SNOWY VALLEYS COUNCIL MEETING

LATE ATTACHMENTS

UNDER SEPARATE COVER

18 APRIL 2019

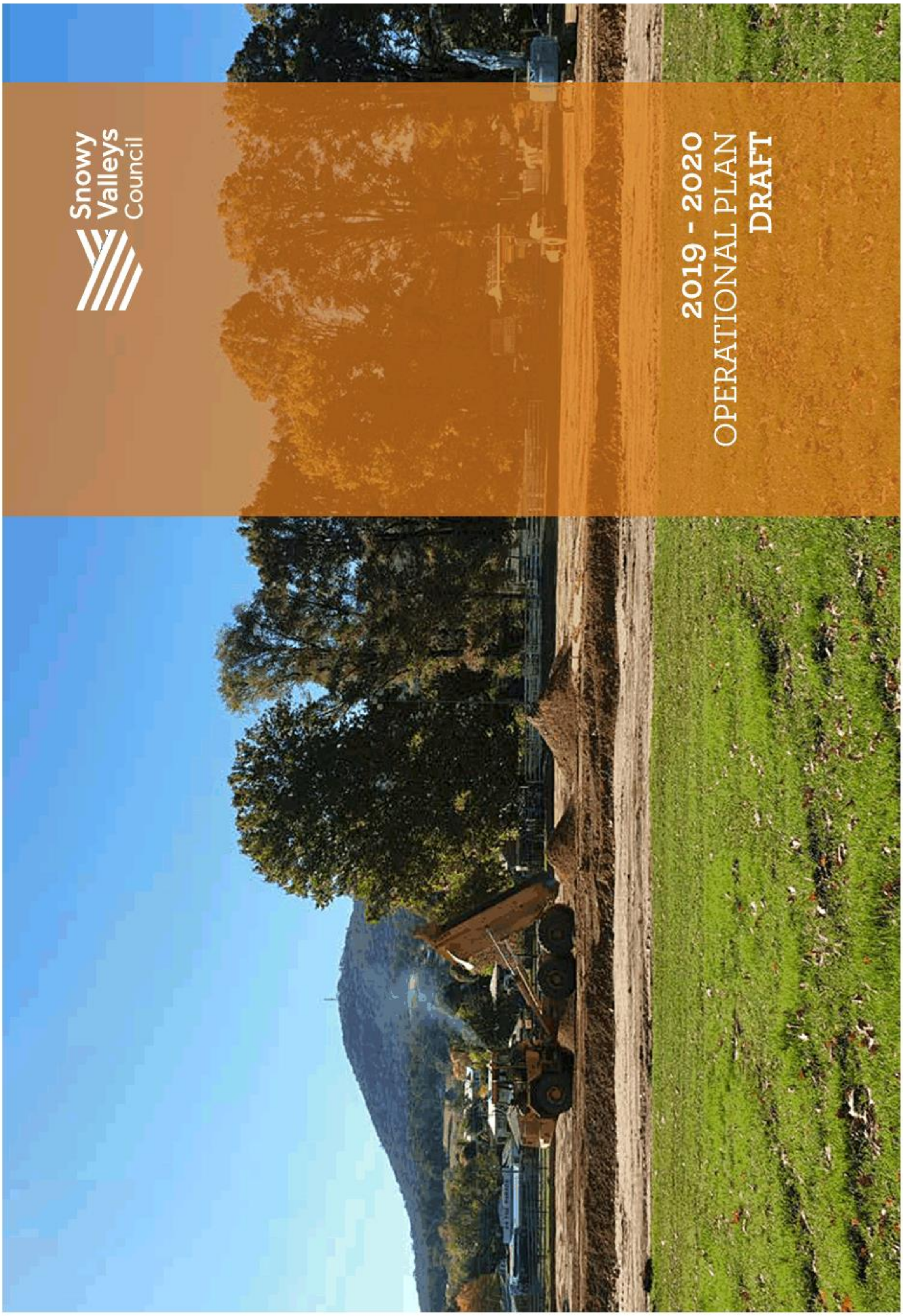
Thursday 18 April 2019

SVC Council Chambers - Tumut

2.00pm.

ATTACHMENTS

10. MANAGEMENT REPORTS


Snowy
Valleys
Council
2019 - 2020
OPERATIONAL PLAN
DRAFT

Contents

Acknowledgement of Country

We acknowledge the traditional custodians of this land and pay respects to Elders past and present.

We recognise Aboriginal people as the original custodians of the lands that comprise the Snowy Valleys Council area and pay our respects to the leaders of the traditional custodians of this land.

Together we acknowledge the contributions of Aboriginal Australians to this country we all live in and share together.

Snowy Valleys Council is committed to enhancing the knowledge and understanding of our communities about the history, heritage and cultures of Aboriginal Australians.

About the Operational Plan

The Operational Plan supports the Snowy Valleys 2028 Community Plan (along with the three year Delivery Program) and defines the Key Actions that Council will undertake in the next financial year towards achieving our long term community priorities. It allocates the resources necessary to achieve the Key Actions in the financial year.

This Operational Plan should be read in conjunction with the annual Operational Budget, which provides the financial information to support the successful delivery of the Key Actions for this year.

The operational plan is reviewed, assessed and publicly reported to Council on a half yearly basis. An annual review of the implementation of the operational plan is also presented to Council and included within the Annual Report.

Council's activities are aimed toward achieving its vision for the future of the Snowy Valleys Council local government area and are focused into our five key strategic themes.

1. Towns and Villages
2. Growth Through Innovation
3. Our Natural Environment
4. Communication and Engagement
5. Our Infrastructure

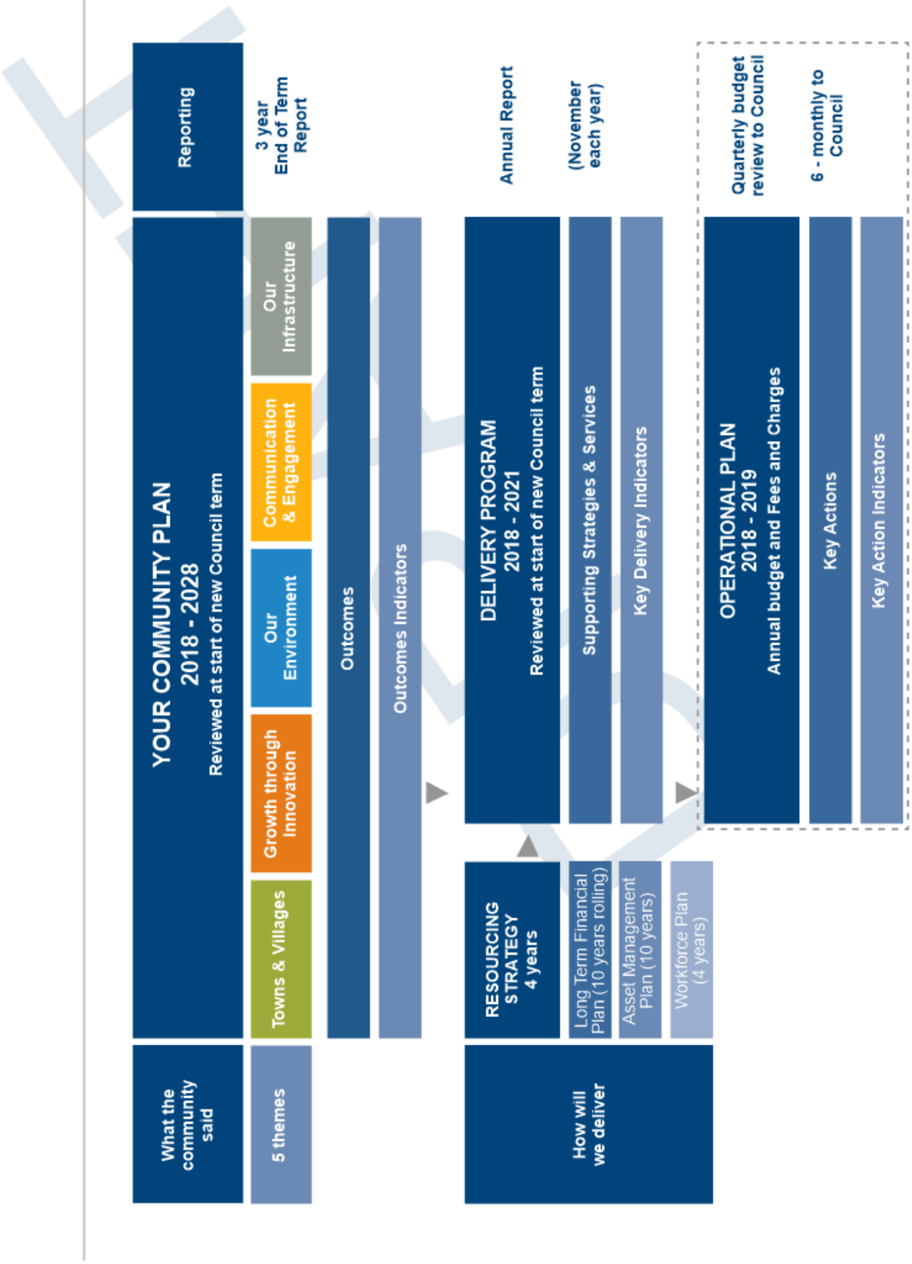
Our Integrated Planning and Reporting Framework

The Integrated Planning and Reporting (IP&R) framework recognises that most communities hold similar aspirations, including:

- a safe, healthy and pleasant place to live
- a sustainable environment
- opportunities for social interaction
- opportunities for employment and reliable infrastructure.

The difference lies in how each community responds to these needs. The framework also recognises that council plans and policies should not exist in isolation and that they in fact are connected.

This framework allows council to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically for the future. This framework also allows us to build plans of appropriate size, scale and content for our community.


What the community said
5 themes
YOUR COMMUNITY PLAN
2018 - 2028
Reviewed at start of new Council term
Towns & Villages
Growth through Innovation
Our Environment
Communication & Engagement
Our Infrastructure
Outcomes
Outcomes Indicators
Reporting
3 year End of Term Report
How will we deliver
RESOURCING STRATEGY
4 years
Long Term Financial Plan (10 years rolling)
Asset Management Plan (10 years)
Workforce Plan (4 years)
DELIVERY PROGRAM
2018 - 2021
Reviewed at start of new Council term
Supporting Strategies & Services
Key Delivery Indicators
Annual Report
(November each year)
OPERATIONAL PLAN
2018 - 2019
Annual budget and Fees and Charges
Key Actions
Key Action Indicators
Quarterly budget review to Council
6 - monthly to Council

Our vision and values

> “Leading, engaging and supporting strong and vibrant communities”

Councillor’s Values

In addition to our Code of Conduct, Council has adopted a set of Values that guide our behaviour both inside the workplace and with our customers, community and stakeholders. As an organisation, we strive to reflect these in our everyday interactions and work.

Integrity

Respect

Safety

Mayor's Welcome

Welcome to the 2019/20 Operational Plan for Snowy Valleys Council.

This is an exciting year for Council and our Operational Plan aims to make the most of the momentum we are building.

We are experiencing record levels of funding and investment flowing into our region which is helping us deliver on the aspirations for each town and village as captured in Snowy Valleys 2028: Community Strategic Plan. Our advocacy work has delivered great benefits for our region and this will continue to be a focus for myself and my fellow Councillors.

Through our partnerships with the community, business and government we have secured funding for $25 million in major projects for our region. When combined with our own investments, we are working our way through a $30 million infrastructure program, which is more than double what we have delivered before across a similar timeframe.

It's not just our investments that are reaching new heights. We continue to attract more people to our region both as visitors and residents. We have seen year on year growth in our visitor centres, our school enrolments are bucking regional trends and we have real opportunities for increases in local jobs to support infrastructure developments like the Snowy 2.0 project.

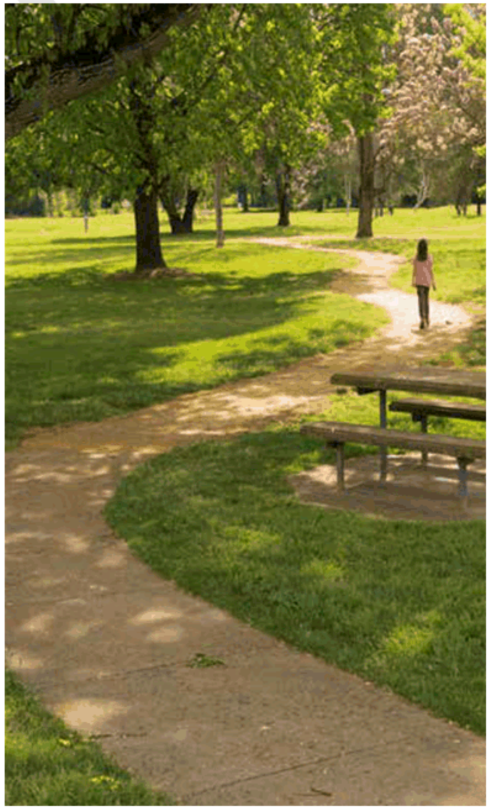
We want to make the most of the opportunities facing our region. That's why, on top of our standard services you will see actions around attracting new investors, developing our unique visitor experiences, enhancing local skills, improving our use of technology and managing climate change risks.

I am happy to confirm that this Operational Plan and the associated budget has been prudently planned to deliver a better than predicted operating result. As a Councillor group, we are very focused on keeping costs down while making sure we stay open to new ideas and innovations that can benefit the whole Snowy Valleys region.

I look forward to delivering this plan in partnership with the Council team and our communities.

Councillor James Hayes OAM

Mayor



General Manager's Message

I am very happy to share our Operational Plan for the 2019/20 financial year.

Our Operational Plan provides a summary of what we will focus our efforts on for the next 12 months to deliver improvements for our communities. Within our planning and reporting framework, the Operational Plan includes the most tangible actions that can be tracked throughout the year. It also provides an opportunity to be very specific in reporting how we are delivering against the aims outlined in our Community Strategic Plan.

As a maturing organisation, we are improving how we plan and deliver each year. We now have a clearer idea of what is achievable and where we can deliver the best value.

This is reflected in our Operational Plan for 2019/20. This Plan includes fewer actions than the previous year, but each action is now more targeted and detailed to better demonstrate progress. Each action has also been evaluated on a value for money basis and aligned to our budget development process.

Importantly, we will continue to streamline our communications so you can contribute to and see our progress. We are hearing your comments on "less consultation, more action" loud and clear. This Operational Plan sees us shifting into delivery mode and our communications will be more focused on actions and progress. 2019/20 is our year of getting things done.

A big focus for us will be on delivering our large program of town and community improvement projects. We have record levels of investment and funding to improve our region and we are looking forward to delivering this program throughout the 2018-19 and 2019-20 financial years.

We are moving into a proactive economic development position, which will see us spending more time supporting businesses, attracting investors, enticing visitors and pursuing funding for game-changing infrastructure. With Snowy 2.0 on our doorstep coupled with our strong local industries and a buoyant business environment, we will work hard to connect our communities with emerging opportunities.

We also want to take a long term growth view that helps us to identify where we want to be in 30 years and how we can plan our land use, infrastructure investments, council services and community facilities around this.

So stay tuned as this is set to be an exciting year that will deliver a lot of positive changes across our communities.

Matthew Hyde

General Manager

Our Councillors representing our community

Clr Andrianna Benjamin, Clr Cor Smit, Clr Geoff Pritchard, Clr Margaret Isselmann, Deputy Mayor Clr John Larter, Clr Cate Cross, Clr Bruce Wright, Clr Julia Ham, Mayor Clr James Hayes

Council's leadership and structure

Council

General Manager
Matthew Hyde

Director Strategy, Community and Development
Gus Cox

Responsible for the following areas:

- Children's Services
- Libraries
- Community Transport
- Aged Care Support
- Community Development
- Youth Development
- Events & Festivals
- Economic Development
- Tourism
- Corporate Communications
- Community Engagement
- Major Grants
- Cultural Development
- Compliance
- Environment
- Planning
- Development
- Ranger Services
- Public Health

Director Infrastructure and Assets
Matthew Christensen

Responsible for the following areas:

- Parks and gardens
- Roads and footpaths
- Water
- Sewerage
- Waste & recycling
- Street cleaning
- Swimming Pools
- Fleet and plant
- Depots
- Cemeteries
- Disaster & emergency management
- Weed control
- Community halls and buildings
- Road safety

Director Internal Services
Robyn Harvey

Responsible for the following areas:

- Finance
- Rates
- Information systems
- Customer and corporate services
- Human resources
- Risk management
- Governance
- Record management

Our priority focus areas

The priority areas identified by the community that Snowy Valleys Council will focus on over the next three years are:

- The effective and efficient use of our internal resources to deliver quality services to our community
- Advocating on behalf of the community on major issues including roads and transport, local services, community safety, telecommunications and educational opportunities
- Renewing essential infrastructure that has reached the end of its useful life, ensuring that our community infrastructure adequately meets the needs of our community now and into the future
- Cutting red tape and renewing our focus on delivering excellent Customer Service
- Delivering our major projects program on time and within allocated budgets
- Developing strategic plans for our individual towns and villages
- Developing and integrating standardised work practices across the organisation
- Providing opportunities for the community to participate in the decision-making process ensuring outcomes that benefit our community
- Developing sustained relationships, collaboration, partnerships and new ways to involve and empower the community
- Increasing the community's understanding of Councils operations through improved relationships and communication.
- Ensuring transparent and accountable leadership
- Exploring tourism and economic development opportunities

Major projects 2019 - 2020

Our major projects and capital works provide us with the best opportunity to change our region for the better. In most cases, the things our communities have asked for as a top priority need to be delivered as a project that includes some level of construction works.

