

Draft 2018-28 Resourcing Strategy

Fact Sheet

What is a Resourcing Strategy?

The Resourcing Strategy is a key management decision making tool that assists Council identify how many resources (such as money, assets people and technology) Council has to deliver on the immediate and long term needs and priorities of the community.

The Resourcing Strategy framework stretches across a minimum of a 10 year period, however is revised annually and is initially developed at the same time as Council's Delivery Program.

What are the key components of the Draft 2018-28 Resourcing Strategy?

The Local Government Act 1993 requires all Councils to develop a Resourcing Strategy with three mandatory components, council has voluntarily included a fourth:

1. Long Term Financial Plan
2. Asset Management Strategy
3. Workforce Management Strategy
4. Information & Communications Technology Strategy

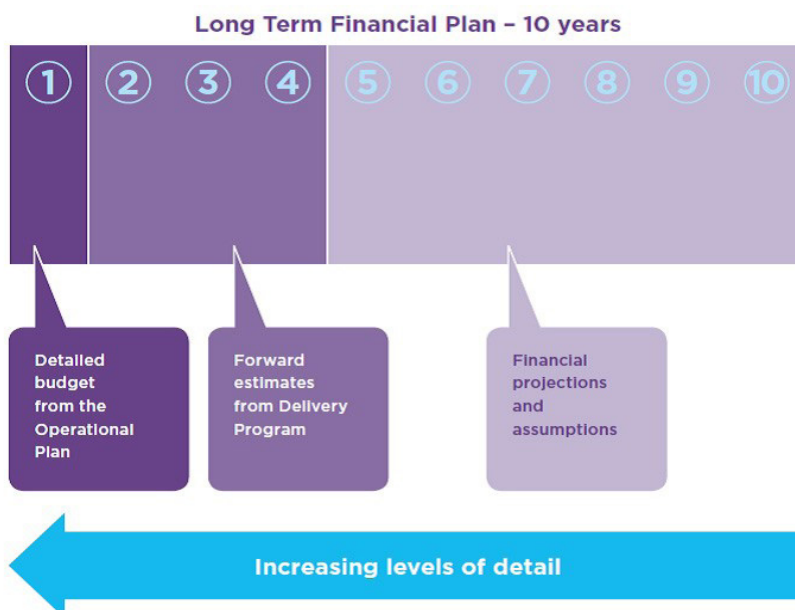
Long Term Financial Plan

Long Term Financial Planning (LTFP), utilises various financial assumptions and sensitivity analysis to be undertaken, that will indicate the ability of Council to deliver cost effective services to our community into the future, and within a framework of financial sustainability.

The LTFP provides long term projections and highlights issues which may impact on Council's future financial sustainability. Under the provision of the Local Government Act 1993, the LTFP is to be for a minimum of 10 years and should present

financial modelling for at least three different financial scenarios, which should be viewed through risk management principles of Council's long term financial sustainability.

This includes the ability to maintain present and future levels of service, allow various scenarios to be tested with regard to different levels of service delivery, identifies future funding gaps in advance so action can be taken now to address shortfalls in the future, and allows sensitivity testing with regard to various assumptions contained within the plan.



Through undertaking considerable in-depth analysis utilising a risk management approach, the conclusion drawn is the long term financial sustainability of Council is tenuous, and as such Council needs to consider what steps to take in the future to secure the liveability of the region.

The LTFP includes the following;

1. Planning Assumptions
2. Financial Modelling
3. Performance Monitoring
4. Sensitivity Analysis

The Plan is updated on an annual basis as part of the development of the Operational Plan.

Three Scenario Modelling

The LTFP presents a 3 scenario modelling framework which includes two different Special Rate Variations to present to the community within the next two years.

- **Scenario One – Base Case** 2.3% Rate Peg funding 50% of the General Fund Capital Works Program 2020-2028. Reliance on capital grants to fund additional works, resulting in an average annual operating deficit of \$6,511,000 (excluding capital grants and contributions).
- **Scenario Two – SRV1** 10% ongoing increases above rate peg 2021-2024 funding 80% of the General Fund Capital Works Program 2020-2028. Reliance on capital grants to fund additional works, reducing the average annual operating deficit to \$1,327,000 (excluding capital grants and contributions).
- **Scenario Three– SRV2** 5% ongoing increases above rate peg 2021-2024 funding 60% of the General Fund Capital Works Program 2020-2028. Reliance on capital grants to fund additional works, with an anticipated average annual operating deficit (excluding capital grants and contributions) of \$3,982,000.

