



Late Report

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**Ordinary Council Meeting
25 May 2016**

**ORDINARY COUNCIL MEETING
TO BE HELD IN BOMBALA COUNCIL CHAMBERS, 71 CAVEAT STREET, BOMBALA
NSW 2632**

**ON WEDNESDAY 25 MAY 2016
COMMENCING AT 5.30PM**

SUPPLEMENTARY AGENDA

S.1	March 2016 Quarterly Budget Review Statement - 2016 Budget - Snowy Region	2
S.2	Interim Executive Team Structure	16

S.1 MARCH 2016 QUARTERLY BUDGET REVIEW STATEMENT - 2016 BUDGET - SNOWY REGION

Record No:

Responsible Officer: Director Corporate Services

Author: Management Accountant

Key Direction: 7. Providing Effective Civic Leadership and Citizen Participation

Delivery Plan Strategy: DP7.6 Increase and improve Council's financial sustainability.

Operational Plan Action: OP7.20 The finance framework ensures that budgets can be developed, monitored and reviewed regularly to ensure sustainability.

Attachments: 1. March 2016 - Quarterly Budget Review Statement - Financial Tables

Cost Centre 4010 Financial Services

Project Quarterly Budget Review Statement (QBRs)

EXECUTIVE SUMMARY

At its meeting on 24 June 2015, Council adopted the Budgeted estimates of Council's Income and Expenditure for the financial year ending 30 June 2016 including Water Supply, Waste Water and Waste Management resulting in a balanced Budget.

The September and December Quarterly Budget Review Statement (QBRs) changes maintained a balanced budget.

This March Quarterly Budget Review Statement (QBRs) changes have likewise resulted in a balanced budget through utilisation of Other Internal Reserves \$54,167. Drawings from the Waste management reserve amounted to \$52,237 and Water Fund and drawing from the EMS reserve amounted to 12,385. The Sewer Fund adjustments included an addition of \$14,000 to the reserve.

STATEMENT BY RESPONSIBLE ACCOUNTING OFFICER

In accordance with Clause 203(2) of the Local Government (General) Regulations 2005 I, Jo-Anne Mackay, Responsible Accounting Officer of Council hereby certify that:

It is my opinion that the Quarterly Budget Review Statement for Snowy River Shire Council for the quarter ended 31 December 2015 indicates that Council's projected financial position at 30 June 2016 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

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

OFFICER'S RECOMMENDATION

That Council

A. Adopt the Quarterly Budget Review Statement for the period ended 31 March 2016;

- B. Council's Adopted Budget be adjusted to reflect the recommended variations to income and expenditure, as shown in the Quarterly Budget Review Statement;
- C. Receive and note the Statement by the Responsible Accounting Officer.

BACKGROUND

OPERATIONAL PLAN

Overall the Operational Plan budgeted result has seen a balanced budget as at 31 March 2016 as it was in the starting position adopted by Council in June for the 2016 Financial year.

The December Quarterly Budget Review changes resulted in a net nil impact on the budget. An additional net amount of \$54,167 has been transferred from Other Internal Reserves (contingency).

The summary of the significant amendments that have had an impact on the budget are outlined below in the Economic section of the Quadruple Bottom Line Reporting.

Service levels are expected to be maintained as originally outlined in the 2016 Operational Plan.

QUADRUPLE BOTTOM LINE REPORTING

1. Social

This report provides a snapshot of the Council's Financial Performance which is a tool to identify improvements necessary to sustain Council's financial health to be able to deliver services to the community and achieve community goals.

2. Environmental

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

3. Economic

The impact on budget is the subject of this report and as such is contained in the body of the report with a resulting balanced budget.

Operational Plan

The following is a summary of the proposed budget amendments that will have an impact on the budget and are significant in nature:

Budget Amendments – Other Internal Reserves	\$
Additional Funding for the Corporate Systems Upgrade	-100,000
Funding for Health One project	-30,000
Adjustment to legal expenses – General Fund	-41,234
Adjustment for Snowy River Health Centre (per Council resolution)	-12,000
Adjustment for Adaminaby Pony Club	-304
Adjustment for interest income received from investments	112,000

Adjustments for EMS reserve movement	-2,232
Drawdown from Other Internal Reserves	-73,770
Net Impact on Budget	-

Budget Amendments – Sewer reserves	\$
Adjustment for interest income received from investments	14,000
Transfer to Sewer Restricted Reserve	-14,000
Net Impact on Budget	-

Budget Amendments EMS Reserves	\$
Adjustment for Rural Fire Service Annual Contribution	-108
Adjustment for funding of RFS annual expenses	2,326
Transfer to EMS Reserve	2,218
Net Impact on Budget	-

Budget Amendments – Waste Management Reserve	\$
Adjustment for additional funding to 2 nd lift project	-52,237
Adjustment for additional internal waste charges from SRHC	1,300
Transfer from Waste Management Reserve	50,937
Net Impact on Budget	-

Cash and Investments

Cash and Investments are detailed in the Monthly Funds Management Report presented to Council.

As at 31 March 2016:

Cash at Bank \$ 693,732

Investments \$ 21,307,205

Restricted Cash Reserves

The movements in Restricted Cash Reserves are as noted above for the quarter ended 31 March 2016.

Legal

Expenditure of legal and Consultancy expenses are detailed in the relevant attachments to this report.