Successful grant applications over the past two years has been the driving factor behind the large volume of projects in development throughout the region. The start of the 2018-2019 year has seen many projects progressing from planning towards delivery. The 2019 calendar year is set to include delivery of many projects across many communities at a scale not seen before in our region.

To deliver these successfully we have taken on some learnings and moved to improve how we plan and deliver projects. We recognise that there have been some delays in project delivery and some expectations may not have been met.

With this in mind, we have recently recruited expert project managers to improve our practices and streamline our works to ensure we achieve efficiencies in bundling, contracting and delivering our works.

Here are some highlights ahead of a full list of major projects.

Adelong Projects

COUNCIL LED PROJECTS

Adelong Caravan Park Upgrade - $266,841

Upgrade amenities block at the caravan park to facilitate multi-use by caravan park patrons and the public visiting the Creekscape. To be completed by 31 December 2019.

Adelong Connecting Community To Creek - $515,000

Develop a detailed master plan and costings for the Adelong Creekscape and re-establish the walkway from town to the Adelong Falls Gold Mill Ruins. Pathway and priority master plan projects to be completed by 31 December 2019.

Adelong Main Street Facade Improvements - $100,000

Clean-up and improvement of Adelong main street facades in 50:50 partnership with local businesses. To be completed by 30 June 2020.

Adelong Playground Equipment Upgrade - $100,000

Replace existing play equipment in Memorial Park with an adventure playground. To be completed by 30 June 2020.

Adelong Tourism Project/Planning - $25,000

Development of improved visitor information facilities. To be completed by 30 June 2020.

Adelong Wi-Fi Upgrade - $10,000

Upgrade and unify public town Wi-Fi access points across the Council network. To be completed by 30 June 2020.

Yaven Creek Road Project - $490,000

Seal the remaining unsealed 2.65km section of Yaven Creek Road. To be completed by 30 June 2020.

Adelong Aquatic Centre Water Temperature Regulation - $78,945

Design and install mechanisms to regulate the water temperature of Adelong Pool. To be completed by 31 October 2020.

COMMUNITY LED PROJECTS

Adelong Adelonia Theatre - $320,731

Renovations and extensions to the Adelonia Theatre. To be completed by 31 October 2020.

Adelong Showground Upgrade - $308,634

Upgrade the amenity at the Adelong showground. To be completed by 31 October 2020.

Adelong Walking Track Signage - $20,000

Development of interpretive signage along the Creekscape walkway linking to the Adelong Falls Gold Mill Ruins. To be completed by 30 June 2020.

Batlow Projects

Batlow Cannery Demolition - $500,000

Purchase of cannery site and targeted demolition of unusable structures and clean up. Site purchase complete. Demolition and clean up to be completed by 31 December 2019.

Batlow Caravan Park Upgrade - $723,000

Undertake a compliance audit to ascertain works required with the view to developing a prioritised schedule of works. Prioritised works to be completed by 31 December 2019.

Batlow CBD Master Plan and Amenity - $540,000

Review CBD master plans and develop a detailed design and cost plan to undertake prioritised streetscape improvements. Prioritised works to be completed by 31 December 2019.

Batlow Library - $1,000,000

Upgrade and extend the existing Batlow Library. To be completed by 31 January 2020.

Batlow Cannery Site Business Case - $200,000

Develop a business case that identifies and tests a range of improvement opportunities for the whole Cannery site. To be completed by 30 June 2020.

Batlow Playground Equipment Upgrade - $25,000

Replace playground equipment in HV Smith Park. To be completed by 30 June 2020.

Batlow Tourism Project/Planning - $20,000

Development of improved visitor information facilities. To be completed by 30 June 2020

Batlow Wi-Fi Upgrade - $10,000

Upgrade and unify public town Wi-Fi access points across the Council network. To be completed by 30 June 2020.

Brungle Projects

Brungle Wi-Fi Upgrade - $10,000

Upgrade and unify public town Wi-Fi access points across the Council network. To be completed by 30 June 2020.

Jingellic Projects

COUNCIL LED PROJECTS

Jingellic Multi Use Track - $35,000

Construction of a multi-use track to connect the free camping ground adjacent to The Bridge Hotel to the Jingellic Shop. To be completed by 31 December 2019.

Jingellic Pedestrian Bridge over Horse Creek - $30,000

Construction of a pedestrian bridge over Horse Creek as part of the new multi-use track. To be completed by 30 June 2020.

COMMUNITY LED PROJECTS

Jingellic Showground Water Bore and Irrigation - $90,604

Installation of a bore pump, irrigation system, and pump shed and water storage tank at Jingellic Showground. To be completed by 31 October 2020.

Khancoban Projects

Khancoban Pool Shade Sails - $40,000

Install shade sails over the Khancoban Pool. Completed March 2019.

Khancoban General Store - $199,000

Purchase and minor refurbishment of the Khancoban General Store to support attraction of future retail to Khancoban. Purchase of store complete. Minor refurbishments to be completed by 31 December 2019.

Khancoban Streetscape - $395,000

Implement streetscape improvement plans to enhance the amenity of the shopping precinct. To be completed by 31 December 2019.

Khancoban Wi-Fi Upgrade - $12,500

Upgrade and unify public town Wi-Fi access points across the Council network. To be completed by 30 June 2020.

Talbingo Projects

COUNCIL LED PROJECTS

Talbingo Improvement to Public Areas - $225,000

Installation of a new playground and community area at the Talbingo shopping precinct. To be completed by 31 December 2019.

Talbingo Wi-Fi Upgrade - $10,000

Upgrade and unify public town Wi-Fi access points across the Council network. To be completed by 30 June 2020.

Talbingo Walking Path - $350,000

Construction of a walking path from the centre of Talbingo to the Snowy Mountains Highway. To be completed by 31 October 2020.

COMMUNITY LED PROJECTS

Talbingo Tennis Courts Resurfacing - $57,091

Conversion of asphalt surfaced tennis courts to synthetic grass surface courts. To be completed by 31 October 2020.

Talbingo Country Club Disability Access - $16,645

Renovation of the Talbingo Country Club. To be completed by 31 October 2020.

Tooma Projects

COUNCIL LED PROJECT

Tooma Beautification Upgrade - $80,000

Install self-contained public toilets adjacent to the Tumbarumba Creek and landscape parklands surrounding the toilet facility. To be completed by 31 December 2019.

COMMUNITY LED PROJECT

Tooma Amenity Appearance - $30,000

Improvements to enhance the visual amenity of Tooma. To be completed by 30 June 2020.

Tumbarumba Projects

COUNCIL LED PROJECTS

Upgrade of the Tumbarumba Sportsground - $308,000

Improvements to the sportsground playing surface and installation of an automatic irrigation system. Completed March 2019.

Tumbarumba Creekscape - $425,000

Completion of stage one of a five stage master plan for the redevelopment of the Tumbarumba Creekscape. To be completed by 31 December 2019.

Improvements to Playground - $80,000

Upgrade the existing Creekscape playground equipment and installation of a new shade sail. To be completed by 31 December 2019.

Tumbarumba Showground - Resurfacing and New Amenities - $1,000,000

Improvements to the playing surface, irrigation, and development of amenities and change rooms. To be completed by 31 December 2019.

Tumbarumba to Rosewood Rail Trail - $5,700,000

Conversion of the original 22km rail corridor between Tumbarumba and Rosewood into a multi-purpose bitumen rail trail. To be completed by 28 February 2020.

Carcoola New Kitchen and Dining Room - $80,000

Renovation of Carcoola Children's Centre to include a new kitchen and dining room. To be completed by 30 June 2020.

Tumbarumba Historical Walking Track- $40,000

Enhancement of historical walking tracks including additional signage and artefacts delivered by Tumbarumba Historical Society. To be completed by 30 June 2020.

Tumbarumba Links with Mountain Bike Trail - $350,000

Installation of a bike path from Byatt Street to the cemetery and a mountain bike trail form the cemetery to Henry Angel camping area. To be completed by 30 June 2020.

Tumbarumba Tourism App - $20,000

Develop an app to provide improved wayfinding, better coordination of experiences and increased connectivity in the Snowy Valleys region. To be completed by 30 June 2020.

Tumbarumba Wi-Fi Upgrade - $12,500

Upgrade and unify public town Wi-Fi access points across the Council network. To be completed by 30 June 2020.

Tumbarumba Upgraded Learn to Swim Pool/ Water Play Pool - $928,000

Upgrade of the water play pool and construction of a new learn to swim pool. To be completed by 31 October 2020.

COMMUNITY LED PROJECTS

Tumbarumba Mountain Bike Trail - $40,000

Acquisition of trail building tools and construction of a mountain bike trail. To be completed by 31 December 2019.

Tumbarumba Tennis Club Upgrade - $64,103

Construction of a new toilet block and an upgrade of the kitchen area. To be completed by 31 October 2020.

Tumut Projects

COUNCIL LED PROJECTS

Tumut CBD Development Accessibility and Amenity - $1,760,000

Improvements to the main business district accessibility and amenity. To be completed by 31 December 2019.

Improved Recreational Facilities - Bull Paddock - $130,000

Sealing of the car park surface adjacent to the Bull Paddock. To be completed by 31 December 2019.

Tumut Pool - Stage 1 - $1,008,000

Construction of a new entry and amenities at Tumut pool. To be completed by 31 December 2019.

Tumut Pump Track and Cycling Initiatives - $500,000

Construction of an asphalt pump track and a designated footpath/cycle way connecting the Bull Paddock area to Elm Drive. To be completed 30 June 2020.

Tumut Town Wi-Fi Upgrades - $10,000

Upgrade and unify public town Wi-Fi access points across the Council network. To be completed by 30 June 2020.

Tumut Jack Ryan Memorial and Centenary of WW1 Project - $10,000

Install a pathway and lighting to enhance the Jack Ryan Memorial. To be completed by 31 October 2020.

Regulate Water Temperature of Tumut Pool - $204,000

Design and install mechanisms to regulate the water temperature of Tumut Swimming Pool. To be completed by 31 October 2020.

Tumut Skate Park Redevelopment - $137,230

Extend and improve the existing skate park in Fitzroy Street Park. To be completed 31 October 2020.

COMMUNITY LED PROJECTS

Tumut Montreal Theatre Upgrade - $381,000

Refurbishment of the Montreal Community Theatre. To be completed by 31 December 2019.

Gilmore Hall Repairs and Renovations - $50,000

Repairs and renovations to the Gilmore Hall. To be completed 31 October 2020.

Thomas Boyd Track Head Facility Upgrade - $22,923

Construction of shelters and a concrete pathway to connect the BBQ area, toilet block and car park. To be completed 31 October 2020.

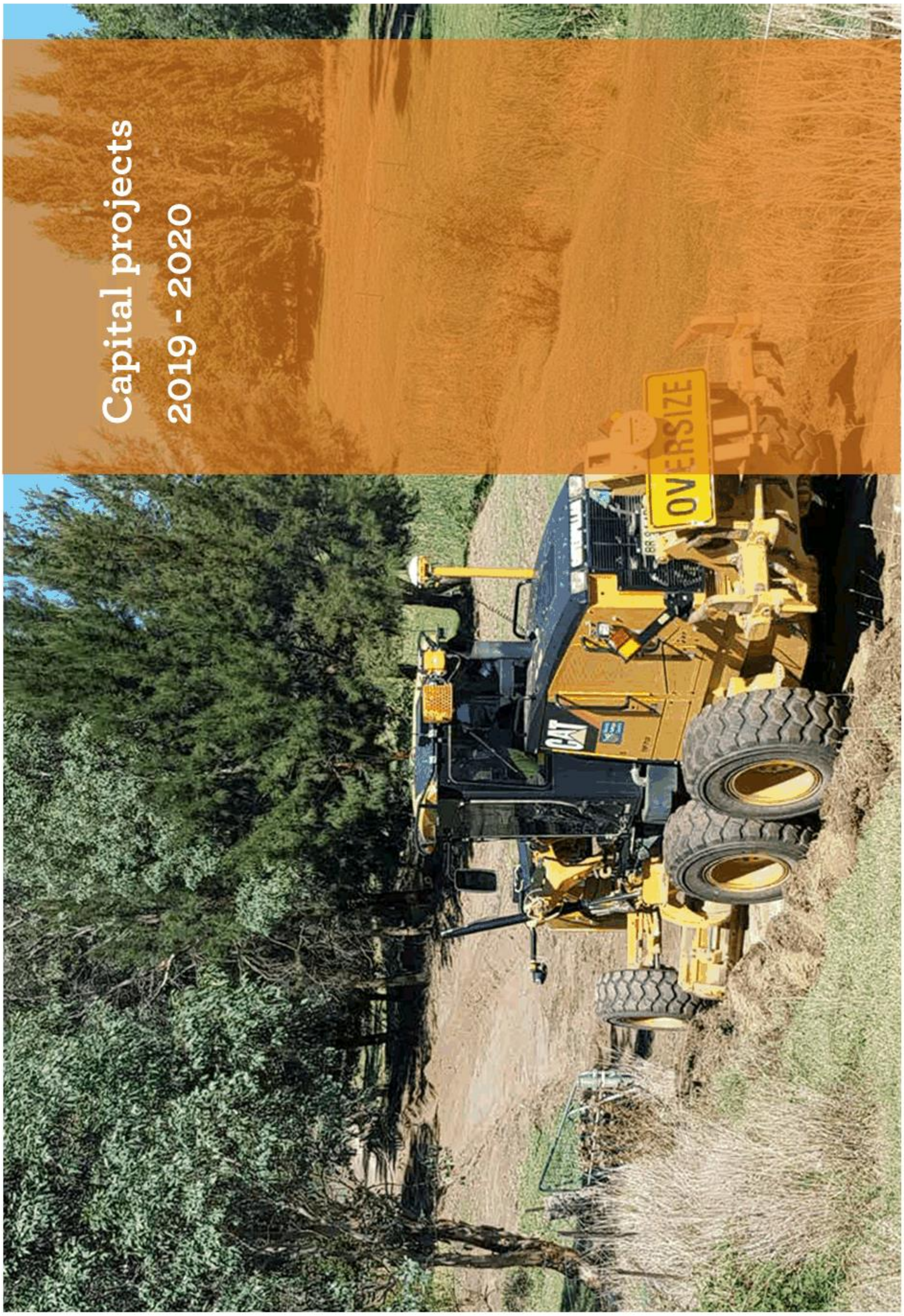
Tumut Rugby League Changeroom Twickenham Oval - $250,000

Construction of a new toilet and change room facility. To be completed 31 October 2020.

Tumut Tennis Courts Resurfacing - $87,000

Conversion of three existing clay surfaced tennis courts to synthetic grass surface courts. To be completed 31 October 2020.

Capital projects 2019 - 2020



Capital projects - 2018-2019

DESCRIPTION		AMOUNT
TRANSPORT		
Killimicat Bridge Earthworks	Bridges	30,000
Yaven Corbetts Earthworks	Bridges	20,000
Culvert Replacement Program	Culverts	280,000
Rural Road Culvert Replacement Program	Culverts	100,000
Brungle Ck Rd (ch 2.0)	Culverts	20,000
Fitzroy St (Sydney to Broughton)	Footpath	25,000
Cycleway - Boundary Street	Footpath	120,000
Mayday Rd (Bonza - Ash)	Footpath	50,000
Independent Living Units	Footpath	30,000
River St	Footpath	20,000
East Blowering Road	Heavy Patch	100,000
Tintaldra Rd	Heavy Patch	80,000
Indi North Rd (Pavement)	Heavy Patch	78,000
Alpine Way	Heavy Patch	80,000
Richmond Street	Heavy Patch	150,000
Tooma Rd - Segment 90	Heavy Patch	70,000
Ash St (end)	Kerb	25,000
Tooma Rd - Spring Creek Bridge	Rehabilitation	25,000
Grahamstown Rd	Rehabilitation	450,000
King Street (Bridge & Selwyn)	Rehabilitation	200,000
Simpson St (Sydney to Broughton)	Rehabilitation	200,000

DESCRIPTION		AMOUNT
TRANSPORT (continued)		
Courabyra Rd	Rehabilitation	725,000
Wondalga Rd	Rehabilitation	240,000
Wee Jasper Rd (4.5 - 5.1)	Rehabilitation	250,000
Reseal Program	Reseal	900,000
Khancoban Reseals	Reseal	80,000
Grahamstown Rd (un-safe curve)	Reseal	60,000
Mate Street	Reseal	45,000
Taradale Road	Reseal	30,000
Indi Road	Reseal	30,000
River Road	Reseal	30,000
Tintaldra Road	Reseal	30,000
Gilmore - East Gilmore Road	Reseal	30,000
Wondalga - Wondalga Road	Reseal	30,000
Gilmore - East Gilmore Rd	Reseal	30,000
Yaven - Yaven Ck Rd	Reseal	30,000
Blowering - East Blowering Rd	Reseal	30,000
Gocup farms - Gocup Farms Rd	Reseal	30,000
Byatt Street	Reseal	20,000
Sharps Ck - Sharps Ck Rd	Reseal	20,000
Talbingo Shopping Centre	Reseal	20,000
Harrow and Hume Streets	Reseal	15,000
Tumut Cemetery	Reseal	15,000
Talbingo - Ware St	Reseal	15,000
Tumut - Richmond St	Reseal	10,000

Capital projects - 2018-2019 (continued)

