



SNOWY MONARO
REGIONAL COUNCIL

ATTACHMENTS TO REPORTS

(Under Separate Cover)

Extraordinary Council Meeting

30 January 2023

**ATTACHMENTS TO REPORTS
FOR
EXTRAORDINARY COUNCIL MEETING
MONDAY 30 JANUARY 2023**

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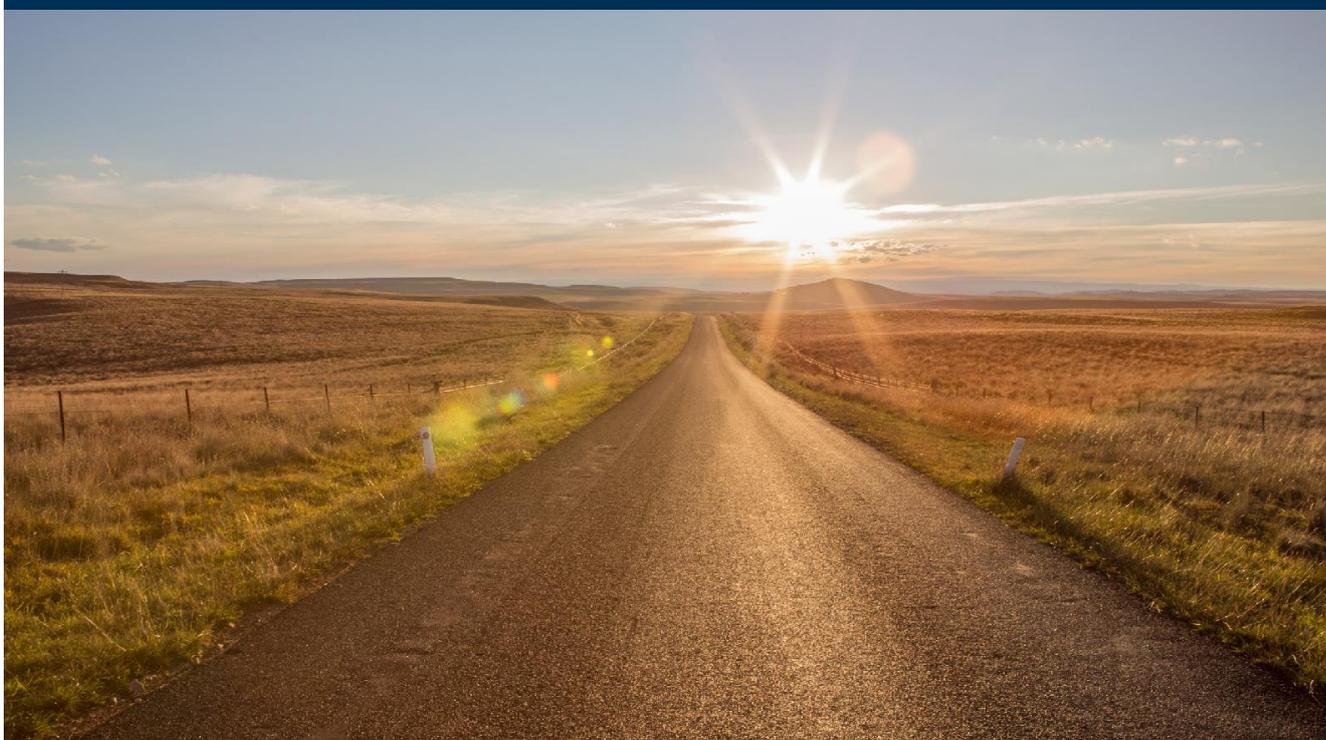
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ASSET MANAGEMENT STRATEGY

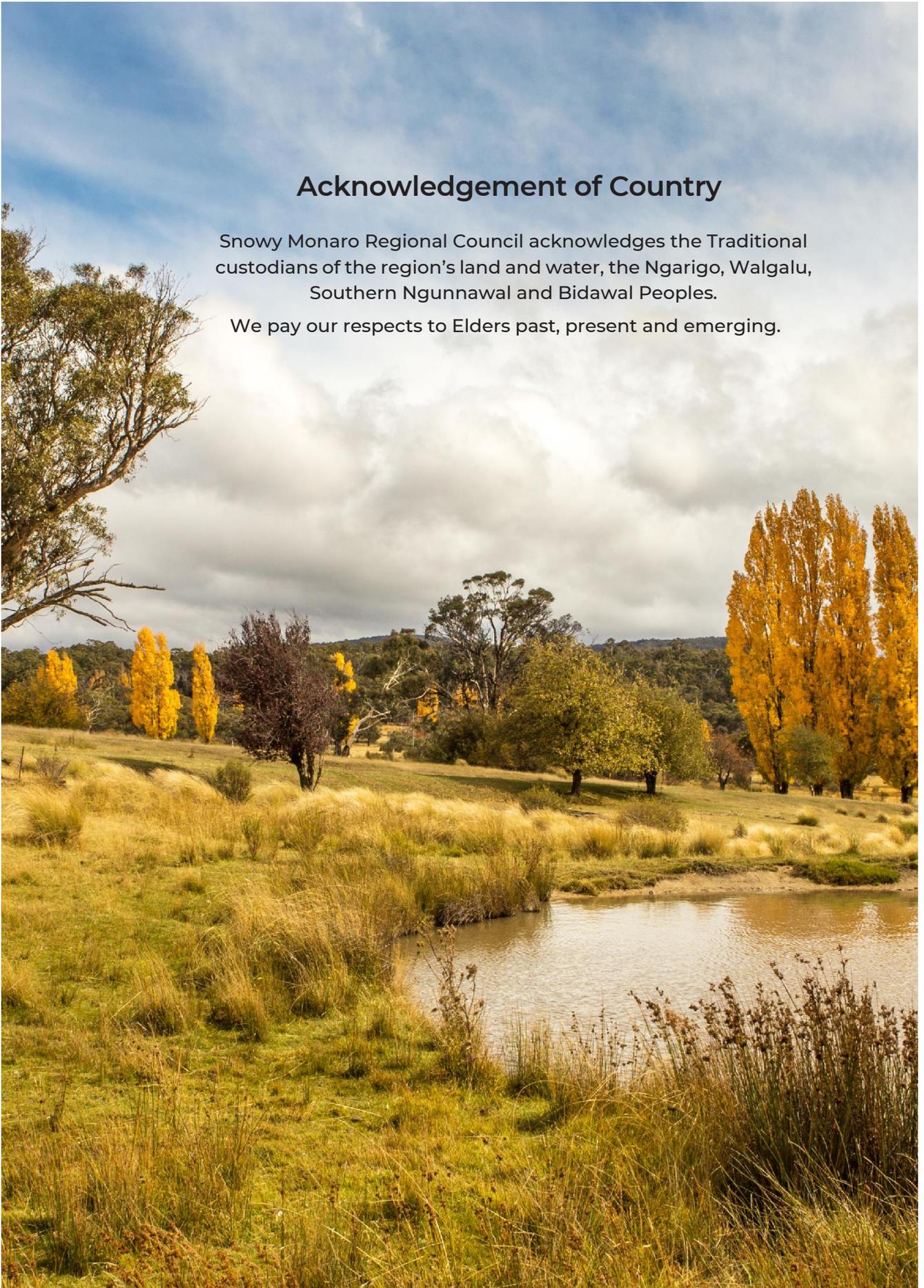
2022-2032



Acknowledgement of Country

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

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



Record of Versions

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EXECUTIVE SUMMARY

Snowy Monaro Regional Council (SMRC) is the custodian of assets with a replacement cost of over \$1.5 billion, funded by a revenue generated from the rateable population of 20,997 and an economy primarily driven by two industries - agriculture and tourism.

SMRC has a large portion of the infrastructure at a substandard and deteriorating condition. There has historically been a shortfall in investment in the infrastructure (both in maintenance and renewal of assets) due to insufficient revenue generated and a reliance upon grant funding. Under the current financial capacity there will be increasing losses of asset capacity and functionality, as well as an increasing likelihood of asset failure due to the deterioration in the condition of assets.

The purpose of the Asset Management Strategy (this document) is to provide a considered strategic response to the asset related challenges confronting SMRC and provide a management plan to implement changes within the organisation to improve the management and sustainability of assets that enable the liveability of residents and visitors to the region.

The Asset Management Strategy addresses three components of asset management – governance and leadership, asset management system and asset portfolio management (see Figure below).

Figure ES1: Components of the Asset Management Framework



The Asset Management Strategy has been prepared to be integrated with the Long Term Financial Plan and the Workforce Management Strategy – collectively providing the Resourcing Strategies to deliver the adopted Delivery Program and Strategic Community Plan.

Consistent with the Long Term Financial Plan (LTFP) and the Workforce Management Strategy, the following asset management strategies has been developed to inform three scenarios:

- Scenario 1 – enhanced management of assets through additional rate revenue generated through a 53% increase in rates including the rate peg in 2023/24, enabling additional expenditure in maintenance and renewal of assets.
- Scenario 2 – staged enhancement in the management of assets through additional rate revenue generated through a 55.25% increase in rates including the rate peg across five years (2023/24 to 2028/29), enabling a staged approach to additional expenditure in maintenance and renewal of assets.
- Scenario 3 – management of assets within the constraints of the current revenue generated through rates, charges and other revenue streams, including the provision of grants to address asset management requirements. This case is not sustainable over the long-term due to insufficient investment in asset maintenance and renewal.

¹ LGPMC, 2009, Framework 2 *Asset Planning and Management*, p 4.

Table ES1: Summary of the Asset Management Strategy Outcomes – by LTFP Scenario

ASSET MANAGEMENT FUNCTION	SCENARIO ONE STRATEGY OUTCOMES	SCENARIO TWO STRATEGY OUTCOMES	SCENARIO THREE STRATEGY OUTCOMES
LEADERSHIP AND GOVERNANCE			
Integrated Planning Framework	<ul style="list-style-type: none"> The Council and Executive Leadership Team continuously review and maintain integrated Resourcing Strategies to deliver upon the Strategic Community Plan and the Delivery Program. The Chief Strategy Officer is responsible for facilitating reviews and seeking Council adoption at least annually. 		
Asset Management Policy and Strategy	<ul style="list-style-type: none"> Council's decisions on policy and strategy are clearly documented and communicated effectively throughout the organisation. The Policy and Strategy clearly outline asset management objectives for the leadership and governance, asset management system and management of asset portfolios. 		
Service Planning	<ul style="list-style-type: none"> Service planning is a core component of the integrated planning framework. Council's decision on range and levels of service are informed by asset management impacts and whole of life costing for acquisition and upgrading assets. 		
	<ul style="list-style-type: none"> Sufficient funding is available to maintain current levels of service. No funding is available to enhance levels of service. 	<ul style="list-style-type: none"> Decision will need to be made on temporary reduction in range and/or levels of service until sufficient funding is available. 	<ul style="list-style-type: none"> Decisions will need to be made on reduction in range and/or levels of service to be sustainable over the medium and long term. Rationalisation of assets will need to be considered.
Asset Management Advisory Group	<ul style="list-style-type: none"> The formation of an Asset Management Advisory Group chaired by the Chief Executive Officer and supported by the Chief Strategy Officer to establish coordination, accountability, collaboration and strategic thinking to the implementation and benefit realisation of the Asset Management Strategy. The Advisory Group will also provide regular reports to the Council on asset management performance and the realisation of the strategic objectives. 		
Decision Making	<ul style="list-style-type: none"> The decisions made by the Council and management as consistent with the Asset Management Policy, Asset Management Strategy and the adopted scenario outlined in the Long Term Financial Plan. Decisions are well informed by advice from management and the Asset Management Advisory Group. The Council may seek formal advice from the Asset Management Advisory Group prior to making decisions. 		
Culture	<ul style="list-style-type: none"> Implementation of the Workforce Management Strategy (especially the actions and values lead by the Council and management) supports the development of a workplace culture that shapes the best practice in management of assets. 		
Resource Allocation	<ul style="list-style-type: none"> Sufficient funding is available to maintain current levels of service. No funding is available to enhance levels of service. 	<ul style="list-style-type: none"> Resources are temporarily constrained resulting in prioritisation 	<ul style="list-style-type: none"> Resources are constrained and allocated to address priorities and criticality of assets.
Performance Framework	<ul style="list-style-type: none"> Council and management are provided with regular reporting on performance against established objectives and performance targets. 		
ASSET MANAGEMENT SYSTEM			
Asset Management Information System (AMIS)	<ul style="list-style-type: none"> Through liaison with the system provider, Council has an optimal configuration of the asset management information system, including appropriately componentised asset register, works programming, works scheduling/ticketing and reporting. 		

ASSET MANAGEMENT FUNCTION	SCENARIO ONE STRATEGY OUTCOMES	SCENARIO TWO STRATEGY OUTCOMES	SCENARIO THREE STRATEGY OUTCOMES
	<ul style="list-style-type: none"> Additional GIS Officer enables AMIS to be integrated with the GIS system, with GIS established as the single point of truth. Recognition of assets and establishment of asset "shell" within AMIS created through GIS. Regular review of the AMIS to ensure the asset register reconciles with the GIS. 		<ul style="list-style-type: none"> AMIS is maintained as single point of truth with regular updates to GIS. Resources within the GIS team are constrained limiting the benefits of integrating GIS and AMIS.
GIS Mapping	<ul style="list-style-type: none"> Additional GIS Officer enhances the capacity of the organisation to benefit further from mapping and spatial recognition of assets, including establishing the GIS as a single-point-of-truth for assets. Enhances Council's capacity to plan, report and communicate with the community using mapping. 		<ul style="list-style-type: none"> Limited enhancements to the GIS capacity to improve the mapping recognition of assets.
Asset Management Team	<ul style="list-style-type: none"> Enhanced leadership, support and provision of training and development to develop expertise within the asset management team, enabling the team to provide better advice, reporting and support to decision making and the management of the asset portfolios. 		
Asset Management Plans	<ul style="list-style-type: none"> Asset Management Plan for each asset portfolio is enhanced with better planning and scheduling of inspections, operations, maintenance and renewal/replacement within the funding constraints. 		
Asset Valuations	<ul style="list-style-type: none"> Recognition and measurement of asset valuations are consistent with the enhanced asset management planning, including the measurement of fair value and depreciation expense based on enhanced understanding of useful lives and deterioration of assets. Financial reporting of assets in the Annual Financial Reports, including the Schedules, more accurately reflects the actual condition, as well as estimates for the required maintenance expenditure and cost to restore assets to acceptable service level. 		
Training and Development	<ul style="list-style-type: none"> Through the provision of training and development (as outlined in the Workforce Management Strategy), the Councillors, management and officers are provided with adequate knowledge, skills and tools to undertake roles and responsibilities and to realise the desired outcomes outlined in this Strategy. 		
ASSET PORTFOLIO MANAGEMENT			
Understanding the Assets	<ul style="list-style-type: none"> Councillors, management and officers have a good understanding of the current assets, including access to the following accurate information about assets – condition, capacity, functionality, hierarchy, criticality, common asset failure causes, asset risk, future demand, lifecycle deterioration. 		
Asset Inspections	<ul style="list-style-type: none"> Condition and maintenance inspections are planned and scheduled to ensure the AMIS maintains an accurate record of asset condition, capacity and functionality. Reactive inspections are undertaken as required to respond in a timely manner to damage or defects. 		
Planning	<ul style="list-style-type: none"> Asset managers maintain current Asset Management Plan that plans to deliver on the asset management objectives outlined in this Strategy. Planning is based upon better understanding of the assets and access to improved information held within the AMIS and GIS. Enhanced scheduling of maintenance aims to transition from a high reliance upon reactive works to a target balance of 70% scheduled/30% reactive works. 		
Acquisition	<ul style="list-style-type: none"> Acquisition of assets (including construction) is based upon enhanced planning and understanding of service needs. Adequate lead time is provided for the acquisition of assets (new, renewal/replacement or upgrades) through the integrated planning, including adequate funding identified in the LTFP. Decision gateways within the Project Management Framework ensures acquisition of assets (including construction) does not progress unless funding and other considerations are acceptable to proceed. 		

ASSET MANAGEMENT FUNCTION	SCENARIO ONE STRATEGY OUTCOMES	SCENARIO TWO STRATEGY OUTCOMES	SCENARIO THREE STRATEGY OUTCOMES
Operations	<ul style="list-style-type: none"> Enhanced operations due to less emphasis upon inspection and mitigation of risks associated with deteriorating assets. 	<ul style="list-style-type: none"> In the short term, higher emphasis upon inspection and mitigation of risk of deteriorated assets while funding is increased in a staged approach. 	<ul style="list-style-type: none"> Due to lack of funding, a higher emphasis will need to be placed upon risk mitigation and higher frequency of inspections for early detection of asset failure (especially critical assets). Operations on deteriorating assets likely to result in higher operating costs and breaks in services due to asset failures.
Maintenance	<ul style="list-style-type: none"> Maintenance is adequate to maintain assets at an acceptable level of service. 	<ul style="list-style-type: none"> Maintenance is constrained in the short term while additional funding is gradually realised. Unsealed road maintenance is significantly reduced in the short term. 	<ul style="list-style-type: none"> Maintenance is significantly constrained, resulting in further deterioration of assets requiring earlier intervention to renew or replace assets. Unsealed road maintenance is significantly reduced with half of the kilometres able to be graded.
Renewal/Replacement	<ul style="list-style-type: none"> Assets will be renewed or replaced according to the planned useful life of assets. \$113 million will be invested on roads over 10 years. 	<ul style="list-style-type: none"> Scenario two will result in road treatments being halved initially (compared to Scenario One) with staged improvements until 2027/28 when the necessary treatments outlined above will be able to be fully funded. \$109 million will be invested on roads over 10 years. Scenario two will delay until 2027/28 the allocation of \$1,400,000 to the renewal of building assets. 	<ul style="list-style-type: none"> Renewals and replacement of assets is significantly constrained. \$73 million will be invested on roads over 10 years (\$40.4 million less than Scenario One). This is not a sustainable approach to maintaining assets. Only 24km of unsealed roads to be resheeted a year. Reseal program limited to a reseal every 25 years (or 30km a year). Heavy patching limited to 4,300m² per year. Council will rely almost entirely on grants to replace bridges. Renewal of building assets reduced by \$450,000 per year compared to Scenario One.
Disposal	<ul style="list-style-type: none"> No asset disposal is required. 	<ul style="list-style-type: none"> No asset disposal is required. 	<ul style="list-style-type: none"> Asset rationalisation will need to be considered to reduce the funding burden on asset maintenance and renewals and to mitigate the risk of assets that will deteriorate to an unacceptable condition.

1. INTRODUCTION

The Snowy Monaro Regional Council (SMRC) is the custodian of assets with a replacement cost of over \$1.5 billion that is funded by a revenue generated from the population of 20,997 and an economy that is primarily driven by two separate industries - agriculture and tourism.

SMRC is currently facing a situation where a large portion of the infrastructure under management is at substandard and deteriorating condition. There has historically been a shortfall in investment in the infrastructure (both in maintenance and renewal of assets) due to insufficient revenue generated and a reliance upon grant funding. This indicates under the current financial capacity there will be increasing losses of asset capacity and functionality, as well as an increasing likelihood of asset failure due to the deterioration in the condition of assets.

The provision of a large amount of infrastructure assets from a small rate base – including roads, drains, bridges, water networks, sewerage networks and public buildings - presents a range of challenges to the sustainability of the assets and the services that the assets enable. The challenge is significantly more complex for SMRC due to the age of the infrastructure, with a significant wave of assets requiring replacement and renewal. Financing needs are significant, requiring planning to address the large peaks and troughs in expenditure required to ensure deteriorating assets are renewed or replaced before reaching an unacceptable risk of failure.

The demand for new and improved services adds to the planning and financing challenges and necessitates decisions to be made to prioritise investments made on assets.¹ The acquisition of new assets also presents challenges in funding the ongoing operating costs necessary to provide the needed service over the assets' full life cycle.²

The national frameworks on asset planning and management and financial planning and reporting endorsed by the Local Government and Planning Ministers' Council (LGPMC) require Councils to adopt a longer-term approach to service delivery and funding comprising:

- A strategic longer-term plan covering, as a minimum, the term of office of the Councillors and:
 - bringing together asset management and long-term financial plans,
 - demonstrating how Council intends to resource the plan, and
 - consulting with communities on the plan
- Annual budget showing the connection to the strategic objectives, and
- Annual report with:
 - explanation to the community on variations between the budget and actual results,
 - any impact of such variances on the strategic longer-term plan,
 - report of operations with review of the performance of the Council against strategic objectives.³

The purpose of the Asset Management Strategy (this document) is to provide a considered strategic response to the asset related challenges confronting SMRC and

¹ LGPMC, 2009, Framework 2 Asset Planning and Management, p 2.

² LGPMC, 2009, Framework 3 Financial Planning and Reporting, pp 2-3.

³ LGPMC, 2009, Framework 3 Financial Planning and Reporting, pp 4-5.

provide a management plan to implement changes within the organisation to improve the management and sustainability of assets that enable the liveability of residents and visitors to the region.

The Asset Management Strategy addresses three components of asset management:

- **Asset Management Governance and Leadership** - provision of organisational leadership and governance arrangements to establish the decision-making frameworks and objectives that establish clear roles, responsibilities and expectations for the asset management system and management of asset portfolios. It also includes the development of an effective asset management culture across the organisation.
- **Asset Management System** - provision of the asset management system to plan, support and enable the managers of the asset portfolios with sufficient access to the necessary data, systems, processes and support to achieve optimal management of the assets.
- **Asset Portfolio Management** - direct management of the assets within each portfolio to achieve maximum community value from investments made in assets, including operating and maintaining assets at the lowest whole of life cost while meeting the service level requirements and managing risk of asset failure.

Figure 1: Components of the Asset Management Framework



2. STRATEGIC FIT

2.1 Vision for the Community

Council has adopted the following vision for the community's future, outlined in the Council Strategic Plan:

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

The region offers a fulfilling quality lifestyle and is a place of opportunity, with education, training and economic opportunities for people of all ages and backgrounds.