Contracts

Contracts above \$50,000 entered into during the March 2016 Quarter:

Contractor	Full on Constructions
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Description	Demolition and Construction of Berridale Public Toilet Facility
Acceptance Date	8 February 2016
Duration	4 months
Value	\$299,494

Other

Expenditure on Consultancy and Capital are detailed in the relevant attachments to this report. The budget movements in each of these expenses for the quarter relates additional expenditure as required based on year-to-date actuals and expected expenditure for the remainder of the year.

4. Civic Leadership

Council provides relevant information that demonstrates commitment to openness, transparency and accountability and enable informed decisions to be made.

Snowy River Shire Council Quarterly Budget Review						
Overall						
March - Financial Year 2016						
	Original Budget	September Revisions	December Revisions	March Revisions	March Rev Budget	YTD Actuals
						Quarterly Review Comments
Operating Income						
Rates & Annual Charges	-\$12,211,979	\$0	\$0	\$0	-\$12,211,979	-\$9,122,906
User Charges & Fees	-\$5,407,872	\$0	\$0	\$3,000	-\$5,404,872	-\$3,767,483
Investment Income	-\$502,860	\$0	\$0	-\$126,000	-\$628,860	-\$443,278
Grant Income	-\$6,084,170	-\$260,644	\$0	-\$5,033	-\$6,349,847	-\$4,691,707
Contrib & Donations Rec'd	-\$1,099,513	-\$19,000	\$0	-\$19,800	-\$1,138,313	-\$1,458,256
Other Operating Revenues	-\$770,257	\$0	\$0	\$13,158	-\$757,099	-\$443,972
Total Operating Income	-\$26,076,651	-\$279,644	\$0	-\$134,675	-\$26,490,970	-\$19,927,602
Operating Expenses						
Employment Costs	\$10,329,258	\$8,227	\$0	\$5,200	\$10,342,685	\$6,037,182
Materials & Contracts	\$6,042,298	\$400,103	\$0	\$51,597	\$6,493,998	\$4,250,727
Depreciation Expense	\$7,216,952	\$0	\$0	\$0	\$7,216,952	\$0
Borrowing Costs	\$453,734	\$0	\$0	\$0	\$453,734	\$257,943
Other Operating Expenses	\$3,504,872	\$3,487	\$24,595	-\$3,382	\$3,529,572	\$2,652,539
Total Operating Expenses	\$27,547,114	\$411,817	\$24,595	\$53,415	\$28,036,941	\$13,198,391
Operating Result from Continuing Operations	\$1,470,463	\$132,173	\$24,595	-\$81,260	\$1,545,971	-\$6,729,211

Snowy River Shire Council Quarterly Budget Review						
General Fund						
March - Financial Year 2016						
	Original Budget	September Revisions	December Revisions	March Revisions	March Rev Budget	YTD Actuals
						Quarterly Review Comments
Operating Income						
Rates & Annual Charges	-\$5,731,652	\$0	\$0	\$0	-\$5,731,652	-\$5,736,618
User Charges & Fees	-\$2,355,345	\$0	\$0	\$3,000	-\$2,352,345	-\$2,330,249
Investment Income	-\$317,258	\$0	\$0	-\$112,000	-\$429,258	-\$412,308
Grant Income	-\$6,037,694	-\$260,644	\$0	-\$5,033	-\$6,303,371	-\$4,529,172
Cont'n & Donations Rec'd	-\$976,013	-\$19,000	\$0	-\$19,800	-\$1,014,813	-\$1,168,090
Other Operating Revenues	-\$714,257	\$0	\$0	\$13,158	-\$701,099	-\$416,615
Total Operating Income	-\$15,182,219	-\$279,644	\$0	-\$120,875	-\$18,552,538	-\$14,592,992
Operating Expenses						
Employment Costs	\$8,624,106	-\$2,374	\$0	\$5,200	\$8,626,932	\$4,937,738
Materials & Contracts	\$3,777,183	\$400,103	\$0	\$51,597	\$4,228,883	\$3,337,950
Depreciation Expense	\$4,331,991	\$0	\$0	\$0	\$4,331,991	\$0
Borrowing Costs	\$32,624	\$0	\$0	\$0	\$32,624	\$25,115
Other Operating Expenses	\$2,670,318	\$60,101	\$24,595	-\$3,382	\$2,751,632	\$2,179,764
Total Operating Expenses	\$19,436,222	\$457,830	\$24,595	\$53,415	\$19,972,062	\$10,480,567
Operating Result from Continuing Operations	\$4,254,003	\$178,186	\$24,595	-\$67,260	\$3,439,524	-\$4,112,425

Snowy River Shire Council Quarterly Budget Review							
Water Fund							
March - Financial Year 2016							
	Original Budget	September Revisions	December Revisions	March Revisions	March Rev Budget	YTD Actuals	Quarterly Review Comments
Operating Income							
Rates & Annual Charges	-\$1,503,155	\$0	\$0	\$0	-\$1,503,155	-\$493,155	
User Charges & Fees	-\$1,780,619	\$0	\$0	\$0	-\$1,780,619	-\$624,851	
Investment Income	-\$60,712	\$0	\$0	\$0	-\$60,712	-\$14,520	
Grant Income	-\$20,700	\$0	\$0	\$0	-\$20,700	-\$10,503	
Other Operating Revenues	-\$60,000	\$0	\$0	\$0	-\$60,000	-\$141,307	
	-\$38,000	\$0	\$0	\$0	-\$38,000	-\$19,995	
Total Operating Income	-\$3,463,186	\$0	\$0	\$0	-\$3,463,186	-\$1,304,331	
Operating Expenses							
Employment Costs	\$556,961	\$2,395	\$0	\$0	\$559,356	\$307,273	
Materials & Contracts	\$628,575	\$0	\$0 -		\$628,575	\$236,315	
Depreciation Expense	\$1,059,001	\$0	\$0 -		\$1,059,001	\$0	
Borrowing Costs	\$35,898	\$0	\$0 -		\$35,898	\$27,607	
Other Operating Expenses	\$364,999	-\$32,729	\$0 -		\$332,269	\$206,201	
	\$2,645,434	-\$30,334	\$0	\$0	\$2,615,099	\$777,395	
Total Operating Expenses	\$5,290,868	-\$60,668	\$0	\$0	\$5,230,198	\$1,554,791	
Operating Result from Continuing Operations	-\$1,635,504	-\$60,668	\$0	\$0	-\$1,696,174	-\$1,053,871	