DESCRIPTION		AMOUNT
TRANSPORT (continued)		
Blowering - East Blowering Rd	Reseal	10,000
Wondalga Rd (2 275 - 3 063 (bridge))	Reseal	135,000
Tooma Road	Reseal	40,000
Resheet Program	Resheet	130,000
Willow Springs Rd	Resheet	80,000
Welaregang Rd	Resheet	60,000
Brungle Ck Rd	Resheet	60,000
Gadara - Gadara Ln	Resheet	53,000
Meadow Creek Rd (2.0 - 3.6)	Resheet	40,000
Ellerslie Rd (3.0 - 4.0)	Resheet	30,000
Adelong - Showground	Resheet	30,000
Pearces Rd (Sandy Gully Rd - 01.0)	Resheet	25,000
Honeysuckle Ln (Old Tumba Rd - 0.64)	Resheet	20,000
Gilbert Ln (Selwyn - York)	Resheet	18,000
Adelong lane (Snowy Hwy - gate)	Resheet	15,000
Quarry Rd	Resheet	15,000
Wee Jasper Rd (14.8 - 16.1)	Resheet	110,000
		5,739,000

DESCRIPTION		AMOUNT
DRAINAGE		
Kent Street	Replacement	125,000
Adelong/Batlow	Replacement	30,725
Pioneer/Selwyn St	Replacement	30,000
Sydney St	Replacement	15,000
		200,725
BUILDINGS		
Hockey Fields Tumut	Replacement	25,000
Repairs to the Neighbourhood Center Tumut	Replacement	50,000
Basketball Stadium Tumba	Replacement	15,000
		90,000
OPEN SPACE		
Adelong Falls	Replacement	20,000
Golden Gully	Replacement	30,000
HV Smith Park	Replacement	30,000
Fitzroy St	Replacement	10,000
Tumut Bull Paddock	Replacement	70,000
Bollards	Replacement	50,000
Khan Tennis Courts	Replacement	7,000
		217,000

Capital projects - 2018-2019 (continued)

DESCRIPTION		AMOUNT
IWD		
RTS	Hardware	55,000
Plant	Replacement	1,605,500
		1,660,500
WATER		
Cloverdale Water Supply	Expansion	20,000
Brungle WTP	Expansion	70,000
Water Fountains	Replacement	50,000
Main Water Renewals	Replacement	150,000
Brungle WTP	Replacement	40,000
		330,000
SEWER		
Batlow STP	Renewal	50,000
Tumbarumba STP	Renewal	30,000
Brungle STP	New	20,000
Sewer Relining	New	400,000
Vent Shafts	Replacement	50,000
Elm Drive	Replacement	60,000
Tumut St SPS Adelong	Replacement	20,000
Brungle STP	Replacement	5,000
Talbingo STP	Replacement	50,000
		685,000

DESCRIPTION		AMOUNT
WASTE		
Tumut WTS	Expansion	50,000
Adelong WTS	Expansion	4,000
Tumba RTS	Rebuild	150,000
		204,000
DISCRETIONARY - EXPANSION OR UPGRADE WORKS		
Mt Ikes	Upgrade	30,000
Booth St Depot - Tumbarumba	Expansion	82,000
		112,000
TOTAL 19-20 CAPITAL PROJECTS		**$9,238,225**

Strategic themes and supporting strategies

Our Operational Plan actions are built around our Community Strategic Plan themes and the Delivery Program Strategies, as shown below.

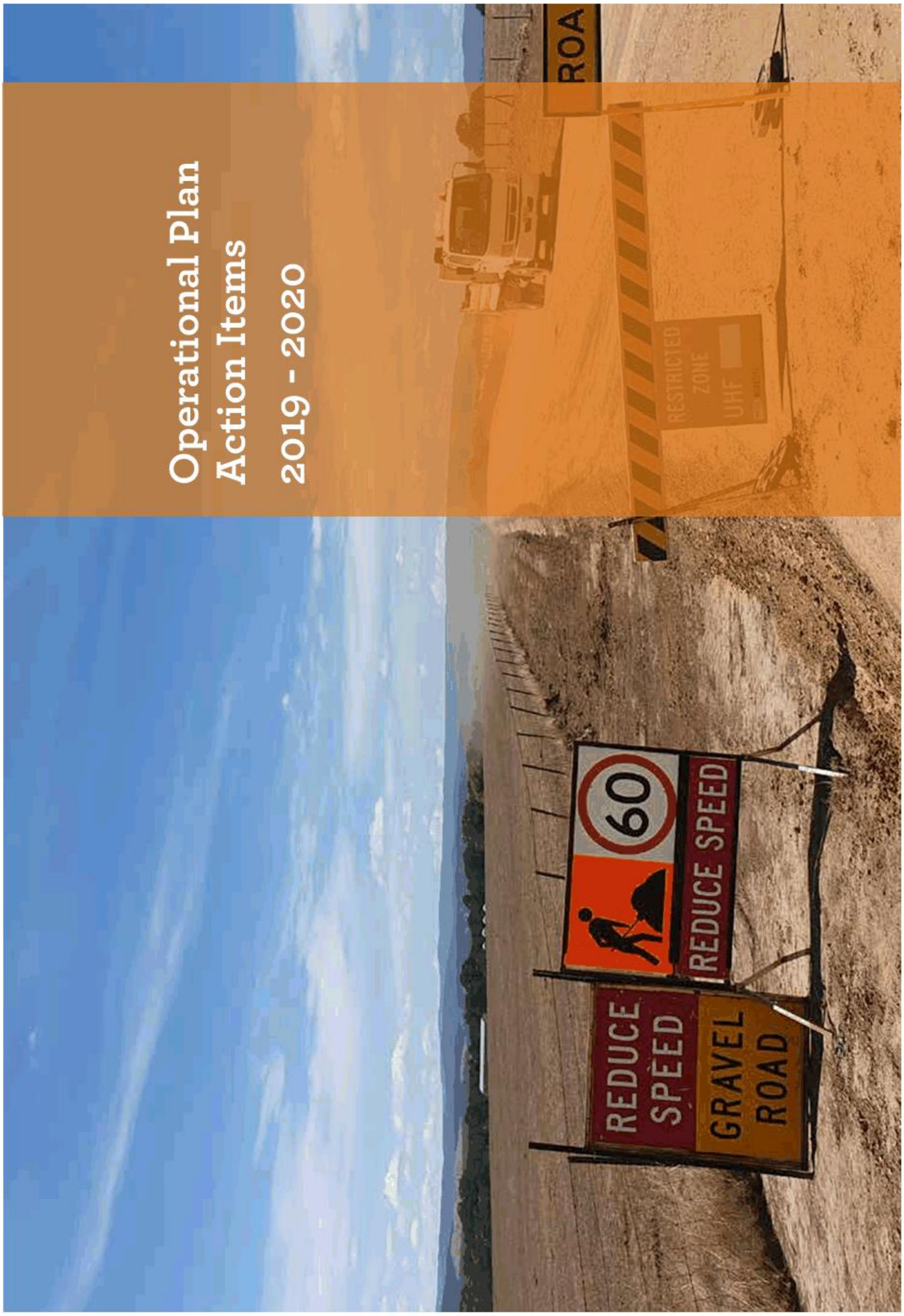
COMMUNITY STRATEGIC PLAN THEMES

STRATEGIC THEME	SUPPORTING STRATEGIES
1. Towns and Villages	**1.1** Create welcoming towns and villages that are vibrant, accessible and foster a sense of community **1.2** Provide accessible services and initiatives which support and contribute to wellbeing across all stages of life **1.3** Protect and preserve local history and heritage **1.4** Expand, support and encourage arts and cultural events, activities and creative opportunities **1.5** Support and promote community and tourism events and festivals **1.6** Support and partner with other agencies to ensure community safety **1.7** Manage Council's resources in a manner which is equitable and ensures organisational sustainability **1.8** Advocate for and support the provision of affordable housing in our towns and villages **1.9** Provide a planning and development framework which protects the local amenity while supporting sustainable growth and an appropriate balance of land use
2. Growth through Innovation	**2.1** Develop strong relationships with local industry, organisations and government to ensure a sustainable local economy **2.2** Encourage sustainable tourism initiatives which create employment and boost the local economy **2.3** Promote, support and attract local small businesses **2.4** Lobby for better telecommunications services **2.5** Partner with local education institutions to facilitate opportunities for residents to access education, training and employment to strengthen the local economy **2.6** Explore new and innovative approaches to economic development to enhance skills and provide broader employment opportunities for future generations

Strategic themes and supporting strategies (continued)

STRATEGIC THEME	SUPPORTING STRATEGIES
3. Our natural Environment	**3.1** Demonstrate leadership in environmental sustainability by reducing Council's carbon footprint and supporting the use of clean energy **3.2** Promote programs and initiatives which encourage more sustainable living **3.3** We sustainably manage waste through a commitment to resource recovery and best practice waste management **3.4** Protect and manage local air quality, waterways, rivers and streams **3.5** Partner and support other agencies to protect local fauna and biodiversity ecosystems
4. Communication and Engagement	**4.1** Partner with local communities to create an ongoing culture of engagement to aid Council decision making **4.2** Deliver a communication strategy which ensures the community receives information in a timely and convenient manner **4.3** Council has sound organisational health and has a culture which promotes action, innovation, accountability and transparency **4.4** Provide a high level of customer service to the community **4.5** Council demonstrates strong leadership through a governance framework which drives progress towards achieving the community vision **4.6** Council builds strong relationships with other organisations to advocate for our communities
5. Our Infrastructure	**5.1** Provide a program to improve local roads **5.2** Provide well maintained safe, vibrant and accessible community spaces and facilities **5.3** Provide and partner with other agencies to deliver an effective, safe local transport network **5.4** Provide a program to deliver and improve public amenities and infrastructure which meets an acceptable community standard **5.5** Provide infrastructure which encourages the use of sustainable transport such as cycleways and rail trails **5.6** Provide high quality, safe and accessible open spaces and places for active and passive recreation

Operational Plan Action Items 2019 - 2020



1. Towns and villages

We celebrate and nurture the unique character of our towns and villages

2021 Delivery Program Strategy: **1.1 Create welcoming towns and villages that are vibrant, accessible and foster a sense of community.**

2018/19	Operational Plan Activity	Performance Measure	Division	Team
1.1.1	Explore funding options to assist in "Activate Tumut CBD" Strategy	1. Identify a balanced developer contribution mechanism that requires contributions to parking from developers without unduly burdening the ratepayer or providing a disincentive to developers – i.e. a balance. 2. Future economic needs and demand for the Tumut CBD 3. Plan out the form and function of the CBD spatially 4. Plan for and identify improvements to pedestrian and traffic flow – including on street parking restrictions/time limits. 5. Identify staged CBD beautification opportunities. 6. Car parking needs based on these opportunities. 7. Future development opportunities	Development and Environment	Planning
1.1.2	Continue the development and delivery of place based plans as a way to integrate town/village developments around long term aspirations, including: delivery of draft plans for Tumut and Tumbarumba, completion of 2019 projects for Adelong, Khancoban and Batlow and the development of a placemaking framework for Snowy Valleys Towns and villages.	Completion of the 2 new plans and the placemaking framework.	Strategy and Place	Strategy Community and Development
1.1.3	Maintain visual appearances of town and village approaches in accordance with the approved service levels	Performance against service levels	Infrastructure Works	Heinz Kausche
1.1.4	Deliver a program of skill building workshops for the community	1. Conduct grant writing sessions for community groups and event organisers 2. Conduct media and marketing sessions for community groups and event organisers 3. Conduct event management sessions for community groups and event organisers	Strategy and Place	Strategy Community and Development
1.1.5	Investigate opportunities for activating places for young people across the region	1. Assist community groups and event organisers prepare grant applications 2. Research funding opportunities for community projects 3. Apply for grants that assist community development throughout the region	Strategy and Place	Strategy Community and Development

1. Towns and villages (continued)

We celebrate and nurture the unique character of our towns and villages

2021 Delivery Program Strategy	1.1 Create welcoming towns and villages that are vibrant, accessible and foster a sense of community.			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
1.1.6	Coordinate and deliver the Community Grants programs	1. Coordinate the art & cultural development grants 2. Coordinate the Capital Sports Grants Program 3. Coordinate the Community Strengthening Grants 4. Coordinate the Tumbarumba Small Community Grants 5. Coordinate Hyne Trust Community Grants 6. Coordinate the Snowy Hydro Community Grants	Strategy and Place	Strategy Community and Development

1. Towns and villages (continued)

We celebrate and nurture the unique character of our towns and villages

2021 Delivery Program Strategy	1.2 Provide accessible services and initiatives which support and contribute to wellbeing across all stages of life			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
1.2.1	Seek funding for preparation of Children's Services Strategic Plan to be prepared by external provider	1. Seek funding. 2. engagement of consultant. 3. major progression of work. 4. Developed start plan by end of financial year. 5. Report forwarded to Council.	Community Services	Children's Services
1.2.2	Seek funding for preparation of Aged Care Strategic Plan to be prepared by external provider	1. Seek funding. 2. Engagement of consultant. 3. major progression of work. 4. Developed start plan by end of financial year. 5. Report forwarded to Council.	Community Services	Multi Service Outlet
1.2.3	Deliver year 1 of actions under DIAP.	1. Review and prioritising of actions by July 2019.. 2. Delivery of x amount of actions by end December 2019. 3. Delivery of x amount of actions by end March 2020. 4. Delivery and evaluation of year 1 actions by end June 2020.	Community Services	Strategy Community and Development
1.2.4	Maintain National Childcare Quality Standards across Children's Services outlets	1. Services meet base line of national regulations. 2. quality improvement plans in place to improve on base line. 3. Services achieve 'meeting' as a minimum and aspire to 'exceeding'. 4. Monthly reviews in place for checking progress.	Community Services	Children's Services
1.2.5	Deliver program of children and youth events by Library services	1. Annual program of children and youth events developed. 2. Seek funding. 3. At least two children and two youth events delivered six monthly. 4. Events are evaluated.	Community Services	Library Services
1.2.6	Seek funding for preparation of Library Strategic Plan to be prepared by external provider	1. Seek funding. 2. engagement of consultant. 3. major progression of work. 4. Developed start plan by end of financial year. 5. Report forwarded to Council.	Community Services	Library Services
1.2.7	Facilitate and deliver a program of youth events and activities	Completion of events and activities	Strategy and Place	Community Development

1. Towns and villages (continued)

We celebrate and nurture the unique character of our towns and villages

2021 Delivery Program Strategy	1.3 Protect and preserve local history and heritage			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
1.3.1	Implement priority actions in the Adelong Falls Management Plan, Conservation Strategy	1. Seek funding for Interpretive signage.	Assets	Utilities Open Spaces Facilities
1.3.2	Undertake annual Local Heritage Grants Program to be finalised by April 2020	Process grant applications and advise outcome to applicants	Development and Environment	Development
1.3.3	Work in partnership with the Aboriginal Community	1. Support Indigenous cultural activities and events 2. Work in partnership with Aboriginal community to develop and deliver a program of Aboriginal Cultural recognition activities 3.Provide support to the Aboriginal Liaison Committee 4. Investigate opportunities for funding for an Aboriginal Liaison Officer	Strategy and Place	Community Development
1.3.4	Apply for Heritage Listing of Pioneer Cemetery	Undertake Application	Development and Environment	Development

2021 Delivery Program Strategy	1.4 Expand, support and encourage arts and cultural events, activities and creative opportunities			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
1.4.1	Implement actions from the Cultural Plan	1. Facilitate and deliver a program of Council led cultural activities and events 2. Provide support to local historical societies 3. Maintain an active Eastern Riverina Arts membership 4. Partner with Montreal Community Theatre to deliver cultural events and programs Facilitate erection of banners, flags and Tumut town entrance signs Maintain an active Museum Advisor Program membership	Strategy and Place	Community Development
1.4.2	Facilitate and deliver a program of youth and cultural development opportunities	1. Facilitate and deliver a program of youth events and activities 2. Investigate funding opportunities to support the expansion of youth related programs 3.Develop and implement youth capacity building programs 4.Particpate in REROC Youth and Community Development Network	Strategy and Place	Community Development

1. Towns and villages (continued)

We celebrate and nurture the unique character of our towns and villages

2021 Delivery Program Strategy	1.5 Support and promote community and tourism events and festivals			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
1.5.1	Facilitate, deliver and provide support to Council and community events and programs	1. Coordinate and deliver a program of events for seniors 2. Provide sponsorship for events as per event sponsorship policy 3. Provide support to events throughout the region 4. Seek funding opportunities for festivals and events in the region 5. Develop a seasonal calendar promoting events in the region 6. Facilitate and deliver a program of Council led events 7. Deliver Australia Day events on behalf of SVC Corporate entity	Strategy and Place	Community Development

2021 Delivery Program Strategy	1.6 Support and partner with other agencies to ensure community safety			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
1.6.1	Partner with other agencies to develop Crime Prevention Plan by October 2020	Undertake partnerships accordingly	Strategy and Place	Community Development
1.6.2	Maintain council's legislative requirements under the SERM act including;	1. Convening and attendance of Emergency Service meetings 2. Preparing minutes 3. Undertaking actions resulting from the meetings.	Assets	Glenn McGrath
1.6.3	Implement Councils Companion Animal Plan	1. encourage microchipping and lifetime registration of dogs and cats 2. improve rehoming rates for lost and stray dogs and cats. 3. facilitate the prompt return of seized animals to their owners and reduce the number of animals that need to be impounded 4. maintain and broaden links with professional bodies, animal welfare agencies, Police/Vets, to promptly manage incidents, health issues and increase rehoming opportunities 5. minimise the number of animals euthanased.	Development and Environment	Ranger
1.6.4	Upgrade Tumut Animal Welfare facility	Undertake upgrade improvements	Development and Environment	Ranger

