Change	Meets legislation
No longer collect traffic count readings, which are used to forecast road deterioration rates for renewal programming.	No. Will not meet the requirements of the PIO, which requires improvement in the asset management, as doing so requires collection of data.
No longer undertake condition inspection program of Council's assets.	No. Will not meet the requirements of the PIO, which requires improvement in the asset management, as doing so requires collection of data.
Reduced effort in bringing new data into the assets systems	No. Will not meet the

Change	Meets legislation
and verifying accuracy of existing data	requirements of the PIO, which requires improvement in the asset management, as doing so requires collection of data.

### **Governance - By-election**

**Request for consideration:** Should Council make provision for a by-election by putting aside \$80,000 per annum?

Financial Impact:

	Once Off Impacts	Ongoing Impacts
Financial impact		\$80,000

Service Impacts:

Change	Meets legislation
Another service would need to be identified to be reduced to provide for the additional cash to be placed into reserve.  Note: Rather than cutting services for a potential cost the better option is considered that if need be, the Council's cash reserves are used in the event a by-election occurs and then the Council identifies what services or projects need to stop to recoup the cash.	Yes, if alternative cuts are made.  No if no other adjustment is made as this would be a higher service level put into place without funding being identified.

### **Governance - Committee Support**

**Request for consideration:** Provide the same level of staffing support to all committees.

**Note:** Over time committees have been set up with different levels of support. In some cases, the creation of the committee was justified by the committee having no costs as it would not need staff support. Committees range from ARIC to finance working group, CEO performance review committee, community advisory and community management committees. Calculations do not include external committees on which Council is a member. Assumed committee meetings run for 3 hours on average and do not incur overtime/penalties.

Financial Impact:

	Once Off Impacts	Ongoing Impacts
1) Providing secretariat and staff attendance to all committees		\$102,000 cost
2) Providing secretariat and staff attendance to advisory committees		\$6,000 cost

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	Once Off Impacts	Ongoing Impacts
3) Providing secretariat support only to all committees		\$23,900 cost
4) Providing secretariat support only to advisory committees	May be future redundancy costs.	\$26,700 saving. Unlikely to be short term cashable savings as works is spread over a number of roles.
5) Remove support from committees currently with support	May be future redundancy costs.	\$36,000 saving. Unlikely to be short term cashable savings as included in several roles.

Service Impacts:

Change	Meets legislation
Option 1: Committees without staff attending or having secretariat support will have a staff advisor and a secretary for the meetings.	Yes
Option 2: Advisory committees without staff attending or having secretariat support will have a staff advisor and a secretary for the meetings. <ul style="list-style-type: none"> <li>- Reconciliation Plan Working Group</li> <li>- Finance Working Group</li> <li>- CEO Performance Review Panel</li> <li>- Cooma North Ridge Committee</li> <li>- Open Spaces &amp; Recreational Facilities Committee</li> </ul>	Yes

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Change	Meets legislation
<p>Option 3: Some committees will lose advisory roles that current attend meetings:</p> <ul style="list-style-type: none"> <li>- ARIC</li> <li>- Reconciliation Plan Working Group</li> <li>- Finance Working Group</li> <li>- Cemeteries Committee</li> <li>- Community Support Programs Committee</li> <li>- Saleyards &amp; Transit Stock Yard Committee</li> <li>- Snowy Monaro Arts &amp; Culture Committee</li> <li>- Biosecurity Committee</li> </ul> <p>Other committees will have secretariat services added:</p> <ul style="list-style-type: none"> <li>- Reconciliation Plan Working Group</li> <li>- Finance Working Group</li> <li>- CEO Performance Review Panel</li> <li>- Cooma North Ridge Committee</li> <li>- Open Spaces &amp; Recreational Facilities Committee</li> <li>- Management committees</li> </ul>	No. Required to support ARIC with whatever staff required.
<p>Option 4: Some committees will lose advisory roles that current attend meetings. Other committees will have secretariat services added.</p> <p>As above, except no secretariat to management committees.</p>	No. Required to support ARIC with whatever staff required.
<p>Option 5: Committees will all lose secretariat and advisory support.</p>	No. Required to support ARIC with whatever staff required.

### **Governance - Records**

**Request for consideration:** Digitise current paper-based records.

**Note:** Council still has a large volume of paper based operational records. It is not assumed that all of those records would be digitised under this project, but only the 'core' records that are currently in paper only copy, such as development approvals, security documents, legal records, etc.

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Financial Impact:

	Once Off Impacts	Ongoing Impacts
Financial Impact	\$300,000 cost.	Nil.

Service Impacts:

Change	Meets legislation
Instead of the current process where only development approvals and building records are scanned in when accessed a systematic process will be undertaken over several years to digitise all significant paper passed records.	Yes.

**Strategic Planning**

**Request for consideration:** What would be required to undertake a swimming pool strategy?

Financial Impact:

	Once Off Impacts	Ongoing Impacts
Financial impact	\$95,000	Nil.

Service Impacts:

Change	Meets legislation
Council will have an asset management strategy for this class of assets.	Yes.

**Finance Portfolio**

**Finance**

**Request for consideration:** What would be the impact of reducing the finance team by a further 2 FTE.

**Note:** The finance team has recently been reduced by 1FTE as a result of improved efficiencies.

Financial Impact:

	Once Off Impacts	Ongoing Impacts
Financial impact	\$123,000 costs	\$195,000 savings

Service Impacts:

Change	Meets legislation
Accounts payables will not be processed when the relevant staff is on leave.	Yes
Bank reconciliations and journal entries will not be undertaken when staff are on leave.	Yes
There will be no staff in place when the Finance Coordinator is on leave to provide financial or management reporting	Yes



6.1. SNOWY MONARO REGIONAL COUNCIL'S DRAFT SUITE OF INTEGRATED PLANNING AND REPORTING DOCUMENTS TO BE  
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Change	Meets legislation
internally	
Grants register reconciliations would only occur quarterly instead of monthly	Potentially no. Leaves Council exposed to breaching the PIO requirements. Considered unlikely to occur.
Unrestricted cash reconciliations would occur quarterly instead of monthly	No. PIO requires monthly reporting on the unrestricted cash balances.
Business partnering and training services would cease	Yes
Regular budget monitoring by Finance would cease	Yes
Business process improvements would cease	Yes
Would fail to rectify issues raised by NSW Audit Office prior to next audit being undertaken.	Yes
Would be unable to finalise the annual external audit within the expected timeframes.	No

## Revenue

**Request for consideration:** What would be required to look at moving back to a single bill.

**Note:** Moving back to a single bill has previously been considered by staff, so the requirements are reasonably well known. Will require adjustments to the current systems. Estimates are very broad at this stage.

Financial Impact:

	Once Off Impacts	Ongoing Impacts
Financial impact	\$75,000	\$75,000+ savings

Service Impacts:

Change	Meets legislation
Accounts sent out would be combined into the one account, leading to larger individual bills, but less of them. Water meters would be read to align with the general rate account due periods.	Yes. Changes were made to meet 'best practice' standards on water billing, which are not mandatory.

## Draft Revenue Policy (Attached)

Council provides a wide range of services to the community and raises funds for the cost of providing these services. This is achieved through a mix of sources, being rates, grants and contributions, fees and charges and other income such as interest on investments. The Revenue Policy sets out the details of how Council will raise its income for areas that impact on the residents of the region. It allows the community to understand the mix of funding being used and

the impacts they will see based on the choices the Council is making between the extents of user pays for a service against the contribution made through either general or special purpose rates. It also allows the community to see how the Council attributes the net cost of service amongst the many landowners across the region through its rate structure.

SMRC applied to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) in 2023 to cover the increasing costs of providing services to the community. IPART approved an SRV of 52.48% (cumulative) over four years. This includes an increase of 12.25% in 2023-2024 and increases of 10.75% per year for 2024-2025, 2025-2026, and 2026-2027. The Independent Pricing and Regulatory Tribunal of NSW (IPART) has advised that the rate peg for Snowy Monaro Regional Council in 2026 will be 5.2% which is made up of a core rate peg of 4.2% and a population factor of 1.0%.

### ***Draft Fees and Charges 2025-2026 (Attached)***

Council has a wide range of fees and charges for services which are delivered, with a mix of regulated and unregulated fees that Council can apply. For the 2025-2026 FY, the focus of direction is to improve Council's general revenue to achieve cost recovery where we can and improve Council's financial position.

Some notable changes, but not limited to, following:

#### **1) Discontinued Fees**

NDIS:

The NDIS and brokerage fees have been removed due to Council no longer providing this service. All clients have transitioned to specialist, registered NDIS providers within the Snowy Monaro region.

Subdivision Works Certificate (SWC):

The previous fee structure for SWC has been removed to better align with the actual costs of providing the service. The new fee model, which includes a base fee plus an additional fee per new lot, ensures a more accurate and equitable distribution of costs. This change reflects the increasing complexity and resource demands associated with servicing multiple lots, allowing for improved cost recovery and long-term sustainability.

Cemetery Fees:

Several cemetery fees have been removed due to being replaced with a new fee structure for the purchasing of plots.

#### **2) New Fees**

A number of new fees are proposed for the 2025-2026 financial year, some notable mentions are:

Subdivision Works Certificate Fees:

The new fee model, which includes a base fee plus an additional fee per new lot, ensures a more accurate and equitable distribution of costs. This change reflects the increasing complexity and resource demands associated with servicing multiple lots, allowing for improved cost recovery and

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long-term sustainability. The previous fees were based on costs of works, where now, the new fees are based on the number of lots created.

#### Internal Drainage Diagram Search:

It is proposed to introduce a fee of \$55.00 to undertake an internal property search of council's records and provide drainage diagrams where they are available. This fee is additional to the existing sewer diagram fee and reflects the additional work to undertake the property searches for the diagrams.

#### Cemetery Fees:

A range new cemetery fees have been introduced to replace old fees. A new \$270.00 fee for the issuance of an interment right has been introduced to take into account changes to GST tax laws. The new fee also takes into account the need to provide customers the full breakdown of costs for burials and cremations. As such, all invoices, quotes and receipts need to be fully itemised. The fee is based on full cost recovery for administration time at 3 hours at an on costed rate of \$58 per hour. This fee is GST exempt.

Single plots and double plots have been combined into one fee structure. The new fee will be the cost of a double plot. This will ensure that we do not disadvantage people who have previously purchased a double depth grave. This fee is GST exempt. Town cemetery plot purchase to be \$2,480, and village plot \$1,740.

#### EV parking bay lease fees:

Due to a growing demand evidenced by an increase in requests for Council to facilitate EV charging stations, it is anticipated that a fee will be required for leasing out public parking bays for EV charging. Council will endeavour to gain some cost recovery for ongoing pavement / parking maintenance through this fee, once established by market review or valuation.

#### Busking Permit – Non-professionals:

Cooma has developed the reputation as a 'Busking Capital' with significant annual busking events and competitions taking place in Cooma and Bombala. We have received requests from amateur buskers to facilitate an affordable pathway for busking where currently a portal application costs \$320 per session. It is proposed to make an annual individual amateur busking permit available for \$50, which allows fee free busking at nominated busking stands in the region.

### 3) Fees that have increased by more than eight percent.

Several fees have increased by more than 8%, some notable increase areas are as follows:

*Section 88G – Certificate and Inspection:* The 53.19% increase of the fee from \$235.00 to \$360.00 reflects the cost of providing the service, including inspection. Fee adjustment based on the cost of the certificate plus a standard inspection fee.

*Rural addressing number plate:* A 24.05% increase from \$158.00 to \$196.00 is proposed for the provision of rural addressing name plates. The adjustment is to align the fee with changes in prices charged by sign writers for provision of rural street number sign plates. A cheaper product was trialled for a period; however the product was not suitably durable to avoid weathering over time, which would compromise safe and efficient location of properties for emergency services.

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*Temporary Food Stalls Inspection Fee:* The fee for inspections of temporary food stall is proposed to increase by 201% from \$60.00 to \$181.00. Temporary food stalls are defined as a food business under section 6 of the Food Act 2003. The fee for undertaking an inspection of food business is given within cl14 of the Food Regulation 2015. The fee can be charged at a half hour rate. Half hour charges of the inspection fee would be \$181.