Snowy River Shire Council Quarterly Budget Review							
Sewer Fund							
December - Financial Year 2016							
	Original Budget	September Revisions	December Revisions	March Revisions	March Rev Budget	YTD Actuals	Quarterly Review Comments
Operating Income							
Rates & Annual Charges	-\$3,285,059	\$0	\$0	\$0	-\$3,285,059	-\$1,180,222	Adjustment for increase in Interest Income
User Charges & Fees	-\$516,408	\$0	\$0	\$0	-\$516,408	-\$191,869	
Investment Income	-\$88,890	\$0	\$0	-\$14,000	-\$102,890	-\$13,118	
Grant Income	-\$15,000	\$0	\$0	\$0	-\$15,000	-\$11,829	
Cont'n & Donations Rec'd	-\$53,500	\$0	\$0	\$0	-\$53,500	-\$128,915	
Other Operating Revenues	-\$18,000	\$0	\$0	\$0	-\$18,000	-\$7,363	
Total Operating Income	-\$3,976,857	\$0	\$0	-\$14,000	-\$3,990,857	-\$1,533,316	
Operating Expenses							
Employment Costs	\$507,244	\$6,035	\$0	\$0	\$513,279	\$340,817	
Materials & Contracts	\$1,090,204	\$0	\$0	\$0	\$1,090,204	\$352,919	
Depreciation Expense	\$1,263,420	\$0	\$0	\$0	\$1,263,420	\$0	
Borrowing Costs	\$261,109	\$0	\$0	\$0	\$261,109	\$105,128	
Other Operating Expenses	\$365,441	-\$25,230	\$0	\$0	\$340,211	\$214,061	
Total Operating Expenses	\$3,487,418	-\$19,195	\$0	\$0	\$3,468,223	\$1,012,925	
Operating Result from Continuing Operations	-\$489,439	-\$19,195	\$0	-\$14,000	-\$522,634	-\$520,391	

Snowy River Shire Council Quarterly Budget Review							
Waste Fund							
March - Financial Year 2016							
	Original Budget	September Revisions	December Revisions	March Revisions	March Rev Budget	YTD Actuals	Quarterly Review Comments
Operating Income							
Rates & Annual Charges	-\$1,692,113	\$0	\$0	\$0	-\$1,692,113	-\$1,712,912	
User Charges & Fees	-\$755,500	\$0	\$0	\$0	-\$755,500	-\$620,514	
Investment Income	-\$36,000	\$0	\$0	\$0	-\$36,000	-\$3,333	
Grant Income	-\$10,776	\$0	\$0	\$0	-\$10,776	-\$140,203	
Cont'n & Donations Rec'd	-\$10,000	\$0	\$0	\$0	-\$10,000	-\$20,004	
Other Operating Revenues							
Total Operating Income	-\$2,504,389	\$0	\$0	\$0	-\$2,504,389	-\$2,496,966	
Operating Expenses							
Employment Costs	\$640,947	\$2,171	\$0	\$0	\$643,118	\$451,355	
Materials & Contracts	\$546,336	\$0	\$0	\$0	\$546,336	\$323,542	
Depreciation Expense	\$562,540	\$0	\$0	\$0	\$562,540	\$0	
Borrowing Costs	\$124,103	\$0	\$0	\$0	\$124,103	\$100,093	
Other Operating Expenses	\$104,115	\$1,345	\$0	\$0	\$105,460	\$52,512	
Total Operating Expenses	\$1,978,041	\$3,516	\$0	\$0	\$1,981,557	\$927,502	
Operating Result from Continuing Operations	-\$526,348	\$3,516	\$0	\$0	-\$522,832	-\$1,569,464	

Snowy River Shire Council Quarterly Budget Review
Restricted Cash Reserves Summary 2016
March - Financial Year 2016