1. Towns and villages (continued)

We celebrate and nurture the unique character of our towns and villages

2021 Delivery Program Strategy	1.7 Manage Council's resources in a manner which is equitable and ensures organisational sustainability			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
1.7.1	Finalise unqualified financial statements by 31 October	Financial Statements need to be presented to council by 30th November for acceptance	Finance and IT	Finance
1.7.2	Undertake Quarterly Budget Review to include Financial Performance report to council, Budget to Actual figures and recommendation on budget amendments.	QBR to be reported to council the month following the end of the quarter	Finance and IT	Finance
1.7.3	Ensure long term financial sustainability of Council through forecasting balanced budgets inline with service management plans	Long Term Financial Plan and service management plans provide a pathway to a balanced budget and meets industry benchmarks.	Finance and IT	Finance
1.7.4	Undertake GIS Aerial Photography of LGA	Undertake Tender process to ascertain best contractor to undertake work	Assets	GIS
1.7.5	Imaging and storing of all hard copy A1 size plans	Completion of all hard copy A1 plans imaged and stored	Development and Environment	Development

2021 Delivery Program Strategy	1.8 Advocate for and support the provision of affordable housing in our towns and villages			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
1.8.1	Undertake sub division in Snow Views Estate Stage 2 as per Council Resolution October 2018	Subdivision applied for and approved	Strategy and Place	Economic Development
1.8.2	Commence development of Snow Views Estate Stage 3	Development commenced by June 2020	Strategy and Place	Economic Development
1.8.3	Prepare business case for Council's consideration regarding the construction of two independent living units in Tumbarumba	Business Case prepared and Council resolution received	Community Services	Strategy Community and Development

1. Towns and villages (continued)

We celebrate and nurture the unique character of our towns and villages

2021 Delivery Program Strategy	1.9 Provide a planning and development framework which protects the local amenity while supporting sustainable growth and an appropriate balance of land use			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
1.9.1	80% of all Development Applications are assessed and determined within 60 days	Target of 80% being met	Development and Environment	Development
1.9.2	Develop new draft Local Environment Plan	LEP developed	Development and Environment	Environment
1.9.3	Prepare and lodge Local Strategic Planning Statement by December 2019	Statement Lodged	Development and Environment	Development
1.9.4	Prepare and lodge Community Consultation Plan by December 2019	Plan Lodged	Development and Environment	Development

2. Growth through innovation

We have economic development activities which provide community longevity, vibrancy and a sustainable future

2021 Delivery Program Strategy	2.1 Create welcoming towns and villages that are vibrant, accessible and foster a sense of community.			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
2.1.1	Partner with Snowy Hydro, RDA, CRJO and State government to identify and pursue economic benefits/impacts expected from Snowy 2.0, including holding regional briefings and workshops to identify issues and opportunities. This should include targeted discussions around employment opportunities, potential works packages for local providers, training and development opportunities and community contribution opportunities.	Completion of the workshops, action list and delivery of the priority actions.	Strategy and Place	Economic Development
2.1.2	Pursue funding to complete long term spatial planning for our region. This would include working with regional partners to complete a long term snowy valleys region growth strategy that uses a spatial planning approach to identify future requirements around land use, infrastructure, government services, social facilities and environmental preservation.	Completion of the strategy.	Strategy and Place	Economic Development

2. Growth through innovation (continued)

We have economic development activities which provide community longevity, vibrancy and a sustainable future

2021 Delivery Program Strategy	2.2 Encourage sustainable tourism initiatives which create employment and boost the local economy			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
2.2.1	Develop and implement a snowy valleys investment attraction plan that includes: an investment story for the region, an investment prospectus that can be tailored to each town, an investment hub on our regional website, investment opportunity identification workshops, an invest snowy valleys event and development of a concierge service for prospective investors.	Completion of tasks as listed. 10% Increase in investment enquiries and 10% reduction in response times.	Strategy and Place	Economic Development
2.2.2	Partner with National Parks to implement a joint action plan for visitor information centres in our region, including targeted experiences, joint campaigns and product promotion.	Increased Product sales, visitor numbers and experience uptake.	Strategy and Place	Tourism
2.2.3	Implement the new Snowy Valleys Tourism Brand and Marketing Strategy through: delivery of the new website, production of new merchandise, update of guides, completion of a new photography library and targeted campaigns.	Completion of tasks as listed and reach levels achieved.	Strategy and Place	Tourism
2.2.4	Continue development of Snowy Valleys as a Cycling destination through: • pursuing funding, completing land tenure agreements and ground proofing for the MTB Masterplan • delivering a campaign to promote the Tumbarumba to Rosewood rail trail opening • hosting a track and trail forum in partnership with local councils and regional authorities • delivery of cycling specific marketing tools and trackside tools (branded fixed pumps and repair kits) • identification of add on services (like bike hire) and investor opportunities • identification and facilitation of cycling event growth opportunities in partnership with local cycling advocacy groups.	Completion of tasks as listed and demonstration of an uptake in cycling activities.	Strategy and Place	Tourism
2.2.5	Work with regional agencies to identify opportunities to develop new accommodation products to support peak periods and major events, including: an analysis of opportunities and an accommodation investment opportunity summary that is reflected in the regional investment story.	Completion of tasks as listed	Strategy and Place	Tourism

2. Growth through innovation (continued)

We have economic development activities which provide community longevity, vibrancy and a sustainable future

2021 Delivery Program Strategy	2.2 Encourage sustainable tourism initiatives which create employment and boost the local economy.			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
2.2.6	Provide ongoing management of visitor facilities, services and products, including social media channels, visitor centres and related business support.	Analysis of visitor numbers across each platform	Strategy and Place	Tourism
2.2.7	Work with local industry and other councils to promote and support the development of the region as a food destination that includes a number of agritourism experiences. This includes working with the CBRJO and Canberra Airport to showcase the region, highlighting attractions through visitor guides and supporting the development of food and beverage business opportunities in targeted meetings.	Completion of tasks as listed	Strategy and Place	Tourism
2.2.8	Work with local businesses to identify potential winter events that can support increased visitation in winter months, including a workshop to discuss options, development of a targeted event list and engagement of benchmark councils around the costs and benefits of similar events in their region.	Completion of tasks as listed	Strategy and Place	Tourism
2.2.9	Deliver tourism focused projects promoting individual towns, including app development, targeted information guides, static information facilities and signage improvements.	Completion of tasks as listed	Strategy and Place	Tourism
2.2.10	Partner with local councils to support attracting more drive tourists to travel through our region, including repositioning of Snowy Valleys Way, supporting Upper Murray 2030 projects and collaborating on marketing of regional events.	Completion of tasks as listed	Strategy and Place	Tourism
2.2.11	Work with other Councils and Crown Lands to build attraction to the Hume and Hovell Trail through a marketing program including social media, advertising and activation through events.	Completion of tasks as listed	Strategy and Place	Tourism
2.2.12	Actively pursue opportunities to promote the region through editorial features, targeted advertising, famil tours, award nominations, leveraging regional campaigns and conference/ summit presentations.	Completion of tasks as listed	Strategy and Place	Tourism

2. Growth through innovation (continued)

We have economic development activities which provide community longevity, vibrancy and a sustainable future

2021 Delivery Program Strategy	2.3 Promote, support and attract local small businesses			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
2.3.1	Define and deliver a business support program that includes facilitation of the easy to do business program, business planning support and working with the chambers of commerce on targeted initiatives.	Completion of tasks as listed	Strategy and Place	Economic Development
2.3.2	Develop and implement a snowy valleys investment attraction plan that includes: an investment story for the region, an investment prospectus that can be tailored to each town, an investment hub on our regional website, investment opportunity identification workshops and development of a concierge service for prospective investors.	Completion of tasks as listed. 5 % Increase in investment enquiries.	Strategy and Place	Economic Development

2021 Delivery Program Strategy	2.4 Lobby for better telecommunications services			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
2.4.1	Support the SVC advocacy plan in advocating for better telecom-munications coverage, including pursuing funding for an analysis of potential connectivity improvements/blackspot reduction and development of an in-house discussion paper around potential solutions.	Completion of advocacy meetings, funding application and in-house summary of opportunities to be pursued.	Strategy and Place	Tourism

2. Growth through innovation (continued)

We have economic development activities which provide community longevity, vibrancy and a sustainable future

2021 Delivery Program Strategy	2.5 Partner with local education institutions to facilitate opportunities for locals to access education, training and employment to strengthen the local economy			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
2.5.1	Support the SVC advocacy plan priorities including development of a country university centre and a softwoods centre of excellence. Do this through targeted meetings, investment opportunity summaries and options analysis.	Complete tasks as outlined in action	Strategy and Place	Economic Development
2.5.2	Work with local business leaders, regional agencies, chambers of commerce and education providers to analyse local skills gaps, knowledge and talent retention challenges and a set of agreed actions to collectively address it. This includes informing and supporting the development of a Business Centre of Excellence/ Country University Centre and identifying ways to enhance of add value to our primary industries.	Complete tasks as outlined in action	Strategy and Place	Tourism

2021 Delivery Program Strategy	2.6 Explore new and innovative approaches to economic development to enhance skills and provide broader employment opportunities for future generations			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
2.6.1	Progress investigations into emerging industries and technologies through establishment of a Business Innovators Group, identification of investment options and an agreed action plan. This discussion should include a range of opportunities, including renewable energy options, value adding to agriculture/timber industries, recycling opportunities and supporting new knowledge based industries.	Establishment of the group, identification of investment options and development of an agreed action plan to be delivered through quarterly meetings.	Strategy and Place	Economic Development
2.6.2	Complete a Program Business Case for the Batlow Cannery site that tests investment options and identifies a preferred mix of development steps to be delivered over a 5-10 year period.	Completion of tasks as listed	Strategy and Place	Economic Development
2.6.3	Develop improved economic analysis tools for use in outlining issues and opportunities for locals and investors, including upgrading of software and including data in the regional investment attraction story.	Completion of tasks as listed	Strategy and Place	Economic Development

2. Growth through innovation (continued)

We have economic development activities which provide community longevity, vibrancy and a sustainable future

2021 Delivery Program Strategy	2.6 Explore new and innovative approaches to economic development to enhance skills and provide broader employment opportunities for future generations			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
2.6.4	Work with the softwoods working group to advocate for a soft-woods centre of excellence in addition to identifying skills gaps, land supply and innovation opportunities to support the local timber industry.	Completion of tasks as listed	Strategy and Place	Economic Development
2.6.5	Deliver a program of regional attraction initiatives to encourage more people to live in the region, including: facilitating the country change program, investigating holding a country change expo, refreshing the snowy valleys up close films and supporting marketing.	Completion of tasks as listed	Strategy and Place	Economic Development

3. Our natural environment

We care and protect our natural environment to ensure future generations can experience and enjoy its beauty

2021 Delivery Program Strategy	3.1 Demonstrate leadership in environmental sustainability by reducing Council's carbon footprint and supporting the use of clean energy			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
3.1.1	Continued focus on the utilisation of clean energy usage with Council	1. Ongoing tracking of electricity usage by SVC. 2. Investigation of opportunities for clean energy usage. 3. Active promotion of clean energy options throughout LGA. 4. Develop and implement strategy to reduce Council's carbon footprint	Assets	Waste Management and Strategy
3.1.2	Use the updated climate change risk assessments and forum feedback to develop an achievable climate change action plan.	Completion of an action plan, identification of programs and memberships that can benefit Council's efforts in this area and ongoing communications around our efforts in this area.	Strategy and Place	Strategy Community and Development

2021 Delivery Program Strategy	3.2 Promote programs and initiatives which encourage more sustainable living			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
3.2.1	Facilitate waste recycling program to include	1. Delivering free waste weekends 2. Deliver Education programs to schools 3. Deliver recycling options to community events. 4. Waste and recycling strategy	Assets	Waste Management and Strategy
3.2.2	Continue to pursue funding to deliver targeted climate change projects that can address the areas of highest risk.	Completion of funding applications and delivery of funded projects.	Strategy and Place	Strategy Community and Development
3.2.3	Mannus Lake Assessment Deliver on actions of report	Completion of tasks as listed in report	Assets	Waste Management and Strategy

3. Our natural environment (continued)

We care and protect our natural environment to ensure future generations can experience and enjoy its beauty

2021 Delivery Program Strategy	3.3 We sustainability manage waste through a commitment to resource recovery and best practice waste management			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
3.3.1	Develop and implement a Waste and Recycling Strategy	Strategy developed	Assets	Waste Management and Strategy
3.3.2	Develop an environmental risk profile for landfill sites	Profile developed	Assets	Waste Management and Strategy
3.3.3	Maintain active membership in Regional Waste Forums (REROC and South West Regional Waste Management Group)	Membership maintained	Assets	Waste Management and Strategy

2021 Delivery Program Strategy	3.4 Protect and manage the local environment including air quality, waterways, rivers and streams			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
3.4.1	Collect samples and test public water supply as required by legislation	Samples collected and analysed	Assets	Waste Management and Strategy

2021 Delivery Program Strategy	3.5 Partner and support other agencies to protect local fauna and biodiversity ecosystems			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
3.5.1	Continued focus on Weed eradication within the LGA	1. Implementation of Weed action plan. 2. Participation in Regional Weeds Advisory Group. 3. Seeking funding for ongoing weed control activities. 4. Ongoing education of the community regarding weed control and eradication.	Development and Environment	Biosecurity

4. Communication and engagement

We have engaged communities that actively participates in local decision making

2021 Delivery Program Strategy	4.1 Partner with local communities to create an ongoing culture of engagement to aid Council decision making			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
4.1.1	Continue strategic engagement activities that ensure visibility and coherence between council and the community, including delivery of dynamic reference groups and a feedback summary, plus targeted Councillor Roadshow sessions.	Complete	Strategy and Place	Strategic Planning and Engagement
4.1.2	Facilitate Mayoral Summit	Mayoral Summit organised	Office of the GM	Executive Officer

2021 Delivery Program Strategy	4.2 Deliver a communication strategy which ensures the community receives information in a timely and convenient manner			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
4.2.1	Implement the corporate communications strategy	Increase in numbers of social media followers; Increase in community satisfaction with communication; Increase in website subscribers;	Office of the GM	Communications

4. Communication and engagement (continued)

We have engaged communities that actively participates in local decision making

2021 Delivery Program Strategy	4.3 Council has sound organisational health and has a culture which promotes action, innovation, accountability and transparency			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
4.3.1	Maintain Councils communication infrastructure	Utilising data capture within Sysaid to provide details on the following. Faults, Maintenance requirements, Replacement of IT hardware including phones laptops and desk top computers.	Finance and I.T.	Manager Special Projects IT
4.3.2	Provide support for Councils corporate systems and IT infrastructure to maintain business continuity	report on back ups completed, disaster recovery testing and fail overs	Finance and I.T.	Manager Special Projects IT
4.3.3	Foster relationships with educational institutions through initiatives including: scholarships, awards, work placements, career talks	Actions undertaken	Finance and I.T.	HR
4.3.4	Promote and implement safety and well-being initiatives in accordance with Councils Resourcing Strategy and Safety Plans	Actions undertaken	People Culture Governance	HR
4.3.5	Convene meetings for the Safety, Risk and Quality committee quarterly	Actions undertaken	People Culture Governance	Governance
4.3.6	Implement workforce actions from Councils Resourcing Strategy	Actions undertaken	People Culture Governance	HR
4.3.7	Implement the internal communications framework	Priority actions for 19/20 are initiated	Office of the GM	Communications
4.3.8	Work Improvement Teams convened to improve efficiencies and culture of Snowy Valleys Council	WIT convened	Office of the GM	General Manager
4.3.9	Executive Team Mentoring Program initiated	Mentoring program organised and underway	Office of the GM	General Manager
4.3.10	Apply for Special Rate Variation	SRV Application submitted	Finance and I.T.	Finance

4. Communication and engagement (continued)

We have engaged communities that actively participates in local decision making

2021 Delivery Program Strategy	4.4 Provide a high level of customer service to the community			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
4.4.1	Implementation of Customer Service Framework including adoption of Customer Service Charter outlying Service Deliverables and Customer Service Policy.	Policies adopted	People Culture Governance	Customer Service
4.4.2	Source new telephone system for council which will incorporate software to capture telephone call data i.e. Duration of Calls, Abandonment rates, number of calls	Telephone System installed	Finance and IT	Manager Special Projects IT
4.4.3	Conduct the annual Community Satisfaction Survey	Statistically relevant survey conducted in September	Office of the GM	Executive Officer

4. Communication and engagement (continued)

We have engaged communities that actively participates in local decision making

2021 Delivery Program Strategy	4.5 Provide a high level of customer service to the community			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
4.5.1	Implement business continuity plan	Table Top exercises working on examples for DR. Staff training Completion of Sub Plans	People Culture Governance	Governance
4.5.2	Implement an Enterprise Risk Management Framework	Staff training. Capturing data for risk register Managing data within register	People Culture Governance	Governance
4.5.3	Provide support to volunteer groups and section 355 committees to manage risk.	Confirm our level of support. Improve registration Completion of Terms of Reference update	People Culture Governance	Governance
4.5.4	Undertake 3 internal audits annually	Audits Undertaken	People Culture Governance	Governance
4.5.5	Coordinate Policy Harmonisation project	All council policies are harmonised	People Culture Governance	Governance
4.5.6	Develop and Implement a Councillor Induction and Professional Development Guidelines	Guidelines completed and distributed	People Culture Governance	Governance
4.5.7	Prepare and coordinate requirements for 2020 council elections	Work completed in time for elections	People Culture Governance	Governance
4.5.8	Implement JLT Continuous Improvement Plan across organisation	Continuous improvement plan implemented	People Culture Governance	Governance
4.5.9	Complete Policy Harmonisation for Assets and Infrastructure	All Asset and Infrastructure policies are harmonised	Assets	Assets
4.5.10	Complete Policy Harmonisation for Strategy and Place	All Strategy and Place policies are harmonised	Strategy and Place	Strategy and Place
4.5.11	Complete Policy Harmonisation for Community Services	All Community Services Policies are harmonised	Community Services	Community Services
4.5.12	Complete Policy Harmonisation for Infrastructure Works	All Infrastructure works policies are harmonised	Infrastructure Works	Infrastructure Works
4.5.13	Complete Policy Harmonisation for Finance and IT	All Finance and IT policies are harmonised	Finance and IT	Finance and IT