## RISK ASSESSMENT

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

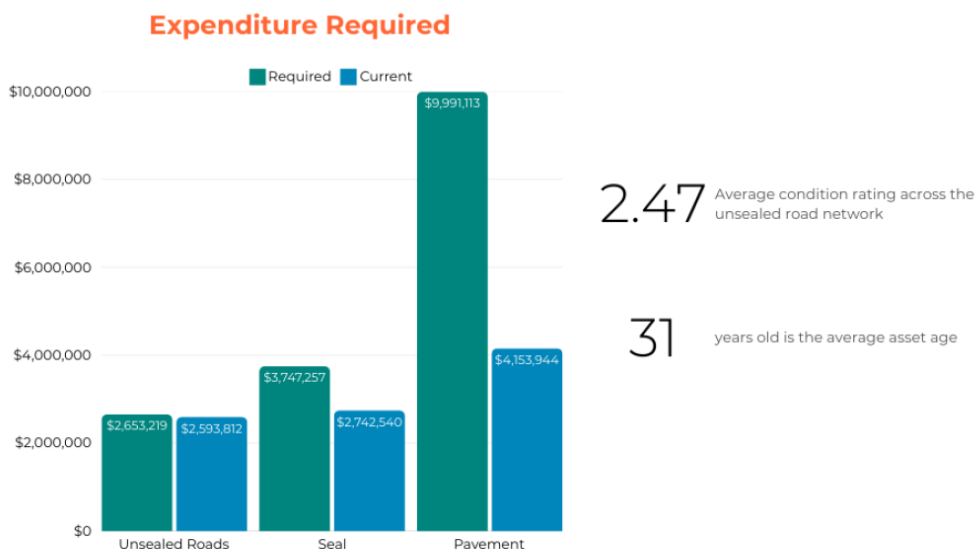
Overall, the level of expected risk set the risk tolerance levels that the Council is accepting during the period of the delivery program.

*Asset Management:* The current financial situation of the Council does not allow for the replacement and renewal of the infrastructure that is currently maintained. As a result, under the current scenario the risk of significant failure within the asset program is increasing each year as is the potential for dropping service provision as assets become unsafe. In addition, there is a large volume of aged infrastructure. This represents a high risk of failure. The proposed long term financial plan caters for renewals to occur, but it is notable that within the roads area this is only achieved by allowing the average condition of the road network to fall from a rating of 2.3 (very good) to 3 (good). Retaining the current assessed road pavement condition would require an additional \$7million per annum to be invested, mainly into pavement renewals. This is not possible currently without substantial cuts to services or infrastructure. Once the Council returns to a financially sustainable position it will need to start to increase the funding towards renewals to stop the slide in the road condition, but that will be outside the term of this delivery program.



## Asset Status Report

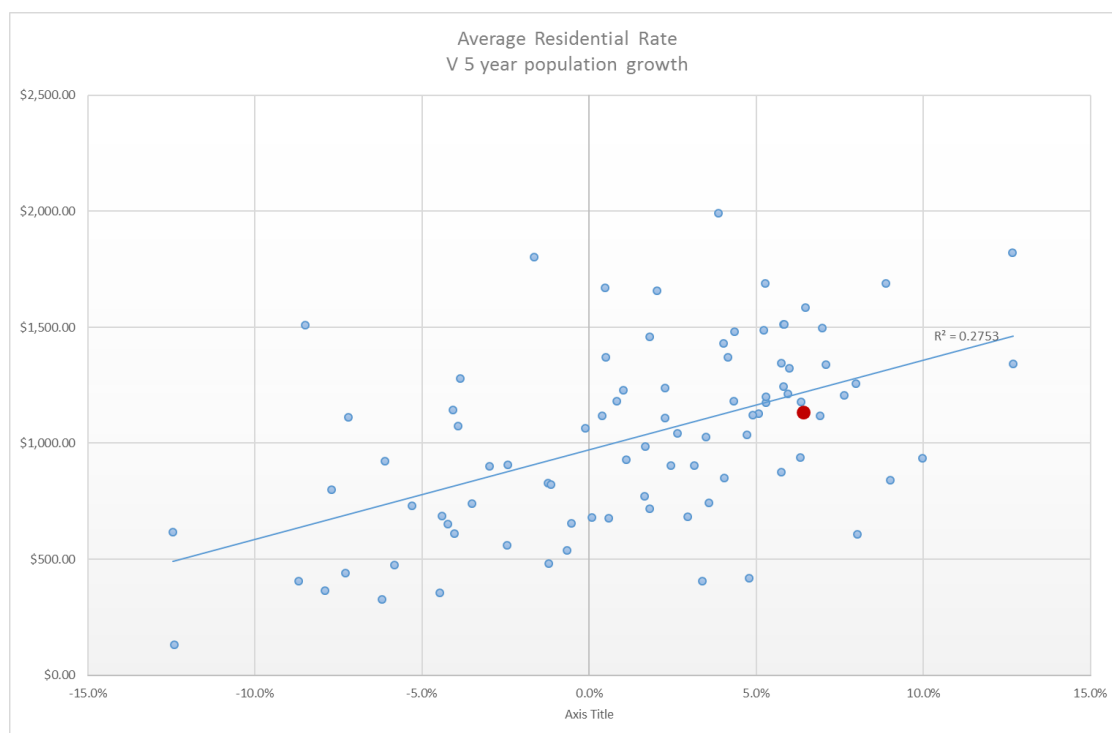
### Funding Scenario - Sustain Current Condition



**DCAM**

**Economic Activity:** The economy's main drivers are agriculture and tourism. The gradual decline in infrastructure over time is expected to have minimal impact on those industries. Council's current risk framework does not consider the opportunity (or positive) aspect of risk. It is in this regard that the economy will be impacted. The potential driver for the economy is small business relocating to the region. Small business owners are often looking for lifestyle if they are not moving to a location because of the costs of operating their business or to be close to their market. Outdated and declining condition of assets over time will make the area relatively less attractive as a location to reside for these people. The lost opportunity for growth is the risk Council is exposing the region to if it is not investing suitably into the infrastructure and services. Support for the position that providing and maintaining good levels of social infrastructure attracts population can be seen in the NSW comparative data. There is a positive correlation between higher average residential rates and 5-year population growth.

6.1. SNOWY MONARO REGIONAL COUNCIL'S DRAFT SUITE OF INTEGRATED PLANNING AND REPORTING DOCUMENTS TO BE  
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**Environmental Security:** The level of resourcing provided only caters for minimal proactive environmental protection activities with a focus on reactive approaches to issues that arise. Under this approach there continually remains the possibility that minor damage could occur to the environment.

**Financial Sustainability:** The current deficit assesses as an extreme risk to the Council. The projection to return to a surplus after

**Health and Safety:** Council has increased its investment into workplace safety. Over the next four years this investment will lead to an improved safety culture and should significantly reduce the risk of serious workplace injuries and ensuing costs.

**Legislative Governance and Compliance:** The Council is only investing in very basic levels of governance and corporate risk management. This means compliance relies heavily on individual staff members doing the right thing. Without ongoing improvements to governance and risk management in place there will be a possibility of moderate levels of risk being experienced.

**Reputation and Image:** The draft delivery plan of Council could receive local negative media coverage as it includes above rate peg level increases – albeit under an approved SRV. The alternative of cutting services would have the same risk level. While there are actions in the delivery program to address community dissatisfaction, those concerns are not reaching the level of ongoing media reporting.

**Service Delivery:** Currently the lack of tools, systems and information expose the Council to the possibility that critical activities will not be undertaken. The delivery program sets out activities to put into place controls to identify and manage those risks.

## FINANCIAL IMPACTS

Amount	Details
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6.1. SNOWY MONARO REGIONAL COUNCIL'S DRAFT SUITE OF INTEGRATED PLANNING AND REPORTING DOCUMENTS TO BE  
2 PLACED ON PUBLIC EXHIBITION

Current Annualised Net Cost	\$2,000	For the printing of six sets of hard copy documents internally for public exhibition at council offices and libraries, hiring of facilities for engagement activities, and costs for social and printed media.
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For placing the documents and plans on public exhibition it is estimated that printing of documents internally for placement at the four Council offices and Cooma, Bombala and Jindabyne libraries will be approximately \$500. An estimated cost of \$1,500 has been allowed for to cover facility hire and social and printed media costs for the public exhibition period.

**RESPONSIBLE OFFICER:** Chief Strategy Officer

### OPTIONS CONSIDERED

It is a statutory requirement in accordance with the *Local Government Act 1993* that all Councils in NSW comply with the Integrated Planning and Reporting requirements as set out in the Integrated Planning and Reporting Guidelines – For Local Government in NSW. No other options were considered, due to statutory requirements being met.

### IMPLEMENTATION PLANS

In accordance with the *Local Government Act 1993* and the Integrated planning and Reporting Guidelines for Local Government in NSW, the draft Delivery Program 2025-2029 and draft Operational Plan 2025-2026, draft Revenue Policy, draft revised Long-term Financial Plan 2025-2035, and draft Fees and Charges for 2025-2026 will be placed on public exhibition from 6 May 2024 – 3 June 2024.

During this period a range of community engagement activities will be conducted including:

- online survey and feedback through Council's YourSay page,
- advertisement in the Monaro Post,
- social media and
- 3 face to face information sessions.

A communication and engagement plan has been prepared to ensure that our community has effective participation and genuine involvement.

### BACKGROUND

All Councils in NSW use the Integrated Planning and Reporting (IPR) Framework to guide their planning and reporting activities. The requirements for IPR are set out in the *Local Government Act 1993* (the Act) and the *Local Government General Regulation 2021* (the Regulation)

The IPR framework consists of several components and draws various plans together, to interact and inform each other. The components consist of the following.

6.1. SNOWY MONARO REGIONAL COUNCIL'S DRAFT SUITE OF INTEGRATED PLANNING AND REPORTING DOCUMENTS TO BE  
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<b>Community Strategic Plan</b>
The highest level of strategic planning undertaken by a council, with a ten-year plus timeframe. All other plans must support achievement of the Community Strategic Plan objectives.
<b>Resourcing Strategy</b>
Shows how council will resource its strategic priorities, identified through IPR. The Resourcing Strategy includes 3 inter-related elements: • Long-Term Financial Planning • Workforce Management Planning • Asset Management Planning.
<b>Delivery Program</b>
The council's commitment to the community about what it will deliver during its term in office to achieve the Community Strategic Plan objectives.
<b>Operational Plan</b>
Shows the individual projects and activities a council will undertake in a specific year. It includes the council's annual budget and Statement of Revenue Policy.
<b>Annual Report</b>
Reports back to the community on the work undertaken by a council in a given year to deliver on the commitments of the Delivery Program via that year's Operational Plan. Councils also report on their financial and asset performance against the annual budget and longer-term plans.

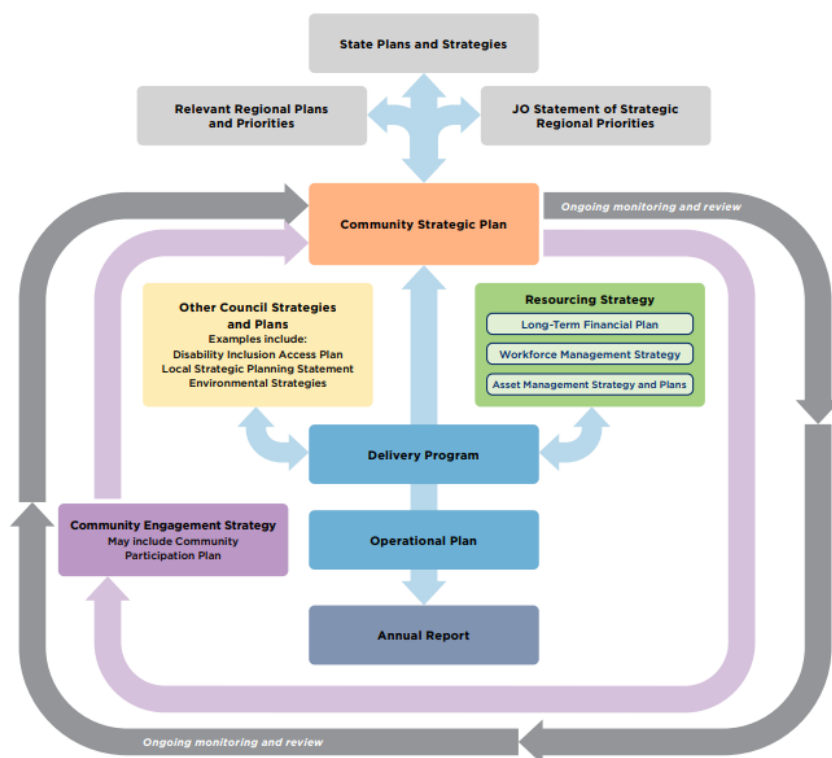


Figure 1 – Integrated Planning and Reporting Framework



6.1. SNOWY MONARO REGIONAL COUNCIL'S DRAFT SUITE OF INTEGRATED PLANNING AND REPORTING DOCUMENTS TO BE  
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The draft delivery program, operational plan, revenue policy and long-term financial plan documents are required to be publicly exhibited to seek feedback from our community for a minimum of 28 days, and must be adopted by Council by 30 June. In addition to the IPR documents the draft Fees and Charges for 2025-26 are also presented for review and will also be placed on public exhibition for 28 days as required by the Act.

Council must have a four-year delivery program detailing the principal activities to be undertaken by Council to perform its functions (including implementing the strategies set out in the community strategic plan) within the limits of the resources available. This should be supported by a range of resourcing strategies.

This is the point where the community's strategic goals are systematically translated into actions. The delivery program identifies the principal activities to be undertaken by the Council to perform all of its functions, including implementing the strategies established by the Community Strategic Plan.