2.2 Community Strategic Plan Objectives

The Community Strategic Plan sets goals and objectives to be achieved in the planning period. The goals set out where the community wants to be. The objectives are the steps needed to get there. Specific goals and objectives relating to the delivery of services through infrastructure are shown in Table 6.

Table 1: Relevant Goals and Objectives

Goals	Objectives
<p>4.1 Our health is supported by fit for purpose infrastructure</p> <p>4.2 Transport infrastructure allows us to effectively move around the region and beyond as needed</p> <p>4.4 We have in place infrastructure that supports our lifestyles</p>	<ul style="list-style-type: none"> • Our water and wastewater infrastructure is well maintained and has capacity to meet growth across the region • Facilities exist to safely deal with waste from the community • Ensure land use planning provides for appropriate and sustainable transport infrastructure • Have in place current strategic plans for meeting the future transportation needs across the region • Develop and sustainably fund the existing transport infrastructure • Public buildings and facilities are set up to be accessible to all people • Have in place planning that identifies the infrastructure needed to support the community • Build a network of regional trails and accessible shared pathways • Provide well maintained sporting and leisure facilities

2.3 Asset Management Policy

Council's Asset Management Policy defines the Council's direction for asset management in accordance with the Strategic Plan and applicable legislation.

The asset management objective set by the Policy is:

To ensure the appropriate assets are in place to meet the agreed service levels and that those assets are managed efficiently and effectively.

The asset management policy statements outlined in the Policy are:

- All relevant legislative requirements together with political, social and economic environments are to be considered in assets management.
- Asset management principles will be integrated within existing planning and operational processes.
- Systematic and cyclic reviews will be applied to all asset classes and are to ensure

that the assets are managed, valued and depreciated in accordance with appropriate best practice and applicable Australian Standards

- d) The Council will move towards ensuring assets renewals and maintenance required to efficiently and effectively manage the assets will be fully funded in the annual budget estimates.
- e) Full lifecycle costs will be reported and considered in all decisions relating to new services and assets as well as the upgrading of existing services and assets.
- f) Asset valuations will be performed on a regular basis.

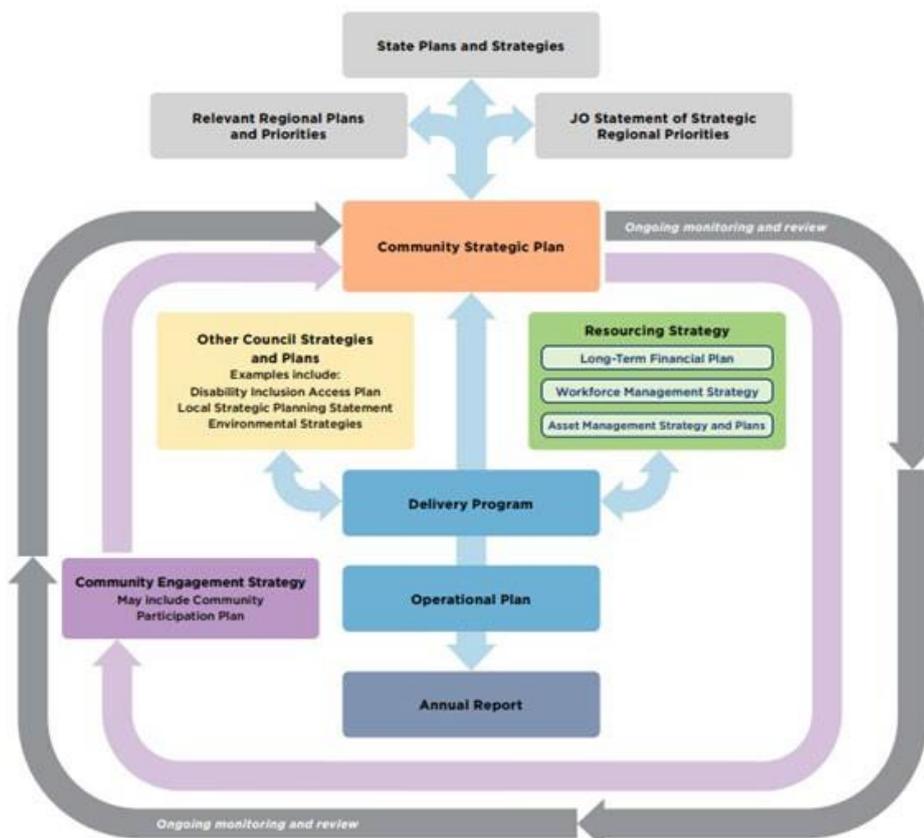
The principles outlined in the Policy outline Councils commitment to implementing a systematic asset management methodology, an inspection regime, transparent and responsible asset management processes (aligned with best practice) and that all Councillors and employees will take an integral part in overall management of Council assets.

A copy of Councils' Asset Management Policy can be found in Appendix B.

2.4 Integration with other Resource Strategy Planning

The Asset Management Strategy has been prepared to be integrated with the Long Term Financial Plan and the Workforce Management Strategy – collectively providing the Resourcing Strategies to deliver the adopted Delivery Program and Strategic Community Plan – see Figure 1 Integrated Planning and Reporting Framework

Figure 2: Integrated Planning and Reporting Framework



The integration of the plans includes three scenarios for the continued management of the Council's resources:

- Scenario 1 – Enhanced management of assets through additional rate revenue generated through a 53% increase in rates including the rate peg in 2023/24, enabling additional expenditure in maintenance and renewal of assets.
- Scenario 2 – Staged enhancement in the management of assets through additional rate revenue generated through a 55.25% increase in rates including the rate peg across five years (2023/24 to 2028/29), enabling a staged approach to additional expenditure in maintenance and renewal of assets.
- Scenario 3 – Management of assets within the constraints of the current revenue generated through rates, charges and other revenue streams, including the provision of grants to address asset management requirements. This case is not sustainable over the long term due to insufficient investment in asset maintenance and renewal.

2.5 Other Related Strategies and Plans

Snowy Monaro Waste Management Strategy

The adopted strategy outlines how Council will work towards the ambitious targets set out in the NSW 20 Year Waste Strategy for waste diverted from landfill and recycling.

Key infrastructure actions outlined in the strategy are:

- Landfill upgrades
- Upgrade to transfer stations
- Conversion of drop off model service to collection and “bank of bins” service model
- Expansion of bank of bins
- Remediate legacy landfills and convert to emergency landfills where appropriate
- Upgrade collection trucks

Divestment of Residential Aged Care Services

On 21 October 2021, Council accepted an Evaluation Panel's recommendation to enter into a 12-month Due Diligence period for the divestment of Residential Aged Care Services through a transfer of the services to Sapphire Coast Community Aged Care. Due diligence has been extended and is ongoing.

If successful, the transfer would include the disposal of all assets, including land and buildings, at Yallabee Lodge in Cooma and Snowy River Hostel in Berridale.

2.6 Snowy Mountains Special Activation Precinct

The Snowy Mountains Special Activation Precinct (SAP) is a major state government funded project to ensure a year-round visitor economy, working closely with Council. The SAP Master Plan outlines a 40-year strategic plan for the precinct and is now in the delivery phase, having now finalised the Master Plan after years of intensive project work.

The Jindabyne Growth Precinct comprises seven sub-precincts that will support the visitor and population growth projected over the 40 years of the Master Plan. The resident and visitor population growth predicted to result from the SAP has been

modelled on the activation of year-round tourism and employment opportunities, investment in regional infrastructure and strengthening the visitor economy.

The NSW Government announced an estimated total funding of SAP of \$391.3 million starting in 2022 with completion in 2027. Included in the works funded by the NSW Government are assets to be transferred to Council, including responsibility to fund ongoing operations, maintenance and future renewal. Table 2 below outlines the assets proposed to be transferred to Council – totaling \$169.62 million.

The SAP provides a significant opportunity for Council to benefit from the development through externally funded asset renewals and upgrades and increased revenue from rates, annual service charges and other revenue sources. In particular, the renewal and upgrade of water and sewer assets in Jindabyne, as well as road works and precinct upgrades funded by the NSW Government replaces funding that Council would have had to fund internally or sought borrowings to address the depleted assets.

Table 2: Assets used for providing Services

Infrastructure Project	Estimated Handover	Construction Cost (M)	Comment
Claypits	2024	\$10.58	N/A
Town Centre	2025	\$57.1	N/A
Kosciuszko Road	2026	\$22.47	Includes only section being upgraded. Additional length past Barry Way will need to be considered by Council
Water Treatment Plant	2024	\$28.2	N/A
Sewerage Treatment Plant	2024	\$41.93	N/A
Water Services	2024	\$4.6	Includes reservoirs, pumps and network upgrades
Sewage Services	2024	\$4.74	Includes pumps, storage tanks and network upgrades
TOTAL		\$169.62	

Source – NSW Government

3. ALIGNMENT OF ASSETS TO SERVICES

Council uses infrastructure assets to provide services to the community. The range of infrastructure assets and the services provided from the assets is shown in Table 3.

Table 3: Assets used for providing Services

Asset Class	Description	Services Provided
Transport infrastructure	Roads, bridges, footpath, kerb & gutter, islands & roundabouts	The roads network supports transportation and is important to the community and economic activities of the region.
Property	Land & Buildings	Building provided by Council support the administration, operational and social infrastructure for the community
Open space & recreation	Parks, reserves, playgrounds, swimming pools	Provide a mix of active and passive environments for the enjoyment of residents and visitors
Water	Water treatment plants, storage reservoirs, distribution network	Provides potable water to the community and assists firefighting activities.
Wastewater	Treatment plants, reticulation network	Provides sewerage services
Plant and equipment	Mobile and fixed plant and equipment.	Provided to enable the delivery of services and infrastructure.
Furnishing, fittings & equipment	Building and office furnishings as well as office equipment.	Provided to enable the delivery of services and infrastructure.
Other structures	Other assets owned by Council that do not fit into the above categories	Miscellaneous services

4. OVERVIEW OF CURRENT ASSETS

4.1 State of the Assets

The replacement cost of assets controlled by Council totals \$1,995 billion, the net carrying amount (the remaining value of the assets) being \$1,347 billion. Each year services provided by the Council consume approximately \$19.1 million in value of the controlled assets (as indicated by the depreciation expense).

As at 30 June 2022, the Council estimated that \$143.5 million is required to be spent on renewing and replacing assets to bring the assets to a satisfactory standard – often referred to as the value of the infrastructure backlog. The water supply network is estimated to have a backlog of assets of \$72.9m, with \$28.2m in the sewerage network and \$19.7m in roads.

The required expenditure on maintenance of assets was estimated to be \$26.6m compared to actual expenditure in 2022/23 of \$15.3m. Expenditure for water supply network and buildings is significantly below the required maintenance.

The financial status of the organisation's assets is shown in Table 4 plus Figures 3 and 4.

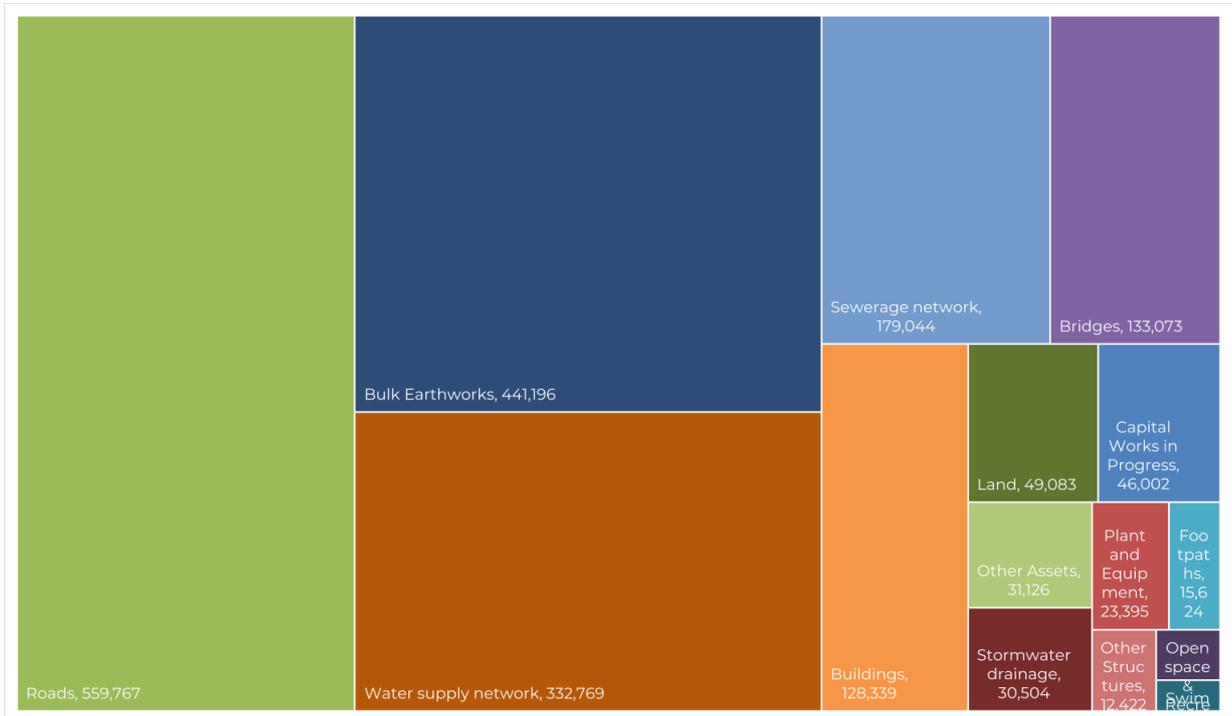
Table 5 and Figure 5 outline the current condition of each asset class, indicating that swimming pools, water supply network, sewerage network, bridges and other structures have the highest percentage of assets deemed to be in poor or very poor condition.

Table 4: Financial Status of the Assets as of 30 June 2022 - \$000s

Asset Class	Replacement Cost (\$000)	Net Carrying Amount (\$000)	Depreciation Expense (\$000)	Estimated Cost to Bring Assets to Satisfactory Standard (\$000)	Required Maintenance (\$000)	Actual Maintenance (\$000)
Capital Works in Progress	46,002	46,002	0	0		
Plant and Equipment	23,395	13,725	1,741	0		
Roads	559,767	366,214	7,030	19,686	7,277	7,443
Bridges	133,073	77,516	1,182	10,667	1,730	414
Footpaths	15,624	8,341	337	246	203	62
Buildings	128,339	40,702	2,621	8,126	4,224	526
Bulk Earthworks	441,196	441,196	0	0		
Stormwater drainage	30,504	20,812	288	722	275	28
Land	49,083	49,083	29	0	0	0
Open space & Recreation	7,686	4,910	247	486	231	762
Swimming Pools	4,705	2,697	86	1,248	47	82
Water supply network	332,769	151,177	2,138	72,869	7,986	2,744
Sewerage network	179,044	97,609	1,467	28,207	4,297	3,054
Other Structures	12,422	8,474	255	1,285	373	200
Other Assets	31,126	18,318	1,670	0	0	0
Total	1,994,735	1,346,776	19,091	143,542	26,643	15,315

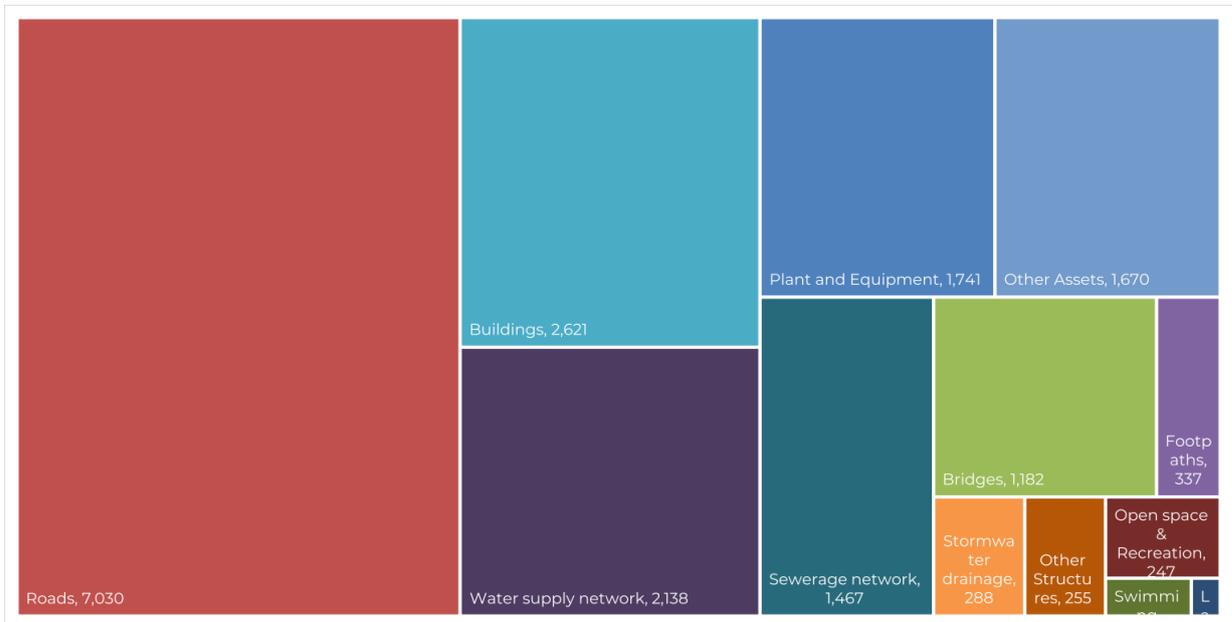
Source – Snowy Monaro Regional Council Draft Annual Financial Statements 2021-22

Figure 3: Replacement Cost by Asset Class as of 30 June 2022 - \$000s



Source – Snowy Monaro Regional Council Draft Annual Financial Statements 2021-22

Figure 4: Annual Consumption (Depreciation Expense) by Asset Class as of 30 June 2022 - \$000s



Source – Snowy Monaro Regional Council Draft Annual Financial Statements 2021-22

Table 5: Condition of Assets as of 30 June 2022

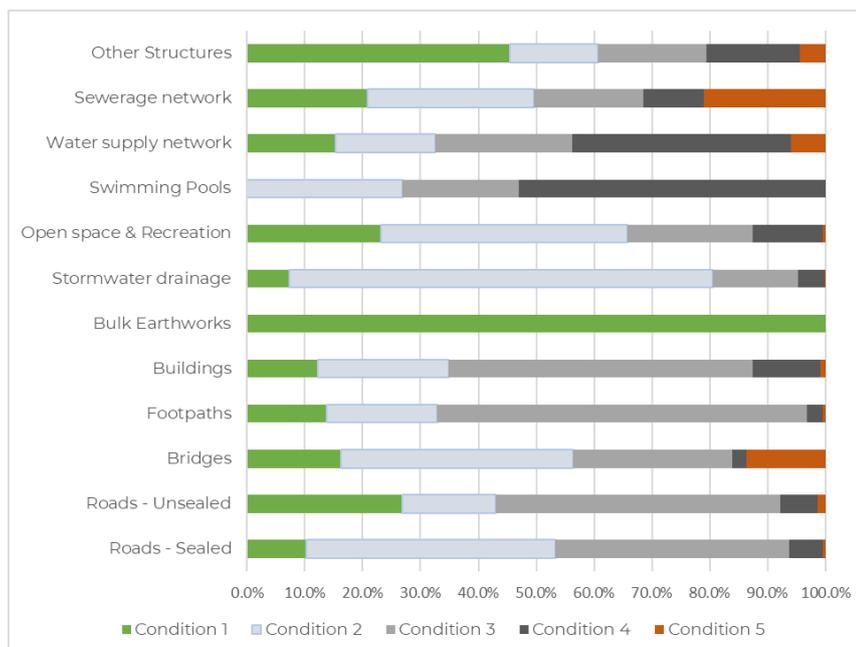
Asset Class	Assets in Condition as a Percentage of Gross Replacement Cost (%)				
	1	2	3	4	5
Roads - Sealed	10.3%	43.0%	40.4%	5.8%	0.5%
Roads - Unsealed	26.9%	16.1%	49.2%	6.4%	1.4%
Bridges	16.3%	40.1%	27.5%	2.4%	13.7%
Footpaths	13.8%	19.0%	64.0%	2.8%	0.4%
Buildings	12.3%	22.5%	52.6%	11.7%	0.9%
Bulk Earthworks	100.0%	0.0%	0.0%	0.0%	0.0%
Stormwater drainage	7.4%	73.1%	14.7%	4.7%	0.1%
Open space & Recreation	23.1%	42.7%	21.6%	12.2%	0.4%
Swimming Pools	0.0%	26.8%	20.2%	53.0%	0.0%
Water supply network	15.4%	17.1%	23.7%	37.9%	5.9%
Sewerage network	20.8%	28.8%	18.9%	10.5%	21.0%
Other Structures	45.5%	15.1%	18.8%	16.1%	4.5%
Total	36.9%	21.3%	26.3%	11.1%	4.5%

Source – Snowy Monaro Regional Council Draft Annual Financial Statements 2021-22

Note - Condition assessment as per Integrated Planning and Reporting (IP&R) description

- 1 Excellent/very good - no work required (normal maintenance)
- 2 Good - only minor maintenance work required
- 3 Satisfactory - maintenance work required
- 4 Poor - renewal required
- 5 Very poor - urgent renewal/upgrading required

Figure 5: Condition of Assets as of 30 June 2022



Source – Snowy Monaro Regional Council Draft Annual Financial Statements 2021-22

5. LEADERSHIP AND GOVERNANCE STRATEGIES

The ISO55000 standards state that leadership and commitment from all managerial levels is essential for successfully establishing, operating and improving asset management within the organisation. A key point is that the standards require leadership, rather than management, and that requires more than a dedicated team or function that focuses on the asset-management system.

SMRC acknowledges that to achieve a significant change in the asset management practices to meet the objectives and outcomes outlined in this strategy will require the Councillors and the Executive Management Team to lead the change.