4. Communication and engagement (continued)

We have engaged communities that actively participates in local decision making

2021 Delivery Program Strategy	4.6 Council builds strong relationships with other organisations to advocate for our communities			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
4.6.1	Undertake advocacy initiatives in accordance with the priorities as adopted in the Advocacy plan	Advocacy efforts are aligned with priorities in plan; Advocacy Plan is reviewed before December 2019;	Office of GM	General Manager
4.6.2	Maintain an active membership to the Canberra Region Joint Organisation	80% of CRJO events are attended by SVC representatives	Office of GM	General Manager
4.6.3	Partner with stakeholders to ensure sustainable outcomes for the region as a result of Snowy 2.0	Active involvement in State Coordination Group	Office of GM	General Manager

5. Our infrastructure

We strive to continually improve our local infrastructure

2021 Delivery Program Strategy	5.1 Provide a program to improve local roads			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
5.1.1	Develop a project management plan for the Brindabella Road Upgrade to support advocacy efforts to fund $800,000 to undertake site assessments and prepare detailed concept plans.	Completion of a preliminary Project Management Plan for the upgrade of Brindabella Road	Infrastructure Works	Infrastructure Works
5.1.2	Complete the 2019/2020 infrastructure maintenance and construction program	Completion of works	Infrastructure Works	Construction and Roads Maintenance

2021 Delivery Program Strategy	5.2 Provide well maintained safe, vibrant and accessible community spaces and facilities			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
5.2.1	Deliver Capital works program	Complete greater than 80% completion of the overall program of capital works for 19/20	Infrastructure Works	Construction and Roads Maintenance
5.2.2	Develop and Implement Operational and Maintenance Plans for Open Space, Pools, Facilities and Street Trees.	Complete and Implement Operational and Maintenance Plans for Open Space, Pools, Facilities and Street Trees.	Assets	Utilities Open Spaces Facilities
5.2.3	Manage Swimming Pools in accordance with NSW Government Practice Note 15 and Royal Lifesaving Society of Australia Guidelines.	Management guidelines adhered to	Infrastructure Works	Utilities Open Spaces Facilities
5.2.4	Maintain and improve public facilities, buildings, amenities within budget	Maintenance undertaken throughout the year	Infrastructure Works	Utilities Open Spaces Facilities

5. Our infrastructure (continued)

We strive to continually improve our local infrastructure

2021 Delivery Program Strategy	5.3 Provide and partner with other agencies to deliver an effective, safe local transport network			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
5.3.1	Work with CBRJO partners, SEATS and transport agencies to progress Brindabella Road, support haulage route upgrades, identify funding opportunities for installing EV charging facilities, advocate and investigate potential funding for improved regional bus/rail links and cycling facilities.	Completion of business cases or investment option summaries for each area	Strategy and Place	Strategy, Community and Development

2021 Delivery Program Strategy	5.4 Provide a program to deliver and improve public amenities and infrastructure which meets an acceptable community standard			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
5.4.1	Develop Management Plans for all public parks, gardens and reserves. Plan to include; 1. Annual budget for maintenance, renewal of assets etc. 2. Register of all parks, gardens and reserves owned by council, crown land. 3. Maintenance and renewal program	Management Plans completed	Assets	Utilities Open Spaces Facilities

5. Our infrastructure (continued)

We strive to continually improve our local infrastructure

2021 Delivery Program Strategy	5.5 Provide infrastructure which encourages the use of sustainable transport such as cycleways and rail trails			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
5.5.1	Complete the planning and delivery of cycling infrastructure, including: • Tumbarumba to Rosewood Rail Trail • The Mountain bike connection between the Hume and Hovell Trail and Tumbarumba • Tumut Pump track • Identification of future trail extensions • Progression of the Hume and Hovell Mountain Bike Masterplan	Completion of tasks as listed	Strategy and Place	Strategy, Community and Development

2021 Delivery Program Strategy	5.6 Provide high quality, safe and accessible open spaces and places for active and passive recreation			
2018/19	**Operational Plan Activity**	**Performance Measure**	**Division**	**Team**
5.6.1	Develop service level agreements for open spaces	Provide Service Level Agreements to Staff for implementation	Assets	Utilities Open Spaces Facilities
5.6.2	Undertake assessment of all council managed Crown Lands and investigate transfer of ownership to Council where deemed appropriate	Assessment completed and recommendations provided	Assets	GIS
5.6.3	Seek funding opportunities to enhance active and passive recreation opportunities	Investigate and complete funding applications where required	Assets	Utilities Open Spaces Facilities

Managing Operational Risk

The Regulation requires that the operational plan include a statement as to how Council will manage operational risks.

Council has adopted the Three Lines of Defence Model for managing strategic, operational, compliance and project risks. Management control is the first line of defence, the various risk control and compliance oversight functions established by management are the second line of defence, and independent assurance is the third.

Operational risks are managed in accordance with Council's Risk Management Framework, Risk Management Policy, Risk Management Procedure, Fraud and Corruption Prevention and Control Policy and its associated Fraud and Corruption Prevention and Control Plan. Council adopts a zero tolerance approach to fraud and corruption across its operations.

An internal audit function and Audit and Risk Management Committee have been established to assist in enterprise risk management, and in assessing and evaluating the control measures Council has in place to manage identified risks to which its operations are exposed.

Snowy Valleys Council

OPERATIONAL PLAN 2019-2020

*Draft insert to existing SVC 2018-2021 Delivery Program *insert after page 6 as 'page 6a'*

Our financial sustainability *2019 Update to the 2018-2021 Delivery Program*

Council has made significant progress over the first year of this three-year Delivery Program pursuing the priorities identified on the previous page.

A broader issue that supports these priorities is our financial sustainability. This has been a particular focus over the past year, with Council:

- updating its **Resourcing Strategy** (a key part of the IP&R Framework on the next page)
- undertaking a comprehensive **Service Level Review project** featuring extensive engagement with the community and
- starting a **Council Improvement Program** to identify and pursue opportunities to improve its efficiency and effectiveness.

Council's 2019-2028 Resourcing Strategy gathers these and other issues in a **Council Improvement Plan** that will guide Council's efforts to achieve a financially sustainable position within 5 years (by the 2023/24 Operational Budget).

Council considered pursuing an operating surplus earlier but believes this will conflict unnecessarily with other priorities, in particular:

- the major task of establishing a new Council organisation and
- delivering the services and infrastructure the community needs and expects.

Council's updated 2019-2028 Long Term Financial Plan (LTFP) provides assurance that Council has the financial capacity to fund this medium-term operating deficit, in particular to maintain sufficient cash reserves to fund both normal and unanticipated activities, until it achieves an operating surplus.

The LTFP also demonstrates that Council's capacity to invest in infrastructure is not impacted, with a significant program of renewal included to keep up with renewal needs.

How Council will achieve Financial Sustainability

As detailed in the Council Improvement Plan in the Resourcing Strategy, Council intends to improve its financial sustainability by a number of means:

- maintain existing revenues from rates
- reduce expenditure by improving productivity and efficiency (as far as possible avoiding impacts on service delivery, except where such changes are supported by the community)
- pursue opportunities to increase external revenues from user charges and civil contracting (minimising Council's reliance on rate revenue).

Each of these is discussed below.

Council generates 30% of operating revenues from rates. It is not seeking to increase this overall, but it does need to maintain this if it is to be sustainable.

The issue of rating is a complex and contentious one. In June 2020, the 4-year freeze on rates after the merger (established by NSW Government) will expire.

At the same time, a Special Rate Variation that applied to residential properties in the former Tumut Shire will also expire. This had been in place for 10 years, helping fund investment in infrastructure.

Council will undertake an extensive community engagement program in the coming months to explain the situation, including options for rate harmonisation and a new Special Rate Variation (SRV) to maintain its existing revenues. The potential impacts of options on ratepayers across the local government area will be clearly explained.

Council needs to resolve whether or not it will apply for a new SRV and notify IPART if it intends to do so by late 2019. The application itself is due early 2020.

If Council doesn't apply for a new SRV, it will lose around $650,000 p.a. in revenues. Council's 2018 LTFP and the 2019 update both include a new SRV in the 'planned' scenario to maintain existing revenues. If Council were to lose this revenue, it is likely to have no option but to reduce its expenditure by reducing services given it already has a considerable gap to bridge between revenue and expenditure.

Feedback from the community during the Service Level Review project was that the community values each of the services Council delivers. There were no clear opportunities to generate savings by reducing services. Instead, Council is focused on generating savings by improving productivity and efficiency via its Council Improvement Program.

Finally, Council is pursuing opportunities to increase external revenues via increased user charges (consulting with users about this as appropriate) and civil contracting activities (for external customers, to be guided by a strategic business plan).

Appendix 1: Draft Revenue Policy 2019/20

Snowy Valleys Council is committed to a user-pay principle and will recover the full cost of services provided to rate payers, unless the cost of the service is controlled by another authority or where a community service obligation is clearly identified.

Income and Expenditure 2019-2020 – Financial Estimates

Income	2019-2020 ($)
Rates and Annual Charges	17,342,100
User Charges and Fees	8,568,335
Interest and Investment Revenues	718,000
Other Revenues	1,150,064
Grants & Contributions - Operating	8,730,880
Grants & Contributions - Capital	6,215,500
Total Income from Continuing Operations	**42,724,879**
Expenses	
Employee Costs	15,438,467
Borrowing Costs	499,732
Materials & Contracts	6,648,038
Depreciation	11,493,000
Other Expenses	6,510,454
Total Expenses from Continuing Operations	**40,589,691**
Net Operating Result from Continuing Operations	**2,135,188**

Schedule of Fees and Charges

Detailed information of the Schedule of Fees and Charges that will apply in 2019-2020 are located in a separate document. This document can be found on Council's website, at Shire Libraries and Council's Administration Building.

The 2019-2020 Schedule of Fees and Charges have been prepared on the following basis:

- Increased where permissible;
- Calculated on the basis of full cost recovery from the user where such a recovery is approved by Council; and
- Identifying the true cost of community service obligations.

Council will apply the maximum permissible rate of interest payable of 7.5% as set by the Minister of Local Government on outstanding rates, water charges, sewer charges and all sundry debtor accounts.

Proposed Borrowings

The following borrowings are rolled over from 2018-2019:

Tumbarumba Caravan Park upgrade - $500,000.
Tumbarumba Retirement Village Stage 2 - $500,000.

Special Rate Variation

In 2005/2006 the former Tumut Shire Council applied and was successful in gaining a 10% special rate variation for 15 years.

The application was approved in two segments:

1. 29 June 2005 5.01% for 15 years $205,066 plus annual rate cap; and
2. 27 June 2006 4.99% for 14 years $225,142 plus annual rate cap

The 10% increase to rates must be reversed in the 2020/2021 financial year.

The revenue is to be raised and utilised for existing infrastructure maintenance in the areas of roads, bridges and storm water, as well as a minor component going towards funding the Open Space Strategy.

Levied Rates

Former Tumbarumba Area – Waste Management Charges

	Charge ($)	Number	Estimated Yield ($)
Domestic waste	448	1,113	498,624
Commercial waste	500	174	$87,000
Special Recycling only	196	2	392
School waste	448	14	6,272
Waste access charge	53	2,025	107,325
Total charges			699,613

Former Tumut Area – Waste Management Charges

	Charge ($)	Number	Estimated Yield ($)
Waste Access Charge	53	5,486	290,758
Domestic / Premises Section 496 LG Act	448	4,155	1,861,440
Business Premises Section 501 LG Act	500	375	187,500
Schools	448	37	16,576
Recycling Services	160	16	2,560
Vacant Land	53	195	10,335
Total Charges			2,369,169

Former Tumbarumba Area – Sewer Charges

	Charge ($)	Number	Estimated Yield ($)
Residential access charge	710	897	636,870
Commercial access charge - 20mm	500	138	69,000
Commercial access charge - 25mm	781	24	18,744
Commercial access charge – 32mm	1,280	0	0
Commercial access charge - 40mm	2,000	2	4,000
Commercial access charge - 50mm	3,125	9	28,125
Commercial access charge - 80mm	8,000	1	8,000
Commercial access charge - 100mm	12,500	2	25,000
Total charges			789,739

Former Tumut Area – Sewer Charges

	Charge ($)	Number	Estimated Yield ($)
Connected Sewerage Charge	710	3,730	2,648,300
Unoccupied Sewerage Charge	710	168	119,280
Non-Residential			
Sewer Access Charge – 20mm	500	417	208,500
Sewer Access Charge – 25mm	781	83	64,823
Sewer Access Charge – 32mm	1,280	34	43,520
Sewer Access Charge – 40mm	2,000	31	62,000
Sewer Access Charge – 50mm	3,125	24	75,000
Sewer Access Charge – 80mm	8,000	5	40,000
Sewer Access Charge – 100mm	12,500	6	75,000
Sewer Access Charge – 50mm + 100mm	15,625	1	15,625
Total Charges			3,352,048

Former Tumbarumba Area – Water Access Charges

	Charge ($)	Number	Estimated Yield ($)
Water access charge – 20mm	140	1,263	76,820
Water access charge – 25mm	219	30	6,570
Water access charge – 40mm	560	4	2,240
Water access charge – 50mm	875	9	7,875
Water access charge – 80mm	2,240	1	2,240
Water access charge – 100mm	3,500	2	7,000
Unmetered annual charge,	690	7	4,830
Total charges			216,835

Former Tumut Area – Water Access Charges

Meter Size	Charge ($)	Number	Estimated Yield ($)
Water Access Charge – 20mm	140	4,727	661,780
Water Access Charge – 25mm	219	117	25,623
Water Access Charge – 32mm	359	35	12,565
Water Access Charge – 40mm	560	39	21,840
Water Access Charge – 50mm	875	29	25,375
Water Access Charge – 80mm	2,240	5	11,200
Water Access Charge – 100mm	3,500	8	28,000
Water Access Charge – 150mm	7,875	2	15,750
Total Charges			802,133

Meter Size – Raw Water	Charge ($)	Number	Estimated Yield ($)
Raw Water Access Charge – 20mm	140	8	1,120
Raw Water Access Charge – 25mm	219	2	438
Raw Water Access Charge – 32mm	359	1	359
Raw Water Access Charge – 40mm	560	3	1,680
Raw Water Access Charge – 50mm	875	6	5,250

Raw Water Access Charge – 80mm	2,240	2	4,480
Raw Water Access Charge – 100mm	3,500	4	14,000
Raw Water Access Charge – 150mm	7,875	0	0
Total Charges			27,327

Former Tumbarumba Area – Stormwater Charges (LG Circular 05/69)

	Charge ($)	Number	Estimated Yield ($)
Residential	25	779.50	19,487
Commercial (max charge)	75	119	8,925
Total charges			28,412

Rateable Areas within Snowy Valleys Council

Council undertakes rating in line with the Local Government Act 1993, 3 categories that applied to the former Councils at this time:

- Farmland;
- Residential (with a sub category 'Rural Residential')
- Business (with a sub category 'Inundated' and 'Rural Clubs')

Council's rating policy is based upon a 2.7% rate increase as announced by the Independent Pricing and Regulatory Tribunal of NSW. With the merger of the former Tumbarumba and Tumut Shire Councils, rates are fixed for a four year period. Only the rate increase of 2.7% is allowed.

RATING 2019-2020 (RATE IN $) or Minimum $540 after applying the 2.7% Rate Cap.

Former Tumbarumba Shire Council Area:

Category	Base Amount	Ad Valorem (per 1 cent)	Estimated Yield
Farmland	98.12	0.4337	1,684,113.34
Residential	232.55	0.5888	500,557.91
Rural Residential	254.62	0.4371	224,272.24
Business		1.2713	148,525.13
Rural Clubs		0.5082	4,929.54
Inundated		0.8525	21,849.58
			2,584,247.74

Former Tumut Shire Council Area:

Category	Ad Valorem (per 1 cent)	Estimated Yield
Farmland	0.53449	2,349,627.09
Residential	1.02508	3,079,095.76
Rural Residential	0.75126	469,009.94
Business	1.59229	909,449.90
Inundated	0.96077	17,755.03
		6,824,937.72

FARMLAND

Section 515(1) of the Act sets out the prerequisites for occupied land to be categorised as "farmland". Section 519 facilitates the categorisation of vacant land and it should be noted that scope exists for vacant land to be categorised as "farmland" in certain circumstances via those provisions.

For land to be categorised as farmland in terms of section 515 it must be:
- a parcel of rateable land
- valued as one assessment
- the dominant use of which is for farming (that is, the business or - industry of grazing, animal feedlots, dairying, pig-farming, poultry farming, viticulture, orcharding, beekeeping, horticulture,
- vegetable growing, the growing of crops of any kind, forestry, or aquaculture within the meaning of the Fisheries Management Act 1994, or any combination of those businesses or industries) which has a significant and substantial commercial purpose or character; and
- is engaged in for the purpose of profit on a continuous or repetitive basis (whether or not a profit is actually made).