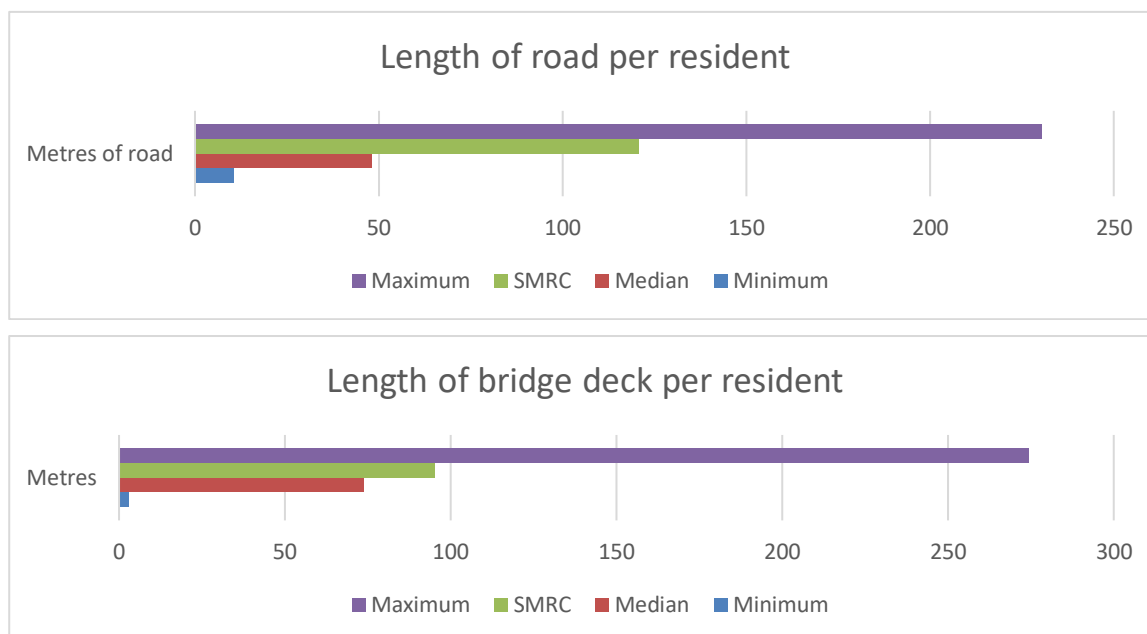
An operational plan for a 12-month period must be developed by the CEO and adopted by Council.

### ***Benchmarking of Council's Services and Performance***

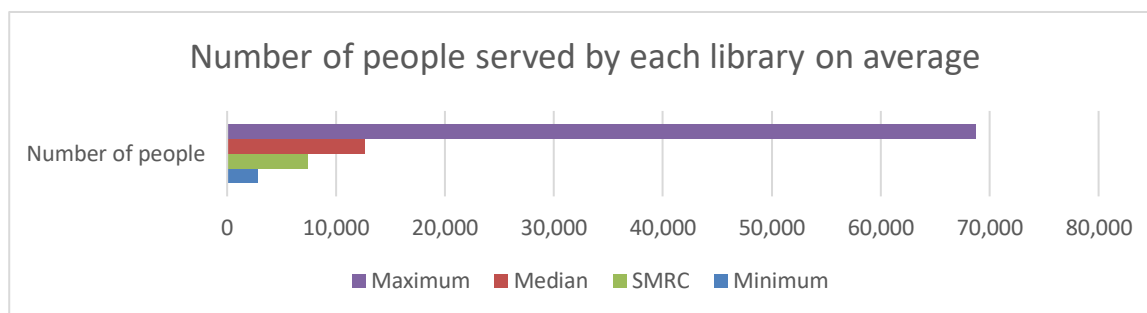
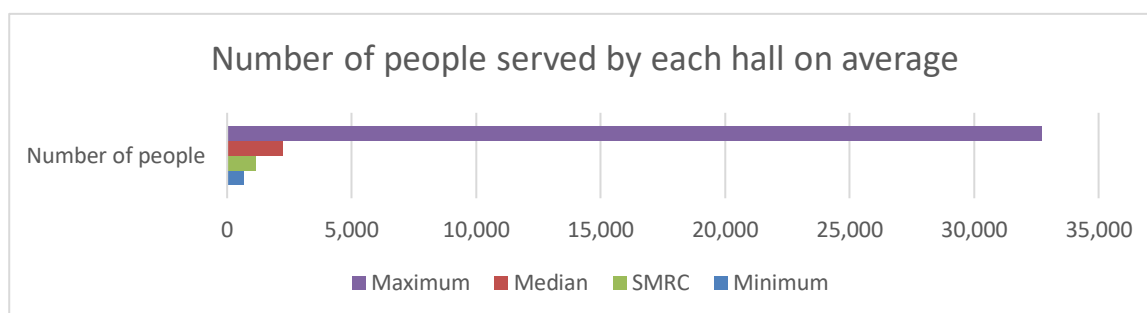
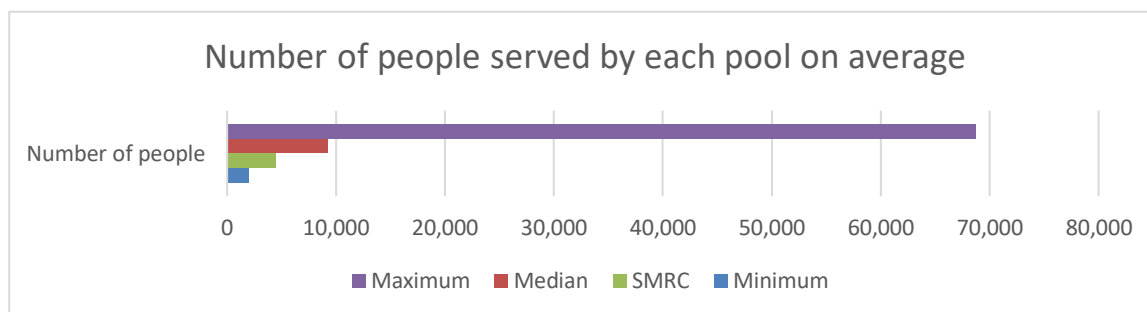
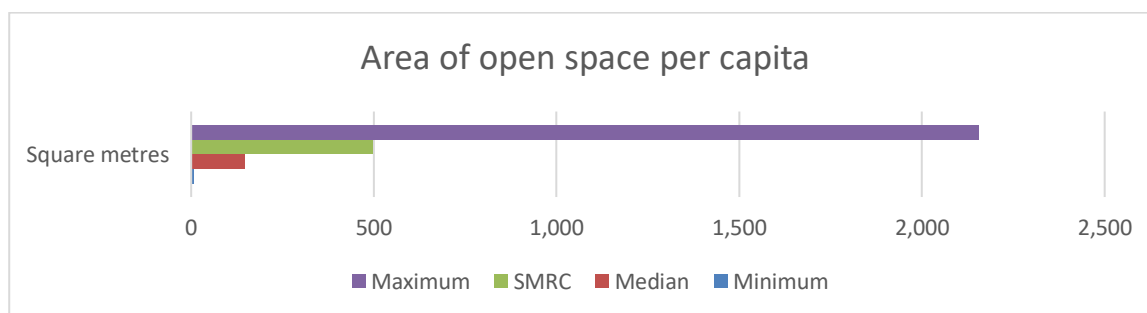
The comparative data compiled by the Office of Local Government can provide insights into the comparative level of infrastructure provided. Data used is a combination of the group 4 and 11 council's which provides a group where the population of this region is roughly in the middle of. These are large rural and regional city councils.

The data shows this council provides a relatively high level of infrastructure per capita compared to the group and more service level.

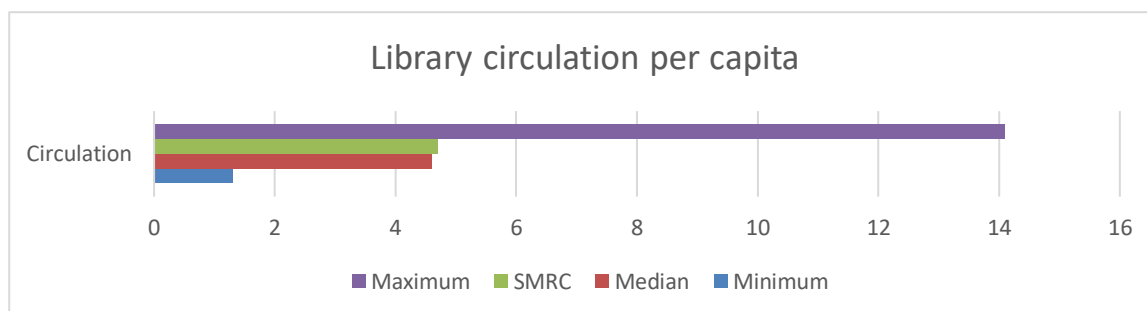
#### **Infrastructure Provision**



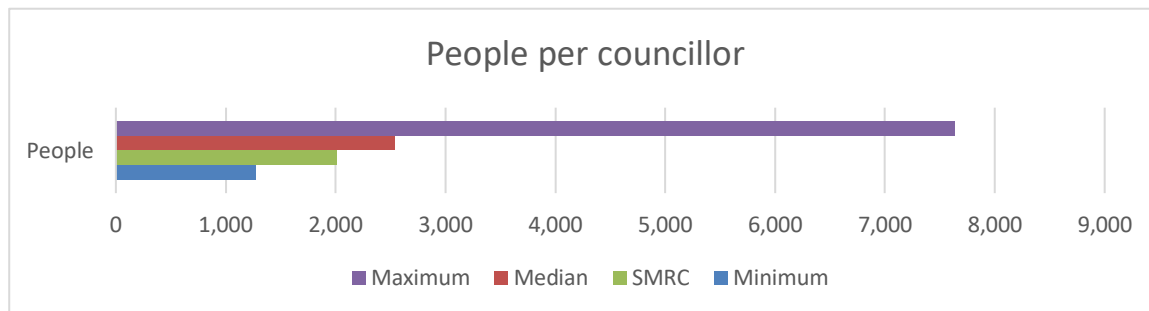
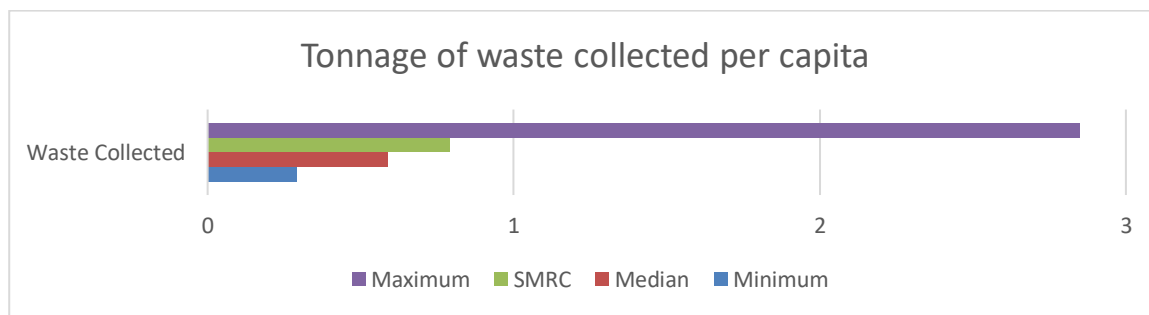
6.1. SNOWY MONARO REGIONAL COUNCIL'S DRAFT SUITE OF INTEGRATED PLANNING AND REPORTING DOCUMENTS TO BE  
2 PLACED ON PUBLIC EXHIBITION



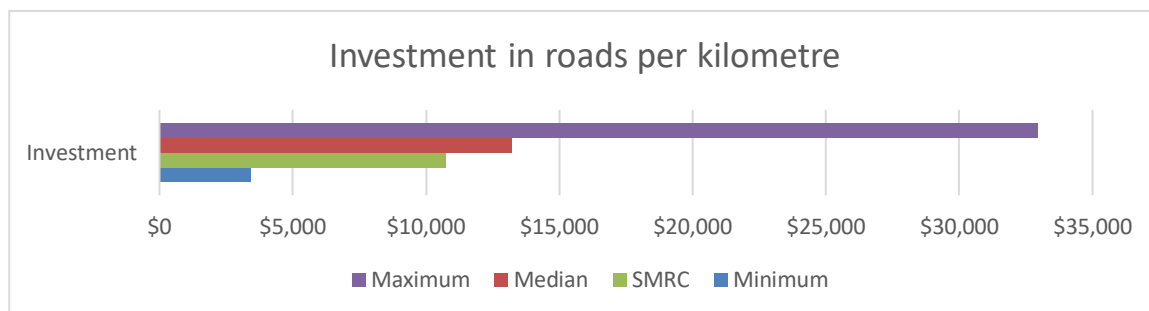
**Service Indicators**



6.1. SNOWY MONARO REGIONAL COUNCIL'S DRAFT SUITE OF INTEGRATED PLANNING AND REPORTING DOCUMENTS TO BE  
2 PLACED ON PUBLIC EXHIBITION