Good leadership of asset management at SMRC is characterised by:

- Demonstrating a commitment to asset management
- Ensuring resources are available and sufficient
- Communicating and emphasising the importance of asset management
- Promoting cross-functional collaboration
- Supporting and guiding persons to contribute
- Promoting continual improvement

To enable the leadership, governance structures are required to be established to reinforce and enable embedding decision making and management practices that align to this strategy.

The strategic outcomes that are targeted through the implementation of this strategy are outlined in Table 6 and include the following functions:

- Integrated Planning Framework
- Asset Management Policy and Strategy
- Service Planning
- Asset Management Advisory Group
- Decision Making
- Culture
- Resource Allocation
- Performance Framework

Table 6: Summary of the Leadership and Governance Strategy Outcomes – by LTFP Scenario

ASSET MANAGEMENT FUNCTION	SCENARIO ONE STRATEGY OUTCOMES	SCENARIO TWO STRATEGY OUTCOMES	SCENARIO THREE STRATEGY OUTCOMES
Integrated Planning Framework	<ul style="list-style-type: none"> The Council and Executive Leadership Team continuously review and maintain integrated Resourcing Strategies to delivery upon the Strategic Community Plan and the Delivery Program. The Chief Strategy Officer is responsible for facilitating reviews and seeking Council adoption at least annually. 		
Asset Management Policy and Strategy	<ul style="list-style-type: none"> Council's decisions on policy and strategy are clearly documented and communicated effectively throughout the organisation. The Policy and Strategy clearly outline asset management objectives for the leadership and governance, asset management system and management of asset portfolios. 		
Service Planning	<ul style="list-style-type: none"> Service planning is a core component of the integrated planning framework. Council's decision on range and levels of service are informed by asset management impacts and whole of life costing for acquisition and upgrading assets. 		
	<ul style="list-style-type: none"> Sufficient funding is available to maintain current levels of service. No funding is available to enhance levels of service. 	<ul style="list-style-type: none"> Decision will need to be made on temporary reduction in range and/or levels of service until sufficient funding is available. 	<ul style="list-style-type: none"> Decisions will need to be made on reduction in range and/or levels of service to be sustainable over the medium and long term. Rationalisation of assets will need to be considered.
Asset Management Advisory Group	<ul style="list-style-type: none"> The formation of an Asset Management Advisory Group chaired by the Chief Executive Officer and supported by the Chief Strategy Officer to establish coordination, accountability, collaboration and strategic thinking to the implementation and benefit realisation of the Asset Management Strategy. The Advisory Group will also provide regular reports to the Council on asset management performance and the realisation of the strategic objectives. 		
Decision Making	<ul style="list-style-type: none"> The decisions made by the Council and management as consistent with the Asset Management Policy, Asset Management Strategy and the adopted scenario outlined in the Long Term Financial Plan. Decisions are well informed by advice from management and the Asset Management Advisory Group. The Council may seek formal advice from the Asset Management Advisory Group prior to making decisions. 		
Culture	<ul style="list-style-type: none"> Implementation of the Workforce Management Strategy (especially the actions and values lead by the Council and management) supports the development of a workplace culture that shapes the best practice in management of assets. 		
Resource Allocation	<ul style="list-style-type: none"> Sufficient funding is available to maintain current levels of service. No funding is available to enhance levels of service. 	<ul style="list-style-type: none"> Resources are temporarily constrained resulting in prioritisation 	<ul style="list-style-type: none"> Resources are constrained and allocated to address priorities and criticality of assets.
Performance Framework	<ul style="list-style-type: none"> Council and management are provided with regular reporting on performance against established objectives and performance targets. 		

6. ASSET MANAGEMENT SYSTEM STRATEGIES

The ISO 55001 International Standard sets out the requirements for establishing, establishing, maintaining, and improving an asset management system. The Standard is designed to enable an organisation to align and integrate its asset management systems with the strategic objectives and to support and enable management of the assets.

The asset management system includes:

- Asset management information system/s
- Management and decision-support tools and reporting
- Centralised processes and practices facilitated or completed by the corporate asset management team.
- Provision of tools and systems to asset managers to enable completion of asset management tasks.
- Training and development to enhance the capability and capacity of asset management roles and responsibilities.

The strategic outcomes that are targeted through the implementation of this strategy are outlined below in Table 7 and include the following functions:

- Asset Management Information System (AMIS)
- GIS Mapping
- Asset Management Team
- Asset Management Plans
- Asset Valuations
- Training and Development

Table 7: Summary of the Asset Management System Strategy Outcomes – by LTFP Scenario

ASSET MANAGEMENT FUNCTION	SCENARIO ONE STRATEGY OUTCOMES	SCENARIO TWO STRATEGY OUTCOMES	SCENARIO THREE STRATEGY OUTCOMES
Asset Management Information System (AMIS)	<ul style="list-style-type: none"> Through liaison with the system provider, Council has an optimal configuration of the asset management information system, including appropriately componentised asset register, works programming, works scheduling/ticketing and reporting. 		
	<ul style="list-style-type: none"> Additional GIS Officer enables AMIS to be integrated with the GIS system, with GIS established as the single point of truth. Recognition of assets and establishment of asset "shell" within AMIS created through GIS. Regular review of the AMIS to ensure the asset register reconciles with the GIS. 		<ul style="list-style-type: none"> AMIS is maintained as single point of truth with regular updates to GIS. Resources within the GIS team are constrained limiting the benefits of integrating GIS and AMIS.
GIS Mapping	<ul style="list-style-type: none"> Additional GIS Officer enhances the capacity of the organisation to benefit further from mapping and spatial recognition of assets, including establishing the GIS as a single-point-of-truth for assets. Enhances Council's capacity to plan, report and communicate with the community using mapping. 		<ul style="list-style-type: none"> Limited enhancements to the GIS capacity to improve the mapping recognition of assets.
Asset Management Team	<ul style="list-style-type: none"> Enhanced leadership, support and provision of training and development to develop expertise within the asset management team, enabling the team to provide better advice, reporting and support to decision making and the management of the asset portfolios. 		
Asset Management Plans	<ul style="list-style-type: none"> Asset Management Plan for each asset portfolio is enhanced with better planning and scheduling of inspections, operations, maintenance and renewal/replacement within the funding constraints. 		
Asset Valuations	<ul style="list-style-type: none"> Recognition and measurement of asset valuations are consistent with the enhanced asset management planning, including the measurement of fair value and depreciation expense based on enhanced understanding of useful lives and deterioration of assets. Financial reporting of assets in the Annual Financial Reports, including the Schedules, more accurately reflects the actual condition, as well as estimates for the required maintenance expenditure and cost to restore assets to acceptable service level. 		
Training and Development	<ul style="list-style-type: none"> Through the provision of training and development (as outlined in the Workforce Management Strategy), the Councillors, management and officers are provided with adequate knowledge, skills and tools to undertake roles and responsibilities and to realise the desired outcomes outlined in this Strategy. 		

7. ASSET PORTFOLIO STRATEGIES

Asset managers across Council are responsible for managing assets throughout the lifecycle of the asset, including the acquisition, operations, maintenance, renewal/replacement and disposal at end of life. While leadership and governance provide high level objectives, and the asset management system provides tools and support, managing the asset portfolio requires expertise in understanding and managing the asset portfolio.

Adopting an asset lifecycle management approach is considered by SMRC as a key strategy to improving the way each asset portfolio is managed and controlling the lifecycle costs of an asset. By adopting a whole-of-life view rather than making decisions based on the current lifecycle phase, or relying upon responding reactively to asset failures, managers of asset portfolios can balance operating versus capital expenditure and maintenance versus renewal/replacement decisions.

Asset reliability and performance are key outcomes that SMRC seeks to improve through asset lifecycle management. Reliability and performance of an asset is directly affected by the asset management approach, in particular the initial procurement or construction and ongoing maintenance of assets.

The strategic outcomes desired through improve management of the asset portfolios is outlined in Table 8 and includes:

- Understanding the Assets
- Asset Inspections
- Planning
- Acquisition
- Operations
- Maintenance
- Renewal/Replacement

Table 8: Summary of the Asset Management Strategy Outcomes – by LTFP Scenario

ASSET MANAGEMENT FUNCTION	SCENARIO ONE STRATEGY OUTCOMES	SCENARIO TWO STRATEGY OUTCOMES	SCENARIO THREE STRATEGY OUTCOMES
Understanding the Assets	<ul style="list-style-type: none"> Councillors, management and officers have a good understanding of the current assets, including access to the following accurate information about assets – condition, capacity, functionality, hierarchy, criticality, common asset failure causes, asset risk, future demand, lifecycle deterioration. 		
Asset Inspections	<ul style="list-style-type: none"> Condition and maintenance inspections are planned and scheduled to ensure the AMIS maintains an accurate record of asset condition, capacity and functionality. Reactive inspections are undertaken as required to respond in a timely manner to damage or defects. 		
Planning	<ul style="list-style-type: none"> Asset managers maintain current Asset Management Plan that plans to deliver on the asset management objectives outlined in this Strategy. Planning is based upon better understanding of the assets and access to improved information held within the AMIS and GIS. Enhanced scheduling of maintenance aims to transition from a high reliance upon reactive works to a target balance of 70% scheduled/30% reactive works. 		
Acquisition	<ul style="list-style-type: none"> Acquisition of assets (including construction) is based upon enhanced planning and understanding of service needs. Adequate lead time is provided for the acquisition of assets (new, renewal/replacement or upgrades) through the integrated planning, including adequate funding identified in the LTFP. Decision gateways within the Project Management Framework ensures acquisition of assets (including construction) does not progress unless funding and other considerations are acceptable to proceed. 		
Operations	<ul style="list-style-type: none"> Enhanced operations due to less emphasis upon inspection and mitigation of risks associated with deteriorating assets. 	<ul style="list-style-type: none"> In the short term, higher emphasis upon inspection and mitigation of risk of deteriorated assets while funding is increased in a staged approach. 	<ul style="list-style-type: none"> Due to lack of funding, a higher emphasis will need to be placed upon risk mitigation and higher frequency of inspections for early detection of asset failure (especially critical assets). Operations on deteriorating assets likely to result in higher operating costs and breaks in services due to asset failures.
Maintenance	<ul style="list-style-type: none"> Maintenance is adequate to maintain assets at an acceptable level of service. 	<ul style="list-style-type: none"> Maintenance is constrained in the short term while additional funding is gradually realised. Unsealed road maintenance is significantly reduced in the short term. 	<ul style="list-style-type: none"> Maintenance is significantly constrained, resulting in further deterioration of assets requiring earlier intervention to renew or replace assets. Unsealed road maintenance is significantly reduced with a half of the kilometres able to be graded.
Renewal/Replacement	<ul style="list-style-type: none"> Assets will be renewed or replaced according to the planned useful life of assets. \$113 million will be invested on roads over 10 years. 	<ul style="list-style-type: none"> Scenario Two will result in road treatments being halved initially (compared to Scenario One) with staged improvements until 2027/28 when the necessary 	<ul style="list-style-type: none"> Renewals and replacement of assets is significantly constrained. \$73 million will be invested on roads over 10 years (\$40.4 million less than Scenario One). This

ASSET MANAGEMENT FUNCTION	SCENARIO ONE STRATEGY OUTCOMES	SCENARIO TWO STRATEGY OUTCOMES	SCENARIO THREE STRATEGY OUTCOMES
		treatments outlined above will be able to be fully funded. <ul style="list-style-type: none"> • \$109 million will be invested on roads over 10 years. • Scenario Two will delay until 2027/28 the allocation of \$1,400,000 to the renewal of building assets. 	is not a sustainable approach to maintaining assets. <ul style="list-style-type: none"> • Only 24km of unsealed roads to be resheeted a year. • Reseal program limited to a reseal every 25 years (or 30km a year). • Heavy patching limited to 4,300m² per year. • Council will rely almost entirely on grants to replace bridges. • Renewal of building assets reduced by \$450,000 per year compared to Scenario One.
Disposal	<ul style="list-style-type: none"> • No asset disposal is required. 	<ul style="list-style-type: none"> • No asset disposal is required. 	<ul style="list-style-type: none"> • Asset rationalisation will need to be considered to reduce the funding burden on asset maintenance and renewals and to mitigate the risk of assets that will deteriorate to an unacceptable condition.

7.1 Overview of Roads

- Roads include the pavement, pavement seal, channels, culverts, landscape in road corridor and road sections outside the fog line within urban areas for the State controlled roads. The following hierarchy is used for the identification and planning of sealed roads:
 - Regional
 - Collector
 - Local
 - Minor Access

Condition and Performance

- The condition of the road network has been significantly impacted by recent weather events. While the Draft Annual Financial Statements indicates as of 30 June 2022 only 6.3% of the sealed road and 7.8% of unsealed network required renewal, the condition of the assets held within the asset register is highly unlikely to reflect the roads due to recent damage from weather events.
- Council is currently undertaking inspection of all damaged roads.
- Prior to recent events, a condition inspection was completed in 2019 which indicated that the collector, local and minor access sealed roads were in a fair condition, however regional roads were deteriorating and required additional maintenance/renewal. The inspection indicated that the unsealed road network was in a poorer condition with deterioration of the gravel on the roads and deformation of the pavements across the network.
- Use of heavy vehicles on Council controlled roads is accelerating the deterioration of the roads (roads were not designed or constructed for the current level of use by heavy vehicles).
- High percentage of the unsealed road in performing under desired level of service due to insufficient maintenance in recent years. Drainage infrastructure across the unsealed network is also insufficient to meet tolerances during weather events.
- Prior to the recent damage to the sealed road network, a majority of the sealed road network was performing reasonably well. Access is provided to all major points of interest and no additional roads have been identified to improve travel access.
- Performance of drainage is a concern with poor performing drainage resulting in early deterioration of the pavement.
- Some intersection upgrades have been identified for widening to assist with increased traffic volume.

Critical Assets

- Risk determines the criticality of the assets, in particular danger to life and injury from damaged roads.
- Currently the hierarchy is not defined to determine inspection frequency and treatment frequency based on criticality.

Key Strategic Issues

- Condition inspections are not programmed – currently undertaken as required.
- All but grading is currently reactive, including heavy patching (up to 20m² is considered maintenance), pothole repairs, crack sealing, edge break repair,

line remarking, drainage reinstatements, vegetation removal, signage repairs and furniture replacement.

- Recent required works on flood damaged roads has resulted in a discontinuation of annual maintenance programs.
- The grading program aims to complete 1,000km to 1,200km per year to ensure each road is graded at least once every two years (except for roads considered to be “as required”). This requires approximately \$1.8-\$2.16million in funding each year.
- Reseal program aims to renew the pavement seal on 1/15th or 62km of the network every year. At a cost rate of \$5.50/m² this would require annual funding of approximately \$2.046 million.
- For unsealed roads gravel resheeting is planned based gravel loss due to traffic volumes which equate to approximately 91.8km of road resheeted each year requiring annual funding of \$3.443 million:
- Heavy patching of areas less than 20m² are considered maintenance. Heavy patching of areas greater than 20m² is planned to be undertaken each year totaling 14,482m² of heavy patching each year at an annual cost of \$868,940.
- Further work is required to assess the criticality of roads to inform asset planning and inspection programs.
- Development of a pavement management system is required to inform the asset management planning for roads.

Table 9: Comparison of Capital Works for Road Assets by LTFP Scenario

Asset Class	Scenario One	Scenario Two	Scenario Three
Roads	116,269,218	106,900,738	72,751,982
TOTAL	116,269,218	106,900,738	72,751,982

Source – Long Term Financial Plan

Strategic Options

- Scenario One will enable \$113 million to be invested in road assets across the 10-year LTFP period, meeting the treatment objectives outlined above.
- Scenario Two will result in road treatments being halved initially (compared to Scenario One) with staged improvements until 2027/28 when the necessary treatments outlined above will be able to be fully funded.
- Scenario Two will result in deterioration of the roads in the short term, with a higher risk of further damage to roads due to insufficient protection of the pavements. The risk includes unplanned (and unfunded) rehabilitation required to address the damage caused to pavements that would more likely be prevented with the additional funding in Scenario One.
- Funding provided in Scenario Three in the LTFP is insufficient to meet the asset interventions identified above. Scenario Three provides \$40.4million less to capital works on road assets over the 10-year LTFP.
- With the funding restriction of Scenario Three, only 24km of unsealed roads would be resheeted each year, 30km of road would be resealed and approximately 4,300m² of heavy patching.
- To manage risk and public safety, under Scenario Three Council would need to consider closing roads and limiting access to heavy vehicles on the local road network.
- Prepare a pavement management system designed specifically for the roads within the Council region, including an optimal approach to maintenance and renewal of the road assets.

7.2 Overview of Bridges

- The Council has 155 bridges in total, ranging from footbridges, timber bridges and composite bridges of timber and steel. The age of the bridges ranges from 1937 – 2022.
- There are another eight bridges that are Transport for NSW bridge assets within the SMRC transport network.
- There are 34 bridges with load limits ranging from 3.9 tonnes (T) through to 98T. Currently, there are two bridges closed and not open to traffic with detours in place. All bridges have been subject to bridge inspections commencing in 2016 and, more recently, further engineering inspections have been undertaken throughout 2021. The Council is continuing to undertake a visual condition assessment and prepare maintenance schedules for the bridge assets.

Condition and Performance

- Approximately 23% of bridges are in a very poor condition, with a number of those bridges being timber bridges. There are 4% of bridges noted as being in poor condition, 21% in fair condition, 33% in good condition and 19% at very good condition.
- There are some aged bridges that are performing poorly, particularly when impacted by extreme weather events.
- Grant funding opportunities have been used to replace bridges prior to failure.

Critical Assets

- Bridges on transport networks resulting in emergency services vehicles not being able to respond through either load limit or closure
- Bridges on transport networks not allowing for business continuity, such as limiting access for maintenance and/or repair

Key Strategic Issues

- Strategically planned population growth areas already identified within the SMRC Draft Settlements Strategy and SMRC Draft Rural Land Use Strategy due to commence public exhibition in late 2022
- Capacity is limited by load limits on some bridges
- Understanding and adapting to the economic growth of the region; particularly in relation to forestry, agriculture and tourism being the main economic drivers. Employment lands study has been undertaken for the SMRC region to assist in informing transport route requirements.
- New draft South East and Tablelands Regional Transport Plan prepared by the NSW state government is imminent, and will assist in informing future transport infrastructure needs across the region
- Public safety is a major risk that is being mitigated through weight limits and bridge closures.
- School bus routes being compromised through bridge closures and having to use detours
- Business continuity due to bridge closures and detour routes
- Economic impacts through bridge closures and load limits (logging trucks, stock trucks having to use detours impacting supply chains)

Table 10: Comparison of Capital Works for Bridge Assets by LTFP Scenario

Asset Class	Scenario One	Scenario Two	Scenario Three
Bridges	17,675,613	17,675,613	13,675,613
TOTAL	17,675,613	17,675,613	13,675,613

Source – Long Term Financial Plan

Strategic Options

- Focus has been on replacing timber bridges with very poor condition, high maintenance, high traffic, load limits and longest detour routes as a criteria for renewal. Through Transport for NSW Fixing Country Bridges Program, the Council has successfully replaced two timber bridges in 2022 with a further five receiving funding in July 2022 to be replaced over the next two years.
- Timber bridges are being replaced with composite concrete and steel bridges utilising the InQuik modular component system. The Council has identified a further ten high priority timber bridges for replacement, to seek further grant funding opportunities when available.
- Scenario One and Scenario Two provide sufficient cash to enable the Council to apply for one 50/50 grant funded bridge replacement a year (total estimated cost of \$1m per year).
- Scenario Three does not provide sufficient funding to enable Council to contribute funding towards bridge replacement, relying upon external grant funding (assumed to be \$500,000 each year). Scenario Three is not a sustainable approach to funding the renewal of the remaining substantial number of bridges in the very poor condition rating.
-

7.3 Overview of Buildings

- Responsibility for building assets is currently decentralised to the following business units:
 - Built and Natural Environment – cemeteries
 - Community Services - community halls, aquatic centre facilities, residential care facilities, libraries, truck wash, saleyards, caravan parks, Youth Hub, showgrounds, parks, recreational facilities and sportsgrounds.
 - Infrastructure – administration buildings, depots and rental properties
 - Resource and Waste – waste facilities
 - Water and Wastewater – facilities across the water and sewer networks

Condition and Performance

- A majority of the specialised and non-specialised buildings across the region are in an acceptable condition (52.6%), with 12.6% in a poor or very poor condition and requiring renewal. The Council has estimated \$8.126m is required to bring the assets to an acceptable condition.
- While nearly all current building assets are providing an acceptable level of service, to maintain acceptable performance of the assets a high level of reactive maintenance is necessary.
- Most operational facilities are ageing, and the design and functionality of the buildings do not support best practice and operational costs are inefficient.

Critical Assets

- Administration centres and operational facilities at depots
- Facilities identified for use in emergency management or as an evacuation centre
- High use community facilities
- Aged care facilities
- Other operational facilities necessary for continuation of essential services

Key Strategic Issues

- Condition inspections are not programmed and almost entirely reactive to a failure or a reported issue with an asset
- No centralised procurement and need to revise the contractor list.
- Maintenance is almost entirely reactive
- There is little integration between the operational management of buildings and the asset register
- Asset management systems are not used by the facility managers – work tickets are not raised and little or no history of maintenance recorded.
- Skilled and experienced property staff within the current teams not being used to the potential that the staff could be providing.

Strategic Options

- Scenario One will enable \$1,800,000 to be allocated to the renewal of buildings each year, which is sufficient to address in a prioritised order all building assets across the region. However, this may still result in some less critical assets being closed in the short term while other more critical assets are being renewed – this is less likely than in Scenario Three.
- Scenario Two will delay until 2027/28 the allocation of \$1,400,000 to the renewal of building assets with a higher risk of less crucial assets being closed due to poor condition until the additional funding can be allocated.
- Scenario Three in the LTFP will result in further deterioration of building assets.
- Scenario Three will enable \$950,000 to be allocated each year to the renewal of critical assets. Assets not considered to be critical will continue to deteriorate and will require closure once the risk of the assets is considered unacceptable.
- Complete a detailed condition inspection of all facilities, including identification of defects, compliance matters and assessment of current condition of building components.
- Develop a Building Maintenance Plan as a component within the Buildings Asset Management Plan and resource sufficiently to transition from current almost completely reactive maintenance practices to 70% planned/30% reactive maintenance.
- Develop a centralised role and responsibility (eg. Property Coordinator/ Maintenance) for management of the buildings asset class providing expertise in the planning, operations and maintenance of building assets – including restructure of current property maintenance roles under the new centralised role
- Explore opportunities to rationalise the current facilities to reduce the maintenance and renewal demand.