However, land is not to be categorised as farmland if it is "rural residential land": section 515(2).

RESIDENTIAL

Section 516(1) of the Act states that land is to be categorised as residential if it is a parcel of rateable
land valued as one assessment and:
- its dominant use is for residential accommodation (otherwise than as a hotel, motel, guest-house, backpacker hostel or nursing home or for any other form of residential accommodation, not being a boarding house or lodging house, prescribed by the regulations); or
- in the case of vacant land, it is zoned or otherwise designated for use under an environmental planning instrument (with or without development consent) for residential purposes; or
- it is rural residential land.

RURAL RESIDENTIAL

Rural residential land under the Local Government Act is defined in the Dictionary at the end of the Act to mean land that:
- is the site of a dwelling and is not less than 2 hectares and not more than 40 hectares in area; and
- is either:
  - not zoned or otherwise designated for use under an environmental planning instrument; or
  - zoned or otherwise designated for use under such an instrument for non-urban purposes; and
- does not have a significant and substantial commercial purpose or character.

In order to determine whether the farming has a significant and substantial commercial purpose or character, it is legitimate for council to enquire whether the particular activity or activities carried on are "too slight" or "too minor" to be reasonably regarded as having the requisite degree of commercial purpose or character. Thus, in the case of farming activities producing very small returns, it may be difficult, if not impossible, to designate those activities as a business having a significant and substantial commercial purpose or character. In addition, as mentioned above, there should be present in the activities some element of continuity and repetition.

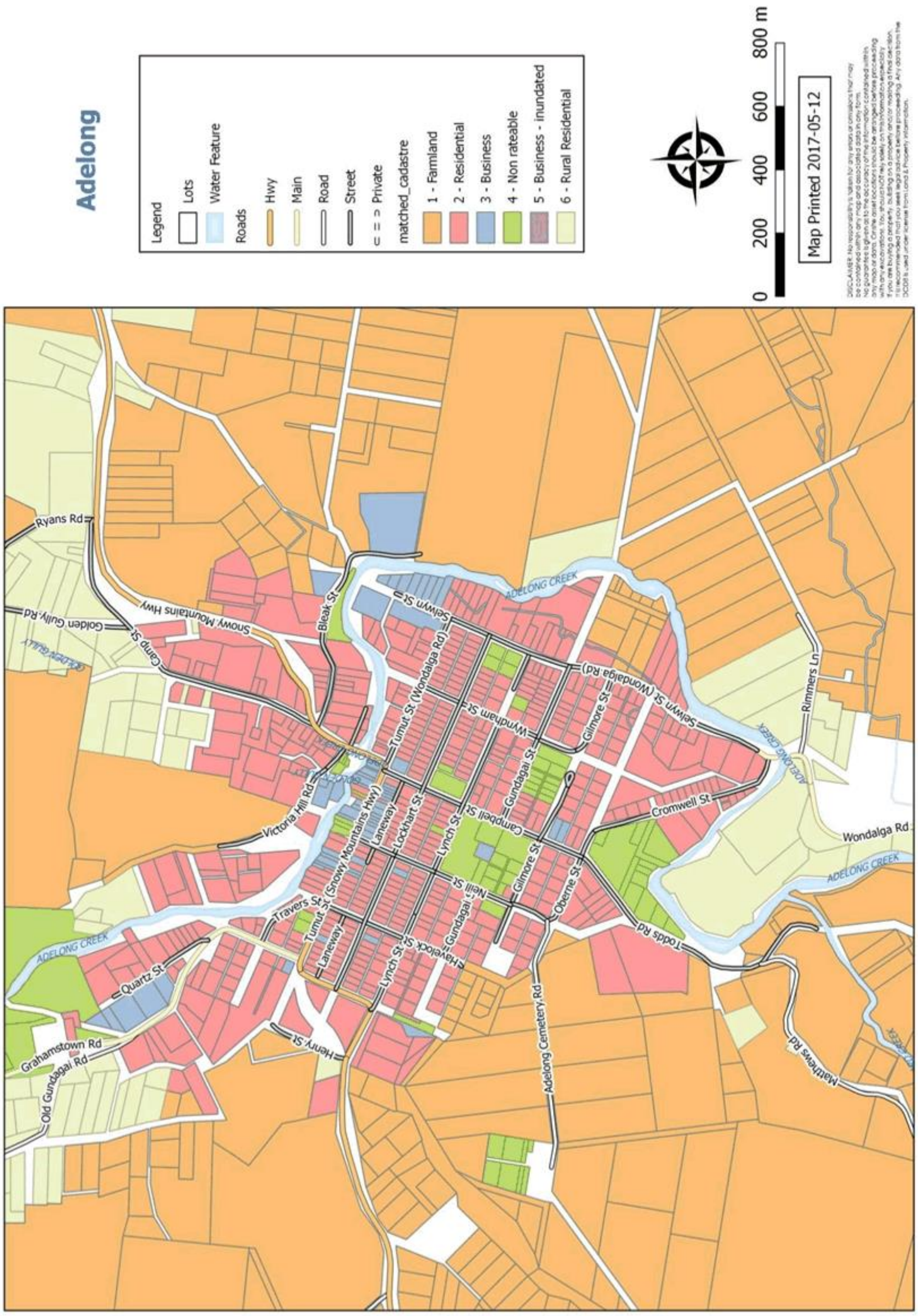
BUSINESS

Section 518 of the Act states that land is to be categorised as business if it cannot be categorised as farmland, residential, or mining.

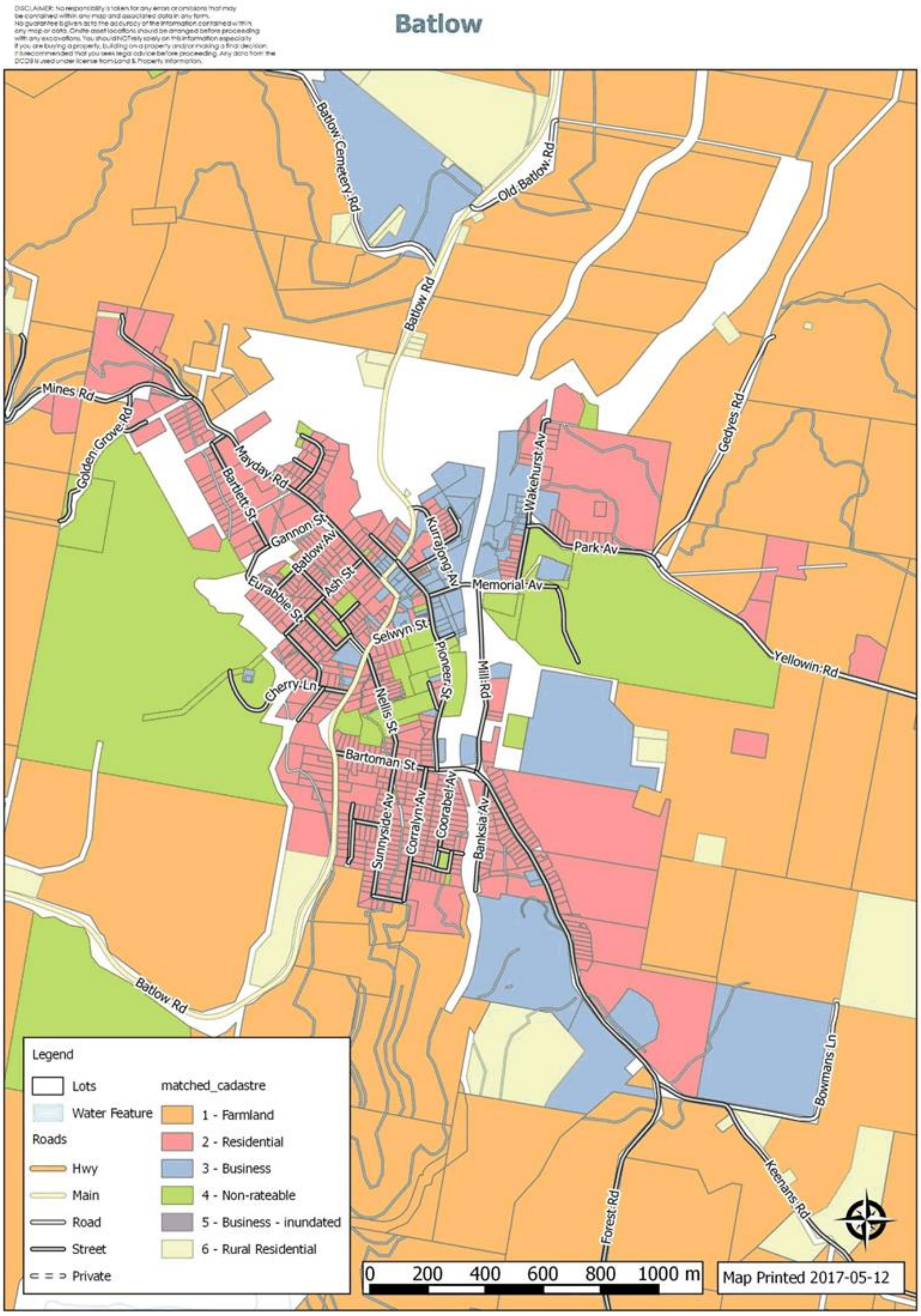
ZONING UNDER A LOCAL ENVIRONMENT PLAN (LEP)

The categorisation of land for rating purposes under the Local Government Act should not be confused with a lands zoning under a LEP. They are two distinct classifications, each subject to the definitions under their respective legislations.

The maps below provide an indication of where each rating category will apply. The maps have been broken into each town and village.


Adelong
Legend
Lots
Water Feature
Roads
Hwy
Main
Road
Street
Private
matched_cadastre
1 - Farmland
2 - Residential
3 - Business
4 - Non rateable
5 - Business - inundated
6 - Rural Residential
0
200
400
600
800 m
Map Printed 2017-05-12
Ryans Rd
Golden Gully Rd
Camp St
Snowy Mountains Hwy
Bleak St
Selwyn St
ADELONG CREEK
Tumut St (Wondalga Rd)
Wyndham St
Gilmore St
Selwyn St (Wondalga Rd)
Rimmers Ln
Victoria Hill Rd
Laneway
Lockhart St
Lynch St
Campbell St
Gundagai St
Cromwell St
Wondalga Rd
Tumut St (Snowy Mountains Hwy)
Travers St
Nelli St
Oberne St
Todds Rd
Quartz St
Havelock St
Grahamstown Rd
Old Gundagai Rd
Henry St
Adelong Cemetery Rd
Mathews Rd

7



Batlow
Batlow Cemetery Rd
Old Batlow Rd
Batlow Rd
Mines Rd
Golden Grove Rd
Mayday Rd
Bartlett St
Gannon St
Batlow Av
Eurabbie St
Ash St
Kurrajong Av
Wakehurst Av
Park Av
Memorial Av
Selwyn St
Pioneer St
Mill Rd
Gedyes Rd
Yellowin Rd
Cherry Ln
Neills St
Bartoman St
Sunnyside Av
Gorralyn Av
Coorabel Av
Banksia Av
Batlow Rd
Bowmans Ln
Keenans Rd
Forest Rd
Legend
Lots
Water Feature
Roads
Hwy
Main
Road
Street
Private
matched_cadastre
1 - Farmland
2 - Residential
3 - Business
4 - Non-rateable
5 - Business - inundated
6 - Rural Residential
0 200 400 600 800 1000 m
Map Printed 2017-05-12

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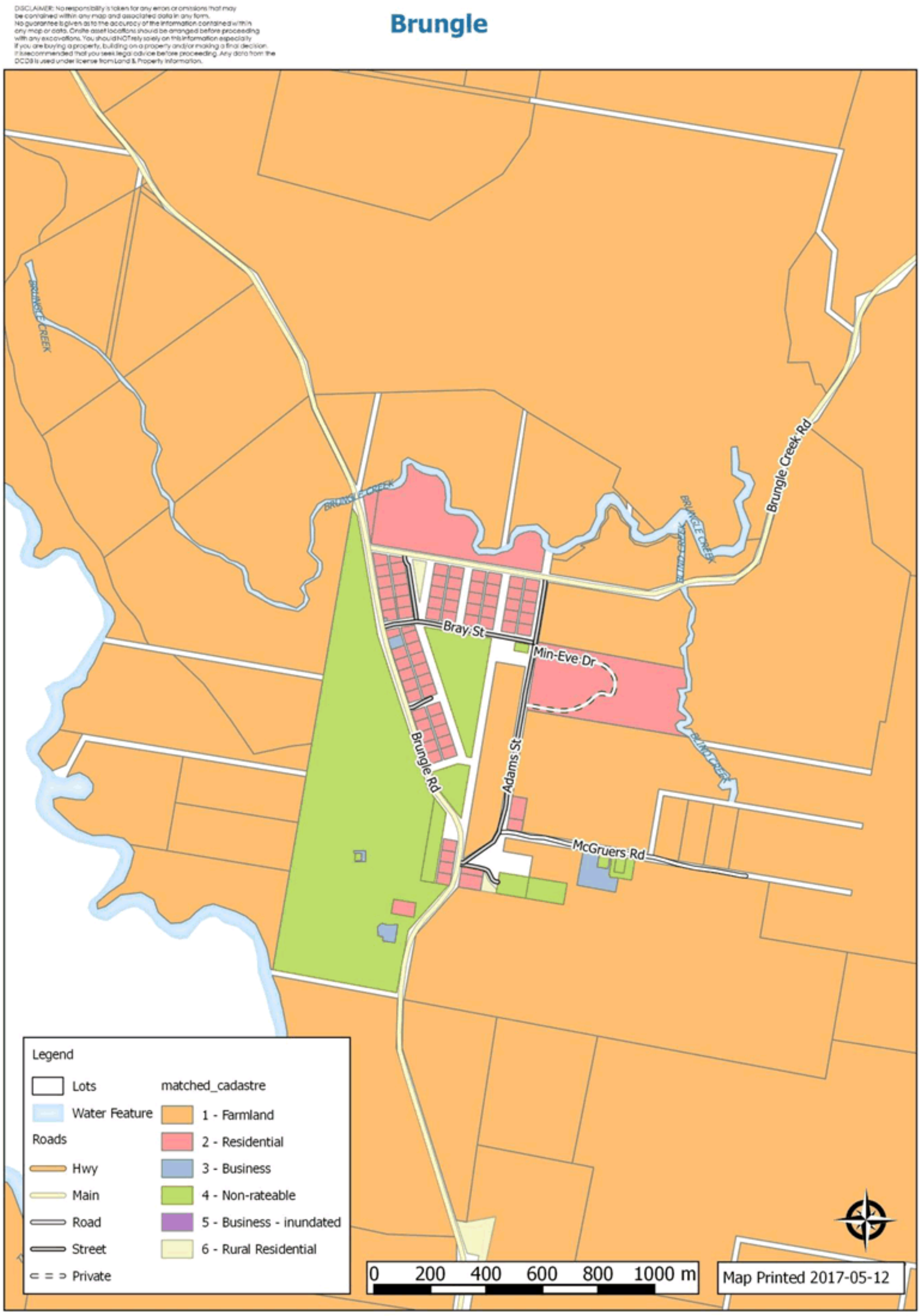

Brungle
Bray St
Min-Eve Dr
Adams St
Brungle Rd
McGruers Rd
Brungle Creek Rd
Legend
Lots
Water Feature
Roads
Hwy
Main
Road
Street
Private
matched_cadastre
1 - Farmland
2 - Residential
3 - Business
4 - Non-rateable
5 - Business - inundated
6 - Rural Residential
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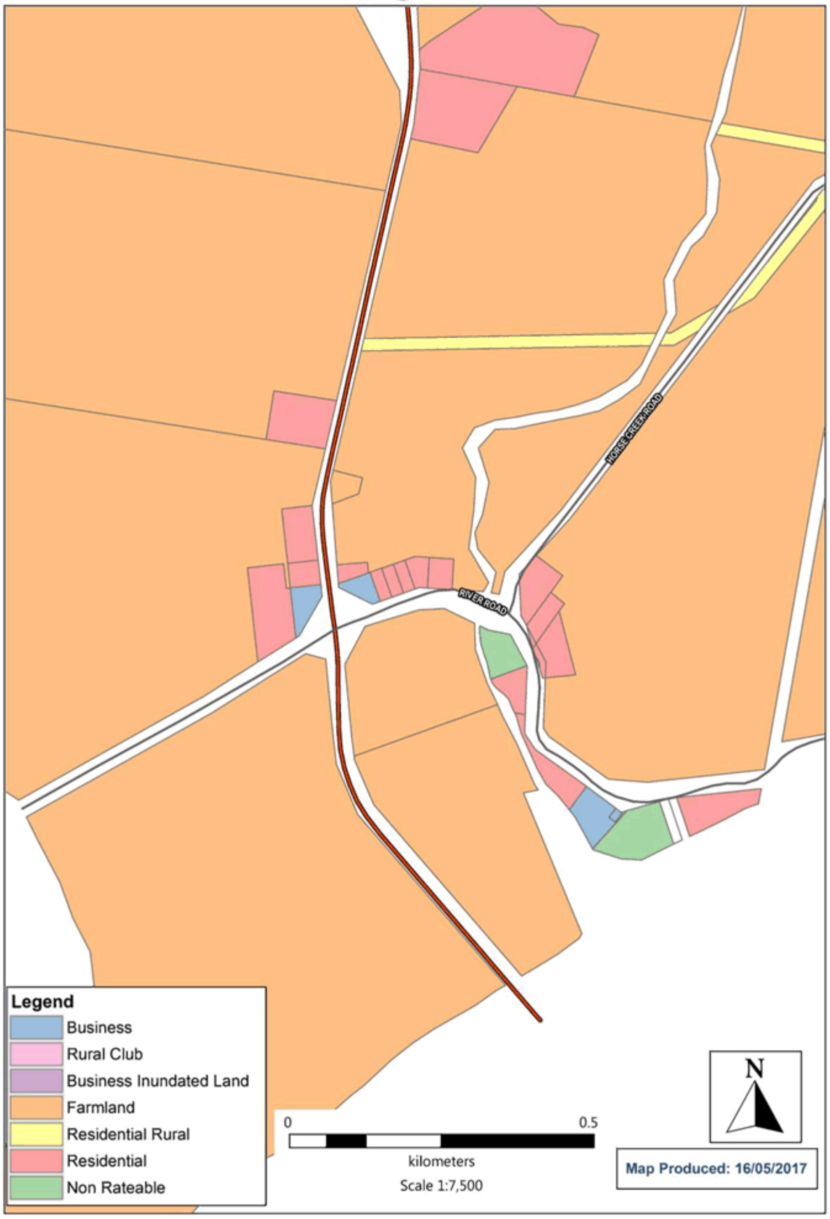