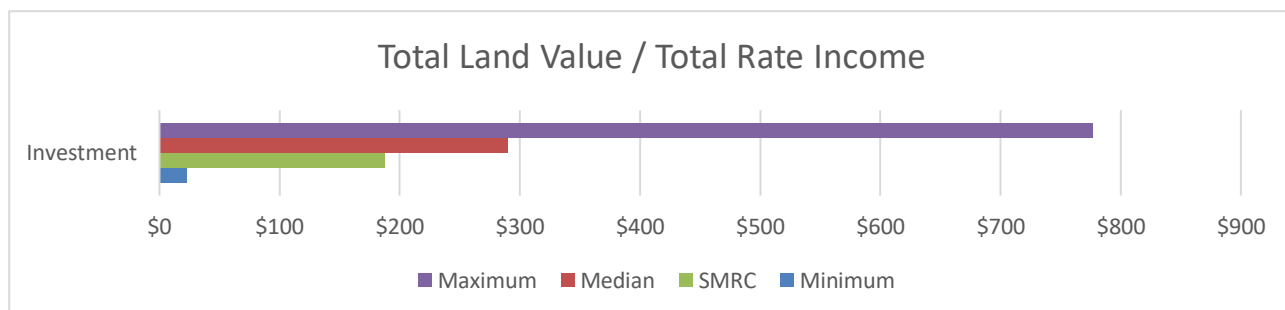
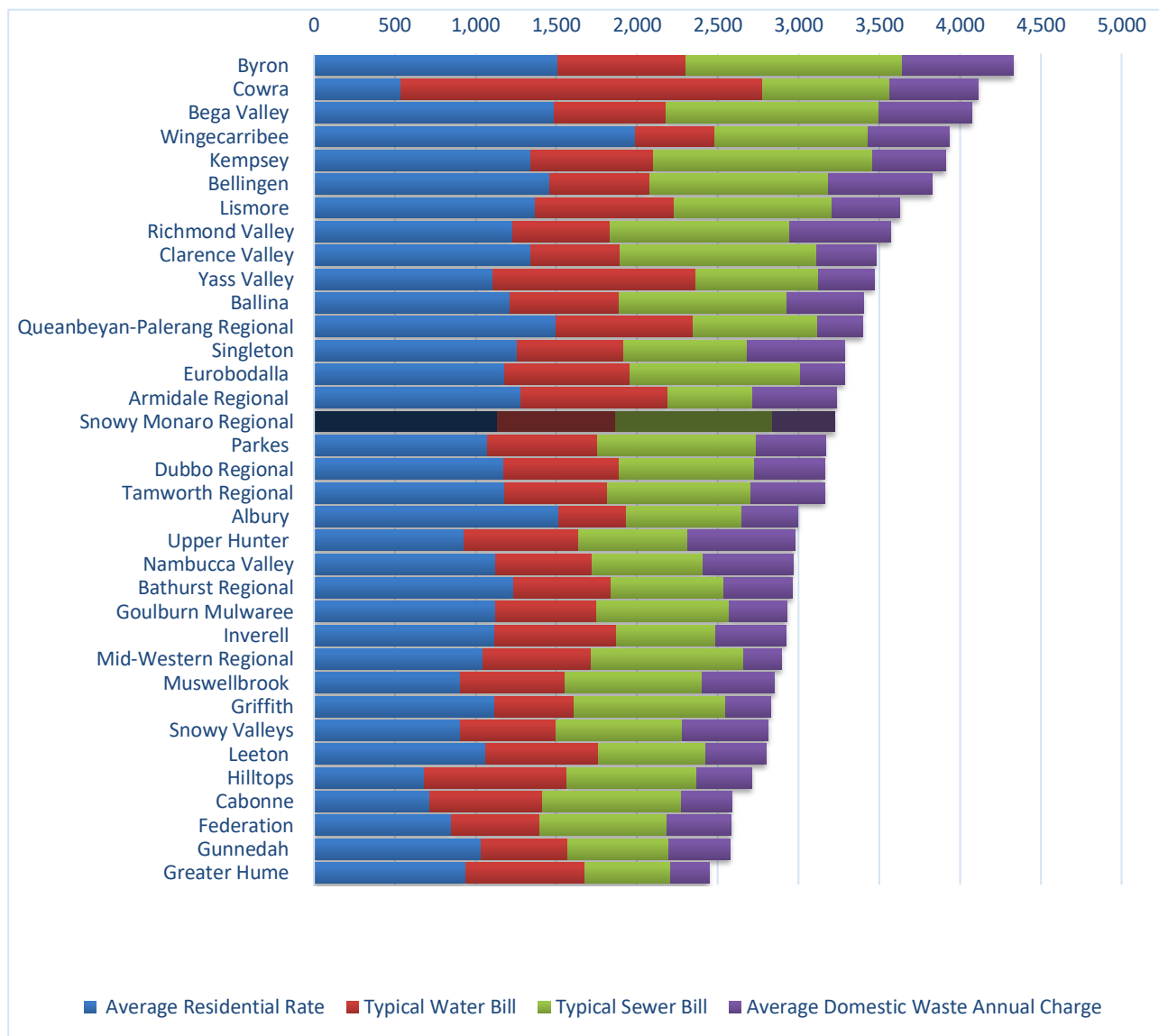
**Investment**



6.1. SNOWY MONARO REGIONAL COUNCIL'S DRAFT SUITE OF INTEGRATED PLANNING AND REPORTING DOCUMENTS TO BE  
2 PLACED ON PUBLIC EXHIBITION

## Revenue

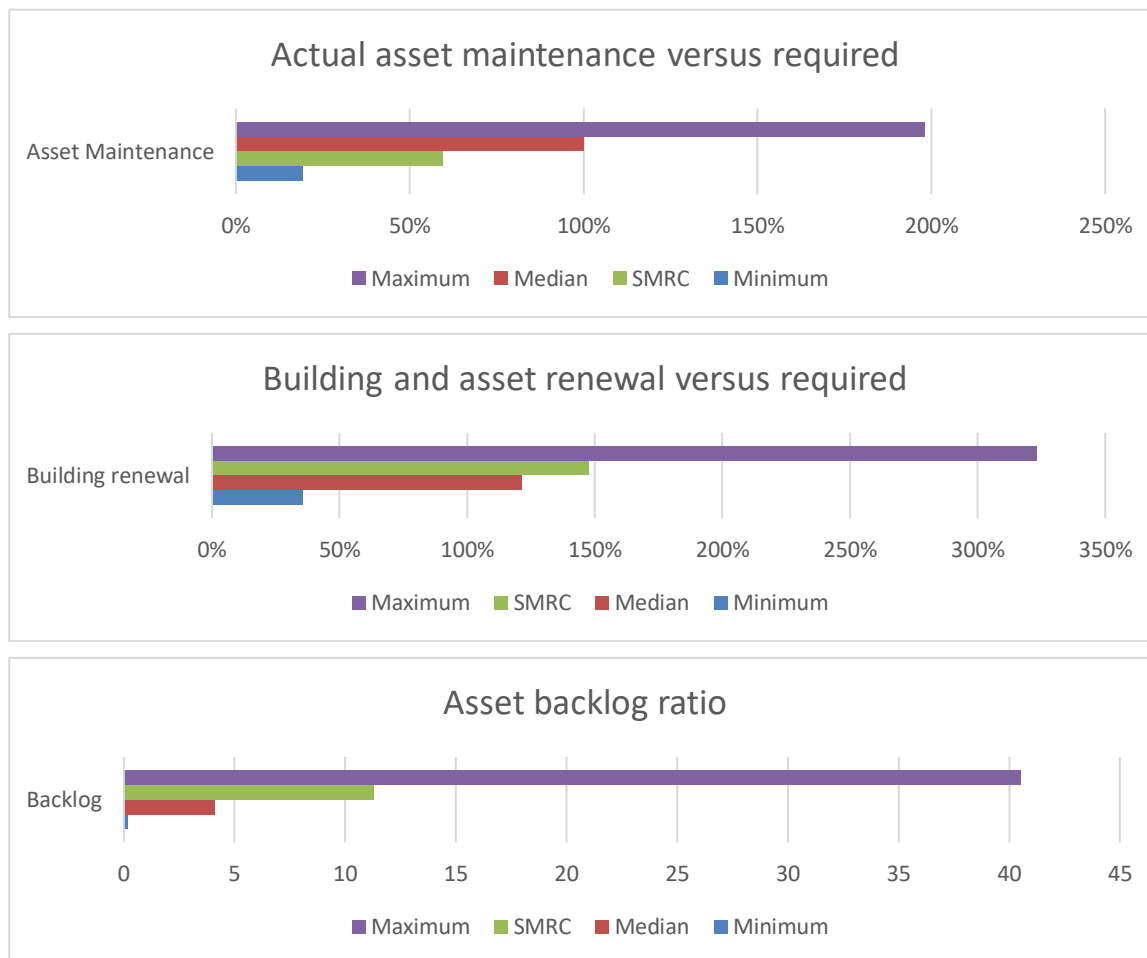
### Typical annual residential bill



6.1. SNOWY MONARO REGIONAL COUNCIL'S DRAFT SUITE OF INTEGRATED PLANNING AND REPORTING DOCUMENTS TO BE  
2 PLACED ON PUBLIC EXHIBITION

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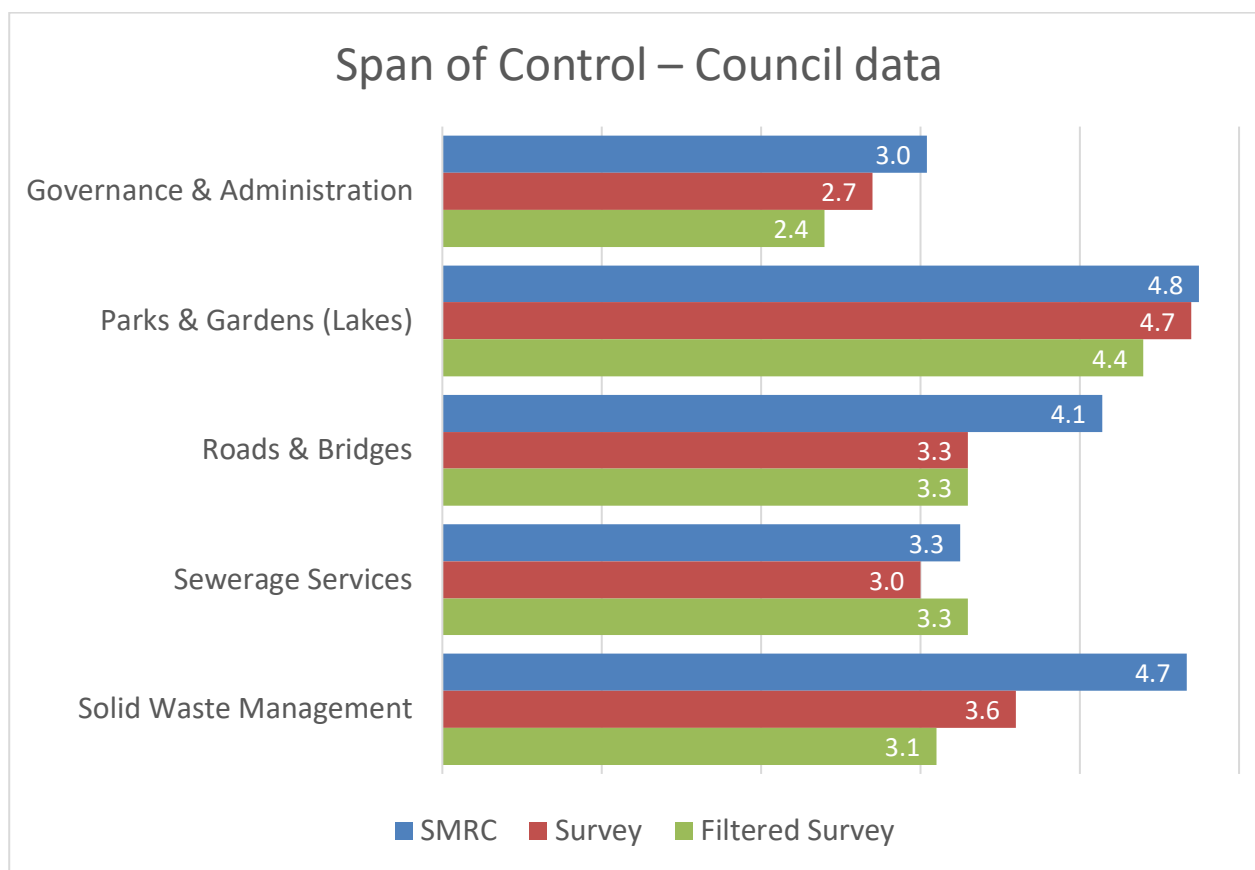
## Asset Management



Council previously has participated in a benchmarking process. The data in that program also gives an indication as to how Council performs against other councils.