Council appreciates the existing financial constraints on ratepayers and their families.

However, without commencing this vital conversation with our community within the next twelve months Council will be unable to continue to provide the levels of service, maintain and upgrade infrastructure and maintain the pristine natural environment that the Community values as articulated in the development of the Snowy Monaro 2040 Community Strategic Plan.

The consideration of a special rate variation is not the only option that Council can pursue to secure long term financial sustainability into the future. However, it is certainly necessary to include it in the mix of options that Council takes to the community in the next 12 months.



Asset Management Strategy and Plans

The 10 year Asset Management Strategy outlines how Council develops and administers community focused and sustainable asset management across the area. The strategy provides guidance for the planning, construction, maintenance and operation of the assets essential to provide services to the community.

Council is the custodian of more than \$1,500 million of infrastructure, community, operational and commercial assets which enables services to be delivered to the community. These assets include roads, waste management centres and

landfills, community and recreations facilities, water, waste water and sewerage, footpaths, buildings, oval maintenance, works depots and aged care facilities.

Considerable effort has been taken to deliver a holistic view of all assets and their condition, now under the responsibility of the newly formed region.

For the new SMRC, the amalgamation has added significant complexity as staff across the Council have worked to extrapolate, analyse and synthesise data and information across three disparate corporate systems, processes and asset management approaches. As such, a small integrity gap percentage remains at the point of releasing this Resourcing Strategy.

Over the next twelve months Council staff will continue to work together to reduce any gaps in our asset data knowledge. This asset review which is currently in progress is identified as a key priority in 2018-21 Delivery Program and is added as a 2018-19 operational action to complete.

The strategy includes Council's adopted Asset Management Policy and Asset Management Plans for six different asset groups. The Plans listed below have been developed and follow the principles of ISO 55000 and guidance contained in the International Infrastructure Management Manual.

- Roads and Transport Infrastructure
- Wastewater Services
- Plant and Fleet
- Parks and Recreation
- Buildings
- Water

Council is striving to be known as an employer of choice by encouraging younger employees and in particular young women such as Plant Mechanic Jodie in non- traditional roles

Workforce Management Strategy (WFM)

The four year WFM Strategy contributes to the important task of the talent management of Council's employees.

It ensures that Council has the right jobs, with the right people who have the right skills at the right time to implement Council's Delivery Program and Operational Plan and to ensure their health and wellbeing while at work.

The Workforce Management Strategy identifies six Key Priority Areas to focus on during the life of the plan. They are:

1. Promoting Council as an Employer of Choice
2. Corporate Training
3. Work Health and Safety
4. Employee Engagement
5. Organisational Structure
6. Succession Planning



Information and Communications Technology Strategy (ICT)

The utilisation and development of reliable and innovative ICT solutions are vital for contemporary organisations. Council considers ICT an essential resource for delivering services and have voluntarily included an Information and Communications Technology Strategy as a component of the Resourcing Strategy.

This four year ICT Strategy supports Council's delivery of the information and communications technology which assists the delivery of the key objectives listed in the Delivery Program. The ICT Strategy is designed to place customers, external and internal, front of mind by leveraging effective technology solutions to:

- Improve customer interaction
- Build a connected community
- Provide self-service options

A key focus of the ICT strategy is to simplify business operations and standardise technology operating platforms to drive business efficiency.

This will be achieved by:

- Simplifying IT architecture and topology
- Improving productivity
- Embedding an effective risk profile and internal controls
- Enhancing management reporting capabilities
- Rationalising vendor and third party relationships
- Anytime, anywhere, any device – access and availability

Like more information about the Draft 2018-28 Resourcing Strategy?

A copy of Council's Resourcing Strategy can be found and read on Council's website www.snowymonaro.gov.au or at any of Council's officer during normal business hours.

Here you will also find copies of the six individual Asset Management Plans.

Community Engagement

Council will continue to provide opportunities to our community to be involved in developing policies and designing services that are needed by the community.

To find out about upcoming opportunities by regularly checking out Council's Your Say Snowy Monaro webpage or our social media sites.