Reserve Name	30/06/2015	2016 Adopted Budget Movement		September Adjustments	December Adjustments	March Adjustments	31/03/2016
	Actual	Transfer to	Transfer From	Transfer to/(from)	Transfer to/(from)	Transfer to/(from)	Budgeted
Internally Restricted							
7501 Employee Leave Entitlement	\$ 825,550	\$50,000					\$875,550
7505 Plant Replacement	\$ 2,187,951	\$266,000	(\$1,562,850)				\$891,101
7510 Property Development Reserve	\$ 667,031	\$250,000	(\$567,000)	(\$179,204)			\$170,827
7515 Jindabyne Childcare Centre	\$ 15,531		(\$10,000)				\$5,531
7520 HACC Vehicle Replacement	\$ 211,624	\$10,000	(\$4,100)				\$217,524
7525 Parks and Gardens	\$ 25,789						\$25,789
7530 Quarry Operations	\$ 70,552	\$174,032		(\$224,000)			\$20,584
7535 Jindabyne Holiday Park	\$ 176,993						\$176,993
7540 Council Infrastructure and Facilities Reserve	\$ 512,077		(\$569,091)	\$109,091			\$52,077
7545 Uncompleted Works & Projects	\$ 608,565			(\$608,565)			\$0
7550 Regional Road Bridges Replacement Reserve	\$ 26,907		(\$26,907)				\$0
7555 Council Election Reserve	\$ 17,160		(\$17,160)				\$0
7560 ICT Hardware and Software Purchase Reserve	\$ 120,614	\$50,000	(\$189,066)	\$18,452			(\$0)
7561 ICT Insurance Reserve	\$ 287,426		(\$287,426)				\$0
7565 Depot Improvement	\$ -						\$0
7570 Green Team Revolving Energy Fund	\$ 34,221						\$34,221
7575 RFS Reserves	\$ 18,009						\$18,009
7595 Other Internal Reserves	\$ 807,251	\$393,775	(\$945,000)	(\$42,595)	(\$55,023)	(\$73,770)	\$90,638
7598 Waste Management Reserve	\$ 1,783,585	\$122,666	(\$1,168,000)	(\$27,885)		(\$50,937)	\$659,429
Total Internally Restricted	\$8,396,835	\$1,322,473	(\$5,346,600)	(\$954,706)	(\$55,023)	(\$124,707)	\$3,238,273

Snowy River Shire Council Quarterly Budget Review
Restricted Cash Reserves Summary 2016
March - Financial Year 2016

Externally Restricted							
7601	Section 94 Developer Contributions	\$	632,938	\$83,758	(\$738,500)	\$22,000	\$196
7605	Section 64 Developers Contributions Water	\$	763,261	\$80,000	(\$350,000)		\$493,261
7605	Section 64 Developers Contributions Sewer	\$	315,975	\$52,000			\$367,975
7610	Hostal Entry Contributions	\$	502,880				\$502,880
7615	Crown Land	\$	26,996	\$186	(\$12,500)		\$14,682
7616	Crown Land - Holiday Parks	\$	842,975	\$23,777		(\$80,485)	\$786,267
7620	Waste Management Reserve	\$	-				\$0
7625	Domestic Waste Management Reserve	\$	266,462	\$243,248			\$509,710
7630	Combined Water Supply Works Reserve	\$	3,001,879		(\$560,346)	\$29,377	\$2,470,910
7635	Combined Sewerage Works Reserve	\$	4,428,575		(\$633,575)	\$16,789	\$3,825,789
7640	Unexpended Grants Reserve	\$	351,449			(\$351,449)	\$0
7641	Snowy River GP Superclinic	\$	158,972			(\$158,972)	\$0
7645	Jindabyne Beautification Special Rate Reserve	\$	186,538	\$59,030	(\$192,000)		\$53,568
7646	EMS Reserves	\$	32,247	\$210,000	(\$229,852)	\$2,218	\$14,603
7650	RMS Contributions - Block Grant	\$	-				\$0
7655	Other Contributions	\$	8,516				\$8,516
Total Externally Restricted			\$11,519,664	\$751,999	(\$2,716,783)	(\$522,740)	\$0
Total all restrictions			\$19,916,499	\$2,074,472	(\$8,063,383)	(\$1,477,446)	\$0
							\$32,436
							\$12,286,631

Snowy River Shire Council Quarterly Budget Review							
Legal Expenses							
March - Financial Year 2016							
	Original Budget	September Revisions	December Revisions	March Revisions	Annual Budget	YTD Actuals	Budget Remaining
Legal Expenses - Planning & Development							
1110 - Assessment & Compliance	0	0	0	8,486	8,486	9,211	-725
1140 - Liquid Trade Waste	1,500	0	0	-1,500	0	0	0
1210 - Planning & Assessment	15,000	0	0	0	15,000	11,195	3,806
2010 - Water Supply Management	1,300	0	0	0	1,300	0	1,300
2011 - Water Supply Administration	7,500	0	0	0	7,500	0	7,500
2111 - Sewer Administration	3,000			-3,000	-	0	0
8010 - Strategic Planning	5,000	0	0	0	5,000	2,150	2,850
Legal Expenses - Planning & Development	33,300	0	0	3,986	37,286	22,556	14,731
Legal Expenses - Industrial Matters							
0610 Human Resource Management	10,000	0	0	10,000	20,000	535	19,465
Legal Expenses - Industrial Matters	10,000	0	0	10,000	20,000	535	19,465
Legal Expenses - Debt Recovery							
4010 - Financial Services	50,000	0	0	0	50,000	66,977	-16,977
Legal Expenses - Debt Recovery	50,000	0	0	0	50,000	66,977	-16,977
Legal Expenses - Other							
1010 - Environmental Health	2,000	2,549	0	2,549	4,549	4,549	0
1110 - Assessment & Compliance	8,000	0	0	-5,000	3,000	2,862	138
1140 - Liquid Trade Waste	0	0	0	4,524	0	4,524	0
1120 - Animal Control	0	30,687	0	30,687	30,687	30,687	0
1210 - Planning & Assessment	5,000	6,896	0	0	11,896	2,678	9,218
1550 - Council Halls	0	0	0	0	0	297	-297
1710 Swimming Pools	0	5,000	0	-5,000	0	0	0
2010 Water Supply Management	5,975	0	0	0	5,975	0	5,975
2011 Water Supply Administration	5,000	0	0	0	5,000	1,971	3,029
2111 Sewer Administration	2,000	-24	0	-24	1,976	1,963	13
2320 - Snowy River Health Centre	500	-500	0	-500	0	0	0
3110 - Mayor & Council	0	0	0	10,000	10,000	9,018	982
3210 - Executive Team	15,000	0	0	-5,000	10,000	385	9,615
3310 - Noxious Weeds Managements	4,050	0	0	-4,000	50	0	50
4010 - Financial Services	500	0	0	0	500	280	221
Legal Expenses - Other	48,025	44,608	0	28,136	88,683	59,214	28,943
Grand Total	141,325	44,608	0	42,222	190,919	149,281	46,162