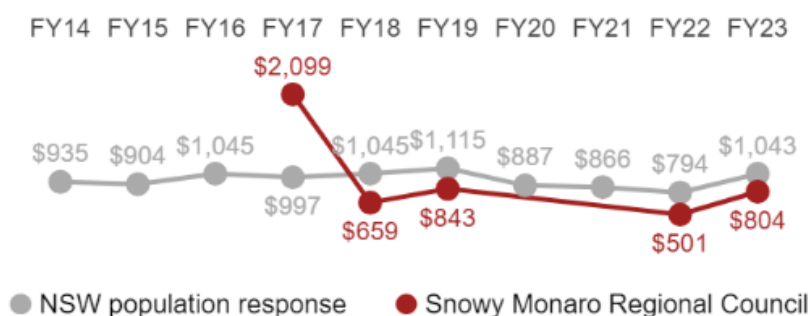
Span of control shows the number of people managed per manager. Up to a point, the higher numbers are better. Span of control at SMRC is generally higher than the other councils in the survey.

6.1. SNOWY MONARO REGIONAL COUNCIL'S DRAFT SUITE OF INTEGRATED PLANNING AND REPORTING DOCUMENTS TO BE  
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Council's spend on employee skilling trails significantly behind other councils. This leads to mainly legislatively required training being undertaken, instead of upskilling staff.

### Spend - Training spend per FTE

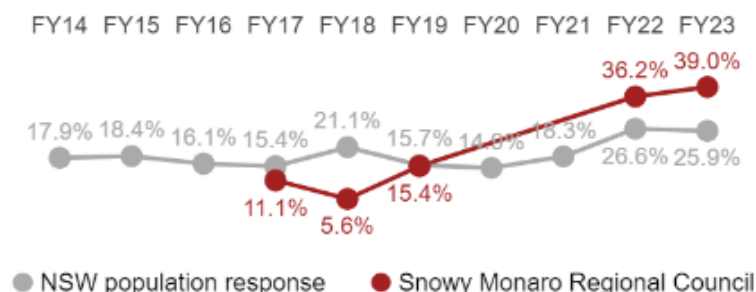


Source: Local Government Performance Excellence Program via the Data Kit Platform. Downloaded by David Rawlings on 18-Dec-2023 13:15:14. Please note that PwC does not provide assurance on the data provided.

6.1. SNOWY MONARO REGIONAL COUNCIL'S DRAFT SUITE OF INTEGRATED PLANNING AND REPORTING DOCUMENTS TO BE  
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Staff turnover in the first year was higher than the survey averages. This is an indication that when staff come into the organisation, the reality is not what they expect.

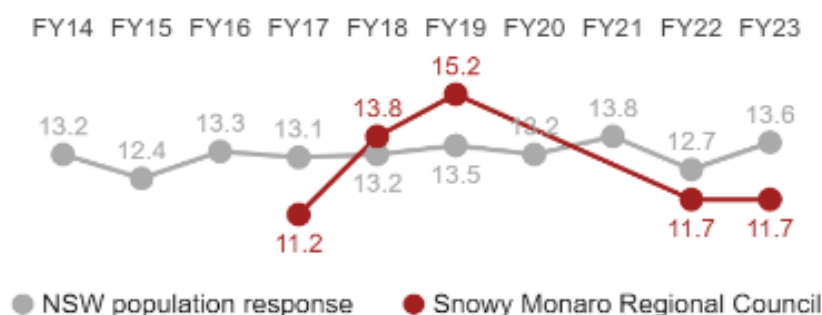
## Staff turnover rate % in the first year of employment



Source: Local Government Performance Excellence Program via the Data Kit Platform. Downloaded by David Rawlings on 18-Dec-2023 13:21:28. Please note that PwC does not provide assurance on the data provided.

Overall our corporate support staff levels are low compared to other councils.

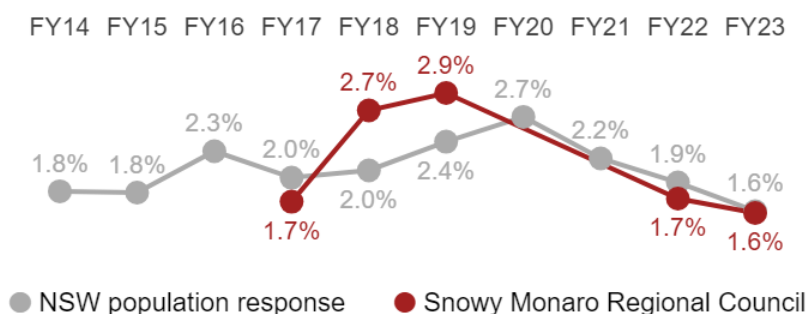
## Corporate service staff per 100 employees



Source: Local Government Performance Excellence Program via the Data Kit Platform. Downloaded by David Rawlings on 18-Dec-2023 13:46:42. Please note that PwC does not provide assurance on the data provided.

Finance costs are on average for our benchmarked group

## Cost of finance as a percentage of revenue

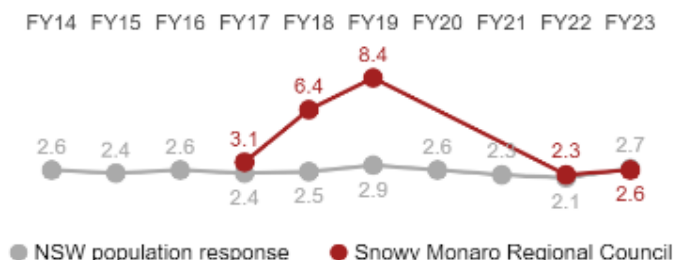


Source: Local Government Performance Excellence Program via the Data Kit Platform. Downloaded by David Rawlings on 18-Dec-2023 13:31:06. Please note that PwC does not provide assurance on the data provided.

6.1. SNOWY MONARO REGIONAL COUNCIL'S DRAFT SUITE OF INTEGRATED PLANNING AND REPORTING DOCUMENTS TO BE  
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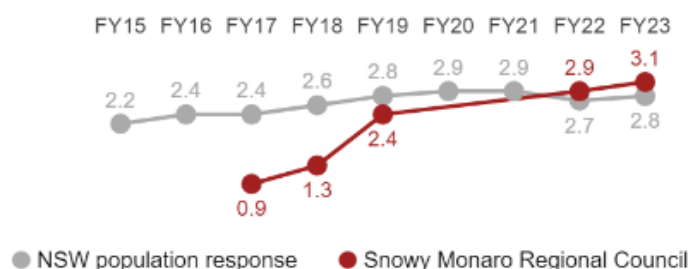
And the level of customer service and human resource support staff is on average for our population.

### CS - customer service FTE per 10,000 residents



Source: Local Government Performance Excellence Program via the Data Kit Platform. Downloaded by David Rawlings on 18-Dec-2023 13:46:42. Please note that PwC does not provide assurance on the data provided.

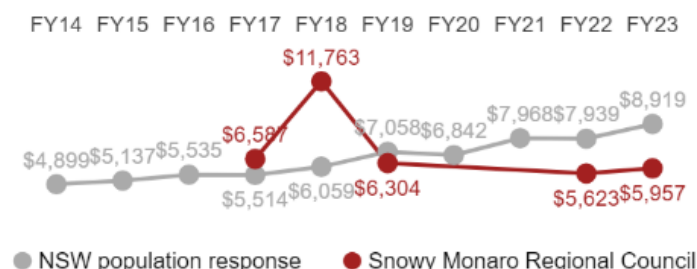
### HR staff per 100 employees



Source: Local Government Performance Excellence Program via the Data Kit Platform. Downloaded by David Rawlings on 18-Dec-2023 13:46:42. Please note that PwC does not provide assurance on the data provided.

Our spend on IT to support staff in undertaking their roles is low, which was identified in the service reviews as leading to inefficiencies.

### IT - IT spend per employee



Source: Local Government Performance Excellence Program via the Data Kit Platform. Downloaded by David Rawlings on 18-Dec-2023 13:46:42. Please note that PwC does not provide assurance on the data provided.

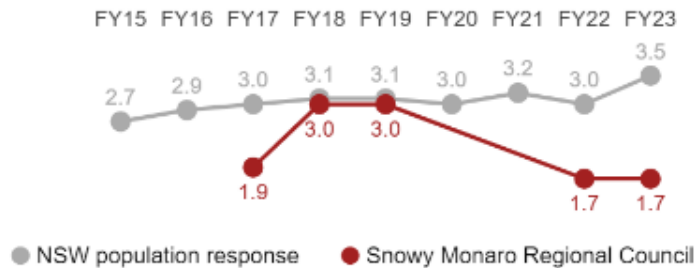


6.1. SNOWY MONARO REGIONAL COUNCIL'S DRAFT SUITE OF INTEGRATED PLANNING AND REPORTING DOCUMENTS TO BE  
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And the level of staff we have to support IT is also low.

### IT staff per 100 employees



Source: Local Government Performance Excellence Program via the Data Kit Platform. Downloaded by David Rawlings on 18-Dec-2023 13:46:42. Please note that PwC does not provide assurance on the data provided.

### ATTACHMENTS

1. Draft 2025-2029 Delivery Program (*Under Separate Cover*)
  2. Draft 2025-2026 Operational Plan (*Under Separate Cover*)
  3. Draft 2025-2035 Long Term Financial Plan (*Under Separate Cover*)
  4. Draft 2025-2026 Revenue Policy (*Under Separate Cover*)
  5. Draft 2025-2026 Summary of Changes - Fees and Charges
  6. Draft 2025-2026 Fees and Charges (*Under Separate Cover*)
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# SUMMARY OF CHANGES TO FEES AND CHARGES

## 2025 - 2026







## Acknowledgement of Country

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

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

# Record of Versions

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

Version	Date Published	Reason for Amendments	Resolution	Author/Document Owner
1.0		Draft for public exhibition		Corporate Reporting Officer
1.1				
1.2				
1.4				
1.5				
1.6				
1.7				

## Fees increased by Greater than 8%

Fee Name	Responsible Officer	2024/2025 Fee (incl. GST)	2025/2026 Fee (incl. GST)	% Increase (incl. GST)	\$ Increase (incl. GST)	Comment
<b>Snowy Monaro Regional Council   Corporate &amp; Community Services   Library Services</b>						
Election Hire - Non Local Government	Chief of Community	\$380.00	\$420.00	10.53%	\$40.00	Coming in line with surrounding councils.
<b>Snowy Monaro Regional Council   Corporate &amp; Community Services   Library Services   Library Fees</b>						
Book Sale	Chief of Community	\$1.00	\$2.00	100.00%	\$1.00	Low value fee increased to cover staff cost in processing
<b>Snowy Monaro Regional Council   Corporate &amp; Community Services   Financial Services   Property Information</b>						
Section 603 Certificate – 24 hour Fast Track Fee (Additional)	Chief of Finance	\$53.00	\$60.00	13.21%	\$7.00	Fee has not increased since 2021 and is much lower than other Councils.
<b>Snowy Monaro Regional Council   Corporate &amp; Community Services   Tourism   Visitors Centre Bombala</b>						
Train link ticket booking fee (per booking)	Chief of Community	\$5.00	\$5.50	10.00%	\$0.50	Fee to cover ticket administration and printing costs
<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Urban &amp; Rural Statutory Development   Certificates</b>						
Section 88G – Certificate & Inspection	Chief of Infrastructure	\$235.00	\$360.00	53.19%	\$125.00	Fee reflects cost of providing service, including inspection. Fee adjustment based on the cost of the certificate plus a standard inspection fees.
Section 88G – Certificate Only	Chief of Infrastructure	\$45.00	\$50.00	11.11%	\$5.00	Fee reflects cost of providing service
Outstanding Notice (s.735A)	Chief of Infrastructure	\$110.00	\$120.00	9.09%	\$10.00	Fee change reflects cost of providing certificate
Outstanding Notice (cl41 of Schedule 5)	Chief of Infrastructure	\$110.00	\$120.00	9.09%	\$10.00	Fee reflects cost of providing certificate
<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Urban &amp; Rural Statutory Development   Rural Addressing/Street Numbering</b>						
Provision of Replacement Number Plate (Rural Only)	Chief of Strategy	\$64.00	\$92.00	43.75%	\$28.00	Please see rural addressing application fee for explanation. Basically sign writer service providers significantly increased fees in the latest round of quotes. I've not passed on the full increase as there was a significant portion of the previous fee above and beyond the material cost, however rural address applications for only the replacement/provision of a sign plate take very little time to process as the plates are paid for, ordered and delivered in bulk as part of the larger rural addressing program.
Additional Number Plate for Multi-Lot Development (fee per number)	Chief of Strategy	\$87.00	\$121.00	39.08%	\$34.00	Same explanation for the rural addressing application fee.
Provision of Rural address number (single number)	Chief of Strategy	\$158.00	\$196.00	24.05%	\$38.00	The adjustment is to align the fee with changes in prices charged by sign writers for provision of rural street number sign plates. Previously the fee charged was \$42 each + GST. This has now increased to \$77 each + GST. Quotes were obtained by other providers with another cheaper provider trialed for a period, however the product was not suitability durable to avoid weathering over time, which would compromise safe and efficient location of properties for emergency services. Their latest quote after the trial period was also significantly higher than the trial period (\$30 each + GST) with an increase to \$60 each + GST reducing much of the cost benefit to residents.
<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Environmental Management   Cemetery Fees   Village Burial   Town/Village Burial &amp; Maintenance</b>						
Burial Single	Chief of Community	\$1,700.00	\$2,040.00	20.00%	\$340.00	The fee as forecasted will exceed anticipated costs. It is recommended to make GST exclusive fee just over \$1850 per single burial.
Burial Double (2nd Interment)	Chief of Community	\$1,700.00	\$2,040.00	20.00%	\$340.00	The fee as forecasted will exceed anticipated costs. It is recommended to make GST exclusive fee just over \$1850 per single burial.
Maintenance	Chief of Community	\$1,500.00	\$1,740.00	16.00%	\$240.00	The fee as forecasted will exceed anticipated costs. It is recommended to make GST exclusive fee just over \$1580 per single burial.
<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Environmental Management   Cemetery Fees   Niche Wall</b>						