Table 11: Comparison of Capital Works for Building Assets by LTFP Scenario

Asset Class	Scenario One	Scenario Two	Scenario Three
Buildings Non-specialised	27,044,880	24,044,880	10,844,880
Buildings Specialised	27,550,970	27,550,970	28,100,970
TOTAL	54,595,850	51,595,850	38,945,850

Source – Long Term Financial Plan

7.4 Overview of Stormwater

- There is limited information on the stormwater network and the degree to which this information had been captured or its accuracy varies across the region.
- 4.2km of stormwater culvert (open drains) are registered within the assets along with 76.2km of stormwater pipe attached to 421 culverts.

Condition and Performance

- The majority of assets are showing in an acceptable condition (95.2%) with 4.8% noted as being in poor or very poor condition. The Council has estimated \$8.126m is required to bring the assets to an acceptable condition.
- While nearly all current assets are providing an acceptable level of service these are assets where the condition can change rapidly as deterioration is generally not visible and the condition assessment does not include invasive testing of the concrete structures.

Critical Assets

- Pipes under roads with large diameters.

Key Strategic Issues

- Lack of information on the entire network.
- Condition inspections are not programmed and almost entirely reactive to a failure or a reported issue with an asset
- Maintenance is almost entirely reactive
- There is little integration between the operational management of the stormwater network and the asset register

Strategic Options

- While Scenario One allocates \$300,000 in funding to renewal of stormwater assets, with additional funding is available in the rural and urban roads operating funds to maintain the existing assets.
However, this may still result in some less critical assets being closed in the short term while other more critical assets are being renewed – this is less likely than in Scenario Three.
- Scenario Two allocates \$300,000 in funding to renewal of stormwater assets. Funding for maintenance will be limited in the first five years of the LTFP. There is a higher risk of less crucial assets being closed due to poor condition until the additional funding can be allocated.
- Scenario Three in the LTFP will result in further deterioration of stormwater assets.

- Scenario Three will enable nil funds to be allocated each year to the renewal of stormwater assets. Funding available to maintain existing drainage assets is insufficient. Assets will continue to deteriorate and will require removal once the risk of the assets is considered unacceptable.
- Capture all assets managed by the council within the asset register.
- Complete an invasive condition inspection of critical stormwater pipes, including identification of defects, compliance matters and assessment of current condition of building components.

Table 12: Comparison of Capital Works for Stormwater Assets by LTFP Scenario

Asset Class	Scenario One	Scenario Two	Scenario Three
Stormwater Channels	300,000	300,000	0
TOTAL	300,000	300,000	0

Source – Long Term Financial Plan

7.5 Overview of Other Open Space Recreation and Other Structures

- Assets included in the portfolio include park embellishments, recreational and sporting facilities, showgrounds, streetscape, public amenities, trails and paths, shelters, playgrounds, lights, racecourse, irrigation systems, aerodrome, monuments and memorials.
- Levels of service reasonably consistent across the region, although the condition of assets differ across the region. Irrigation systems vary significantly across the region.
- Recent investments in safety lighting and transitioning to solar lighting.
- Currently each township is serviced individually, rather than with the provision of regional facilities.
- New installations, such as boat ramps, rest stops and main street refurbishments have recently been completed.
- The Recreation Strategy is being developed to establish forward vision, including hierarchy of services provided.

Condition and Performance

- The majority of the assets are ageing. Showgrounds (in particular Nimmitabel and Dalgety) are in poor condition, amenities require renewal (in particular at Cooma showgrounds currently closed and Nimmitabel showgrounds).
- Some parks and playground embellishments do not meet standards.
- Some of the infrastructure assets in Jindabyne are under the dam's full water supply level (some of the issues are being addressed through the SAP).
- Most of the tennis courts are managed by sporting organisations, however the majority are in poor condition.
- Some facilities that are under s355 Committees are in poor condition and communities are requesting maintenance or renewal of the facilities.
- Maintenance of the current trails is undertaken by volunteers. The Council is seeking agreement with volunteers that maintain the trails to provide additional funding for increased maintenance. The Council is seeking enhanced oversight of the maintenance undertaken.
- Public lighting, both public safety and sporting grounds, is ageing and requires upgrading to LED across the region.

- Access roads into public recreational sites are in poor condition.
- Across the Council there has been significant investment in the past 5-6 years to the playgrounds and park embellishments.
- Cooma Showground provides a high level of service. Jindabyne Sportsground is heavily used and performing well, as is Bombala Bicentennial Park,
- Parks and reserves are difficult to maintain with recent weather events with high demand on mowing. Drainage in parks is not performing well, resulting in inundation, pooling and wet areas that cannot be maintained.
- There is some conflict in uses, for example cricket and football on the same facilities. Some fields have “drop-in” cricket pitches that require attention to maintain. Lighting provided for some sporting fields is insufficient and in aged condition.
- Irrigation systems are performing poorly across the region and require replacement.

Critical Assets

- High use assets – sporting grounds, major parks, mountain bike trails
- Sites used for emergency response – Cooma Showgrounds, Jindabyne John Connors Oval, Cooma Rotary Oval, Bombala Exhibition Showground and aerodrome.
- Monuments and memorials

Key Strategic Issues

- There is only one dog park provided – currently in Cooma. There are also a range of off-leash areas. There is a high level of expectation that more dog parks will be provided.
- Jindabyne Sportsground currently experiences high level of use (including conflicting uses)
- High View Park (Jindabyne) requires upgrade to meet growing demand
- Management of public safety risks is important – including playgrounds, walking bridges, trails, trees in public space, concrete pathways, fencing, lighting of public spaces
- Vandalism of amenities is high
- Sporting facilities play surface areas is a high demand for continued maintenance, including sufficient irrigation for sporting facilities
- There is a high financial risk due to asset failure with insufficient reserves to fund asset replacement
- Playground inspections are the highest priority, with scheduled assessments established. Inspections of other built assets are currently not programmed.
- Tree assessment is programmed and inspected, and tree maintenance scheduled
- Maintenance on playgrounds and other built structures is predominantly reactive.

Strategic Options

- All three scenarios indicate a high level of investment in Other Open Space Recreation – this is due to a large \$21 million investment (mostly grant funded) in 2022/23 and 2023/24 in projects – such as \$10.5m Lake Jindabyne Shared Trail, Strengthening Communities Safer Places, pool upgrades and

skate park upgrades.

- From 2025/26 funding significantly reduces in Scenario One to \$275,000 per year for Other Open Space Recreation and \$100,000 per year for Other Structures. While this is an increase in the historical funding from the Council's general revenue, this will require well planned and prioritised renewals to ensure the assets and levels of service are maintained.
- Under Scenario Two there is no funding for Other Open Space Recreation renewals until the 2027/28 financial year. This will result in a higher risk of asset deterioration resulting in withdrawal of assets from service until the funding is provided in later years to renew or replace deteriorated assets.
- Under Scenario Three Funding for Other Structures reduces to \$50,000 per year. This will result in a deterioration of assets, most likely requiring the rationalisation of less critical assets and a reduction in levels of service in the medium to long term.

Table 12: Comparison of Capital Works for Open Space Recreation and Other Structure Assets by LTFP Scenario

Asset Class	Scenario One	Scenario Two	Scenario Three
Other Open Space Recreation	23,450,912	22,350,912	23,675,912
Other Structures	1,769,423	1,569,423	1,319,423
TOTAL	25,220,335	23,920,335	24,995,335

Source – Long Term Financial Plan

7.6 Overview of Water Supply Network

- Water supply is currently through three water treatment plants in Cooma, Bombala and Dalgety. Other areas are supplied by raw water pumping stations.
- Construction of the water treatment plant (WTP) in Cooma underwent a major upgrade in the 1970s and another upgrade of mechanical and electrical components in 1995.
Bombala WTP was constructed in the 1960s with a minor upgrade in 2018. Dalgety is a small membrane package plant installed in 2006. The age of a majority of the distribution network reflects the age of the treatment plants.
- Water filtration plant is scheduled to be constructed in Jindabyne contributed by the State Government through SAP development.
- Replacement of the Bombala WTP is scheduled in 2022/24 to upgrade the treatment and capacity.
- A new WTP is scheduled for Delegate in 2022/24 to improve water supply to Delegate.
- Raw water supply and rising mains related to both Bombala and Delegate will be upgraded with the completion of the upgrades of WTP in Bombala and Delegate.

Condition and Performance

- Condition of assets generally reflect the age of the network and the history of renewals.
- Network is ageing, in particular in areas that have not had component upgrades – in particular Adaminaby, East Jindabyne, Jindabyne, Kalkite and Nimmitabel.

- Reservoirs are generally in fair condition with external contractors undertaking scheduled conditional assessments.
- Snowy Reservoir in central west Cooma failed in 2020 and is planned to be rebuilt in 2024.
- Main bursts and failures in the pipelines in Bombala are indicative of poor condition of pipes.
- The section of Cooma mains have also been a focus in recently years to address pipes in poor condition.
- Telemetry equipment is operational, however, at end of life and not adequately supported.
- Quality of water in Jindabyne is greatest concern with lack of ability to treat the raw water during we weather events – this will be addressed through the planned new WTP through the SAP.
- Water supply through damaged mains to Eucumbene is a concern, in particular sufficient pressure for firefighting, being addressed in future years capital works.
- Level of treatment in general is low where there is no WTP, relying upon quality of the raw water supply and limited treatment (mostly filtration and chemical treatment).
- Security of raw water is a concern in Cooma and Bombala, based on periods of drought and raw water storage in the towns.

Critical Assets

- Treatment plants
- Raw water pumps
- Reservoirs
- Rising main (Cooma to Reservoirs)
- Telemetry

Key Strategic Issues

- The capacity of supply to Berridale is constrained mainly due to storage in reservoirs which will soon limit further development in the supply area. The supply line is through a 150mm gravity fed line. Hydraulic modelling has been completed highlighting the supply constraints to Berridale.
- Supply to Kalkite also constrains development, due to ability to maintain reservoir levels. Requires a duplication of a dedicated supply line to the reservoir.
- Boiled water alerts in Jindabyne are a reputational and health threat to the community, plus an issue for a growing tourism industry and increasing visitor numbers – this is being addressed through the SAP development
- Continuity of water supply is a concern, mainly due to lack of contingency in the network, and vulnerability to asset failures (eg. electrical failure to treatment pumps).
- Availability of funding in reserves is a concern given the need to upgrade and address the backlog in renewals. The Council has completed preliminary demand plans for capital works renewal and upgrades. Funding availability is a major constraint to programming the capital works demand into the LTFP and Annual Budget.
- Until recently, condition inspection of all infrastructure was outsourced. Recently, some inspections have been brought inhouse, with continued

reliance on outsourced inspectors (e.g. structural engineers, specialist technologies).

- Focus on scheduled maintenance is on treatment and pumps, with documented programs.
- Routine flushing is undertaken to address quality of water issues.
- High reliance currently on reactive maintenance, reflecting the age of the assets.
- Critical spares are maintained in stores as contingency for asset failure.
- Levels of service are documented in the Operational Plan for response time for customer requests, water quality and asset failures.

Strategic Options

- All three scenarios in the LTFP provide the same level of investment in the capital works program for the water supply network assets. Funding for water supply services does not differ across the three scenarios.
- Council may need to consider debt funding the upgrades and renewals of assets that are causing the issues above to address the risk in the short term. This will require a revision of water pricing to enable the borrowings to be serviced through increased revenue.

Table 13: Comparison of Capital Works for Water Supply Network by LTFP Scenario

Asset Class	Scenario One	Scenario Two	Scenario Three
Water supply network	59,887,700	59,887,700	59,887,700
TOTAL	59,887,700	59,887,700	59,887,700

Source – Long Term Financial Plan

7.7 Overview of Sewer Network

- There are eight STPs – Cooma, Nimmitabel, Adaminaby, Bombala, Delegate, Jindabyne, Kalkite and Berridale.
- The oldest plants are in Adaminaby and Nimmitabel – constructed in the 1960s. A new STP was constructed in Bombala in 2021. Berridale WTP upgrade is approximately 15 years old (and currently under capacity). Remaining plants were constructed in the 1970s. Upgrades were completed in Cooma in the 1990s.
- Jindabyne STP is under capacity, with a planned upgrade STP through the SAP in 2023/5.
- Kalkite STP is currently being scoped for an upgrade to address future growth demand and to improve the treatment of wastewater.
- There has been a focus in recent years on refurbishment or replacement of pump stations. Other pump station refurbishments or replacement are planned in the next 2-3 years to address critical pump stations.
- Rising main in Cooma is being investigated for replacement (1.6km of mains or approx.)

Condition and Performance

- Treatment plants are generally well maintained and in fair to good condition.
- Pump stations in Jindabyne are ageing and are a concern.
- High level of electrical faults, mainly in East Jindabyne.
- Telemetry is at end of life and has limited support.
- Wet weather flow events have occurred and exceedances in outflows have occurred due to weather events.
- Reported incidents are addressed acceptably (eg. spills due to breakages) and chokes have occurred with rectification without replacement of pipe.

- Sewer networks are generally performing at an acceptable level.
- Recent and planned upgrades of aged treatment facilities will result in continued improved performance.

Critical Assets

- Treatment plants
- Pump stations
- Telemetry

Key Strategic Issues

- Berridale, Jindabyne and Kalkite experiencing growth. Jindabyne STP is being upgraded through the SAP. Berridale is being investigated for options.
- Environmental threat is the key risk, in particular the performance of pump stations surrounding Jindabyne and potential for burst of rising mains.
- There is an established CCTV inspection program for sewer mains, with the relining program following the inspection in the smaller towns. Larger towns (being Cooma and Jindabyne) still require CCTV to be completed.
- Condition inspections are mostly outsourced, with routine inspections completed on pump stations.
- Maintenance on critical assets (treatment plants and pump stations) generally completed through programmed works.
- Manholes requires additional attention and funding with a large number of manholes at Condition 4 or worse (requiring renewal).
- High reliance currently on reactive maintenance, reflecting the age of the assets.
- Pump stations faults are occurring at a high frequency.
- Critical spares are maintained in stores as contingency for asset failure.
- Levels of service are documented in the Operational Plan for response time for reactive maintenance and addressing customer request.
- Availability of funding in reserves is a concern given the need to upgrade and address backlog in renewals. Council has completed preliminary demand plans for capital works renewal and upgrades. Funding availability is a major constraint to programming the capital works demand into the LTFP and Annual Budget.

Strategic Options

- All three scenarios in the LTFP provide the same level of investment in the capital works program for the water supply network assets. Funding for water supply services does not differ across the three scenarios.
- Council may need to consider debt funding the upgrades and renewals of assets that are causing the issues above to address the risk in the short term. This will require a revision of sewer pricing to enable the borrowings to be serviced through increased revenue.

Table 14: Comparison of Capital Works for Water Supply Network by LTFP Scenario

Asset Class	Scenario One	Scenario Two	Scenario Three
Sewer network	61,631,207	61,631,207	61,631,207
TOTAL	61,631,207	61,631,207	61,631,207

Source – Long Term Financial Plan

8. CAPITAL WORKS PLAN SCENARIOS

Table 15: Comparison of Capital Works by LTFP Scenario

Service	Scenario One	Scenario Two	Scenario Three
Planned Capital Works			
Bridges	17,675,613	17,675,613	13,675,613
Buildings Non-specialised	27,044,880	24,044,880	10,844,880
Buildings Specialised	27,550,970	27,550,970	28,100,970
ICT Replacement	450,000	450,000	450,000
Office Equipment	1,342,685	1,342,685	892,685
Other Open Space Recreation	23,450,912	22,350,912	23,675,912
Other Structures	1,769,423	1,569,423	1,319,423
Plant & Equipment (incl Fleet	35,226,081	35,226,081	35,226,081
Resource and Waste	14,894,542	14,894,542	14,894,542
Roads	113,979,718	105,136,088	72,751,982
Stormwater	3,880,000	3,880,000	1,180,000
Wastewater	61,631,207	61,631,207	61,631,207
Water	59,887,700	59,887,700	59,887,700
TOTAL	388,783,731	375,640,101	324,530,995
Type of Investment			
New	36,674,408	36,674,408	36,674,408
Upgrade	34,093,701	34,093,701	34,093,701
Renewal	318,015,622	304,871,992	253,762,886
Funding			
General Fund - General Revenue	95,163,100	81,019,470	32,160,364
General Fund - Grant Funding	114,153,606	114,153,606	111,903,606
General Fund - Borrowings	4,150,000	5,150,000	5,150,000
General Fund - Reserves	53,798,118	53,798,118	53,798,118
General Fund - Uncompleted works	0	0	0
Water Fund - General Revenue	0	0	0
Water Fund - Reserves	38,137,700	38,137,700	38,137,700
Water Fund - Grant Funding	21,750,000	21,750,000	21,750,000
Sewer Fund - General Revenue	0	0	0
Sewer Fund - Reserves	38,731,207	38,731,207	38,731,207
Sewer Fund - Grant Funding	22,900,000	22,900,000	22,900,000
TOTAL	388,783,731	375,640,101	324,530,995

Source – Long Term Financial Plan

8.1 Scenario One - Capital Works Plan - 2022/23 - 2031/32 (\$)

Table 16: Capital Works Plan – Scenario One

Service	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Planned Capital Works										
Bridges	1,800,000	7,875,613	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Buildings Non-specialised	4,094,880	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000
Buildings Specialised	21,300,970	250,000	4,250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
ICT Replacement	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Office Equipment	80,000	132,000	133,640	135,731	137,874	140,071	142,322	144,630	146,996	149,421
Other Open Space Recreation	13,279,574	7,971,338	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000
Other Structures	869,423	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Plant & Equipment (incl Fleet)	2,811,661	3,538,782	4,311,388	3,686,395	1,779,756	5,127,539	5,991,302	3,332,133	2,897,460	1,749,665
Resource and Waste	2,599,838	4,444,189	3,128,277	671,517	347,217	325,597	1,233,636	1,103,917	801,237	239,117
Roads	34,877,083	21,768,183	10,441,806	10,441,806	6,075,140	6,075,140	6,075,140	6,075,140	6,075,140	6,075,140
Stormwater	1,180,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Wastewater	11,817,141	2,829,828	6,310,103	2,250,000	4,031,909	8,416,123	2,679,456	6,420,948	14,625,699	2,250,000
Water	16,137,700	9,750,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000
TOTAL	110,848,270	61,559,933	37,100,214	25,960,449	21,146,896	28,859,470	24,896,856	25,851,768	33,321,532	19,238,343
Type of Investment										
New	26,917,983	7,256,425	2,500,000	0	0	0	0	0	0	0
Upgrade	28,593,701	5,500,000	0	0	0	0	0	0	0	0
Renewal	55,336,586	48,803,508	34,600,214	25,960,449	21,146,896	28,859,470	24,896,856	25,851,768	33,321,532	19,238,343
Funding										
General Fund - General Revenue	2,407,766	16,823,529	9,483,780	9,485,871	9,488,014	9,490,211	9,492,462	9,494,770	9,497,136	9,499,561
General Fund - Grant Funding	66,922,993	25,909,652	7,023,735	5,784,545	1,336,804	1,331,399	1,558,409	1,525,979	1,450,309	1,309,779
General Fund - Borrowings	150,000	0	4,000,000	0	0	0	0	0	0	0
General Fund - Reserves	13,412,670	6,246,924	6,032,596	4,190,033	2,040,169	5,371,737	6,916,529	4,160,071	3,498,388	1,929,003
General Fund - Uncompleted works	0	0	0	0	0	0	0	0	0	0
Water Fund - General Revenue	0	0	0	0	0	0	0	0	0	0
Water Fund - Reserves	6,137,700	4,000,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Water Fund - Grant Funding	10,000,000	5,750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Sewer Fund - General Revenue	0	0	0	0	0	0	0	0	0	0
Sewer Fund - Reserves	1,417,141	2,329,828	5,310,103	1,750,000	3,031,909	6,416,123	2,179,456	4,420,948	10,125,699	1,750,000
Sewer Fund - Grant Funding	10,400,000	500,000	1,000,000	500,000	1,000,000	2,000,000	500,000	2,000,000	4,500,000	500,000
TOTAL	110,848,270	61,559,933	37,100,214	25,960,449	21,146,896	28,859,470	24,896,856	25,851,768	33,321,532	19,238,343