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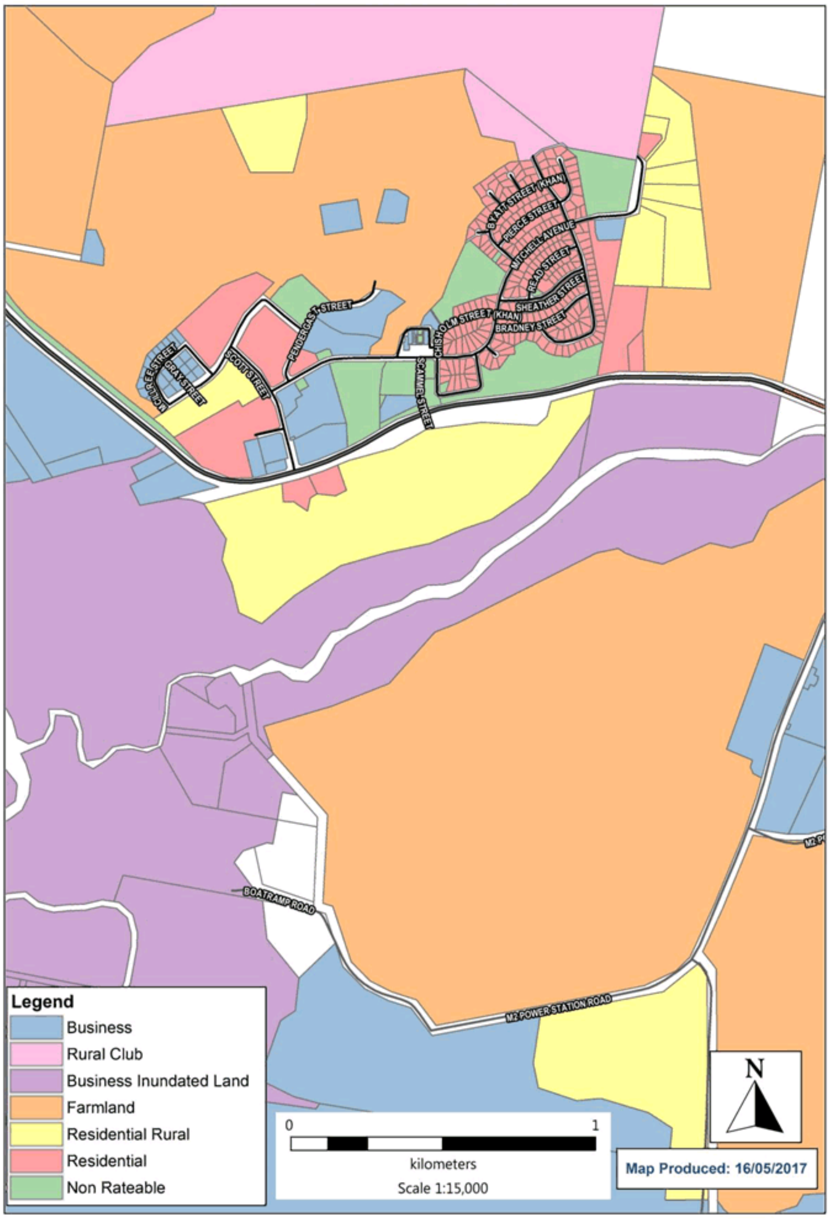
Khancoban



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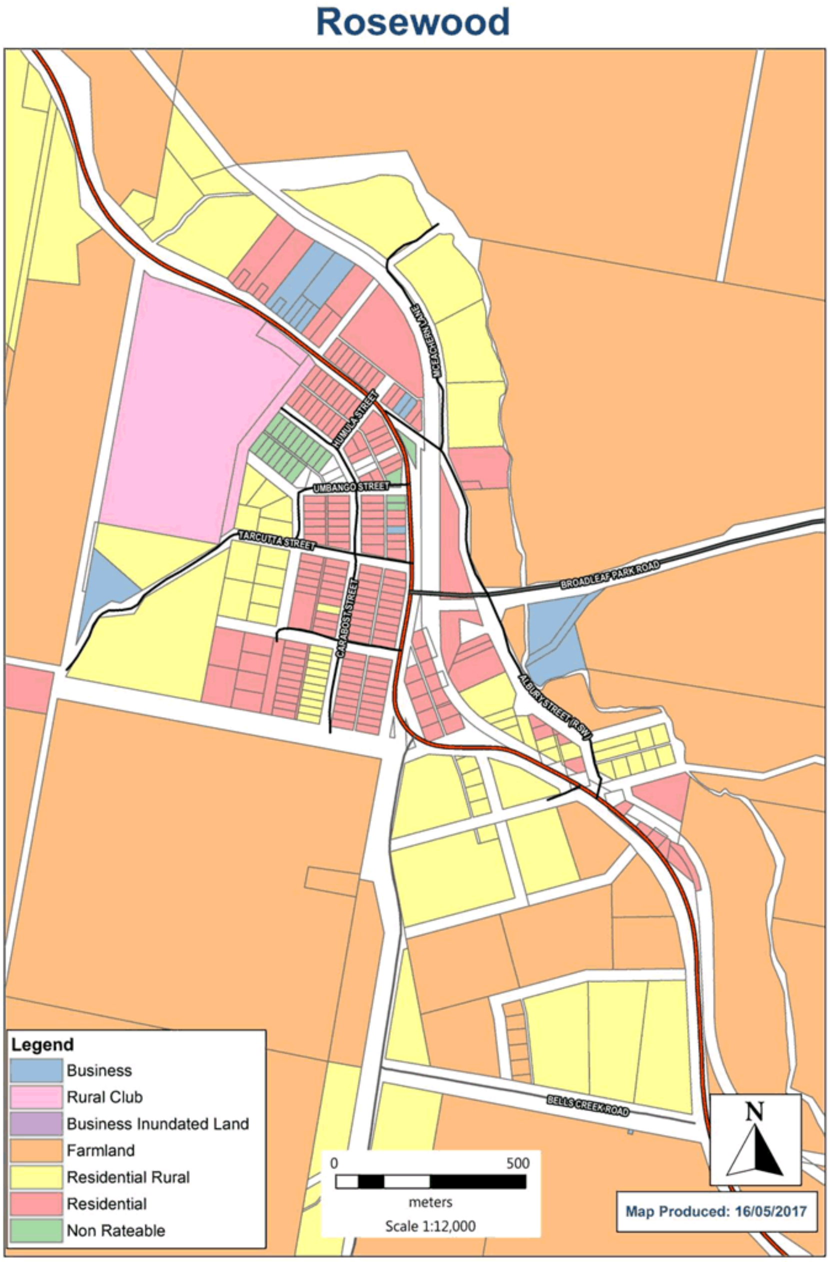
Rosewood
Legend
Business
Rural Club
Business Inundated Land
Farmland
Residential Rural
Residential
Non Rateable
TARCUTTA STREET
UMBANGO STREET
HUMULA STREET
CARABOST STREET
BROADLEAF PARK ROAD
ALBURY STREET (B&W)
BELLS CREEK ROAD
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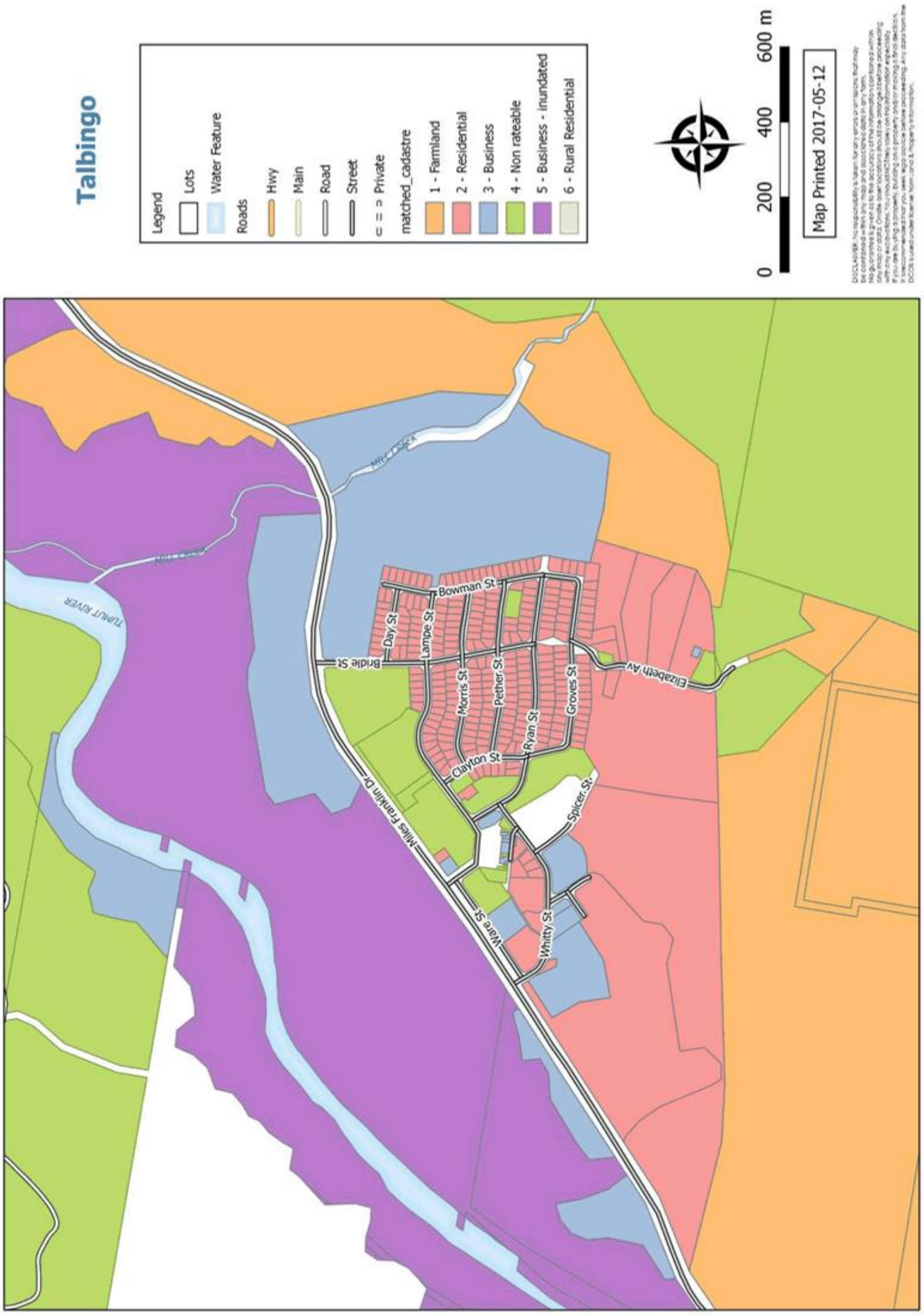
meters
Scale 1:12,000
Map Produced: 16/05/2017

12


Talbingo
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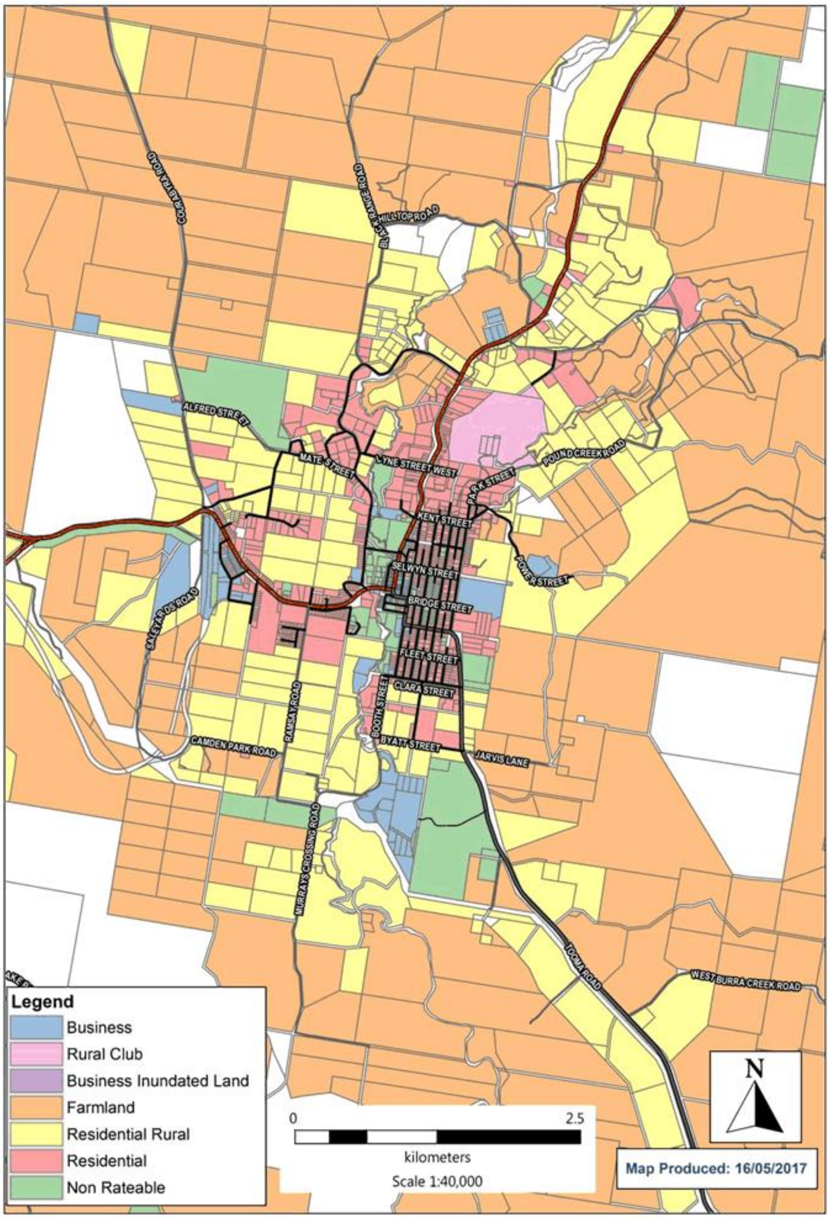
0
200
400
600 m
Map Printed 2017-05-12
Bowman St
Day St
Lampe St
Bridle St
Morris St
Pether St
Groves St
Ryan St
Clayton St
Elizabeth Av
Spicer St
Miles Franklin Dr
Ware St
Whitty St
TUMUT RIVER

Tumbarumba



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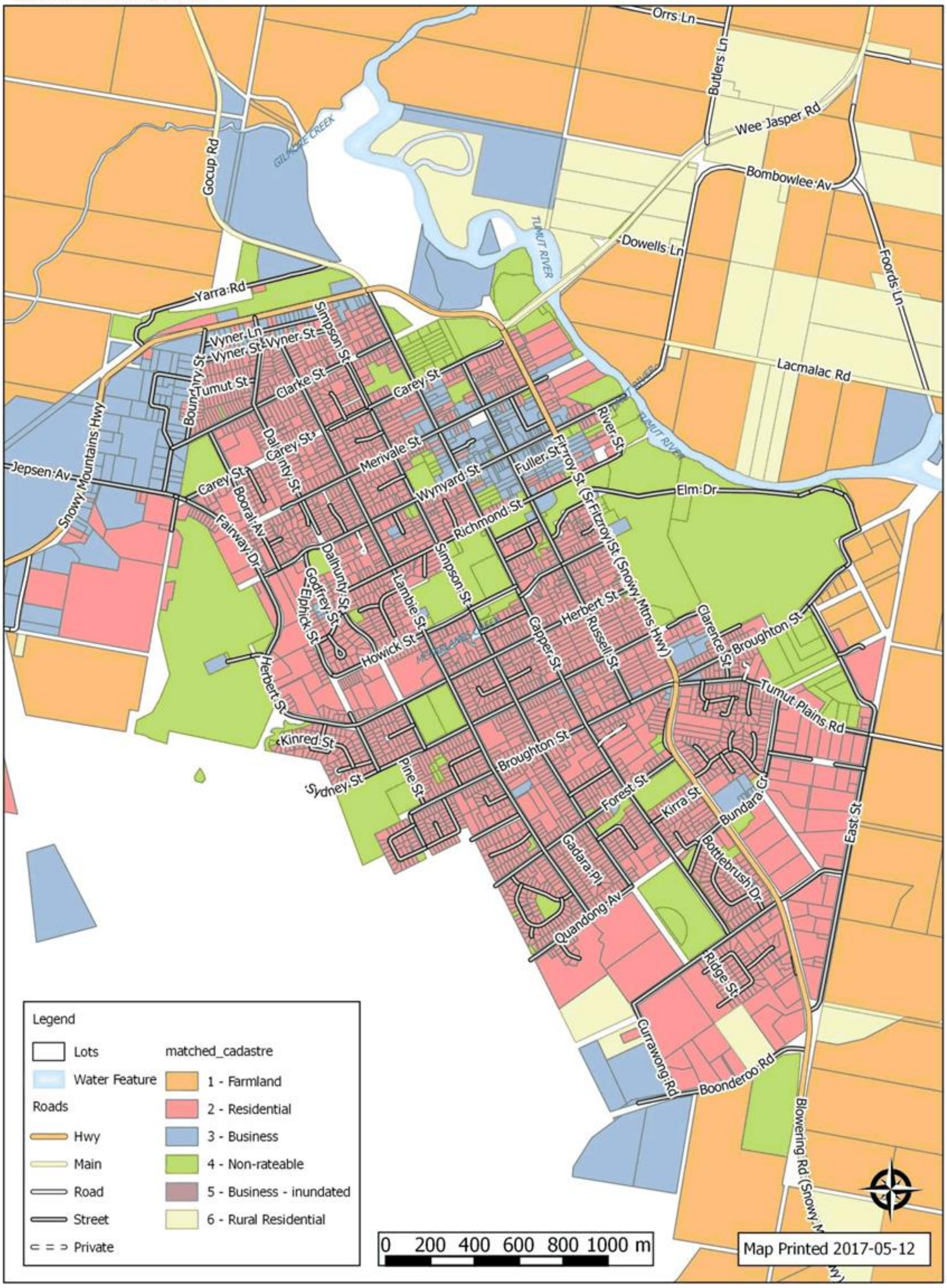
DISCLAIMER: No responsibility is taken for any errors or omissions that may be contained within any map and associated data in any form. No guarantee is given as to the accuracy of the information contained within any map or data. Onsite asset locations should be arranged before proceeding with any excavations. You should NOT rely solely on this information especially if you are buying a property, building on a property and/or making a final decision. It is recommended that you seek legal advice before proceeding. Any data from the DCDB is used under license from Land & Property Information.