## 6.1.2 SNOWY MONARO REGIONAL COUNCIL'S DRAFT SUITE OF INTEGRATED PLANNING AND REPORTING DOCUMENTS TO BE PLACED ON PUBLIC EXHIBITION

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Jindabyne/Delegate/Bombala (Small Niche)	Chief of Community	\$627.00	\$730.00	16.43%	\$103.00	Maintain the fee. The niche openings in the cemetery are small and only fit half the quantity of ashes. They do provide families with a memorial option where some ashes can be placed while scattering or retaining ashes. We do not sell many of these niches. GST is now applicable on the sale of Niches. The increases as noted reflect the changes implemented under section 9-5 Section 9-5 New Tax System (Goods and Services Tax) Act 1999.
Adaminaby/Cooma General/Gegedzerick/Jindabyne/Nimmitabel (Large Niche)	Chief of Community	\$800.00	\$930.00	16.25%	\$130.00	The fees were increased to cover the cost of administering the sale of the niches.
<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Environmental Management   Cemetery Fees   All Cemeteries</b>						
Infants and Children up to 12 years (Plot, Burial and Maintenance)	Chief of Community	\$818.00	\$950.00	16.14%	\$132.00	The fees are set as low as possible due to the sensitive nature of surrounding the burial of children.
<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Environmental Management   Public Health &amp; Enforcement   Food Premises</b>						
Temporary Food Stall Inspection Fee	Chief of Infrastructure	\$60.00	\$181.00	201.67%	\$121.00	Temporary food stalls are defined as a Food Business under section 6 of the Food Act 2003. The fee for undertaking an inspection of Food Business is given within c14 of the Food Regulation 2015. The fee can be charge at a half hour rate. Half hour charges of the inspection fee would be \$181.
Food Premises Incident Response Inspections	Chief of Infrastructure	\$290.00	\$362.00	24.83%	\$72.00	Regulated fee set by Clause 14(1) of the Food Regulation 2015 and is \$362 per hour.
Requested Food Premises Pre Purchase Inspection	Chief of Infrastructure	\$290.00	\$362.00	24.83%	\$72.00	Regulated fee set by Clause 14(1) of the Food Regulation 2015 and is \$362 per hour. The fee is incorporated into Food Premises Administration Fee for businesses with less than six (6) food handlers (This fee includes inspection) and Food Premises Administration Fee for businesses with six (6) or more food handlers (This fee includes inspection).
Pre Opening Food Premises Inspection for Development Consent compliance	Chief of Infrastructure	\$290.00	\$362.00	24.83%	\$72.00	Regulated fee set by Clause 14(1) of the Food Regulation 2015 and is \$362 per hour. The fee is incorporated into Food Premises Administration Fee for businesses with less than six (6) food handlers (This fee includes inspection) and Food Premises Administration Fee for businesses with six (6) or more food handlers (This fee includes inspection).
Food Premises Re-inspection Fee	Chief of Infrastructure	\$290.00	\$362.00	24.83%	\$72.00	Regulated fee set by Clause 14(1) of the Food Regulation 2015 and is \$362 per hour. The fee is incorporated into Food Premises Administration Fee for businesses with less than six (6) food handlers (This fee includes inspection) and Food Premises Administration Fee for businesses with six (6) or more food handlers (This fee includes inspection).
<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Environmental Management   Public Health &amp; Enforcement   Application Fee for Approval to Operate - Caravan Parks</b>						
Inspections - Re-inspection of annual compliance - Caravan Parks	Chief of Infrastructure	\$260.00	\$300.00	15.38%	\$40.00	Fee increased to reflect the additional cost of undertaking the assessments.
Annual Fee to Operate Caravan Park	Chief of Infrastructure	\$8.00	\$9.00	12.50%	\$1.00	Fee amended to cover the cost of administering camping grounds and caravan parks. The fee includes the annual inspection and renewal of the Caravan Park's operating approval.
<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Environmental Management   Public Health &amp; Enforcement   Application Fee for Approval to Operate - Manufactured Home Estate</b>						
Annual Fee to Operate a Manufactured Home Estate	Chief of Infrastructure	\$11.00	\$12.00	9.09%	\$1.00	Fee amended to cover the cost of administering manufactured home parks.
<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Environmental Management   On-Site Sewage Management (OSSM)</b>						
Application to Install/modify an Onsite Sewerage Management Facility Including Associated Plumbing Drainage work - Domestic	Chief of Community	\$690.00	\$950.00	37.68%	\$260.00	Fee increased to reflect the additional on-costed rate of undertaking the assessments. New services added to the fee and charge being plumbing and drainage. Fee brought into alignment with non-domestic due to the time taken to undertake the work being consistent.

## 6.1.2 SNOWY MONARO REGIONAL COUNCIL'S DRAFT SUITE OF INTEGRATED PLANNING AND REPORTING DOCUMENTS TO BE PLACED ON PUBLIC EXHIBITION

### ATTACHMENT 5 DRAFT 2025-2026 SUMMARY OF CHANGES - FEES AND CHARGES

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Snowy Monaro Regional Council   Built & Natural Environment   Environmental Management   Animal Management   Companion Animal General and Pound Fees						
Surrendered Companion Animal	Chief of Community	\$150.00	\$250.00	66.67%	\$100.00	Surrender fee increased to \$250 to reflect the cost to Council with additional time animals now stay in our care before we can rehome them.
Snowy Monaro Regional Council   Built & Natural Environment   Environmental Management   Unattended Property (s55 Public Spaces (Unattended Property) Act 2021)   Animals (other than companion)						
Administration Fee	Chief of Community	\$185.00	\$270.00	45.95%	\$85.00	This fee has been further amended to pick up on all of the administration costs which Council incurs in the execution of its duties under the Public Spaces (Unattended Property) Act 2021. This includes each of the following service of notice, administration of action taken and / or impounding animal. New fee takes into account Council's on costed rate.
Horses/Cattle	Chief of Community	\$70.00	\$80.00	14.29%	\$10.00	Fee increase to reflect increased operating expenses.
Sheep/Goats	Chief of Community	\$45.00	\$50.00	11.11%	\$5.00	Fee increase to reflect increased operating expenses.
Other Animals	Chief of Community	\$45.00	\$50.00	11.11%	\$5.00	Fee increase to reflect increased operating expenses.
Snowy Monaro Regional Council   Built & Natural Environment   Environmental Management   Unattended Property (s55 Public Spaces (Unattended Property) Act 2021)   Class 1 item						
Administration Fee	Chief of Community	\$185.00	\$270.00	45.95%	\$85.00	This fee has been further amended to pick up on all of the administration costs which Council incurs in the execution of its duties under the Public Spaces (Unattended Property) Act 2021. This includes each of the following service of notice, administration of action taken and / or impounding animal. New fee takes into account Council's on costed rate.
Storing an item	Chief of Community	\$45.00	\$50.00	11.11%	\$5.00	Fee increase to reflect increased operating expenses.
Snowy Monaro Regional Council   Built & Natural Environment   Environmental Management   Unattended Property (s55 Public Spaces (Unattended Property) Act 2021)   Class 2 item						
Administration Fee	Chief of Community	\$185.00	\$270.00	45.95%	\$85.00	This fee has been further amended to pick up on all of the administration costs which Council incurs in the execution of its duties under the Public Spaces (Unattended Property) Act 2021. This includes each of the following service of notice, administration of action taken and / or impounding animal. New fee takes into account Council's on costed rate.
Storing an item	Chief of Community	\$130.00	\$150.00	15.38%	\$20.00	The fee increase is to cover the on costed operational costs for the storing of the item.
Snowy Monaro Regional Council   Built & Natural Environment   Environmental Management   Unattended Property (s55 Public Spaces (Unattended Property) Act 2021)   Class 3 item						
Administration Fee	Chief of Community	\$185.00	\$270.00	45.95%	\$85.00	This fee is amended to pick up on all of the administration costs which Council incurs in the execution of its duties under the Public Spaces (Unattended Property) Act 2021. This includes each of the following service of notice, administration of action taken and / or impounding animal. New fee takes into account Council's on-costed rate and the cost of external contractors.
Storing an item	Chief of Community	\$45.00	\$50.00	11.11%	\$5.00	Fee increase to reflect increased operating expenses.
Snowy Monaro Regional Council   Built & Natural Environment   Waste Disposal Charges at Council Waste Facilities   Waste: Commercial or Unsorted Waste						
Minimum Charge	Chief of Community	\$5.00	\$6.00	20.00%	\$1.00	Increase in fee to cover operational costs for landfill management
Unsorted Waste - per tonne	Chief of Community	\$500.00	\$600.00	20.00%	\$100.00	increase of fee to cover landfill management of material and operational costs, due to commercial customers not sorting recyclable material from loads and also have grossly contaminated loads.
Unsorted Waste - per m3 (Where there is no weighbridge, cubic metres will be applied)	Chief of Community	\$125.00	\$150.00	20.00%	\$25.00	increase of fee to cover landfill management of material and operational costs - based on tonnage rate (.250kg per cubic metre x tonnage rate)

## 6.1.2 SNOWY MONARO REGIONAL COUNCIL'S DRAFT SUITE OF INTEGRATED PLANNING AND REPORTING DOCUMENTS TO BE PLACED ON PUBLIC EXHIBITION

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Domestic Waste – 120L Bin	Chief of Community	\$10.00	\$11.00	10.00%	\$1.00	Increase in fee to cover operational costs for landfill management.
<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Waste Disposal Charges at Council Waste Facilities   Recyclables</b>						
Commercial - Cooking Oil, Motor Oils, Other Oils (per drum)	Chief of Community	\$4.00	\$5.00	25.00%	\$1.00	increase to cover operational and transport costs
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Property &amp; Infrastructure Management   Applications for Public Land/Road Reserves</b>						
Application for Owners Consent for DA	Mgr Infrastructure	\$55.00	\$60.00	9.09%	\$5.00	First increase since 2023/2024
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Sport &amp; Recreation   Cooma Regional Sports Centre   Other Fees Applicable</b>						
Equipment Hire	Chief of Community	\$12.00	\$13.00	8.33%	\$1.00	Low Value Fee increased to cover increasing costs
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Sport &amp; Recreation   Sporting Fields &amp; Showgrounds</b>						
Bolaro Street Cooma - Indoor Sports Centre	Chief of Community	\$29.00	\$35.00	20.69%	\$6.00	Increased to cover increasing costs
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Sport &amp; Recreation   Sporting Fields &amp; Showgrounds   Multi-Function Centre (Cooma)</b>						
Hire of tables	Chief of Community	\$5.50	\$6.00	9.09%	\$0.50	Low Value Fee increased to cover increasing costs
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Swimming Pools   Adaminaby and Berridale Pools</b>						
Single Entry Child/Pensioner/Concession (Including Squad and Aqua)	Chief of Community	\$5.00	\$5.50	10.00%	\$0.50	Fee is higher than surrounding councils, by holding fee we will fall in line with surrounding councils, ie Bega Valley and Snowy Valley community pools.
Single Entry Adult (Including Squad and Aqua)	Chief of Community	\$5.50	\$6.00	9.09%	\$0.50	Fee is higher than surrounding councils, by holding fee we will fall in line with surrounding councils, ie Bega Valley and Snowy Valley community pools.
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Parks and Gardens   Jindabyne Community Stage</b>						
Stage	Chief of Community	\$12.00	\$13.00	8.33%	\$1.00	Low Value Fee increased to cover increasing costs
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Parks and Gardens   Cooma Equipment Hire</b>						
Fencing	Chief of Community	\$12.00	\$13.00	8.33%	\$1.00	Low Value Fee increased to cover increasing costs
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Community Halls</b>						
Election Hire - Non Local Government	Chief of Community	\$380.00	\$420.00	10.53%	\$40.00	Coming in line with surrounding councils.
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Community Halls   Adaminaby School of Arts</b>						
Election Hire - Non Local Government	Chief of Community	\$380.00	\$420.00	10.53%	\$40.00	Coming in line with surrounding councils.
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Community Halls   Berridale Hall</b>						
Election Hire - Non Local Government	Chief of Community	\$380.00	\$420.00	10.53%	\$40.00	Coming in line with surrounding councils.
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Community Halls   Bibbenluke Hall</b>						
Election Hire - Non Local Government	Chief of Community	\$380.00	\$420.00	10.53%	\$40.00	Coming in line with surrounding councils.
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Community Halls   Bredbo Community Hall</b>						
Election Hire - Non Local Government	Chief of Community	\$380.00	\$420.00	10.53%	\$40.00	Coming in line with surrounding councils.
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Community Halls   Cathcart School of Arts</b>						
Election Hire - Non Local Government	Chief of Community	\$380.00	\$420.00	10.53%	\$40.00	Coming in line with surrounding councils.