Snowy River Shire Council Quarterly Budget Review							
Consultancy Expenses							
March - Financial Year 2016							
	Original Budget	September Revisions	December Revisions	March Revisions	Annual Budget	YTD Actuals	Budget Remaining
Consultancy							
1003 - Fleet Operations	-	-	-	-	0	38	-38
1210 - Planning & Assessment	4,875	-	-	-	4,875	2,100	2,775
1505 Property & Infrastructure Management	-	90,000	-	-	90,000	0	90,000
1510 Engineering & Operations Management	4,671	-	-	-	4,671		4,671
1570 - Public Privies	-	-	-	-	0	8,550	-8,550
1590 - Real Estate Development	-	-	-	-	0	51,170	-51,170
1610 - Parks & Gardens	-	-	-	-	0	4,346	-4,346
1710 - Swimming Pools	-	-	-	-	0	1,824	-1,824
1814 - Urban Roads: Local	9,000	-	-	-	9,000	11,016	-2,016
1822 - Sealed Rural Roads: Local	7,000	-	-	-	7,000	0	7,000
1830 - Unsealed Rural Roads: Local	-	-	-	-	0	5,943	-5,943
2320 - Snowy River Health Centre	-	-	-	-	0	9,450	-9,450
2420 - Community Development	10,000	-	-	-	10,000	11,324	-1,324
2430 - Monaro Regional Library	-	23,000	-	-	23,000		23,000
3120 - Corporate Governance	30,000	9,000	-	-	39,000	2,442	36,558
3210 - Executive Team	-	3,950	-	-	3,950	27,814	-23,864
4010 - Financial Services	7,116	-	-	-	7,116	6,189	927
6010 - Human Resource Management	10,000	-	-	10,000	0	0	0
7010 - Economic Planning & Tourism	20,000	-	-	-	20,000	0	20,000
8010 - Strategic Planning	47,000	62,431	-	-	109,431	29,274	80,157
8020 - Heritage Managements	21,000	-	-	-	21,000	5,385	15,615
	170,662	188,381	-	-	10,000	349,043	172,178

Snowy River Shire Council Quarterly Budget Review							
Capital Expenditure							
March - Financial Year 2016							
	Original Budget	September Revisions	December Revisions	March Revisions	Annual Budget	YTD Actuals	Budget Remaining
05Information Communication Technology	175,900	-	-	100,000	275,900	367,964 -	92,064
70 Tourism & Economic Developments	0	26,148	-	-	26,148	10,863	15,286
80 Strategic Land Use Planning	15,000	15,572 -	15,572	-	15,000	53,802 -	38,802
14Plant & Motor Vehicles	2,074,610	-	-	-	2,074,610	1,015,082	1,059,528
15Property & Infrastructure Management	520,439	551,317	-	-	1,071,756	392,572	679,185
16Recreation Facilities	183,000	17,700	46,000	-	246,700	724,633 -	477,933
17Recreation (Swimming Pools)	55,527	105,000	-	-	160,527	34,873	125,654
18Road Services	4,371,498	500,076	-	-	4,871,574	1,769,432	3,102,142
19Emergency Services	76,000 -	52,100	-	-	23,900	2,759	21,141
20Water Supply	2,649,636	-	-	-	2,649,636	102,696	2,546,940
21Waste Water	3,521,429	-	-	-	3,521,429	377,430	3,143,999
22Waste	1,574,563	23,500	-	52,237	1,598,063	406,992	1,189,071
23 Social Planning	0	158,972	-	-	158,972	61,241	97,731
25Community Transport	25,000	-	-	-	25,000	0	25,000
28Residential Aged Care	16,000	-	-	-	16,000	0	16,000
	15,258,602	1,346,186	20,428		16,735,216	5,322,339	11,412,877

S.2 INTERIM EXECUTIVE TEAM STRUCTURE

Record No:

Responsible Officer:	General Manager
Key Direction:	7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy:	DP7.14 Coordinate and initiate community engagement processes that facilitate participation in Council activities and decision making, and keep residents informed on local events, issues and planning
Operational Plan Action:	OP7.43 The Executive Leadership Team will be responsible for implementing the organisation's strategies and objectives, and for carrying out the day-to-day management and control of Council's affairs.
Attachments:	Nil
Cost Centre	Executive Team
Project	Amalgamation
Further Operational Plan Actions:	

EXECUTIVE SUMMARY

On 12 May 2016 the state government issued a proclamation dissolving the former Bombala, Cooma Monaro and Snowy River Councils and created Snowy Monaro Regional Council.

Each Council had adopted an organisation structure within 12 months of the Local Government elections in September 2012. Their current structures have been detailed in their existing Delivery Programs and Annual Operational Plans. Clause 29 Of the Proclamation states:

"The initial structure of a new Council is, as far as practicable, to be a composite of the organisation structure of each of the former council."