8.2 Scenario Two - Capital Works Plan - 2022/23 - 2031/32 (\$)

Table 17: Capital Works Plan – Scenario Two

Service	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Planned Capital Works										
Bridges	1,800,000	7,875,613	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Buildings Non-specialised	4,094,880	1,950,000	1,950,000	1,950,000	1,950,000	1,950,000	2,550,000	2,550,000	2,550,000	2,550,000
Buildings Specialised	21,300,970	0	5,000,000	0	0	250,000	250,000	250,000	250,000	250,000
ICT Replacement	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Office Equipment	80,000	132,000	133,640	135,731	137,874	140,071	142,322	144,630	146,996	149,421
Other Open Space Recreation	13,279,574	7,696,338	0	0	0	275,000	275,000	275,000	275,000	275,000
Other Structures	869,423	50,000	50,000	50,000	50,000	100,000	100,000	100,000	100,000	100,000
Plant & Equipment (incl Fleet	2,811,661	3,538,782	4,311,388	3,686,395	1,779,756	5,127,539	5,991,302	3,332,133	2,897,460	1,749,665
Resource and Waste	2,599,838	4,444,189	3,128,277	671,517	347,217	325,597	1,233,636	1,103,917	801,237	239,117
Roads	34,877,083	19,259,163	7,404,236	7,404,236	5,815,670	6,075,140	6,075,140	6,075,140	6,075,140	6,075,140
Stormwater	1,180,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Wastewater	11,817,141	2,829,828	6,310,103	2,250,000	4,031,909	8,416,123	2,679,456	6,420,948	14,625,699	2,250,000
Water	16,137,700	9,750,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000
TOTAL	110,848,270	57,875,913	33,887,644	21,747,879	19,712,426	28,259,470	24,896,856	25,851,768	33,321,532	19,238,343
Type of Investment										
New	26,917,983	7,256,425	2,500,000	0	0	0	0	0	0	0
Upgrade	28,593,701	5,500,000	0	0	0	0	0	0	0	0
Renewal	55,336,586	45,119,488	31,387,644	21,747,879	19,712,426	28,259,470	24,896,856	25,851,768	33,321,532	19,238,343
Funding										
General Fund - General Revenue	2,407,766	13,139,509	5,271,210	5,273,301	8,053,544	8,890,211	9,492,462	9,494,770	9,497,136	9,499,561
General Fund - Grant Funding	66,922,993	25,909,652	7,023,735	5,784,545	1,336,804	1,331,399	1,558,409	1,525,979	1,450,309	1,309,779
General Fund - Borrowings	150,000	0	5,000,000	0	0	0	0	0	0	0
General Fund - Reserves	13,412,670	6,246,924	6,032,596	4,190,033	2,040,169	5,371,737	6,916,529	4,160,071	3,498,388	1,929,003
General Fund - Uncompleted works	0	0	0	0	0	0	0	0	0	0
Water Fund - General Revenue	0	0	0	0	0	0	0	0	0	0
Water Fund - Reserves	6,137,700	4,000,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Water Fund - Grant Funding	10,000,000	5,750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Sewer Fund - General Revenue	0	0	0	0	0	0	0	0	0	0
Sewer Fund - Reserves	1,417,141	2,329,828	5,310,103	1,750,000	3,031,909	6,416,123	2,179,456	4,420,948	10,125,699	1,750,000
Sewer Fund - Grant Funding	10,400,000	500,000	1,000,000	500,000	1,000,000	2,000,000	500,000	2,000,000	4,500,000	500,000
TOTAL	110,848,270	57,875,913	33,887,644	21,747,879	19,712,426	28,259,470	24,896,856	25,851,768	33,321,532	19,238,343

8.3 Scenario Three - Capital Works Plan - 2022/23 - 2031/32 (\$)

Table 18: Capital Works Plan – Scenario Three

Service	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Planned Capital Works										
Bridges	1,800,000	7,875,613	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Buildings Non-specialised	4,094,880	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Buildings Specialised	21,300,970	200,000	2,700,000	2,700,000	200,000	200,000	200,000	200,000	200,000	200,000
ICT Replacement	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Office Equipment	80,000	82,000	83,640	85,731	87,874	90,071	92,322	94,630	96,996	99,421
Other Open Space Recreation	13,279,574	7,996,338	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Other Structures	869,423	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Plant & Equipment (incl Fleet)	2,811,661	3,538,782	4,311,388	3,686,395	1,779,756	5,127,539	5,991,302	3,332,133	2,897,460	1,749,665
Resource and Waste	2,599,838	4,444,189	3,128,277	671,517	347,217	325,597	1,233,636	1,103,917	801,237	239,117
Roads	34,877,083	11,941,567	6,516,666	6,516,666	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000
Stormwater	1,180,000	0	0	0	0	0	0	0	0	0
Wastewater	11,817,141	2,829,828	6,310,103	2,250,000	4,031,909	8,416,123	2,679,456	6,420,948	14,625,699	2,250,000
Water	16,137,700	9,750,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000
TOTAL	110,848,270	49,508,317	28,950,074	21,810,309	14,496,756	22,209,330	18,246,716	19,201,628	26,671,392	12,588,203
Type of Investment										
New	26,917,983	7,256,425	2,500,000	0	0	0	0	0	0	0
Upgrade	28,593,701	5,500,000	0	0	0	0	0	0	0	0
Renewal	55,336,586	36,751,892	26,450,074	21,810,309	14,496,756	22,209,330	18,246,716	19,201,628	26,671,392	12,588,203
Funding										
General Fund - General Revenue	2,407,766	5,021,913	3,083,640	3,085,731	3,087,874	3,090,071	3,092,322	3,094,630	3,096,996	3,099,421
General Fund - Grant Funding	66,922,993	25,659,652	6,773,735	5,534,545	1,086,804	1,081,399	1,308,409	1,275,979	1,200,309	1,059,779
General Fund - Borrowings	150,000	0	2,500,000	2,500,000	0	0	0	0	0	0
General Fund - Reserves	13,412,670	6,246,924	6,032,596	4,190,033	2,040,169	5,371,737	6,916,529	4,160,071	3,498,388	1,929,003
General Fund - Uncompleted works	0	0	0	0	0	0	0	0	0	0
Water Fund - General Revenue	0	0	0	0	0	0	0	0	0	0
Water Fund - Reserves	6,137,700	4,000,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Water Fund - Grant Funding	10,000,000	5,750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Sewer Fund - General Revenue	0	0	0	0	0	0	0	0	0	0
Sewer Fund - Reserves	1,417,141	2,329,828	5,310,103	1,750,000	3,031,909	6,416,123	2,179,456	4,420,948	10,125,699	1,750,000
Sewer Fund - Grant Funding	10,400,000	500,000	1,000,000	500,000	1,000,000	2,000,000	500,000	2,000,000	4,500,000	500,000
TOTAL	110,848,270	49,508,317	28,950,074	21,810,309	14,496,756	22,209,330	18,246,716	19,201,628	26,671,392	12,588,203

Source – Long Term Financial Plan

9. CRITICAL ASSETS AND RISK MANAGEMENT

Critical assets are identified in Appendix C.

Risk management strategies currently in place are shown in Table 10.

Table 19: Risk Management Strategies

Critical Asset	Risk	Risk Management Strategies
Water Treatment Plants	Failure of treatment Process through loss of power, contamination in catchments	NSW Health Protocols Drinking Water Management Strategy Access to a generators
Pump Stations (water)	Failure of pumps	Access to a generators Access to backup pumps, duty stand by and emergency pumps
Sewer Treatment Plants	Failure of treatment process through loss of power, contamination	NSW EPA requirements Pollution Incident response Management Plan NSW Health notification and Snowy Hydro if applicable
Pump Stations (sewer)	Failure of pumps	Access to a generators Access to backup pumps, duty stand by and emergency pumps
Bridges	Partial or complete loss of service capacity due to structural or other reasons	Detours and prioritisation of resources to restoring access.
Unsealed roads	Partial or complete loss of service capacity due to weather event	Prioritisation of resources to restoring access.

10. ACTIONS, TIMEFRAMES AND PROJECTED RESOURCES REQUIRED TO IMPROVE ASSET MANAGEMENT CAPABILITY

The tasks required to improve financial and asset management maturity are shown in Table 20.

Table 20: Asset Management Improvement Plan

Ref	Action	Responsibility	Target Date	Resources
1	Review and maintain integrated Resource Strategies, including integration between asset management plans, Asset Management Strategy and the LTFP.	Chief Strategy Officer	Ongoing	N/A
2	Effectively communicate the Council's decisions on policy and strategy throughout the organisation.	General Manager	Ongoing	N/A
3	Establish service planning as central to the integrated planning framework, including community engagement on satisfaction and importance of range and levels of service.	Chief Strategy Officer	Ongoing	N/A
4	Establish the Asset Management Advisory Group and consider an independent observer to assist the formation of the group	General Manager	2023	Internal staff time Meeting fees for external observer
5	Establish an asset performance management framework	Chief Strategy Officer	2023	Internal staff time
6	Review configuration of the asset management information system, including appropriately componentised asset register, works programming, works scheduling/ticketing and reporting.	Chief Strategy Officer	2023	Internal staff time
7	Establish a training and development program aimed at improving the leadership and management of assets.	Chief Workforce Officer	2023	Internal staff time
8	Review the componentisation and useful life assumptions for the valuation of assets and calculation of depreciation.	Chief Finance Officer	2023	Internal staff time
9	Enhance the maturity of the Asset Management Plans, in particular the understanding of assets, inspections and the lifecycle management approach.	Asset Managers	2023	Internal staff time

Ref	Action	Responsibility	Target Date	Resources
10	Review and improve accuracy and currency of asset registers, annually in preparation for asset valuations.	Asset team	Ongoing	Internal staff time
11	Recording of operating and maintenance costs are recorded	Finance and Operational staff	2024	Internal staff time
12	Develop a process to improve linking of customer requests to asset records	Assets & Operational staff	2024	Internal staff time
13	Identify critical assets in each category and develop plans to manage the associated risk	Operational and Risk Management staff	2024	Internal staff time
14	Develop a process to improve the quality of asset condition data	Assets & Operational staff	Ongoing	Internal staff time
15	Progress the maturity of asset management planning from 'core' to 'advanced' level	Asset team	2026	Internal staff time

11. APPENDICES

Appendix A: Asset Management Maturity Assessment

Following amalgamation in May 2016, Council has focused on consolidation of asset data from the three former systems into a single asset register, with the current Civica Authority system going live on July 1, 2020.

No recent Asset Management Maturity Assessment has been undertaken, but with the current review and update of the suite of asset management documentation, we believe that Council will be at a “core” level of asset management maturity.

A formal Asset Management Maturity Assessment will be undertaken and the result included in the next revision of this document.

Appendix B: Asset Management Policy



Policy

Asset Management

Responsible Portfolio	Strategy Portfolio	Document Register ID	250.2022.[document number].1
Policy owner	Team Leader Asset Management	Review date	Date [document date]
Date of Council Meeting	Date Approved [checklist 25002 10 DD LAST VALUE]	Resolution Number	Number [checklist 25002 11 DD LAST VALUE]
Legislation, Australian Standards, Code of Practice	Local Government Act 1993 Local Government (General) Regulation 2021		
Aim	To ensure agreed service levels can be provided throughout the Snowy Monaro Region.		

1 Objective

To ensure the appropriate assets are in place to meet the agreed service levels and that those assets are managed efficiently and effectively.

2 Policy Statement

- a) All relevant legislative requirements together with political, social and economic environments are to be taken into account in asset management.
- b) Asset management principles will be integrated within existing planning and operational processes.
- c) Systematic and cyclic reviews will be applied to all asset classes and are to ensure that the assets are managed, valued and depreciated in accordance with appropriate best practice and applicable Australian Standards.
- d) Council will move towards ensuring asset renewals and maintenance required to efficiently and effectively manage the assets will be fully funded in the annual budget estimates.
- e) Full lifecycle costs will be reported and considered in all decisions relating to new services and assets as well as the upgrading of existing services and assets.
- f) Asset valuations will be performed on a regular basis.

3 Principles

- a) Council is committed to implementing a systematic asset management methodology in order to apply appropriate asset management best practices across all areas of Council. This includes ensuring that assets are planned, created, operated, maintained, renewed and disposed of in accordance with Council's priorities for service delivery.
- b) Council's assets, including physical assets and employees, will be safeguarded by implementing appropriate asset management strategies and appropriate financial resources for those assets.
- c) An inspection regime will be used as part of asset management to ensure agreed service levels are maintained and to identify asset renewal priorities.

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- d) All councillors and employees will take an integral part in overall management of Council assets by creating and sustaining asset management awareness throughout the Council.
- e) Transparent and responsible asset management processes that align with demonstrated best practice will be in place.
- f) Asset management will relate directly to the delivery plan and its actions and activities.

4 Responsibility

Councillors are responsible for:

- a) adopting the policy
- b) adopting and asset management strategy
- c) adopting asset management plans for each class of assets and
- d) ensuring that sufficient resources are applied to manage the assets.

The Chief Executive Officer has overall responsibility for:

- a) assisting the councillors in developing an asset management strategy
- b) enacting the actions within the strategies and plans
- c) establishing procedures to guide the asset management process and
- d) reporting the status and effectiveness of asset management within Council.

5 Review Date

This policy is to be reviewed within 12 months of a Council election unless set out otherwise within legislation.

6 Related Documents

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

Documentation	
250.2021.24.1	Asset Valuation Procedure
250.2021.22.1	Asset Data Acquisition and Disposal Procedure
250.2016.212.2	Developer Built Assets Procedure

Variation

Council reserves the right to review, vary or revoke this policy.

[document type] document year document number document part	Issue Date: DRAFT document received	Revision Date:	Page 2 of 2
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Appendix C: Critical Assets

Critical assets currently identified are shown below. This list will be refined and updated in future revisions of this document.

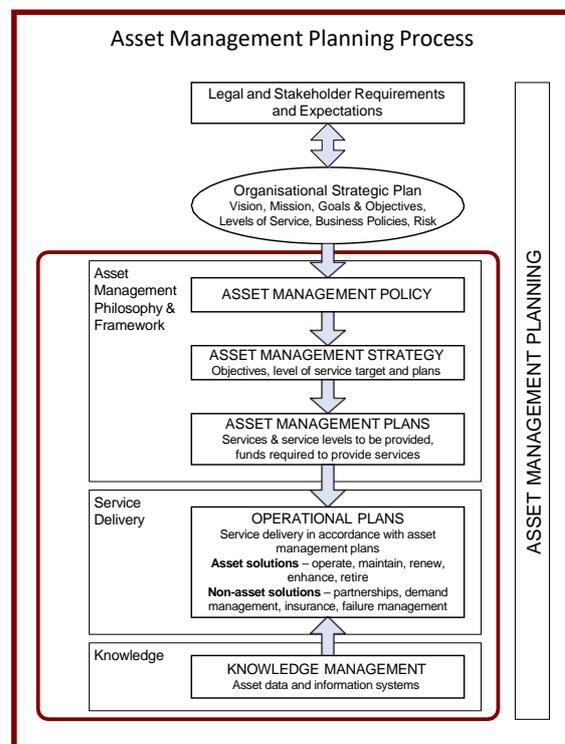
Critical Asset	Failure Mode	Impact
Water Treatment Plants	Failure of treatment process through loss of power, contamination in catchments	Inability to provide safe water to community Impact on public health and essential community services Impact of Council reputation
Pump Stations (water)	Failure of pumps	Inability to provide safe water to community Impact on firefighting capability of community Impact of Council reputation
Sewer Treatment Plants	Failure of treatment process through loss of power, contamination	Potential Environmental pollution incident Impact on Council reputation
Pump Stations (sewer)	Failure of pumps	Potential health hazard if service not provided Impact on Council reputation
Bridges	Partial or complete loss of service capacity due to structural or other reasons	Loss of access to served area Increased travel times Impact on emergency services
Unsealed roads	Partial or complete loss of service capacity due to weather event	Loss of access to served area Increased travel times Impact on emergency services

Appendix D: Background Information

D.1 Asset Management Planning Process

Asset management planning is a comprehensive process to ensure that assets are managed and maintained in a way that enables affordable services from infrastructure to be provided in an economically optimal way. In turn, affordable service levels can only be determined by assessing Council's financial sustainability under scenarios with different proposed service levels.

Asset management planning commences with defining stakeholder and legal requirements and needs, incorporating these needs into the organisation's strategic plan, developing an asset management policy, strategy, asset management plan and operational plans, linked to a long-term financial strategy and funding plan.



D.2 Financial & Asset Management Maturity

The National Frameworks on Asset Planning and Management and Financial Planning and Reporting define 10 elements. 11 practice areas have been developed from these elements to assess maturity under the National Frameworks.

The core competencies are:

Financial Planning and Reporting

- Strategic Longer-Term Plan
- Annual Budget
- Annual report

Asset Planning and Management

- Asset Management Policy
- Asset Management Strategy
- Asset Management Plan
- Governance & Management
- Levels of Service
- Data & Systems
- Skills & processes
- Evaluation

Council intends to carry out a formal maturity assessment in the near future, and the result of this assessment will be incorporated into future iterations of this strategy.

Anecdotally, Council's level of asset management maturity is rated as being at the "core" level.

For further information

The Snowy Monaro 2042 Community Strategic Plan, 2022-26 Delivery Program, Operational Plan and Annual Reports can be viewed on Council's website.

 www.snowymonaro.nsw.gov.au

 Snowy Monaro Regional Council

 @snowymonaroregionalcouncil

 Snowy Monaro Regional Council

Your feedback

A copy of this Plan can be obtained from Council's website:

www.snowymonaro.nsw.gov.au

We are interested to know your thoughts about this Plan. Your comments and suggestions are valuable because they highlight opportunities for us to improve the quality of services, plans and reports.

If you would like to comment, or require additional information regarding this report please contact us.

Phone: 1300 345 345

Post: PO Box 714, COOMA NSW 2630

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WORKFORCE MANAGEMENT STRATEGY

2022 -2026



Acknowledgement of Country

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

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



Record of Versions

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

Version	Date Published	Reason for Amendments	Resolution	Author/Document Owner
1.0		DRAFT		
1.1				
1.2				
1.4				
1.5				
1.6				
1.7				

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1. Introduction

The purpose of this Workforce Management Strategy (WMS) is to provide a platform to identify, consider and respond to any workforce significant issues and risks facing the organisation now and into the future. The implementation of this WMS will deliver a safe, skilled and engaged workforce that provides valuable service to the Snowy Monaro Regional Council (SMRC) community in alignment with our Community and Council vision. The strategy will also support the implementation of the Towards Excellence Program that is being developed following the service reviews of key business areas.

The past four years have been difficult for our workforce, enduring periods of social challenge and significant change. The commencement of the Snowy Hydro 2.0 project and subsequent housing impacts, drought, bushfires, COVID-19 and a growing local social media focus on council activities. These have all had significant impacts on the wellbeing of our organisation in a variety of ways.

Our Council is at a crossroads in terms of its workforce size, with considerations in progress to grow the workforce and deliver enhanced productivity. This strategic plan is written in the context where Council must consider the strategic initiatives required if our workforce was to expand over the next four years. It is critical that the supporting leadership, culture, and performance initiatives in this plan are implemented to ensure improvements in service delivery and asset management productivity and performance are realised as our workforce grows.

SMRC employs over 400 people across a wide range of disciplines. We recognise that our employees are more than just the service providers to our community – they are a valued and essential part of our community. This strategy aims to provide a roadmap to meet the current and future workforce needs and requirements for Council, so that we may continue to serve our community to the best of our ability.

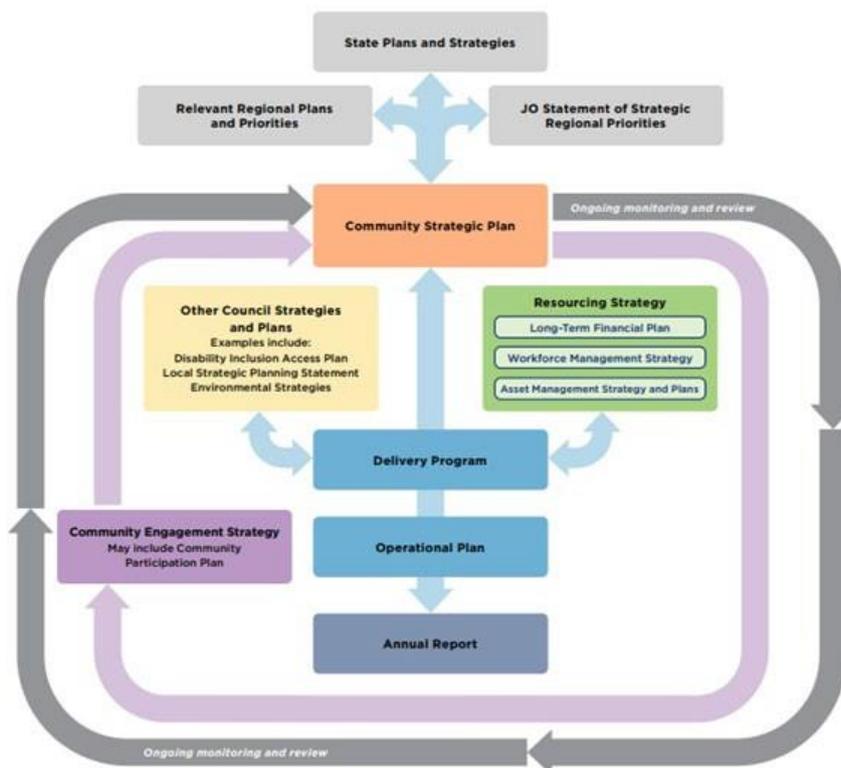
The principles and strategies set out in this document are intended to support and contribute to an engaged and productive workforce as we strive towards achieving our community vision:

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

The region offers a fulfilling quality lifestyle and is a place of opportunity, with education, training and economic opportunities for people of all ages and backgrounds.’

2. Where Does This Strategy Fit?

This Workforce Management Strategy (WMS) is part of Snowy Monaro Regional Council's broader Integrated Planning and Reporting framework and is directly linked to the Delivery Program and Operational Plan. It is a critical pillar to the future development of our service delivery capability and ongoing commitment to developing skills and work capabilities.



We aim to measure the success and implementation of this WMS through regular data collection, review, analysis and, where required, adjustment of approach. This WMS intends to be agile and flexible so that we may adapt and modify our approach to meet the changing needs and circumstances of our workforce and the community we serve.

Alignment to the Integrated Planning and Reporting Framework

The formation of this plan has considered the following components recommended by the NSW Office of Local Government (OLG), whereby this plan will reflect the following eight issues¹:

1. an ageing workforce
2. succession planning
3. how to provide opportunities to create and retain positions for local young people
4. incentives and other programs that will support the council to be an employer of choice
5. learning and development
6. performance management
7. recruitment strategies to fill skills gaps
8. workforce diversity

¹ <https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/support-for-implementation-of-ipr-framework/workforce-planning/>

3. Our Vision

Community Vision

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

The region offers a fulfilling quality lifestyle and is a place of opportunity, with education, training and economic opportunities for people of all ages and backgrounds.'

Understanding the Community Vision

Welcoming - We are committed to a region where everyone can belong and participate in social, cultural, economic and civic life.

Natural environment - Considers both the local natural and atmospheric environment and the broader global environment, considering issues such as resource use and climate change.