## 6.1.2 SNOWY MONARO REGIONAL COUNCIL'S DRAFT SUITE OF INTEGRATED PLANNING AND REPORTING DOCUMENTS TO BE PLACED ON PUBLIC EXHIBITION

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Snowy Monaro Regional Council   Operations & Infrastructure Management   Facilities   Community Halls   Dalgety Memorial Hall						
Election Hire - Non Local Government	Chief of Community	\$380.00	\$420.00	10.53%	\$40.00	Coming in line with surrounding councils.
Snowy Monaro Regional Council   Operations & Infrastructure Management   Facilities   Community Halls   Delegate School of Arts						
Election Hire - Non Local Government	Chief of Community	\$380.00	\$420.00	10.53%	\$40.00	Coming in line with surrounding councils.
Hire of Tables	Chief of Community	\$5.00	\$5.50	10.00%	\$0.50	Low Value Fee increased to cover increasing costs
Snowy Monaro Regional Council   Operations & Infrastructure Management   Facilities   Community Halls   Delegate Hall (Sportsground)						
Election Hire - Non Local Government	Chief of Community	\$380.00	\$420.00	10.53%	\$40.00	Coming in line with surrounding councils.
Snowy Monaro Regional Council   Operations & Infrastructure Management   Facilities   Community Halls   Jindabyne Memorial Hall						
Election Hire - Non Local Government	Chief of Community	\$380.00	\$420.00	10.53%	\$40.00	Coming in line with surrounding councils.
Snowy Monaro Regional Council   Operations & Infrastructure Management   Facilities   Community Halls   Kybeyan Community Hall						
Election Hire - Non Local Government	Chief of Community	\$380.00	\$420.00	10.53%	\$40.00	Coming in line with surrounding councils.
Snowy Monaro Regional Council   Operations & Infrastructure Management   Facilities   Community Halls   Michelago Community Hall						
Election Hire - Non Local Government	Chief of Community	\$380.00	\$420.00	10.53%	\$40.00	Coming in line with surrounding councils.
Snowy Monaro Regional Council   Operations & Infrastructure Management   Facilities   Community Halls   Mila Country Club						
Election Hire - Non Local Government	Chief of Community	\$380.00	\$420.00	10.53%	\$40.00	Coming in line with surrounding councils.
Snowy Monaro Regional Council   Operations & Infrastructure Management   Facilities   Community Halls   Nimmitabel Community Hall						
Election Hire - Non Local Government	Chief of Community	\$380.00	\$420.00	10.53%	\$40.00	Coming in line with surrounding councils.
Snowy Monaro Regional Council   Operations & Infrastructure Management   Facilities   Community Halls   Numeralla Community Hall						
Election Hire - Non Local Government	Chief of Community	\$380.00	\$420.00	10.53%	\$40.00	Coming in line with surrounding councils.
Snowy Monaro Regional Council   Operations & Infrastructure Management   Facilities   Community Halls   Peak View Community Hall						
Election Hire - Non Local Government	Chief of Community	\$380.00	\$420.00	10.53%	\$40.00	Coming in line with surrounding councils.
Snowy Monaro Regional Council   Operations & Infrastructure Management   Facilities   Community Halls   Shannons Flat Community Hall						
Election Hire - Non Local Government	Chief of Community	\$380.00	\$420.00	10.53%	\$40.00	Coming in line with surrounding councils.
Snowy Monaro Regional Council   Operations & Infrastructure Management   Facilities   Community Halls   Smiths Road Community Hall						
Election Hire - Non Local Government	Chief of Community	\$380.00	\$420.00	10.53%	\$40.00	Coming in line with surrounding councils.
Snowy Monaro Regional Council   Operations & Infrastructure Management   Facilities   Saleyards   Cooma Livestock Selling Centre   Scales / Weighing						
Scale Usage (Staff Time billed separate)	Chief of Community	\$6.00	\$6.50	8.33%	\$0.50	Low Value Fee increased to cover increasing costs
Snowy Monaro Regional Council   Operations & Infrastructure Management   Facilities   Meeting Rooms   Bombala Community Centre						
Use of Kitchen	Chief of Community	\$12.00	\$13.00	8.33%	\$1.00	Low Value Fee increased to cover increasing costs
Snowy Monaro Regional Council   Operations & Infrastructure Management   Water & Sewer   Liquid Trade Waste   Application Fees						
All Classifications and charging categories re-inspection fee	Chief of Community	\$180.00	\$270.00	50.00%	\$90.00	Fee increased to reflect the on-costed rate and need to travel plus paperwork involved. Increased by \$10. Chapter 8 of the Liquid Trade Waste Guidelines specifies that the fees need to reflect the cost of managing the sewerage system and the impact trade waste has on the system.

Change of Ownership - Administration fee	Chief of Community	\$80.00	\$90.00	12.50%	\$10.00	Fee changed to reflect full cost recovery.
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Water &amp; Sewer   Liquid Trade Waste   Pollutant Charges</b>						
Aluminium	Chief of Community	\$1.20	\$1.50	25.00%	\$0.30	Low Value Fee increased to cover increasing costs
Boron	Chief of Community	\$1.20	\$1.50	25.00%	\$0.30	Low Value Fee increased to cover increasing costs
Lithium	Chief of Community	\$11.00	\$12.00	9.09%	\$1.00	Low Value Fee increased to cover increasing costs
Manganese	Chief of Community	\$11.00	\$12.00	9.09%	\$1.00	Low Value Fee increased to cover increasing costs
Methylene blue active substances (MBAS)	Chief of Community	\$1.20	\$1.30	8.33%	\$0.10	Low Value Fee increased to cover increasing costs
Molybdenum	Chief of Community	\$1.20	\$1.30	8.33%	\$0.10	Low Value Fee increased to cover increasing costs
Phenolic compounds (non-chlorinated)	Chief of Community	\$12.00	\$13.00	8.33%	\$1.00	Low Value Fee increased to cover increasing costs
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Water &amp; Sewer   Backflow Prevention</b>						
Late Lodgement Penalty Fee	Chief of Community	\$120.00	\$130.00	8.33%	\$10.00	Standard percentage increase will be sufficient to cover the operating costs.

### New Fees for 2025-2026

Fee/Charge	Proposed fee	Responsible Officer	Comment
<b>Snowy Monaro Regional Council   Corporate &amp; Community Services   Tourism   Visitors Centre Cooma</b>			
External power use from Cooma Visitor Centre - Community Connection fee	\$10.00	Chief of Community	Aligned with the Commercial connection fee but lower value for Community groups
<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Urban &amp; Rural Statutory Development   Certificates</b>			
Internal Drainage Diagram SEARCH	\$55.00	Chief of Infrastructure	Additional to Drainage Diagram (Sewer Plan Only) for the extra work required to locate internal diagrams.
<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Urban &amp; Rural Statutory Development   Development Application Related Fees EP&amp;A Regulation 2021 - Schedule 4   Events</b>			
s.68 Approvals for Events – Multi-Year Approval (max 3 years)	\$300.00	Chief of Infrastructure	Discounted Rate over three years
<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Urban &amp; Rural Statutory Development   Subdivision   Subdivision Works Certificate</b>			
Bulk Earthworks	\$850.00	Chief of Infrastructure	The previous fee structure for SWC has been retired to better align with the actual costs of providing the service. The new fee model, which includes a base fee plus an additional fee per new lot, ensures a more accurate and equitable distribution of costs. This change reflects the increasing complexity and resource demands associated with servicing multiple lots, allowing for improved cost recovery and long-term sustainability.
Subdivision 4 – 6 lots	\$1,000 plus 150 per lot	Chief of Infrastructure	As above
Subdivision greater than 7 lots	\$3,000 plus \$150 per lot	Chief of Infrastructure	As above
Subdivision up to 3 lots	\$500 plus \$150 per lot	Chief of Infrastructure	As above
<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Urban &amp; Rural Statutory Development   Development Engineering</b>			
After Hours or Emergency Roads Act Inspection Fee	\$470.00	Chief of Infrastructure	Introduction of service fee to reflect services which are provided under the Roads Act.
Roads Act Inspection Fee	\$310.00	Chief of Infrastructure	As above
<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Environmental Management   Cemetery Fees   Cooma Lawn Cemetery   Interment Right - Perpetual</b>			
Issuing an interment right	\$270.00	Chief of Infrastructure	Exempt under subsections 81-10(1) and 81-10(4) of the New Tax System (Goods and Services Tax) Act 1999. New fee to take into account changes to GST tax laws. The new fee also takes into account the need to provide customers the full breakdown of costs for burials and cremations. As such, all invoices, quotes and receipts need to be fully itemised. The fee is based on full cost recovery for administration time at 3 hours at an on costed rate of \$58 per hour. This fee is GST exempt.
Plot Purchase (Interment right)	\$2,480.00	Chief of Infrastructure	New fee to replace the single and double plot. The new fee should be the cost of a double plot. This will ensure that we do not disadvantage people who have previously purchased a double depth grave. This fee is GST exempt.

Snowy Monaro Regional Council   Built & Natural Environment   Environmental Management   Cemetery Fees   Cooma Lawn Cemetery   Burial & Maintenance			
Administration fee	\$300.00	Chief of Infrastructure	The new fee also takes into account the need to provide customers the full breakdown of costs for burials and cremations. As such, all invoices, quotes and receipts need to be fully itemised. The fee is based on full cost recovery for administration time at 3 hours at an on costed rate of \$90 per hour plus GST. This is GST inclusive.
Snowy Monaro Regional Council   Built & Natural Environment   Environmental Management   Cemetery Fees   Town Burial   Interment Right-Perpetual			
Issuing an interment right	\$270.00	Chief of Infrastructure	Exempt under subsections 81-10(1) and 81-10(4) of the New Tax System (Goods and Services Tax) Act 1999. New fee to take into account changes to GST tax laws. The new fee also takes into account the need to provide customers the full breakdown of costs for burials and cremations. As such, all invoices, quotes and receipts need to be fully itemised. The fee is based on full cost recovery for administration time at 3 hours at an on costed rate of \$58 per hour. This fee is GST exempt..
Plot Purchase	\$2,480.00	Chief of Infrastructure	New fee to replace the single and double plot. The new fee should be the cost of a double plot. This will ensure that we do not disadvantage people who have previously purchased a double depth grave. This fee is GST exempt.
Snowy Monaro Regional Council   Built & Natural Environment   Environmental Management   Cemetery Fees   Village Burial   Interment Right - Perpetual			
Issuing an interment right	\$270.00	Chief of Infrastructure	New fee to replace the single and double plot. The new fee should be the cost of a double plot. This will ensure that we do not disadvantage people who have previously purchased a double depth grave. This fee is GST exempt.
Plot Purchase	\$1,740.00	Chief of Infrastructure	Combine single plot and double plot fees into one. The new fee would be the cost of a double plot.
Snowy Monaro Regional Council   Built & Natural Environment   Environmental Management   Cemetery Fees   Village Burial   Town/Village Burial & Maintenance			
Administration fee	\$300.00	Chief of Infrastructure	The new fee also takes into account the need to provide customers the full breakdown of costs for burials and cremations. As such, all invoices, quotes and receipts need to be fully itemised. The fee is based on full cost recovery for administration time at 3 hours at an on costed rate of \$90 per hour plus GST. This is GST inclusive. – Section 9-5 New Tax System (Goods and Services Tax) Act 1999.
Snowy Monaro Regional Council   Built & Natural Environment   Environmental Management   Cemetery Fees   Niche Wall			
Administration fee	\$330.00	Chief of Infrastructure	The new fee also takes into account the need to provide customers the full breakdown of costs for burials and cremations. As such, all invoices, quotes and receipts need to be fully itemised. The fee is based on full cost recovery for administration time at 3 hours at an on costed rate of \$90 per hour plus GST. This is GST inclusive. – Section 9-5 New Tax System (Goods and Services Tax) Act 1999.
Placement of ashes into a niche wall by Council	\$418.00	Chief of Infrastructure	New fee to cover cost for Council to place ashes into niche wall. This fee is taxable - Section 9-5 New Tax System (Goods and Services Tax) Act 1999 The fee is based on the placement of ashes into a grave