Since the proclamation the organisation of the Snowy Monaro Regional Council has continued as per the previous Council but this has meant that at present there are 11 Senior/Executive Staff on the new Council a number with similar responsibilities. It is not practical to continue with such a large Executive and it is appropriate to implement an Interim Structure.

Generally it is proposed that the interim structure remain in place until such time as various decisions are made by Council impacting on how Council does business, e.g. provided in-house, contracted, opportunity for resource sharing as well as the level of service Council proposes to provide. This will involve

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

OFFICER'S RECOMMENDATION

That Council

- A. Adopt the proposed structure consisting of four (4) divisions managed by a Director plus an Assistant General Manager reporting to the General Manager being:

- (i) Services Delivery
- (ii) Service Planning
- (iii) Service Support
- (iv) Special Projects Office

- B. Note that the Special Projects Office will be established for a period of 2 to 3 years with its continuation to be the subject to a further report at that time and the Assistant General Manager for a period of 6 to 12 months.
- C. Determine that the position of Assistant General Manager be a senior staff position in accordance with the Local Government Act in addition to the position of General Manager
- D. Call for expressions of interest to undertake a full services review to inform finalisation of the services and level of service to be undertaken by Council and the development of Council's permanent organisational structure to facilitate the delivery of those services.

BACKGROUND

On 12 May 2016 the state government issued a proclamation dissolving the former Bombala, Cooma Monaro and Snowy River Councils and created Snowy Monaro Regional Council.

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Generally it is proposed that the current structure remain in place until such time as various decisions are made by Council impacting on how Council does business, e.g. provided in-house, contracted, opportunity for resource sharing as well as the level of service Council proposes to provide. The process to achieve this will involve a service review of all current services to confirm that the services continue to be required either through legislation or demand and secondly to ascertain the level of service that the community is prepared to pay for. Once this has been completed an organisation structure that will enable the most cost effective and efficient service delivery will be presented to Council for consideration.

It is estimated that this process will take from 6 to 12 months to complete and the following structure is proposed until a permanent structure has been adopted.

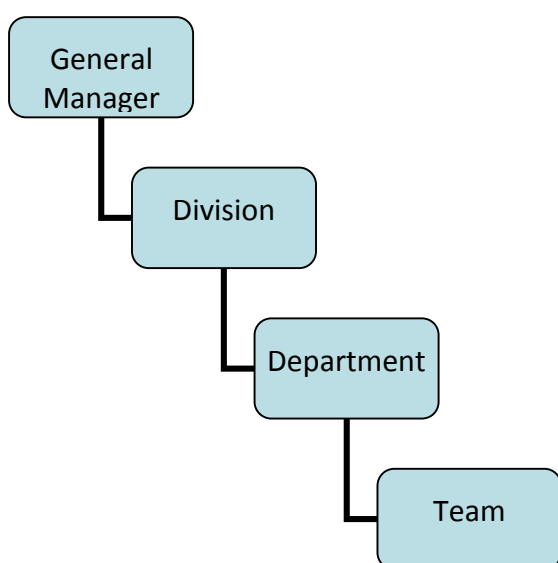
Currently the only senior staff position at Snowy Monaro Regional Council are the General Manager, the Deputy General Managers and the former Snowy River Director of Community and Environmental Services. Other executive staff are employed under the Local Government (State) Award. It is unlikely that they currently meet the total remuneration package for the positions as required by Part 3A of the *Statutory and Other Offices Remuneration Act 1975*. It is anticipated that following the services review and permanent structure adoption the new Executive positions will be classified and likely meet the Local Government Act requirements for senior staff.