Place of opportunity - Envisions a community with education, training, professional and economic opportunities for people of all ages and backgrounds.

Council Vision

'A trusted community partner'

Council continually strives to uphold its vision of being "a trusted community partner" through providing a transparent, honest and hard-working organisation. Council fosters important links with the community to establish itself as a trusted partner.

4. Our Workforce – A Snapshot

Snowy Monaro Regional Council covers 15,162km² with ten primary townships, surrounded by rolling plains country and mountain ranges. Council employs more than 400 staff, incorporating full time, part time and casual positions.

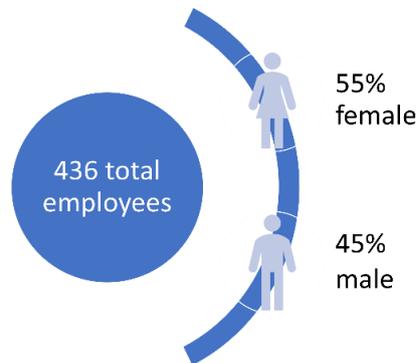


Figure 1: Total Employees by Gender as of October 2022

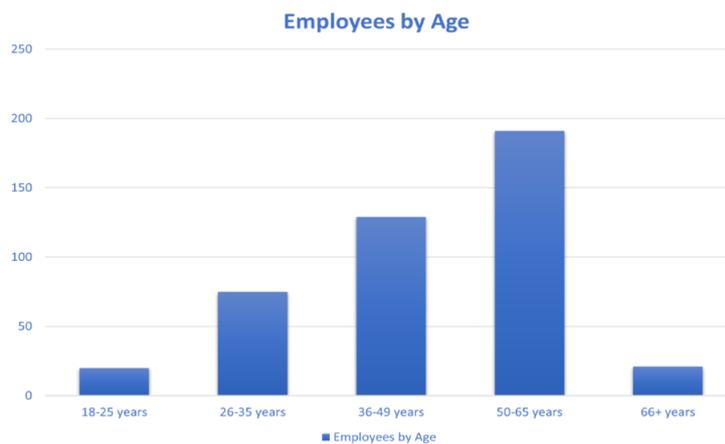


Figure 2: Employees by Age as of October 2022

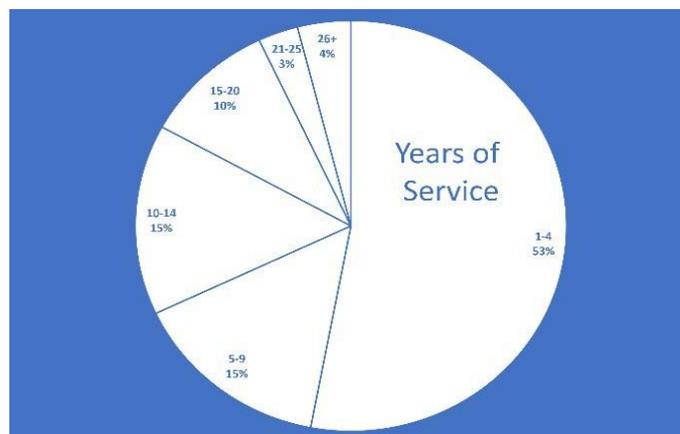


Figure 3: Employees by Years of Service as of October 2022

Council's head office is located in Cooma, with an additional three locations in Berridale, Bombala and Jindabyne serving as hubs to provide services to our community.

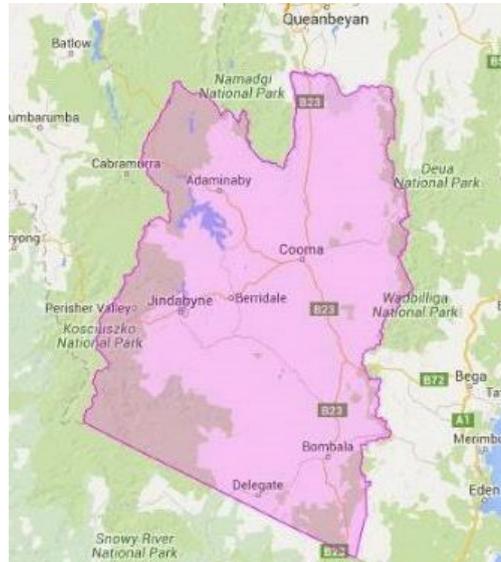


Figure 4: Snowy Monaro Regional Council Area

Workforce Overview

Following a review of key workforce data and consultation with key stakeholders, the following insights demonstrate the challenges and opportunities that inform the proposed strategic workforce initiatives within this plan.

- Snowy Monaro Regional Council has a mature and ageing workforce with the majority of employees aged between 50 – 65 years (41.8%) followed by 36 – 49 years (30%). This presents a need for a planned approach to transferring key skills and succession for critical roles.
- The majority of employees have been employed by the Council for 1 – 4 years (58%). In a number of service areas the average length of service is four years or less. This presents a challenge for Council to ensure new employees are onboarded and trained to effectively deliver in their roles as quickly as possible. It also provides an opportunity to draw on fresh perspectives for efficiencies and improvements to benefit the Council in its delivery.
- In 2021 the attrition rate of the Council was just over 20% and is trending towards 30% for the 2022 calendar year. In a competitive market targeted strategies to promote SMRC as an employer of choice and to retain and attract employees is critical.
- The majority of SMRC's managers have been in their Council management position for less than two years (41%), followed by 35% with 2 – 5 years tenure in their management position. The introduction of a Leadership Development Program across all levels of leadership (including frontline leaders and emerging leaders) will leverage existing skills and experience the managers bring, and ensure they are equipped to lead for high performance and productivity improvements required by SMRC.
- When compared with other Regional Town/ City Group 4 Councils for the FY21 year, Snowy Monaro has the lowest FTE to population spread across the largest council area. This creates a need for robust establishment management processes to efficiently focus recruitment and retention activities in order to attract, retain and maintain candidates and minimise vacant positions.
- Council's workforce operates out of four locations across a large region, making it crucial that effective and consistent communication on the strategic direction and performance progress is provided regularly to all employees across all functional areas. This is reflected in employee feedback as an opportunity for enhancement.

5. Workforce Challenges

Our Council is at a crossroads in terms of its workforce size, with considerations in progress to grow the workforce and deliver enhanced productivity. This strategic plan is written in the context where Council must consider the strategic initiatives required if our workforce was to expand over the next four years.

Importantly, it is critical that the supporting leadership, culture, and performance initiatives in this plan are implemented to ensure improvements in service delivery and asset management productivity and performance are realised as our workforce grows. The support for leaders to implement change is also critical as the implementation of Towards Excellence Program (service review outcomes) progresses during 23/24.

Recognising and acknowledging challenges currently faced by our Council and anticipating what may lie ahead by drawing on information available and lessons learnt allows us to be targeted in our strategic initiatives to ensure we are best placed to deliver for the community. These challenges require us to employ lateral thinking to address and formulate solutions.

Some of the other challenges we currently face as a community and a Council include:

Snowy Monaro Community

- Limited affordable and available housing opportunities for new/potential staff who currently reside outside of the Local Government Area (LGA) impacts our ability to meaningfully attract new staff and retain current staff
- Shifting trends in home/house rentals from long term to short term occupancy impacts staff who currently reside in rental properties within the LGA
- Relatively low population change over the past five years compared to other Regional Town/ City Group 4 councils and estimated population growth of 1% per annum limits the available pool of local resources within the council area
- Impact of the “Great Resignation/Migration” contributing to above average turnover and forcing SMRC to compete for staff with other major organisations/ businesses within the area
- Knowledge, experience and industry skills shortage due to staff turnover and limited tenure/retention

Snowy Monaro Regional Council

- Mature and ageing workforce challenged by availability of potential resources to secure a pipeline for succession planning of key skills and roles
- Operating within geographically dispersed teams across a large council area
- Impact of the current Council financial situation on resourcing, recruitment and reputation
- Ill-informed social media commentary regarding the effectiveness of Council impacts on our morale and recruitment
- Employee and community perception of Snowy Monaro Regional Council as an employer
- Award rates for local government do not compete with projects such as Snowy Hydro 2.0 or with other levels of government.
- Our buildings and workplaces are ageing and offer far from industry standard employment conditions.
- Change agenda outlined for 23/24 is significant and will touch all jobs in council.

Challenges faced by our Council have been identified through feedback and input from our workforce (including a recent employee survey with a response rate of 29%). We acknowledge the need to improve the way we hear and respond to the voice of our workforce to make improvements to support them in delivering for our Council.

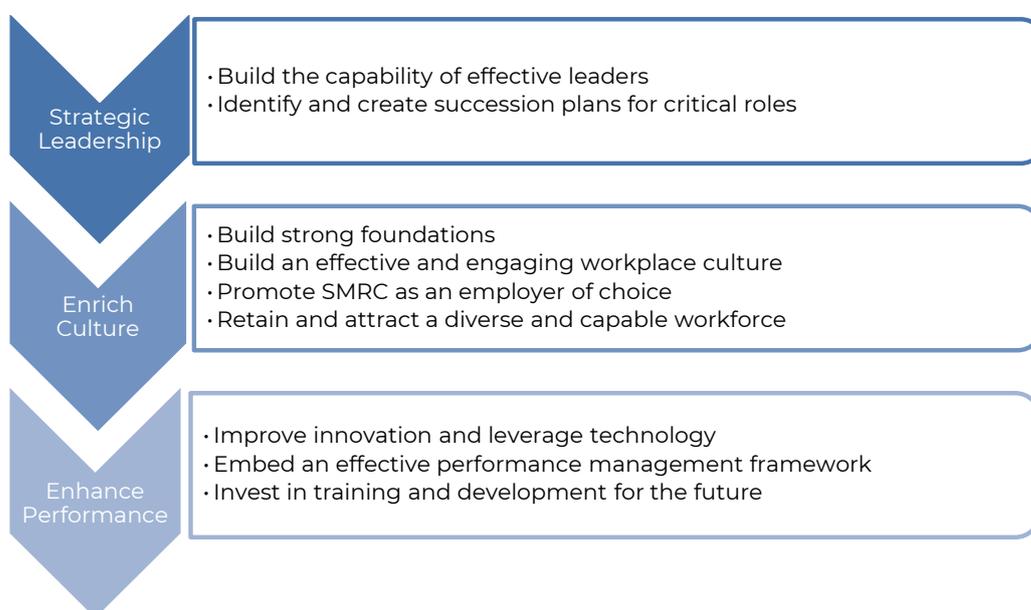
We must focus on becoming an employer of choice that provides a motivating and engaging environment, and an enjoyable workplace where people are proud to work for Snowy Monaro Regional Council. By keeping an open-mind and taking a progressive and solutions-based approach to addressing these challenges, we can work together to achieve our workforce strategic objectives and support SMRC's Delivery Plan to better service our community.

6. Workforce Leadership, Culture and Performance

Over the life of this plan our goal is to focus Council's efforts to achieve better performance through its people now and into the future. We will do this by

- building the **capability of our leaders** who are key to driving change and improvements for our workforce;
- enriching the **culture** of our Council through strong foundations and an effective and engaged workforce; and
- enhancing **performance** so we are all accountable for our work and the way in which it is delivered to the benefit of our community.

This forms the basis of the three core pillars for our Workforce Management Strategy. A clear set of measures aligned to strategic initiatives under these pillars will provide success points over its four-year duration to support and enable leaders to make progress in line with this plan.



7. Changes to Workforce within the Long-Term Financial Plan

Included in the three scenarios presented in the Long-Term Financial Plan are the following changes to the projected workforce:

- Scenario One – Additional funding for training and development as well as four additional positions: GIS Officer, Engineer (Asset Management), Buildings and Facilities Coordinator and a Training and Development Officer.
- Scenario Two – Additional funding for training and development as well as four additional positions: GIS Officer, Engineer (Asset Management), Buildings and Facilities Coordinator and a Training and Development Officer.
- Scenario Three – No change to workforce

8. Workforce Strategic Objectives

To realise and achieve the aims of this plan and contribute meaningfully to the success of the SMRC Delivery Program for our community, there are nine key initiatives aligned under the three core pillars of Strategic Leadership, Enrich Culture and Enhance Performance.

Pillar	Strategic Initiatives	Deliverables	Target Year				Measurement/ KPI
			22/23	23/24	24/25	25/26	
Strategic Leadership	Build the capability of effective leaders	1.1. Articulate performance and leadership expectations and accountabilities across all leadership roles and levels <ul style="list-style-type: none"> Review and update role descriptions to include leadership capabilities and accountabilities Set and hold leaders accountable to these performance expectations Measure outcomes 	x				<ul style="list-style-type: none"> Role descriptions for all leaders include consistent capabilities, behaviours and accountabilities for each level Outcomes measured in formal performance reviews
		1.2. Design, deliver and embed a suite of leadership development programs tailored to Council for all levels of leadership to specifically address: <ul style="list-style-type: none"> Base level functional skills required of all leaders including effective asset management, workforce planning, financial and procurement management, human resources, governance and risk, IT systems, and health and safety. Transition into leadership from technical and operational roles for frontline leaders. Leadership for mid-level leaders who lead other leaders and multiple teams Senior strategic leadership for leaders who lead functions 	x		x		<ul style="list-style-type: none"> Leadership programs implemented; refreshed annually and delivered to capture current and new leaders transitioning from delivery/ technical positions Participation in program by all leaders Employee engagement survey results improve in questions measuring leadership effectiveness
		1.3. Embed leadership capability expectations into core people routines and documents <ul style="list-style-type: none"> Review and update core processes and documents to reflect leadership accountabilities, including: <ul style="list-style-type: none"> Recruitment and selection processes Performance management framework Reward and recognition framework Training and Development planning 			x		<ul style="list-style-type: none"> Leader responsibilities articulated in core people routines and documents Outcomes measured in formal performance reviews Employee engagement survey results improve in questions measuring leadership effectiveness

Pillar	Strategic Initiatives	Deliverables	Target Year				Measurement/ KPI
			22/23	23/24	24/25	25/26	
	Identify and create succession plans for critical roles	1.4. Audit and identify critical roles and skills, implement strategies to minimise the impact of loss in critical roles, and upskill leaders to proactively facilitate development and succession conversations <ul style="list-style-type: none"> Conduct an audit to identify critical roles and skills in Council, quantify skills and knowledge held (or required) by incumbents in these roles Estimate the remaining time of tenure for incumbents in critical roles due to anticipated ageing/ retirement or turnover Understand the current and future impact of loss of critical skills and knowledge Upskill managers to have effective development and succession conversations Document a plan for each critical role to outlined targeted knowledge transfer, upskilling, mentoring and recruitment strategies 		x			<ul style="list-style-type: none"> Skills audited conducted and critical roles identified Audit is reviewed and revised annually Successors for critical roles are identified and have a current training and development plan underway Documented plan for each critical role, reviewed annually Active conversations with incumbents on the plan held at least annually with clear expectation on actions captured and measured in performance objectives. Leaders are trained and provided templates and tools to undertake effective development and succession conversations
Enrich Culture	Build strong foundations	2.1. Identify and develop key strategic people policy and process frameworks that set the standard for the desired culture, for example: <ul style="list-style-type: none"> Code of Conduct Employee Wellbeing including mental health, psychosocial safety and flexible work policies Bullying, Harassment and Respectful behaviour Positive performance management Diversity and Inclusion <ul style="list-style-type: none"> Audit existing policies and process frameworks to determine gaps and order of priority for development. Deliver targeted wholistic training for all employees to educate and embed behavioural standards and expectations under key people policies. 		x			<ul style="list-style-type: none"> Mandatory training delivered annually and completed by all employees Employee engagement survey results demonstrate expected behaviour standards are consistently reflected in practice in the workplace
		2.2. Develop a culture of continuous review and improvement to ensure optimal effectiveness and efficiency to support the delivery of Council. <ul style="list-style-type: none"> Service review program is to be completed outlining which service reviews are to be undertaken within the next four years* 					<ul style="list-style-type: none"> Service review program developed* Asset service review undertaken by 31 December 2022* Process Management Framework is developed and implemented*

Pillar	Strategic Initiatives	Deliverables	Target Year				Measurement/ KPI
			22/23	23/24	24/25	25/26	
Build an effective and engaging workplace culture		<ul style="list-style-type: none"> Assets service review undertaken and outcomes are report to Council* Process Management Framework developed and implemented for effectively capturing, mapping, analysing and improving business processes* 	x				
	2.3.	<p>Identify improvements to physical work environments across Councils workplaces to provide a safe, engaging and inviting workspace.</p> <ul style="list-style-type: none"> Undertake Workplace Health & Safety inspections in all Council workplaces to identify risks or hazards for immediate rectification. Consult employees and leaders for feedback on workplace areas for improvement and improvement suggestions to be considered, prioritised and budgeted. 	x				<ul style="list-style-type: none"> 75% of targeted workplace safety inspections undertaken* Workplace health and safety risks or hazards rectified 100% of new employees completed WHS induction* <5% of employees reporting WHS incidents* Prioritised improvements actioned and reflected by improvement in employee engagement survey results on work environment.
	2.4.	<p>Utilise a robust employee engagement survey to hear the voice of the workforce to inform areas of focus and to allow measurement of the impact of strategic people initiatives.</p> <ul style="list-style-type: none"> Review existing survey provider and questions for effectiveness to provide relevant feedback Ensure that access to the survey enables participation across the Council workforce 	x	x	x	x	<ul style="list-style-type: none"> Employee engagement survey conducted (at least six monthly) Representative response rate received from indoor and outdoor workers Organisational and team improvement action plans forms within three months of receiving results with progress monitored and tracked
	2.5.	<p>Introduce a regular cadence of communication delivered by the Executive Leadership Team on the strategic direction and updates from across Council.</p> <ul style="list-style-type: none"> Develop an outline of key strategic messages and updates to be communicated and regularity of updates Prepare a schedule for executives and senior leaders to provide updates to increase leadership visibility Identify effective methods of communication to communicate across the Council workforce 	x				<ul style="list-style-type: none"> Regular and varied communication forums are held (at least quarterly) to disseminate strategic priorities and progress to all employees Employee engagement survey results reflect improvement in questions that measure understanding of strategic direction and Executive Leadership Team communication
Promote SMRC as an employer of choice	2.6.	<p>Implement a community facing positive marketing campaign to support and promote the work of SMRC and the Council as an employer including showcasing a "Day in the Life" of key roles. This campaign will:</p> <ul style="list-style-type: none"> Address reputational challenges for the Council that is impacting morale of existing employees and 		x			<ul style="list-style-type: none"> Marketing campaign designed and launched Packs developed for prospective candidates to promote the region (eg. information on schools, local services) and SMRC as an employer.

Pillar	Strategic Initiatives	Deliverables	Target Year				Measurement/ KPI	
			22/23	23/24	24/25	25/26		
Retain and attract a diverse and capable workforce		attraction of new candidates. This can be done by promoting council initiatives and successes. <ul style="list-style-type: none"> Increase awareness of Council employment opportunities amongst prospective candidates. This can be done by showcasing the career pathways and journeys of existing employees. Engage potential candidates who are considering a move to the region and connect them to local information and employment opportunities. 			x			
		2.7. Develop an employee value proposition that promotes Council internally and externally as an employer of choice acting as a tool of attraction, retention and engagement for existing and prospective employees. <ul style="list-style-type: none"> Develop a strategy to promote the employee value proposition internally and externally 		x			<ul style="list-style-type: none"> Collateral produced to communicate and promote Council employee value proposition Council employee value proposition promoted at appropriate council and region facilities and community events 	
		2.8. Develop a strategy to build a culture of diversity and inclusion where equitable principles and practices are applied across all areas of employment. <ul style="list-style-type: none"> Determine and agree key objectives and outcomes to form the basis of the strategy with measures to review progress. Provide education and guidance to support leaders and employees in achieving diversity and inclusion objectives Review Council policies, procedures and practices to remove bias 		x			<ul style="list-style-type: none"> Measures tracked, monitored and reported to ensure continual progress in line with objectives Engagement survey results show diversity and inclusion is valued and supported. 	
		2.9. Communicate Salary System procedure to enable access to this opportunity for employee progression under the Award classification framework*	x				<ul style="list-style-type: none"> 85% of self-surveyed responses indicates an improved salary system* 	
		2.10. Create a reward and recognition framework (monetary and non-monetary) aligned to organisational values and performance achievements		x		x	<ul style="list-style-type: none"> Launch and embed reward and recognition framework Employee engagement survey results indicate employees feel recognised for their contributions 	
		2.11. Create a culture of employee development and learning <ul style="list-style-type: none"> Development and learning goals discussed and documented during goal setting phase of annual performance management cycle 		x			<ul style="list-style-type: none"> Development and learning plans documented and reviewed regularly for progress Active utilisation of training budget allocation 	

Pillar	Strategic Initiatives	Deliverables	Target Year				Measurement/ KPI	
			22/23	23/24	24/25	25/26		
		<ul style="list-style-type: none"> Align the acquisition and demonstration of new skills and capabilities to pay and career opportunities 			x			
		2.12. Build partnerships with key providers to develop and expand on alternate candidate pathways such as school-based traineeship and apprenticeships, TAFE and other relevant employment programs. <ul style="list-style-type: none"> Identify functions and roles where candidates through these pathways align to determine skills and disciplines to target 		x		x	<ul style="list-style-type: none"> Key providers identified and partnerships formed with regular connection Relevant vacancies advertised with key providers 	
Enhance Performance	Improve innovation and leverage technology	3.1. Implement an effective data collection system to track and monitor key workforce metrics <ul style="list-style-type: none"> Establish a template for reporting key workforce metrics that enables analysis and identification of trends Refine establishment management processes, implement a regular cadence of consultation and review to ensure that recruitment activity is efficiently focused, and staffing levels are managed within Council budgets. 	x			x	<ul style="list-style-type: none"> Key workforce metrics reported at least quarterly Vacancy list reviewed and unneeded FTE/ budget is removed or redirected 75% of positions are recruited within two months* Less than 20% vacancy rate across all SMRC positions* 	
	Implement an effective performance management framework	3.2. Embed the Performance Management framework	x				<ul style="list-style-type: none"> 100% of employees have document goals and performance measures 95% completion of performance reviews annually* 	
		3.3. Upskill leaders and employees to participate in effective performance conversations that focus on both performance and development of future skills	x		x		<ul style="list-style-type: none"> Leaders are trained and provided templates and tools to undertake effective performance and development conversations 	
	Invest in training and development for the future		3.4. Identify and target the development of skills and/or upskilling for key specialist areas <ul style="list-style-type: none"> Consult with leaders to identify skill gaps in key specialist areas impacting the effective delivery of SMRC's Delivery Plan. 		x		x	<ul style="list-style-type: none"> Training plans completed and training budget allocated Uplift in the capability demonstrated through improved delivery and financial outcomes
			3.5. Ensure ongoing education and implementation of programs and processes in line with Australian Business Excellence Framework (ABEF)*	x				<ul style="list-style-type: none"> % of change from the 2020 results in the ABEF self-assessment* Achieve a business score of >350*

Pillar	Strategic Initiatives	Deliverables	Target Year				Measurement/ KPI
			22/23	23/24	24/25	25/26	
		3.6. Identify and access government programs and funding for training and development		x			<ul style="list-style-type: none"> Applications submitted for all applicable government funding sources or grants
		3.7. Build and leverage relationships with training organisations to deliver fit for purpose programs		x		x	<ul style="list-style-type: none"> Regular meetings with training organisations, at least bi-annually, to deliver training solutions

*Key activities and measures outlined in SMRC's Operational Plan - <https://www.snowymonaro.nsw.gov.au/files/assets/public/council/ipr/operational-plan-22-23-adopted-updated-20221103-v1.5.pdf>

Further Information

The Snowy Monaro 2042 Community Strategic Plan, 2022-26 Delivery Program, Operational Plan and Annual Reports can be viewed on Council's website.