Snowy Monaro Regional Council   Built & Natural Environment   Environmental Management   Animal Management   Companion Animal Act Fees, Inspection and Registration & Control Register			
Additional Fee is due if the animal is not desexed by 6 months	\$184.00	Chief of Infrastructure	Regulated Additional fee is due if the animal is not desexed by 6 months.
Snowy Monaro Regional Council   Built & Natural Environment   Waste Disposal Charges at Council Waste Facilities   Bombala, Cooma and Jindabyne Landfills   Tyres			
Large Tyres (MR & HR Truck)	\$50.00	Chief of Community	New fee to allow for different size truck tyres
Snowy Monaro Regional Council   Built & Natural Environment   Waste Disposal Charges at Council Waste Facilities   Construction & Demolition   Weighbridge Charges - Cooma & Jindabyne			
Construction and Demolition Landfill Only - cubic metre	\$78.00	Chief of Community	New fee to assist with operations and management of material
Construction and Demolition Landfill Only - per tonne	\$307.00	Chief of Community	New fee to assist with operations and management of material
Snowy Monaro Regional Council   Operations & Infrastructure Management   Property & Infrastructure Management   Applications for Public Land/Road Reserves			
Lease or Licence of Council Parking Space for EV charging bay (Approved at the absolute discretion of Council)	Current Market Value	Mgr Infrastructure	Due to a growing demand evidenced by an increase in requests for Council to facilitate EV charging stations, it is anticipated that a fee will be required for leasing out Public Parking bays for EV charging. Council will endeavour to gain some cost recovery for ongoing pavement / parking maintenance through this fee, once established by Market Review or Valuation.
Busking Events – Event application processing fee applies	As per Section 68 approval	Mgr Infrastructure	Large busking events will still require the organisers to make an application through the Portal and these will be charged the applicable fee for a section 68 approval. (\$320 in 2024)
Busking Permit - nonprofessional annual permit for busking at Council allocated sites	\$50.00	Mgr Infrastructure	Cooma has developed the reputation as a 'Busking Capital' with significant annual Busking Events and competitions take place in Cooma and Bombala. We have received requests from amateur buskers to facilitate an affordable pathway for busking where currently a Portal Application costs \$320 per session. It is proposed to make an, annual, individual amateur busking permit available for \$50, which allows fee free busking at nominated busking stands in the region.
Footway Dining - relative to adjoining food business premises – All other Towns and Villages (flat rate)	\$120.00	Mgr Infrastructure	These activities, carried out on Public Footways, require approval by Council under the <i>Roads Act 1993</i> and the <i>Local Government Act 1993</i> . All Councils in NSW charge businesses for these approvals therefore we have included a fee for these permits going forward. The fees proposed are structured similarly, but lower than those charged by larger Councils but are a good place to start considering Businesses in the area have not been charged any fees for a number of years. Assessment and inspections, as well as establishing and maintaining an approvals register, take considerable time. These fees serve as a cost recovery mechanism.
Footway Dining - relative to adjoining food business premises – Jindabyne and Cooma (per square metre)	\$50.00	Mgr Infrastructure	
Public Land Use Application Fee	\$125.00	Mgr Infrastructure	
Street Stalls – Charity / Fundraising – No fee	No fee	Mgr Infrastructure	

Street Vending - relative to adjoining business premises – All other Towns and Villages	\$80.00	Mgr Infrastructure	
Street Vending - relative to adjoining business premises – Jindabyne and Cooma	\$320.00	Mgr Infrastructure	
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Sport &amp; Recreation   Sporting Fields &amp; Showgrounds</b>			
Amenities Charge	\$12.00	Chief of Community	Hourly Rate added to existing schedule
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Sport &amp; Recreation   Sporting Fields &amp; Showgrounds   Berridale Sporting Field</b>			
Oval	\$21.00	Chief of Community	Hourly Rate added to existing schedule
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Sport &amp; Recreation   Sporting Fields &amp; Showgrounds   Cooma Showground</b>			
Outdoor Bar	\$60.00	Chief of Community	Reinstated fee charged previously
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Sport &amp; Recreation   Sporting Fields &amp; Showgrounds   Michelago Oval</b>			
Oval	\$21.00	Chief of Community	Hourly Rate added to existing schedule
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Sport &amp; Recreation   Sporting Fields &amp; Showgrounds   Nimmitabel Sportsground</b>			
Sporting Field	\$21.00	Chief of Community	Hourly Rate added to existing schedule
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Sport &amp; Recreation   Sporting Fields &amp; Showgrounds   Numeralla Sportsfield</b>			
Sporting Field	\$21.00	Chief of Community	Hourly Rate added to existing schedule
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Sport &amp; Recreation   Sporting Fields &amp; Showgrounds   Multi-Function Centre (Cooma)   Non-Commercial</b>			
Whole Facility	\$800.00	Chief of Community	Daily Rate added to existing schedule
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Saleyards   Cooma Livestock Selling Centre</b>			
NLIS Tag	\$50.00	Chief of Community	Previously not provided by Council

Snowy Monaro Regional Council   Operations & Infrastructure Management   Facilities   Saleyards   Bombala Livestock Yards   Truckwash			
Truck Wash Key (AVDATA)	\$62.00	Chief of Community	Avdata to be installed to replace old system
Usage charge (Water) per minute	\$1.50	Chief of Community	Avdata to be installed to replace old system
Snowy Monaro Regional Council   Operations & Infrastructure Management   Water & Sewer   Liquid Trade Waste   Application Fees			
Inspection fee	\$25.00	Chief of Community	New fee to be charge at \$25 per 15 mins to undertake a routine LTW inspection. Note some places are more complex and require extra time, while others are straightforward and can be done in 10 minutes with 5 minutes of administration time.
Renewal Fee All High Risk Classifications and Categories	\$270.00	Chief of Community	Fee covers the cost of renewing a high risk LTW.
Renewal Fee All Low Risk Classifications and Categories	\$90.00	Chief of Community	Fee covers the cost of renewing a low risk LTW.
Renewal Fee All Medium Risk Classifications and Categories	\$180.00	Chief of Community	Fee covers the cost of renewing a medium risk LTW.

### Discontinued Fees 2025-2026

Fee/Charge	2024/2025 Fee	Responsible Officer	Reason
<b>Snowy Monaro Regional Council   Corporate &amp; Community Services   Information &amp; Communications Technology Services   GIS Information   Map Production-Cadastral &amp; Aerial Imagery</b>			
A1 Map	\$94.00	Chief of Strategy	No capability to provide hard copies, only electro
A0 Map	\$107.10	Chief of Strategy	No capability to provide hard copies, only electro
<b>Snowy Monaro Regional Council   Corporate &amp; Community Services   Information &amp; Communications Technology Services   GIS Information   Customised Map Production</b>			
A1 Map	\$112.40	Chief of Strategy	No capability to provide hard copies, only electro
A0 Map	\$122.90	Chief of Strategy	No capability to provide hard copies, only electro
<b>Snowy Monaro Regional Council   Corporate &amp; Community Services   Community Services   NDIS Services</b>			
Brokerage	Brokerage arrangements with local based providers if there is capacity can be explored	Chief of Community	In ensuring the best outcomes for individuals, we are pleased to share that all remaining clients have now successfully transitioned to specialised, registered NDIS providers within the Snowy Monaro region. Participants will continue to receive high-quality, tailored support from providers with dedicated expertise.
National Disability Insurance Scheme (NDIS) Services	Refer to NDIS Pricing Arrangements and Price Limits for the 2024-2025 financial year for full details	Chief of Community	In ensuring the best outcomes for individuals, we are pleased to share that all remaining clients have now successfully transitioned to specialised, registered NDIS providers within the Snowy Monaro region. Participants will continue to receive high-quality, tailored support from providers with dedicated expertise.
<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Urban &amp; Rural Statutory Development   Subdivision   Subdivision Works Certificate</b>			
\$0 to \$10,000	\$330.00	Chief of Infrastructure	The previous fee structure for SWC has been retired to better align with the actual costs of providing the service. The new fee model, which includes a base fee plus an additional fee per new lot, ensures a more accurate and equitable distribution of costs. This change reflects the increasing complexity and resource demands associated with servicing multiple lots, allowing for improved cost recovery and long-term sustainability.
\$10,001 to \$50,000	\$550.00	Chief of Infrastructure	As above
\$50,001 to \$100,000	\$880.00	Chief of Infrastructure	As above
\$100,001 to \$200,000	\$1,310.00	Chief of Infrastructure	As above
\$200,001 to \$300,000	\$1,860.00	Chief of Infrastructure	As above
\$300,001 to \$400,000	\$2,140.00	Chief of Infrastructure	As above
\$401,000 to \$500,000	\$2,400.00	Chief of Infrastructure	As above
\$501,000 to \$1,000,000	\$4,000.00	Chief of Infrastructure	As above
\$1,000,000 or more	Cost of works in excess of \$1,000,000	Chief of Infrastructure	As above
<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Environmental Management   Cemetery Fees   Cooma Lawn Cemetery   Interment Right - Perpetual</b>			
Single Plot Purchase	\$1,610.00	Chief of Community	Combine single plot and double plot fees into one. The new fee will be the cost of a double plot.
Double Plot Purchase	\$2,360.00	Chief of Community	Combine single plot and double plot fees into one. The new fee will be the cost of a double plot.
<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Environmental Management   Cemetery Fees   Town Burial   Interment Right-Perpetual</b>			
Single Plot Purchase	\$1,410.00	Chief of Community	Combine single plot and double plot fees into one. The new fee will be the cost of a double plot.
Plot Purchase Double	\$2,160.00	Chief of Community	Combine single plot and double plot fees into one. The new fee will be the cost of a double plot.
<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Environmental Management   Cemetery Fees   Village Burial   Interment Right - Perpetual</b>			
Single Plot Purchase	\$1,220.00	Chief of Community	Combine single plot and double plot fees into one. The new fee will be the cost of a double plot.
Double Plot Purchase	\$1,655.00	Chief of Community	Combine single plot and double plot fees into one. The new fee will be the cost of a double plot.
<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Environmental Management   Public Health &amp; Enforcement   Food Premises</b>			
Food Premises Routine Inspections	\$290.00	Chief of Infrastructure	The fee is incorporated into Food Premises Administration Fee for businesses with less than six (6) food handlers (This fee includes inspection) and Food Premises Administration Fee for businesses with six (6) or more food handlers (This fee includes inspection).
<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Waste Services   Sale Items</b>			
Fire Wood (per tonne)	\$80.00	Chief of Community	Included in demolition and Landfill fee
Fire Wood (per m3)	\$40.00	Chief of Community	Included in demolition and Landfill fee



6.1.2 SNOWY MONARO REGIONAL COUNCIL'S DRAFT SUITE OF INTEGRATED PLANNING AND REPORTING DOCUMENTS TO BE PLACED ON PUBLIC EXHIBITION

ATTACHMENT 5 DRAFT 2025-2026 SUMMARY OF CHANGES - FEES AND CHARGES

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<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Waste Disposal Charges at Council Domestic Collection Points   Waste: Household Domestic Waste. GST Exempt</b>			
Domestic Waste – 120L Bin	\$10.00	Chief of Community	Duplicate fee - covered by kerbside collection fees
Domestic Waste – 240L bin	\$20.00	Chief of Community	Duplicate fee - covered by kerbside collection fees
Domestic Waste - Minimum Charge	\$5.00	Chief of Community	Duplicate fee - covered by kerbside collection fees
<b>Snowy Monaro Regional Council   Built &amp; Natural Environment   Waste Disposal Charges at Council Waste Facilities   Construction &amp; Demolition   Weighbridge Charges - Cooma &amp; Jindabyne</b>			
Timber - per tonne	\$185.00	Chief of Community	Replacing with New Fee - Construction and Demolition Landfill
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Sport &amp; Recreation   Sporting Fields &amp; Showgrounds   Nimmitabel Sportsground</b>			
Commercial Functions & Events	\$169.00	Chief of Community	No longer required
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Swimming Pools   Adaminaby and Berridale Pools</b>			
Learn To Swim (Half Lane - Peak)	\$14.00	Chief of Community	Duplicate fee - included in Learn to Swim/Squad fees
Learn To Swim (Half Lane - Off Peak)	\$7.00	Chief of Community	Duplicate fee - included in Learn to Swim/Squad fees
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Swimming Pools   Jindabyne Pool</b>			
Learn To Swim (Half Lane - Peak)	\$14.00	Chief of Community	Duplicate fee - included in Learn to Swim/Squad fees
Learn To Swim (Half Lane - Off Peak)	\$7.00	Chief of Community	Duplicate fee - included in Learn to Swim/Squad fees
<b>Snowy Monaro Regional Council   Operations &amp; Infrastructure Management   Facilities   Parks and Gardens   Council Skate Park</b>			
Special Use – Commercial Event	\$252.15	Chief of Community	Fee obsolete
Special Use – Community Event	\$78.80	Chief of Community	Fee obsolete

#### Further Information

The Snowy Monaro 2032 Community Strategic Plan, Delivery Program, Operational Plan and Annual Reports can be viewed on Council's website.

For further information visit:

 [www.snowymonaro.nsw.gov.au](http://www.snowymonaro.nsw.gov.au)

 Snowy Monaro Regional Council

 @snowymonaro regionalcouncil

 Snowy Monaro Regional Council

#### Your Feedback

A copy of this report can be obtained from Council's website: [www.snowymonaro.nsw.gov.au](http://www.snowymonaro.nsw.gov.au)

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

#### Contact Us

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#### Council Offices

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