S.2 INTERIM EXECUTIVE TEAM STRUCTURE

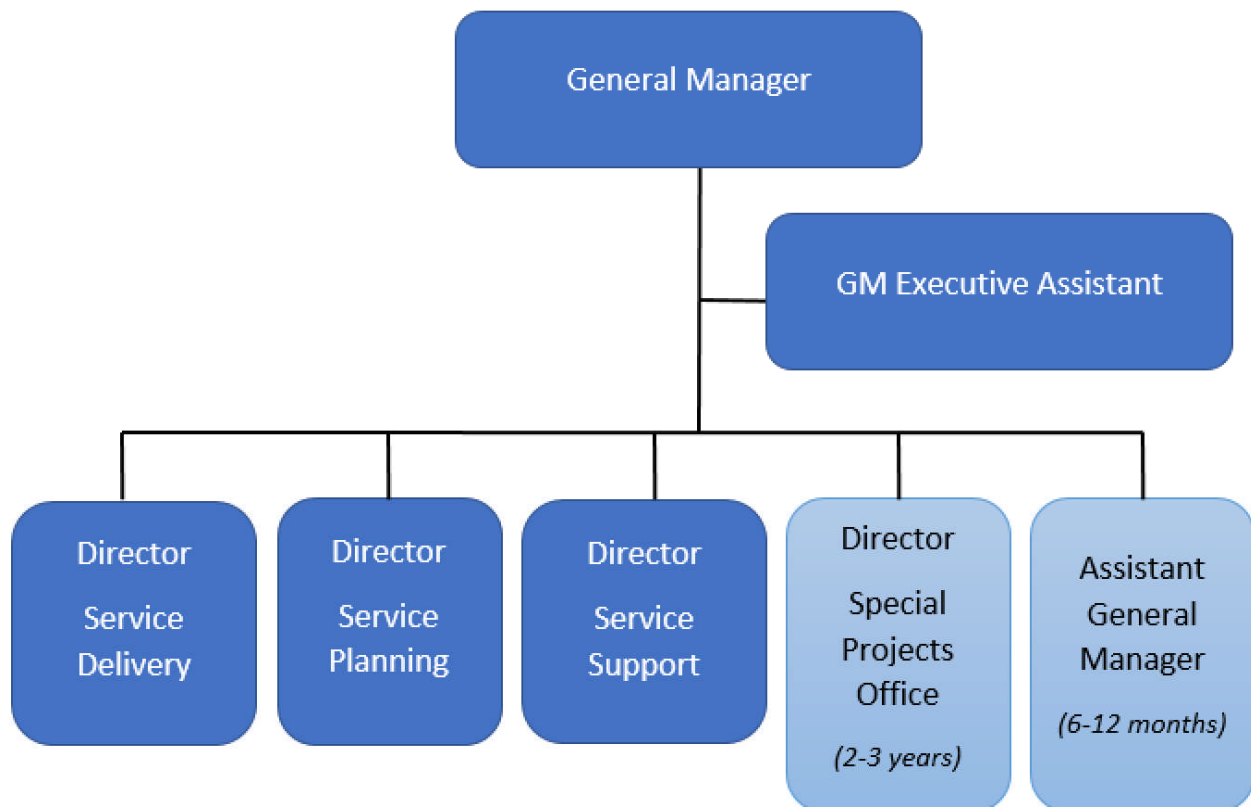
Once the structure has been confirmed it is intended to laterally transfer staff from the existing Executive Team into these position and those members not transferred into a Director role will be appointed as Deputy Directors or retain their manager role.

There are a number of organisational differences between the structures of the three Council, e.g. weeds management is included in Planning Division in Cooma and Bombala with it being located in Technical Services and Operations Division in Snowy River. During this interim period it is proposed that they remain within the Division they were in so that the corporate knowledge remains with their former Director. This may change during this period but will be the subject of further reports to Council

The existing council structure consists of the following hierarchy:



It is proposed that the following structure be implemented until such time as the services review is completed and the permanent structure adopted:



Service Planning Division

➤ Status

On-going

Includes Former BC Regulatory Services, CMSC Environmental, SRSC Community and Environmental Services Divisions and BC Economic/Tourism Department

➤ Principal Activities

- Strategic/Statutory Land Use Planning
- Vegetation Management
- Regional & Catchment Planning
- Resource Management & Planning
- Environmental Health
- Urban & Rural Development
- Environmental Regulation & Compliance
- Social Planning
- Community & Cultural Development
- Community Transport
- Community Aged Care & Disability Services
- Residential Aged Care
- Children & Young People
- Customer Service

Within these principal activities the following roles and responsibilities apply –

- Strategic Planning,
- Crown Reserves Planning,
- Land Use Planning,
- Building Services,
- Development Assessment Services,
- Recreational & Open Space Planning,
- Public Health Services,
- Regulatory & Compliance Services,
- Natural Resource Management Policy and Delivery, ,
- Noxious Weed Control,
- Cemetery Management,
- GIS,
- Jindabyne & Berridale Customer Service (front counter/customer enquiries),
- Community Care and Support Services (older people, people with a disability and their carers),
- Residential Aged Care,
- Community/Social planning and Development,
- Cultural Planning and Development,
- Children and Young People
- Library Services.
- S94 plans management and
- Main street design
- Activity applications,
- Tourism Strategic planning (industry, investment, cluster development),
- Shop front community liaison,
- Macro economic planning,
- Main street planning and design activities,
- Historical Services,
- Volunteer management,
- Community safety,
- Community development (Aboriginal, child and family, affordable housing) and
- Community Information.

➤ **Delivery Program Strategic Outcomes**

Once the Delivery Programs of the three former Councils have been harmonised the Strategic Outcomes that are allocated to this Division will be identified in a subsequent report

Services Delivery Division

➤ **Status**

On-going

Includes Former BC Engineering, CMSC Engineering Services, SRSC Technical Services Divisions

➤ **Principal Activities**

- Air Transport Facilities
- Plant
- Property (operations)
- Recreation Parks & Gardens
- Recreation (Swimming Pools)
- Road Services
- Emergency Services
- Water Supply
- Waste Water
- Waste
- Asset Management Strategy & Plan

Within these principal activities the following roles and responsibilities apply –

- Open spaces (parks/reserves) recreational strategic design,
- Recreation/sports contact role,
- S.355 Committees (buildings, hall, sports grounds and reserves),
- Floodplain planning
- Crown reserves (trustees),
- Ecological services,
- Cemeteries maintenance,
- Waste Management,
- Emergency (LEMO), RFS/SES liaison
- Engineering development control,
- S.94 & S.64 plans project engineering and construction,
- S64 plans management
- Water supply,
- Sewerage Strategic planning,
- Stormwater management plans,
- Integrated Water Cycle Management
- Flood studies and Management Plans,
- Infrastructure survey design,
- Construction and Maintenance (roads, bridges, drainage, footpaths, cycleways, bus shelters,
- Quarry operations,
- RMS Road maintenance Council Contracts,
- Workshops/depot operations,
- Heavy & Light fleet management,
- Street lighting,
- Traffic committee,
- Asset management Strategic Planning
- Future works program development,
- Buildings (inc. halls),
- Sportsgrounds,
- Swimming pools,
- Holiday parks,

- Airfield management,
- Council land (vacant, leasing, development, unformed road reserves),
- Council commercial and residential property management, and
- Supply management (stores, tendering, contracting),
- Infrastructure (tourism/economic development elements)
- Implementation of recommendations of various Council plans
- Main street project management.