For further information visit:

 www.snowymonaro.nsw.gov.au

 Snowy Monaro Regional Council

 @snowymonaroregionalcouncil

 Snowy Monaro Regional Council

Your Feedback

A copy of this Plan can be obtained from Council's website: www.snowymonaro.nsw.gov.au

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

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LONG-TERM FINANCIAL PLAN
2022-2032



Acknowledgement of Country

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

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



Record of Versions

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

Version	Date Published	Reason for Amendments	Resolution	Author/Document Owner
1.0		Draft		
1.1				
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1.4				
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1.6				
1.7				

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1. INTRODUCTION

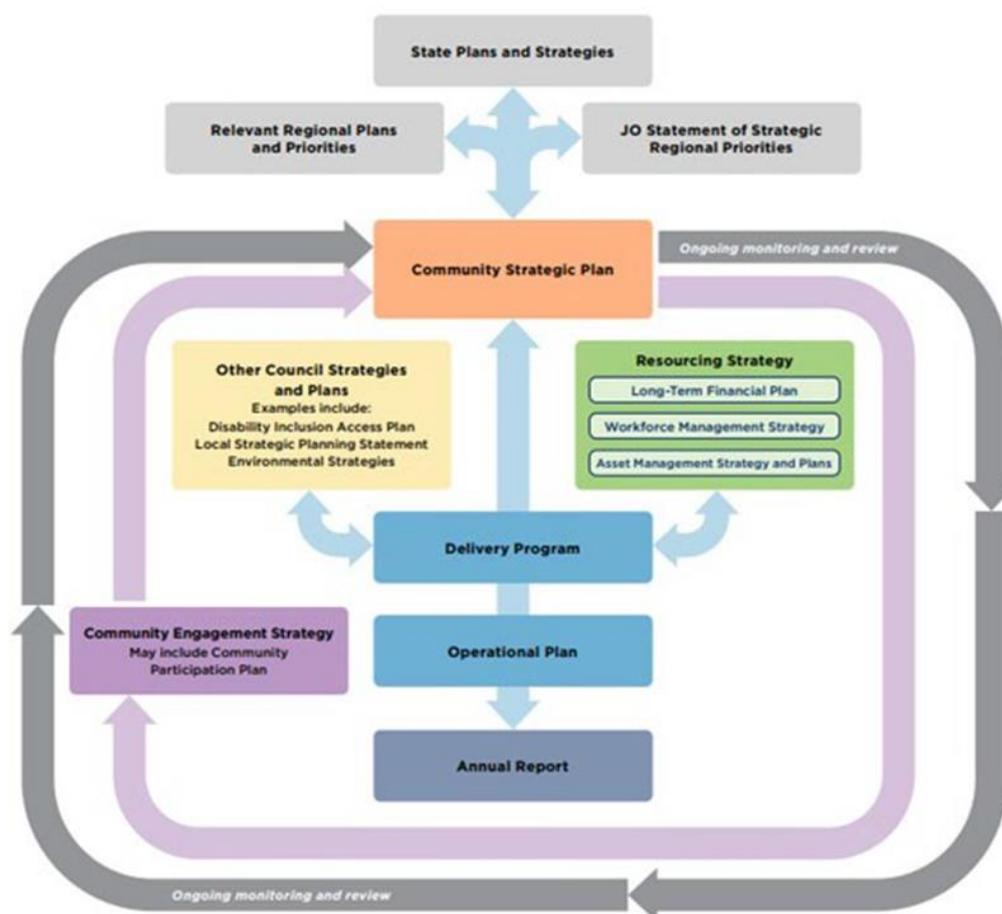
The Integrated Planning and Reporting framework (see Figure 1 below) allows the Council to bring plans and strategies together in a way that supports a clear vision for the future and provides an agreed roadmap for delivering community priorities and aspirations.

As one of three components of the resourcing strategy, the Long-Term Financial Plan (LTFP) is situated within the framework to emphasise the important role that resource planning plays in delivering Council's strategic objectives.

The LTFP provides a roadmap for the achievement of Council's planned services and infrastructure while maintaining long-term financial sustainability and affordability for current and future generations. It is one of the three key resourcing strategies – alongside the Workforce Plan and the Asset Management Strategy, that Council has established to ensure the vision and planned services and infrastructure as outlined in the Snowy Monaro 2042 Community Strategic Plan is achieved.

The LTFP is an important part of Council's strategic planning process. This is the point where long-term community aspirations and goals are tested against financial realities. It is also where Council and the community may decide what resources councils need to influence and work with other parties so that they might deliver on their responsibilities.

Figure 1 – Integrated Planning and Reporting Framework



1.1 Purpose of Long-Term Financial Planning

The purpose of the LTFP is to outline how Council will resource the achievement of the vision and planned services outlined in the Snowy Monaro 2042 Community Strategic Plan as well as the four-year Delivery Program.

The development of a LTFP allows Council to take a much more proactive approach to its financial management. Long-term planning gives Council the ability to model what the future could look like given different circumstances and assumptions. It allows Council to identify future financial threats or opportunities and to put measures in place over the short term to reduce the impact or produce benefits.

Long-term planning also allows Council to look at the future financial implications of today's decisions before they are implemented. While a decision to change policy or strategy, introduce a new service or undertake capital works may seem to have no adverse financial impact in the short term, the longer term implication may show a very different picture.

By having a long-term planning process in place, Council is much better placed to manage the expectations of the community in terms of what levels of services it can provide. Council is constantly faced with demands for increases to services and/or continuation of existing services. Through longer term financial plans, Council will be able to better explain the decisions that it makes.

1.2 Key Points of the Plan

The LTFP includes the following considerations and determinations of the Council:

- Current and future planning context
- Alignment with other key plans and strategies
- Assumptions used to develop the plan
- Sensitivity analysis highlighting factors/assumptions most likely to affect the plan
- Financial modelling of projected income and expenditure, balance sheet and cash flow statements for the base case and two alternative cases
- Methods of monitoring financial performance

2. FINANCIAL SUSTAINABILITY POLICY

Councils across New South Wales face numerous issues that hinder long-term financial sustainability. Cost shifting from Federal and State governments, an ageing infrastructure network and limits on annual increases for rates and regulatory income are some key issues that affect many Councils, including Snowy Monaro.

The Council will be financially sustainable if it can deliver the Community Strategic Plan and Delivery Program while demonstrating capacity to maintain financial capital and infrastructure capital over the short (1-4 years), medium (4-10 years) and long-term (10-25 years).

Council needs to maintain cash into the future to meet the service and infrastructure needs of the community and must be able to provide physical assets over the long-term to meet the service requirements and demand.

A financially sustainable Council can invest in developing and growing the local economy, and can withstand, react and adapt to unplanned shocks. Council must be able to manage likely developments and unexpected financial changes in future periods without unplanned increases in rates and charges or disruptive cuts to services, thereby providing a degree of stability and predictability in the overall rate burden allowing for an equitable distribution of council resources between current and future ratepayers.

Being financially sustainable ensures future generations are not burdened with excessively high debt, rates charges or assets in serious disrepair.

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

2.1 Financial Sustainability Strategy

Council will work within a strategic financial planning and sustainability framework when developing the Annual Budget and Long-Term Financial Plans, and when making decisions including the consideration of funding options for infrastructure projects that impact on the both the present and future financial position of Council.

Council will remain financially sustainable into the future based on the following criteria.

- Operating position – Council will be able to generate sufficient revenue and control of services and infrastructure costs to produce sufficient cash from operations.
- Availability of cash – Council will be able to maintain sufficient cash (or access to cash) to meet the needs of operations, investments and financing (borrowings).
- Investment in assets – Council will be able to renew or replace assets to maintain the desired level of service and the provision of new assets to meet demand for growth in services.

2.1.1 Service Levels

Council's services are heavily reliant on an asset infrastructure that has been built up over generations. These assets require significant on-going investment in maintenance and renewal activities to ensure they are fit-for-purpose and able to deliver expected levels of service. Service levels are defined as the quality for a particular service against which service performance may be measured. Service levels usually relate to safety, quality, quantity, reliability, responsiveness, cost/efficiency and legislative compliance. Technical measures may relate to quality eg. roughness of roads, condition of a building, quantity - area of parks per resident.

It is necessary to engage the community in discussions on desired service levels. The outcome of these discussions will drive the operating position that is necessary to be achieved by Council to ensure sufficient cash is available for the investment in assets that is required to support the agreed service levels.

2.1.2 Operating Income

Council will ensure that it has a consistent recurrent source of revenue through rates and annual charges. Growth in rating revenue will be pursued and supported to reduce reliance on external grant funding as a source of revenue and to facilitate the spread of the rating burden over a larger ratepayers' base.

User fees and charges will be reviewed annually to ensure full cost recovery as far as practical, while considering affordability by the users of the services. Council will continually explore alternative sources of revenue to supplement rating revenue, thereby reducing the burden on ratepayers.

Council will continue to pursue external grant funding for services that are a community service obligation.

Council's cash will be managed in accordance with the adopted Investment Policy, maximising returns while investing within the parameters of the Policy.

2.1.3 Operating Expenditure

Council will undertake strategic service planning and ongoing service reviews to ensure that funding allocation for operational expenditure is aligned with the community's service requirements as informed by the Snowy 2042 Community Strategic Plan and

integrated with operational requirements outlined in the Workforce Management Strategy and the Strategic Asset Management Strategy.

Council will pursue the implementation of productivity improvements identified through operational reviews that have been undertaken, ensuring that initial investment in the necessary systems, processes and capability enhancement is allowed for in its long-term financial planning.

Expenditure incurred in the procurement of goods and services will be undertaken through rigorous procurement processes to ensure best value for money is obtained. Council will explore opportunities for regional collaboration and the achievement of economies of scale.

The Depreciation cost will be closely managed and accurately accounted for in line with sound asset management and reporting guided by the Strategic Asset Management Strategy. Increases in depreciation due to an increase in the asset management base will be identified, managed and reflected in Council's long-term financial planning.

2.1.4 Capital Expenditure

Capital expenditure regarding infrastructure assets will be guided by principles outlined in the Strategic Asset Management Strategy.

The focus of Council's capital expenditure will be renewal of existing assets. Consideration of new assets will be assessed through Council's project management framework, including the development of a business case to support the expenditure.

Where grant funding is available to Council for the creation of new assets, Council will undertake an assessment of the proposed expenditure through the development of a business case. The business case will consider the initial investment and the whole of life cost of the asset, including additional depreciation, maintenance costs and future asset renewal or replacement. If the net impact of the asset on Council's future operating results and cash availability is adverse, Council will consider not accepting the funding, or if accepting the funding, future long-term financial plans are adjusted to reflect the impact of the new asset.

2.1.5 Borrowings

Council will explore financing assets through loan borrowings to achieve inter-generational equity, for assets that will serve present and future ratepayers. Loan borrowings will be based on Council's capacity to service the borrowings over the applicable term.

3. FINANCIAL PLANNING

Financial planning is an integral part of the strategic management planning activities of Council. It involves the development of long-term financial plans that are consistent with the resource allocation objectives and the timeframes set out in the Community Strategic Plan.

Council's ability to remain financially sustainable in accordance with its Financial Sustainability Policy is underpinned by its ability to generate sufficient revenue to maintain enough cash to invest in infrastructure assets.

Council's main revenue stream is rating revenue. The percentage by which a council can increase its rates from one year to the next (rate-peg) is determined by the Independent Pricing and Regulatory Tribunal (IPART). If a council needs to increase its rating revenue by a higher percentage a business case needs to be made to justify the increased required, and an application for a Special Rate Variation (SRV) must be submitted to IPART.

The rate-peg increase for Snowy Monaro for 2023/24 is 4%. The assumed rate-peg in the outer years is 2.5%. The SRV increases referred to in the Plan reflect the total rating increase, including the rate-pegging increase.

LTFP considers the following three case scenarios:

- 1. Scenario One** – Rating revenue is increased by 53% in 2023/24 and then by the rate-peg each year after that. The total rating revenue increase under this scenario is an additional \$97.9 million compared to Scenario 3 over a 10-year period. This increase in revenue will enable an additional investment of \$64.3 million in asset renewal, and current service levels in other areas to be maintained over the longer term. This scenario enables Council to maintain current service levels (including assets) and allows for investment in asset management capability. The scenario does not allocate funding to address the backlog of renewals, which may cause some deterioration in asset serviceability, impacting on service quality levels in the short to medium term.
- 2. Scenario Two** – Rating revenue is increased by 12.25% in 2023/24 and then 10.75% in each of the following 4 years. The total rating revenue increase under this scenario is an additional \$76.7 million compared to Scenario 3 over a 10-year period. This increase in revenue will enable an additional investment of \$51.1 million in asset renewal when compared to Scenario 3 but will require current service levels in other service areas to be reduced. The staged introduction of a SRV over 5 years will enable a staged introduction of increased expenditure on asset renewals to maintain current service levels over time and allows for investment in asset management capability. The scenario does not allocate funding to address the backlog of renewals, which may cause some deterioration in asset serviceability, impacting on service quality levels in the short to medium term.
- 3. Scenario 3** – Rating revenue is limited to the rate-peg increase as determined by IPART. This scenario results in a deterioration in service levels, as revenue generated is not sufficient to generate the cash required for investment in infrastructure.

Note - The Water and Sewer Funds do not change across the three scenarios. The changes across the three scenarios impact on General Fund only.

3.1 Context

The LTFP has been developed to respond to the resourcing requirements of the Snowy Monaro 2042 Community Strategic Plan, as well as the challenges, constraints and opportunities presented by the socio-economic context for our region.

As part of the Resourcing Strategy, the LTFP focuses on the funding requirements of the responsibilities of Council to achieve the vision for the community as outlined in Snowy Monaro 2042 Community Strategic Plan. The Asset Management Strategy addresses how Council will acquire, operate, maintain and renew the physical assets necessary to deliver the planned services and infrastructure, while the Workforce Plan addresses how Council will recruit, develop and retain the necessary workforce and capabilities.

3.2 Snowy Monaro 2042 Community Strategic Plan

The provision of Council's services and infrastructure is guided by the strategic objectives outlined in the Snowy Monaro 2042 Community Strategic Plan and provide a vision for what the Council is planning to achieve.

Table 1 - Strategic Objectives

Strategic Outcome	Strategic Objective	Supporting Documents, Plans or Strategies
<p>Our Community Our health and wellbeing needs are met through living in an inclusive and safe community, provided with quality services.</p>	<ul style="list-style-type: none"> The relaxed lifestyle and close community feel of the region. Our health allows us to live an enjoyable lifestyle. Our region's cultural identity is respected and embraced. We are a safe and caring community. 	<ul style="list-style-type: none"> Snowy Monaro Youth Strategy 2019-2022 Snowy Monaro Regional Council Disability Inclusion Action Plan 2017-2021
<p>Our Economy We are a vibrant and prosperous community providing opportunities for growth, learning and innovation.</p>	<ul style="list-style-type: none"> Have increased work opportunities available enhanced by innovation. Improve the affordability of living within the region. 	<ul style="list-style-type: none"> Snowy Monaro Regional Economic Development Strategy 2018-2022 Snowy Monaro Regional Economic Development Strategy Bushfire Impact Review Snowy Monaro Destination Management Plan 2019 Snowy Monaro Local Strategic Planning Statement South East and Tablelands Regional Plan
<p>Our Environment Our natural environment and heritage is preserved and enhanced while balancing the needs for regional development and growth.</p>	<ul style="list-style-type: none"> Ensure the natural environment and the ability of the community to enjoy and use this environment is protected. Have in place land use controls that protect the natural environment landscape including visual and scenic values. 	<ul style="list-style-type: none"> Snowy Monaro Local Strategic Planning Statement Snowy Monaro Waste Management Strategy Snowy Monaro Regional Council On-Site Sewage Management Strategy South East and Tablelands Regional Plan 2036
<p>Our Infrastructure Our infrastructure is resilient and supports our economy and way of life. We optimise our asset management by being innovative and maximising value for money.</p>	<ul style="list-style-type: none"> Our health is supported by fit for purpose infrastructure. Transport infrastructure allows us to effectively move around the region and beyond as needed. Telecommunication networks allow us to be connected when and where needed. We have in place infrastructure that supports our lifestyles. 	<ul style="list-style-type: none"> South-East Tablelands Regional Plan 2036 Snowy Monaro Asset Management Strategy Snowy Monaro Asset Management Plans Snowy Monaro Local Strategic Planning Statement
<p>Our Civic Leadership We have contemporary leadership and governance that is open, transparent, and accountable, enabled by effective communication and engagement.</p>	<ul style="list-style-type: none"> That the community has confidence in leadership. Our community is informed and engaged to provide transparency in decision making. That effective strategies are in place to achieve the Community Strategic Plan outcomes. 	<ul style="list-style-type: none"> Customer Service Charter Snowy Monaro Community Participation Plan

3.3 Socioeconomic profile for Snowy Monaro

Snowy Monaro Local Government Area (LGA) covers an area of approximately 15,164 km² (ABS, 2019) and includes the regional townships of Cooma, Jindabyne, Berridale, Bombala, Adaminaby, Delegate and Nimmitabel, along with numerous smaller localities and ski villages such as Perisher and Thredbo.

The region is located in southern New South Wales, between the Canberra border to the north and Victorian border in the south.

Snowy Monaro LGA has grown by 0.6% per annum (on average) over the ten years to June 2021, to reach an estimated resident population of approximately 21,660 persons (ABS, 2022 a). Population projections suggest population growth will remain similar to historical levels, growing by 0.6% per annum (on average) over the ten years to 2031 to reach approximately 23,100 persons (NSW Government, 2022), noting that growth in the region will also be impacted by the SAP.

Snowy Monaro LGA recorded approximately 158 residential building approvals in 2021-22, equating to approximately \$67.7 million in total value. The number of residential building approvals has generally trended upwards within the region over the last 10 years, peaking at \$15.9 million in December 2020.

Non-residential building approval activity over the same period was minimal (ABS, 2022 b) While the (ABS, 2022) data is current, the Socio-Economic Indexing for Areas (SEIFA) 2016 data is the most current available at the time of authoring this Plan.

Snowy Monaro LGA scores well and ranks highly in all four socio-economic indexes: The Index of Relative Socio-economic Disadvantage (IRSD): The Index of Relative Socio-economic Advantage and Disadvantage (IRSAD): The Index of Economic Resources (IER): The Index of Education and Occupation (IEO).

Of the 544 Councils across Australia and the 130 Councils across NSW within the ABS SEIFA, the following scores, rank, decile and percentiles are reported for the Snowy Monaro LGA:

3.3.1 Index of Relative Socio-economic Disadvantage (IRSD)

Snowy Monaro LGA scored 1008, ranked 400 nationally and ranked 100 state-wide, with ranking ordered from the lowest to highest score for (IRSD). Based on these rankings, Snowy Monaro LGA is not reporting as an area of significant disadvantage, falling within a decile of 8 and within the percentile of 74 nationally and 77 state-wide. The score indicates a relative lack of disadvantage in general, which means fewer households with lower incomes, fewer people with no qualifications and fewer people in low skilled occupations.

3.3.2 Index of Relative Socio-economic Advantage and Disadvantage (IRSAD)

The ABS broadly defines relative socio-economic advantage and disadvantage in terms of people's access to material and social resources, and their ability to participate in society.

Snowy Monaro LGA scored 985, ranked 375 nationally and ranked 90 state-wide with ranking ordered from the lowest to highest score for (IRSAD). Based on these rankings, Snowy Monaro is reporting as an area of advantage rather than as one of disadvantage, further supported by falling within the decile of 7 and percentile of 69 both nationally and state-wide. This means that the Snowy Monaro LGA has more households with higher incomes, more people in skilled occupations and fewer people on lower incomes and skilled occupations.

3.3.3 Index of Economic Resources (IER)

Snowy Monaro LGA scored 1004, ranked 376 nationally and ranked 93 statewide with ranking ordered from lowest to the highest score for (IER). Based on these rankings, Snowy Monaro LGA is reported as an area with good access to economic resources in general, further supported by falling within the national decile of 7, state-wide decile of 8, and a national percentile of 69 and state-wide percentile of 71. This means that the Snowy Monaro LGA has many households with high-income or many-owned homes, fewer low-income households or fewer households paying low rent.