Tumut



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Regional EnviroScience
Hazardous Materials Laboratory and Consultancy

Asbestos Site Assessment and Scope of Works for Remediation

Khancoban Community Hall

Mitchell Street, Khancoban NSW. 2642

Regional EnviroScience

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DUBBO
2/7 Energy Place
Dubbo NSW 2830

SYDNEY
2/2-4 Hale Street
Botany NSW 2019

WAGGA WAGGA
12 Chaston Street
Wagga Wagga NSW 2650

TAMWORTH
4/158 Marius Street
Tamworth NSW 2340

MAROOCHYDORE
1B/48 Aerodrome Road
Maroochydore QLD 4558

Regional EnviroScience
Hazardous Materials Laboratory and Consultancy

Asbestos Site Assessment

Private Residence Fire Damaged Property

March 2018

Prepared For:

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Status	Date	Prepared	Reviewed	Approved
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TAMWORTH 4/158 Marius Street Tamworth NSW 2340
MAROOCHYDORE 1B/48 Aerodrome Road Maroochydore QLD 4558

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MAROOCHYDORE 1B/48 Aerodrome Road Maroochydore QLD 4558

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1.0 SCOPE OF REPORT

Regional EnviroScience Pty Ltd was engaged by Ken Fletcher of Snowy Valleys Council to prepare a Site Assessment to provide guidance to Council to identify and remove asbestos materials from the Community Hall at Khancoban.

An asbestos register of the site was prepared and involved a site inspection where samples were obtained for asbestos analysis. A total of five (5) samples were obtained and analysis indicated that sampled bonded sheet material from the site contained Chrysotile asbestos and sampled friable asbestos contained Amosite asbestos. Please refer to Appendix 1 for sample analysis results, and section 3.0 of this report.

The friable asbestos containing material is a combination of vermiculite fireproofing, which does not contain asbestos which has been sprayed over remnant asbestos containing fireproofing. This material is in poor condition and in a number of areas this material has fallen off and it has been swept into piles by the users of the hall.

The identification and assessment have been based upon the *Work Health and Safety Regulation 2011* and the *Code of Practice for the Management and Control of Asbestos in Workplaces [NOHSC: 2018 (2005)].*

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2.0 LIMITATIONS

The identification and assessment have been undertaken by a walk around inspection only, additionally the conclusions are limited to the areas outlined in this report.

2.1 To the extent permitted by law, Enviroscience will not be responsible in tort, contract or otherwise for any loss or damage, including for any personal injuries or death, or any consequential loss, loss of markets and pure economic loss, suffered by the Customer, whether or not the loss or damage occurs in the course of performance by Regional Enviroscience of this contract or in events which are in the contemplation of Regional Enviroscience and/or the Customer or in events which are foreseeable by Regional Enviroscience and/or the Customer.

2.2 To the extent that liability has not been effectively excluded by the proceeding clause, then Regional Enviroscience limits its liability to:-

(a) The supply of services again; or

(b) The payment of the cost of supplying the services again,

at the election of Regional Enviroscience.

3.0 ASBESTOS REGISTER and SITE MAP

Please find listed below a table containing the location, laboratory asbestos analysis results and the subsequent classification. This information serves as the Asbestos Register, (R.463).

There is also a map detailing the location of samples and approximate extent of the asbestos containing materials.

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ASBESTOS MATERIALS REGISTER PAGE 1		ASSET: Khancoban Community Hall		
DATE OF IDENTIFICATION	**IMAGES**	**SPECIFIC LOCATION OF ASBESTOS LABORATORY SAMPLE**	**LABORATORY SAMPLE NUMBER and RESULTS**	**FRIABLE OR NON-FRIABLE**
27th March 2018		Foyer Timber ceiling Plaster and timber walls Bonded sheet ducting	Sample B18230S01 Ducting No Asbestos Detected	N/A
27th March 2018		Ticket Booth Plasterboard ceiling and Walls Tiles on concrete Floor	No Asbestos Detected	N/A
27th March 2018		Ladies Toilet Plasterboard Ceiling Bonded sheet walls $15m^2$	Sample B18230S02 Wall Chrysotile Asbestos Detected	Non-friable
27th March 2018		Mens Toilet Plasterboard Ceiling Bonded sheet walls $15m^2$	Same as Sample B18230S02 Wall Chrysotile Asbestos Detected	Non-friable

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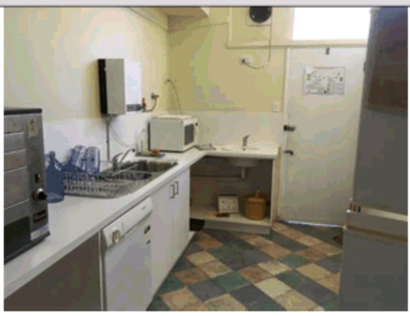
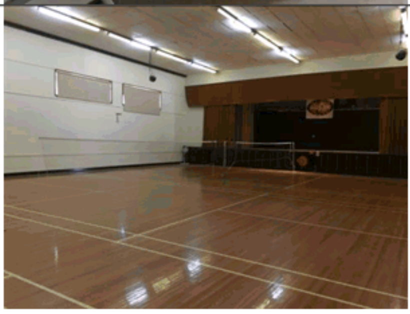
ASBESTOS MATERIALS REGISTER PAGE 2		ASSET: Khancoban Community Hall		
DATE OF IDENTIFICATION	**IMAGES**	**SPECIFIC LOCATION OF ASBESTOS LABORATORY SAMPLE**	**LABORATORY SAMPLE NUMBER and RESULTS**	**FRIABLE OR NON-FRIABLE**
11th January 2017		Kitchen Plasterboard Ceiling Bonded sheet walls $12m^2$ Tiles on Concrete Floor	Sample B18230S03 Bonded sheet wall Chrysotile Asbestos Detected	Non-friable
11th January 2017		Cleaners room Bonded sheet $10m^2$ Concrete Floor	Same as Sample B18230S02 Bonded sheet wall Chrysotile Asbestos Detected	N/A
11th January 2017		Projector room Acoustic tile ceiling Masonite Walls Vinyl floor over timber	Sample B18230S04 floor No Asbestos Detected	N/A
		Main Auditorium Acoustic tile ceiling Plasterboard walls Timber floors Vermiculite coating on all internal metal roof elements Approx. 110 linear metres	Sample B18230S05 Vermiculite metal coating Chrysotile Asbestos Detected	Friable Poor condition

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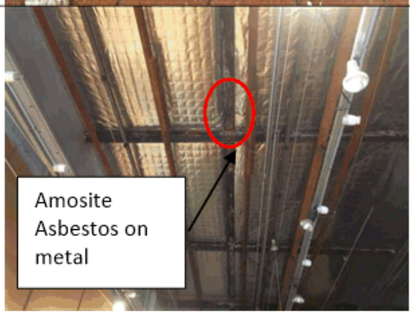
ASBESTOS MATERIALS REGISTER PAGE 3		ASSET: Khancoban Community Hall		
DATE OF IDENTIFICATION	**IMAGES**	**SPECIFIC LOCATION OF ASBESTOS LABORATORY SAMPLE**	**LABORATORY SAMPLE NUMBER and RESULTS**	**FRIABLE OR NON-FRIABLE**
5th April 2018		Stage Debris on floor	Sample B18230S06 Vermiculite with black backing Amosite Asbestos Detected	Friable
5th April 2018		Metal Beams above stager	Sample B18230S07 Vermiculite with black backing Amosite Asbestos Detected	Friable

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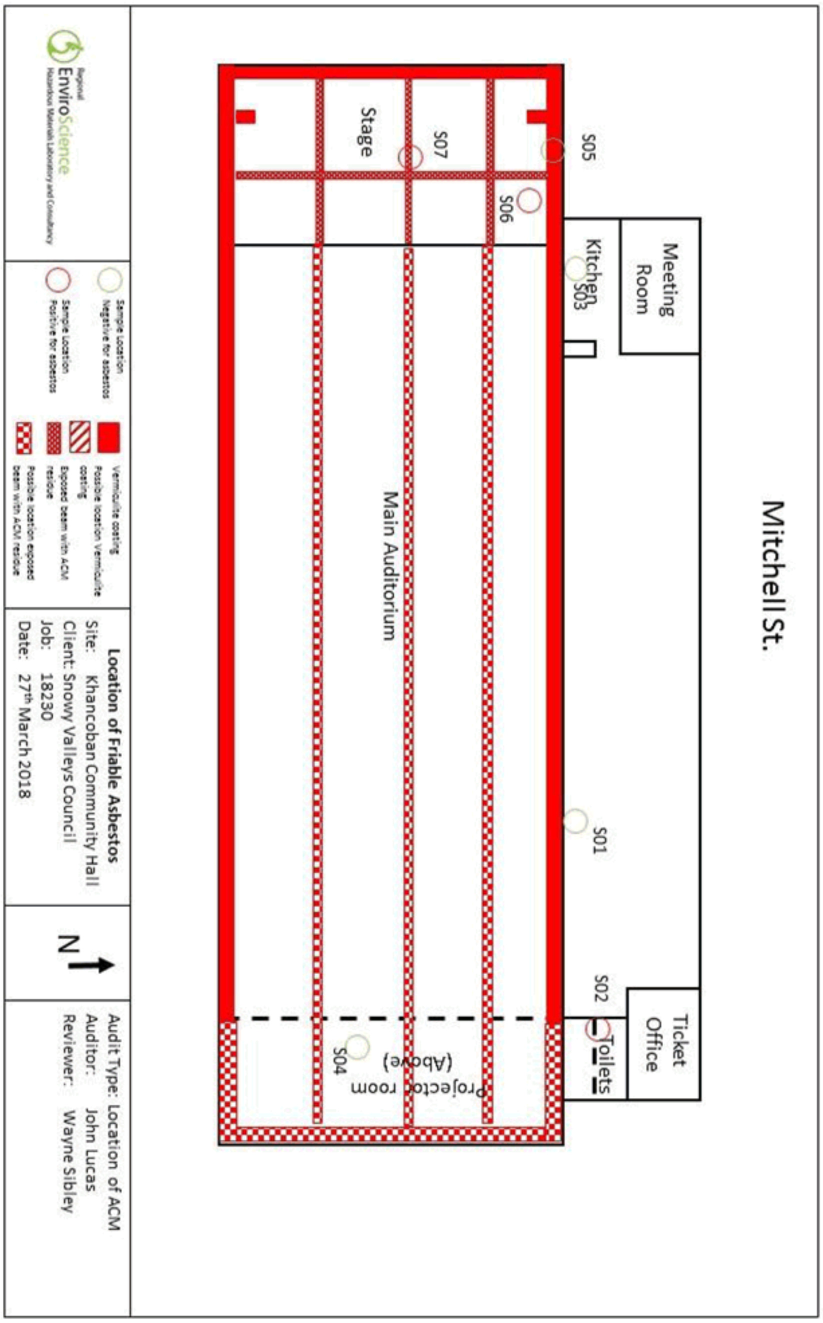
Map of Khancoban Community Hall with sample locations and results(Not to Scale)



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4.0 ASSESSMENT REPORT

- The bonded sheet in the toilets is in good condition with only a small amount of damage from the installation of air conditioning units.
- There is an amount of friable asbestos fireproofing on the exposed beams above the stage. This appears to be the result of an incomplete remediation of the asbestos fireproofing. These beams continue above the suspended ceiling, therefore further investigation is required to determine if similar amounts of asbestos containing material are present.
- There is an amount of friable asbestos fireproofing under the sprayed vermiculite, again, this appears to be the result of an incomplete remediation which was then over-sprayed with vermiculite. These beams continue along the sides of the hall with only small areas of access through the light recesses therefore, further investigation is required to determine if similar amounts of friable asbestos remain under the vermiculite fireproofing.
- This material is in poor condition and is cracked in a number of places with amounts of material dislodged and on the floor.
- As all asbestos types are known carcinogens therefore appropriate disposal at a registered asbestos waste receival station will be required and receipts required and provided to the client at the completion of the project.

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6.0 CONCLUSIONS

The property is currently closed to the public due to the risk of asbestos debris. This should continue until the asbestos is removed or the property made safe from the risk of asbestos debris.

Further investigations, including air monitoring, can be carried out to determine the extent and condition of the asbestos containing material above the suspended ceiling. Once these further investigations are complete a scope of works can be formulated to remediate the asbestos containing material.

Reported by:

Juliet Duffy MSM *Syd Uni*
Director, Occupational Hygienist
Asbestos Assessor Licence No: LAA 000 102

Inspected by:

John Lucas
OHS & E Consultant
Asbestos Assessor LAA001107

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1. "Bonded" asbestos implies that the asbestos fibres are usually well encapsulated within the matrix of the adhesive material, and will not be rendered into "respirable" fibres unless released through high speed machining of mechanical actions.
2. "Friable" asbestos materials are those that can be crumbled, pulverised or reduced to powder by hand pressure when dry.

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Appendix 1

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LABORATORY ANALYSIS REPORT
Asbestos Identification Report

Report No: B18230-R1

Client: Snowy Valley Council

Client Address: Bridge Street, Tumbarumba,NSW, 2653

Report Date: Thursday, 5 April 2018

Analysed Date: Thursday, 5 April 2018

Laboratory Receival Date: Wednesday, 4 April 2018

Sampled Date: Tuesday, 27 March 2018

Attention: Ken Fletcher

Approved Identifier and Signatory: Jeffrey Sargent

Sampled From: Khancoban Community Hall

Test Method: Polarised Light Microscopy (PLM) including Dispersion Staining (DS), Regional EnviroScience Pty Ltd in-house laboratory method, in accordance with Australian Standard AS4964-2004 'Method for the qualitative identification of asbestos in bulk samples'. Accredited for compliance with ISO/IEC:17025-Testing.

Sample Number	Sample Location	Sample Description	Sample Size	Asbestos Detected	Fibres Detected
B18230-S1	Ducting Foyer	Fibre cement	0.1 gm	No	Organic
B18230-S2	Ladies Toilet Wall	Fibre cement	12.1 gm	Yes	Chrysotile
B18230-S3	Kitchen Wall	Fibre cement	0.3 gm	No	Organic
B18230-S4	Projector Room	Vinyl Flooring	8.7 gm	No	Organic
B18230-S5	Stage Room	Vermiculite	10.8 gm	No	None

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LABORATORY ANALYSIS REPORT
Asbestos Identification Report

Report No: B18230-R2
Client: Snowy Valley Council
Client Address: Bridge Street, Tumbarumba,NSW, 2653

Report Date: Monday, 9 April 2018
Analysed Date: Monday, 9 April 2018
Laboratory Receival Date: Monday, 9 April 2018
Sampled Date: Thursday, 5 April 2018

Attention: Ken Fletcher
Approved Identifier and Signatory: Jeffrey Sargent
Sampled From: Khancoben Community Hall

Test Method: Polarised Light Microscopy (PLM) including Dispersion Staining (DS), Regional EnviroScience Pty Ltd in-house laboratory method, in accordance with Australian Standard AS4964-2004 'Method for the qualitative identification of asbestos in bulk samples'. Accredited for compliance with ISO/IEC:17025-Testing.

Sample Number	Sample Location	Sample Description	Sample Size	Asbestos Detected	Fibres Detected
B18230-S6	Adjacent Stage Door	Vermiculite Plus Backing	252.4 gm	Yes	Amosite *Found in Black Adhesive Layer
B18230-S7	Above Stage on Metal Beam	Fire Proofing Residue	0.2 gm	Yes	Amosite

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