➤ **Delivery Program Strategic Outcomes**

- Once the Delivery Programs of the three former Councils have been harmonised the Strategic Outcomes that are allocated to this Division will be identified in a subsequent report

Service Support Division

➤ **Status**

On-Going

Includes Former BS Corporate Services Department, CMSC Corporate Services, SRSC Corporate Services and SRSC Governance and Executive Services Divisions

➤ **Principal Activities**

- Financial Accounting
- Management Accounting
- Grants Management
- Rates and Water Billing
- Information Communications Technology
- Records Management
- Organisational Services
- Strategic Corporate Management Planning
- Human Resources
- Risk Management & WHS
- Corporate Governance
- Integrated Planning & Reporting
- Communications and Public Relations

Within these principal activities the following roles and responsibilities apply –

- External audit,
- Statutory Financial reporting,
- Rates,
- Water,
- Investments,
- Debtors/ Creditors,,
- Asset Accounting,
- Loans,

S.2 INTERIM EXECUTIVE TEAM STRUCTURE

- Budgeting,
- Systems administration,
- Financial planning,
- Banking,
- Grants Applications and Coordination,
- Records management,
- Information Technology,
- Network administration,
- ICT Helpdesk, and
- Corporate Systems Management.
- Community Information and
- Internal Audit. Executive support,
- Media liaison (press release coordination),
- Protected Disclosures,
- Formal Complaints Management,
- Code of Conduct Complaints Coordination,
- Access to Information,
- Privacy Management,
- Integrated Planning and Reporting Framework (CSP, DP, OP, WMP) Preparation,
- Annual Report,
- Organisational Performance Reporting,
- Elections,
- Delegations,
- Event Liaison,
- Economic Development Plan,
- Council Public Relations,
- Donation Coordination,
- Business paper and minutes,
- Organisational Policy Systems and Review,
- Insurance,
- Property (legal administration),
- Internal and Internal Advisory Committee Support (governance),
- Workforce Planning,
- Corporate and Individual Training & Development,
- Employee and Industrial Relations,
- Employee Assistance Program,
- Induction,
- Human Resource Information Systems,
- Recruitment and Retention,
- Employee Performance Management,
- Salary System,
- Competency Assessments,
- Payroll,
- Workers Compensation, and
- WHS and Risk Management.

➤ **Delivery Program Strategic Outcomes**

- Once the Delivery Programs of the three former Councils have been harmonised the Strategic Outcomes that are allocated to this Division will be identified in a subsequent report

Special Projects Office

➤ **Status**

Required for 2 to 3 years

➤ **Principal Activities**

- Implementation of Merger
- Harmonisation of policies and procedures for Council
- Implementation of performance reporting system
- Community Education/Information and Engagement for merger

Assistant General Manager

➤ **Status**

Required for 6 to 12 months

➤ **Principal Activities**

- Day to day management of Council in absence of General Manager

Conclusion

The State Government has recommended that each new Council establish a Project Team to implement the merger and the Special Projects Office will undertake this role. Although the period of Administration is until September 2017 it is felt that for the merger to be successful it will be necessary for this team to be in place for a period of 2 to 3 years to drive and imbed the transformational changes. As well during the period since the proclamation it has become obvious that during the initial stages of the merger the demands on the time of the General manager are such that day to day matters are not being appropriately monitored and it is intended to appoint an assistant General Manager to manage day to day operations in the absence of the General Manager whilst he is attending to merger implementation issues. It is envisaged this position will be required for a period of 6 to 12 months.

QUADRUPLE BOTTOM LINE REPORTING

1. Social

The current Workforce Management Plans indicate a number of issues which Council will face in relation to its employees and it is important our structure be flexible to enable innovative responses to these and other issues that will arise during the merger process.

Council's HR Department conducted a survey for staff at the former Snowy River Council which will be rolled out with Bombala and Cooma-Monaro staff over the next few weeks. This will establish a base line to enable monitoring how successful staff engagement has been during the merger process and into the future. Once completed a report will be provided to Council.

2. Environmental

The merger process may have impact on the environment but these impacts and actions taken to mitigate them will be reported to Council when considering issues.

3. Economic

Employee Benefits and On-Costs comprise a large component of Council's total operating costs and it is imperative that Council's operations be as efficient and effective as possible. Employee Benefits and On-Costs comprise Salaries and Wages, Travelling, Employee Leave Entitlements, Superannuation, Workers Compensation, Fringe Benefits Tax, Training Costs (excluding salaries) and other employee costs. This total is then reduced for those costs transferred to capital projects which are treated differently under the accounting standards.

Accordingly it is important that in arriving at a permanent structure it deliver Council's agreed service in a cost effective and efficient manner to minimise these on-costs

4. Civic Leadership

Since the adoption of the Local Government Act 1993 (the Act) Council has been required to adopt a structure which it can review from time to time but must review its structure within 12 months of an election. The last review of the structure following an election was undertaken in April 2009 following the 2008 Local Government Elections and each subsequent year Council confirmed the structure in the adoption of the Management Plan and since the introduction of the Integrated Planning and Reporting Framework it was confirmed within the Delivery Program and Operational Plan and Workforce Management Plan.