3.3.4 Index of Relative Education and Occupation (IEO)

Snowy Monaro LGA scored 988, ranked 393 nationally and ranked 90 state-wide, with ranking from the lowest to the highest score for (IEO). Based on these rankings, Snowy Monaro LGA is reported as an area with a higher education and occupation status. This is further supported by falling within the national decile of 8, a state-wide decile of 7, a national percentile of 72 and statewide percentile of 69.

This means that the Snowy Monaro LGA has many people with higher education qualifications or many people in skilled occupations and fewer people without qualifications or fewer people in low skilled occupations.

3.4 Independent Financial Sustainability Review

In response to concerns regarding the financial sustainability of the Council raised by the community, the NSW Audit Office, NSW Office of Local Government and individual Councillors, Council initiated an independent Financial Sustainability Review.

The prime objective of the Financial Sustainability Review is to identify robust options to ensure the Council can operate sustainably and efficiently into the future.

The independent assessment of Council's financial sustainability was guided by the following definition of sustainability:

Financial sustainability is the ability of an entity to maintain financial capital and infrastructure capital over the long-term.

- Maintaining financial capital is concerned with the ability to sustain availability of cash into the future to meet the service and infrastructure needs of the entity.
- Maintaining infrastructure capital is concerned with the entity's ability to provide physical assets over the long-term to meet the service requirements and demand.

The assessment of Council's financial sustainability concluded that based on the independent financial forecast of Council's operating result, cash availability and the required investment in assets, Council is not financially sustainable under the current financial settings.

Council will not be able to sustain current service levels and the associated asset maintenance and renewal expenditure requirements.

Since receiving the review Council has been working on identifying the resourcing needed to achieve the outcomes in the financial sustainability review as well as quantifying areas where an issue was identified, but not quantified.

This has led to the need for increased revenue over that shown in the financial sustainability review report.

3.5 Assets and Services

The Delivery Program outlines the projects and services to be delivered by each of the business units and service areas – see Table 2 below for an outline of the services provided. The Delivery Program includes the service level target for each of the services. The measures also provide an insight into the levels of service required and to be funded through the Annual Budget and Long-Term Financial Plan.

Table 2 - Planned Services

Portfolio	Business Unit	Service Area
Executive	Executive Office	Executive Office
Operations	Built and Natural Environment	Biosecurity Building Certification Development Assessment Public Health and Environment Cemeteries Ranger Services
	Community Services	Community Facilities Community Support Programs Library Services Residential Aged Care
	Infrastructure	Roads Infrastructure Civic Maintenance Land and Property
	Resource and Waste	Resource and Waste
	Water and Wastewater	Water and Wastewater
Communications	Economic Development and Tourism	Economic Development and Tourism, Events and Visitor Centres
	Engagement	Communications/Media, Engagement, Education, Customer Service
Finance	Financial Services	Financial Services
Strategy	Corporate Projects	Corporate Projects Risk RFS/SES Support Services
	Fleet and Plant	Fleet and Plant
	Governance	Governance
	Information Communications and Technology	Information Communications and Technology
	Internal Audit	Internal Audit
	Strategy Development	Asset Management Corporate Reporting Strategic Planning
Workforce	Workforce Management	Workforce Management

Source: SMRC Delivery Program 2022-2026

Table 3 below outlines the quantum of infrastructure and assets owned and managed by Council.

Table 3 - Overview of Council Owned Infrastructure and Assets

Group	Type	Measure
General Facilities	Council offices	4
	Works depots	5
	Visitor centres	2
	Libraries	3
	Mobile library	1
Community and Recreation	Aged care facilities	2
	Doctors/health centres	3
	Childcare	2
	Halls	15
	Showgrounds	7
	Sporting/recreation fields	19
	Swimming pools	5
	Holiday/caravan parks	5
	Public toilets	21
	Airport	1
	Saleyards	2
	Community centres	2
Waste Management	Landfills	3
	Transfer stations	6
Transport Infrastructure	Sealed roads	1,000km
	Unsealed roads	1,700km
	Bridges	127
	Culverts	7,184
Water and Wastewater	Water treatment plants	2
	Water pump stations intakes	12
	Water distribution pump stations	11
	Water reticulation pipe	330km
	Supply reservoirs	39
	Supply dams	1
	Wastewater treatment facilities	8
	Wastewater pump stations	28
Wastewater drainage pipe	280km	

Table 4 below outlines the financial measures of assets under the control of the Council. As at 30 June 2022 Council controlled assets with a total gross replacement cost of \$1,845 million and a carrying amount of \$1,224 million.

Council estimates the required annual maintenance across all assets for 2021/22 to total \$26.6 million, however the actual maintenance for 2021/22 was \$15.3 million.

Table 4 outlines the estimated cost by Council to bring assets to satisfactory standard - \$143.5 million in total – which has been calculated by Council to be 50% of the gross replacement cost of assets reported to be in condition 4 and condition 5.

The water supply network has the largest cost to bring assets to a satisfactory standard (\$72.9 million), followed by the sewerage network (\$28.2 million), bridges (\$10.7 million), unsealed roads (\$10.3 million) and sealed roads (\$9.4 million).

Table 4 - Overview of Asset Financial Measures by Asset Category (as at 30 June 2022)

Asset Category	Estimated cost to bring assets to satisfactory standard*	Estimated cost to bring assets to the agreed level of service set by Council*	2021/22 Required Maintenance**	2021/22 Actual Maintenance	Net carrying amount	Gross replacement cost
	\$ '000s	\$ '000s	\$ '000s	\$ '000s	\$ '000s	\$ '000s
Buildings - specialised	2,821	2,821	2,510	161	15,975	59,770
Buildings - non specialised	5,305	5,305	1,714	365	24,727	68,569
Sealed Roads	9,406	9,406	3,858	3,946	202,145	296,767
Unsealed Roads	10,280	10,280	3,419	3,497	169,224	262,999
Bridges	10,667	10,667	1,730	414	77,516	133,073
Footpaths	246	246	203	62	8,341	15,624
Bulk earthworks	-	-	-	-	441,196	441,196
Water supply network	72,869	72,869	7,986	2,744	151,177	332,769
Sewerage network	28,207	28,207	4,297	3,054	97,608	179,044
Stormwater drainage	722	722	275	28	20,811	30,504
Swimming pools	1,248	1,248	47	82	2,697	4,705
Other recreation/open space	486	486	231	762	4,910	7,686
Other structures	1,285	1,285	373	200	8,475	12,422
Total - all assets	143,541	143,541	26,643	15,314	1,224,802	1,845,128

Table 5 below outlines the condition of each asset category controlled by Council. Asset categories with 20% or more gross replacement cost in either poor or very poor condition scores include the water supply network (43.4%), sewerage network (31.6%), swimming pools (53.0%) and other structures (20.7%).

Table 5 Asset in Condition as a Percentage of Gross Replacement Cost

Asset Category	Asset Condition Score Categories				
	1 - Excellent	2 - Good	3 - Satisfactory	4 - Poor	5 - Very Poor
Buildings - specialised	7.2%	14.7%	68.6%	8.5%	1.0%
Buildings - non specialised	16.7%	29.3%	38.6%	14.5%	1.0%
Sealed Roads	10.3%	43.0%	40.4%	5.8%	0.5%
Unsealed Roads	26.9%	16.1%	49.2%	6.4%	1.4%
Bridges	16.3%	40.1%	27.5%	2.4%	13.6%
Footpaths	13.8%	19.0%	64.0%	2.8%	0.4%
Bulk earthworks	100.0%	0.0%	0.0%	0.0%	0.0%
Water supply network	15.4%	17.1%	23.7%	37.9%	5.9%
Sewerage network	20.8%	28.8%	18.9%	10.5%	21.0%
Stormwater drainage	7.4%	73.1%	14.7%	4.7%	0.0%
Swimming pools	0.0%	26.8%	20.2%	53.0%	0.0%
Other recreation/open space	23.1%	42.7%	21.6%	12.2%	0.5%
Other structures	45.5%	15.1%	18.8%	16.1%	4.6%

3.5.1 Snowy Mountains Special Activation Precinct

The Snowy Mountains Special Activation Precinct (SAP) is a major state government funded project to ensure a year-round visitor economy, working closely with Council. The SAP Master Plan outlines a 40-year strategic plan for the precinct and is now in the delivery phase, having now finalised the Master Plan after years of intensive project work.

The Jindabyne Growth Precinct comprises seven sub-precincts that will support the visitor and population growth projected over the 40 years of the Master Plan. The resident and visitor population growth predicted to result from the SAP has been modelled on the activation of year-round tourism and employment opportunities, investment in regional infrastructure and strengthening the visitor economy.

The NSW Government has announced an estimated total funding of SAP to be \$391.3 million starting in 2022 with completion in 2027. Included in the works funded by the NSW Government includes assets to be transferred to Council, including responsibility to fund ongoing operations, maintenance and future renewal.

Table 6 below outlines the assets that are proposed to be transferred to Council – totalling \$169.62 million. It should be noted that Table 5 does not include the lead in road segments for Kosciuszko Rd. This is an additional approximately 4km of 2 lane urban road, with associated kerb & gutter that will increase the value of assets contributed to Council.

Table 6 - Assets Developed by SAP to be transferred to Council

Infrastructure Project	Estimated Handover	Construction Cost (M)	Comment
Claypits	2024	\$10.58	N/A
Town Centre	2025	\$57.1	N/A
Kosciuszko Road	2026	\$22.47	Includes only section being upgraded. Additional length past Barry Way will need to be considered by Council
Water Treatment Plant	2024	\$28.2	N/A
Sewerage Treatment Plant	2024	\$41.93	N/A

Water Services	2024	\$4.6	Includes reservoirs, pumps and network upgrades
Sewage Services	2024	\$4.74	Includes pumps, storage tanks and network upgrades
TOTAL		\$169.62	

Source – NSW Government

The SAP provides significant opportunity for Council to benefit from the development through externally funded asset renewals and upgrades and increased revenue from rates, annual service charges and other revenue sources. In particular, the renewal and upgrade of water and sewer assets in Jindabyne, as well as road works and precinct upgrades funded by the NSW Government replaces funding that Council would have had to fund internally or sought borrowings to address the depleted assets.

Table 7 below outlines the development yield estimated by the NSW Government (as outlined in the Master Plan) and includes 1,564 additional residential dwellings, and additional 134,950m² of commercial floor space and 1,918 dwellings for tourist accommodation and seasonal workers.

Table 7 - Proposed Development Yield from Snowy Mountains Special Activation Precinct

Sub-precinct	Tourist accommodation dwellings	Seasonal worker dwellings	Residential dwellings	Additional commercial floor space (m ²)
Jindabyne Catalyst Precinct				
Jindabyne Town Centre	412	56	118	88,750
Western Lake Jindabyne	689	36	0	1,200
Jindabyne Growth Precinct				
Jindabyne Town Centre Growth	153	31	123	0
Jindabyne West	130	43	693	30,000
Jindabyne South	21	0	186	10,000
East Jindabyne	47	0	264	5,000
Barry Way South	200	100	180	0
Total	1,652	266	1,564	134,950

Source – NSW Government (2022), Snowy Mountains Special Activation Project Master Plan

4. STRATEGIC ALIGNMENT

The LTFP is one of three components of the Resourcing Strategy to deliver the Snowy Monaro 2042 Community Strategic Plan. The three components are:

- Long-Term Financial Planning
- Workforce Management Planning
- Asset Management Planning

4.1 Alignment with Other Resourcing Strategy components

4.1.1 Asset Management Strategy

The development of the LTFP is linked to the Asset Management Strategy. The Asset Management Strategy demonstrates how the asset portfolios will meet the service delivery needs of the community into the future and to ensure the integration of Councils' asset management practices with the long-term strategic plans.

This LTFP supports the asset management improvement plan and the associated resources required to bring Council to a minimum 'core' level of asset maturity and competence, as outlined in the Asset Management Strategy.

4.1.2 Workforce Planning

The development of the LTFP has included workforce needs and requirements for the next 10 years. Adequate funding in the plan is provided to resource key workforce initiatives within the planning horizon to ensure Council can meet future workforce and organisational challenges.

4.2 Alignment with Other Key Strategies and Plans

4.2.1 Snowy Monaro Waste Management Strategy

The adopted strategy outlines how Council will work towards the ambitious targets set out in the NSW 20 Year Waste Strategy for waste diverted from landfill and recycling. The challenges outlined in the strategy include:

- Current underperformance of Council regarding the NSW 20 Year Waste Strategy targets
- Variation of services and facilities across the region
- High cost associated with operating waste management facilities and services
- Accessibility and utilisation of waste facilities.
- Key infrastructure actions outlined in the strategy are:
 - Landfill upgrades
 - Upgrade to transfer stations
 - Conversion of drop off model service to collection and "bank of bins" service model
 - Expansion of bank of bins
 - Remediate legacy landfills and convert to emergency landfills where appropriate
 - Upgrade collection trucks.

4.2.2 Divestment of Residential Aged Care Services

On 21 October 2021, Council accepted an Evaluation Panel's recommendation to enter into a 12-month Due Diligence period for the divestment of Residential Aged Care Services through a transfer of the services to Sapphire Coast Community Aged Care. T Due diligence has been extended and is ongoing.

5. COUNCIL'S FINANCIAL POSITION

The Council maintains three fund types – a general fund, a sewer fund and a water fund. The sewer fund includes all revenue and expenditure that is specifically tied to the sewer service, by legislation. The water fund includes all revenue and expenditure that is specifically tied to the water service, by legislation. The general fund includes all other revenue and expenditure that is not tied to the water or sewer service.

Council must report on the fund types separately and the use of constrained reserves for the water or sewer service must be used on the water and sewer services respectively, unless otherwise approved by the Minister.

Council's historical and projected financial performance is analysed in the following section, based on a consolidated basis and by fund.

5.1 Historical Financial Performance

Council has historically produced operating deficits. While Council has historically prioritised renewal and maintenance of existing assets, the amount available for these activities has been insufficient.

The Office of Local Government has set key financial sustainability indicators for councils. Council has generally not met all the infrastructure assets key financial sustainability indicators regarding infrastructure assets backlog, asset renewal and asset maintenance.

An explanation of the key performance measures is included in Appendix A to this Plan. Council's historical financial performance measured against the key performance measures is shown in Table 8 below.

5.1.1 Operating Performance Ratio

In the last three financial years Council has not met the operating performance ratio, generating an operating deficit year on year, with the deficit being in the general fund, noting that the sewer fund also generated an operating deficit in 2021/22. Council has not been generating sufficient recurrent revenue to fund all recurrent operating expenditure, including depreciation.

5.1.2 Own Source Revenue Ratio

Council, like similar rural regional centres relies heavily on grant funding, with Council's general fund not meeting the own revenue source ratio target of 60%. While grant funding reduces the rating burden on ratepayers, it does place Council at risk of a significant revenue shortfall should any of the grant funding be discontinued or is significantly reduced.

5.1.3 Unrestricted Ratio

In the last three financial years Council has met the unrestricted current ratio, noting the general fund was only just above the target of 1.5x in 2021/22. This result indicates that Council must monitor its restrictions closely to ensure restricted funds are not utilised against the intended use and without the necessary authority.

5.1.4 Debt Service Ratio

Except for 2020/21, Council has met the debt service cover ratio, indicating that it currently has the capacity to service loans.

5.1.5 Asset Maintenance Ratio

Based on the reported ratios Council has consistently not met the asset maintenance ratio for general fund assets. In the water and sewer fund maintenance has fluctuated from not meeting the ratio to exceeding the ratio over the last three years. Council has been undertaking asset maintenance based on a reactive rather than planned approach, as constrained by the availability of funding and/or resources to undertake the works.

5.1.6 Building and Infrastructure Renewal Ratio

Based on the reported amounts, for general fund assets Council has exceeded the ratio in 2019/20 and 2020/21 but did not meet the ratio in 2021/22. The reported ratio for water and sewer assets has fluctuated significantly over the most recent three years indicating a reactive approach to renewal and potentially gaps in asset renewal information.

5.1.7 Infrastructure Backlog Ratio

Based on the reported amounts Council has not met the infrastructure backlog ratio for the general fund and has been significantly well above the target backlog for water and sewer fund assets. The infrastructure backlog ratio for general fund is \$42.5 million (or 4.18%) as at 30 June 2022. For water fund assets, there is an infrastructure backlog of \$72.9 million (or 48.2%) as at 30 June 2022, well in excess of the benchmark of 2%, with asset renewals ratio not meeting benchmark over the period. For sewer fund assets, an infrastructure backlog ratio of \$28.2 million (or 28.09%) reported as at 30 June 2021/22. Asset renewal was minimal until 2021/22, when a major investment in sewerage treatment was commenced.

As part of the independent financial sustainability review it was recognised that Council needs to invest in asset management capability and capacity to ensure that asset data and asset management planning and practices are improved – refer to the Asset Management Strategy for planned improvements in asset management.

5.2 Summary

Based on Council's financial performance over the most recent three years, Council is currently:

- Not achieving the required operating position
- Maintaining only minimal unrestricted cash
- Not undertaking the required investment in asset maintenance and renewal

Based on the current financial settings, Council will not be financially sustainable in the long-term.

Based on the current operating revenue and expenditure trajectory, Council will not generate sufficient cash to undertake the required investment in asset maintenance and renewal. Without intervention to correct this trajectory, Council's infrastructure backlog will continue to grow, and assets will deteriorate and not meet the desired service levels. Council will need to balance the allocation of funding, including significant service level reductions to ensure that an appropriate amount of funding remains available to maintain an acceptable level of risk, and compliance with legislative requirements.

Table 8 - Key Financial Sustainability Indicators over the most recent three financial years

Performance Measure	Target	Consolidated			General Fund			Water Fund			Sewer Fund		
		2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022
Operating Performance Ratio	> 0.00%	(7.20%)	(30.27%)	(2.99%)	(5.08%)	(43.27%)	(3.47%)	9.07%	8.89%	1.30%	10.45%	9.81%	(3.16%)
Own Source Revenue Ratio	>60.00%	58.29%	60.19%	49.96%	44.09%	54.22%	41.27%	89.06%	91.16%	83.83%	83.61%	63.59%	93.97%
Unrestricted Ratio	>1.50x	2.79x	2.27x	1.61x	5.40x	2.27x	1.61x	82.80x	53.09x	11.02x	3,290.33x	5,563.67x	-
Debt Service Ratio	>2.00x	23.19x	(1.18) x	26.34x	22.73x	(6.87) x	20.89x	35.36x	29.17x	2348x	-	-	-
Asset Maintenance Ratio	>100%	50.53%	102.44%	57.48%	51.20%	65.66%	66.27%	40.31%	140.13%	34.36%	61.72%	226.71%	71.07%
Building and Infrastructure Renewal Ratio	>=100%	142.65%	129.82%	110.92%	138.26%	161.46%	30.93%	14.22%	0.00%	48.20%	270.42%	0.00%	1086.64%
Infrastructure Backlog Ratio	<2.00%	6.02%	2.38%	11.34%	3.62%	2.78%	4.18%	14.22%	0.00%	48.20%	26.84%	0.00%	28.90%

6. PROJECTED FINANCIAL PERFORMANCE

6.1 Methodology

The financial plan draws on the information contained in the Community Strategic Plan, Delivery Program, Operational Plan, Workforce Plan and Asset Management Strategy.

These documents help set the scope of what Council will seek to undertake over the life of the plan and include the financial implication of those activities. This Plan also considers the outcome of the independent financial sustainability review referred to earlier in this Plan.

This Plan has been developed based on:

- The adopted 2022/23 Budget, revised based on the outcome of the independent financial sustainability review
- A review of projected operating revenue and expenditure, based on assumptions detailed later in this Plan
- The Asset Management Strategy, as reviewed
- The Workforce Management Strategy, as reviewed

6.2 Long-term Financial Plan Objectives

As indicated by Council's historical financial performance and financial projections considered as part of the financial sustainability review, Council's current financial settings will not support financial sustainability.

This LTFP provides several possible scenarios for Council's financial settings and identifies the scenario that best places Council on the path of achieving financial sustainability.

This LTFP compares the outcome of the scenarios considers in terms of:

- Operating Position
- Availability of Cash
- Investment in Assets

Each scenario is also evaluated against the key financial sustainability indicators established by the Office of Local Government.

In line with the Financial Sustainability Policy, this LTFP aims to identify a path for Council to:

- Generate sufficient revenue and control of services and infrastructure costs to produce sufficient cash from operations.
- Maintain sufficient cash (or access to cash) to meet the needs of operations, investments and financing (borrowings).
- Be able to renew or replace assets to maintain the desired level of service and the provision of new assets to meet demand for growth in services.

This LTFP will enable Council to build the capacity over time to be able to invest in developing and growing the local economy. The LTFP provides a basis for Council to continue to review its operations to maximise productivity and be able to apply cost effective asset management practices to further improve its financial capacity to withstand, react and adapt to unplanned shocks.

This LTFP allows for council to engage the community in discussions on desired service levels. The outcome of these discussions will drive the operating position that is necessary to be achieved by Council to ensure sufficient cash is available for the investment in assets that is required to support the agreed service levels.

6.3 General Assumptions

6.3.1 Demographics

Snowy Monaro has a population of approximately 21,207 people, comprising of 14,315 rateable properties. Taking into consideration expected population growth and the impact of the SAP on growth an allowance of 1.23% growth per annum has been allowed for in this LTFP. The growth allowance has been applied to revenue impacted by growth, and to expenditure relating to service requirements that are expected to be impacted by population growth.

6.3.2 Inflation

The assumption for annual increase in expenditure has been based on the CPI forecast included in the 2022 Federal Government Budget. The assumed inflation increase in expenditure impacted by CPI is 3.5% in 2023/24 and 2.5% in each year thereafter.

6.3.3 Economy

Snowy Monaro Regional Council's Gross Regional Product is estimated at \$1.18 billion, which represents 0.18% of the state's GSP (Gross State Product). There were 9,473 jobs located in Snowy Monaro Regional Council area in the year ending June 2021 and were 10,394 residents employed in the year ending June 2021. In the 2021 December quarter, the unemployment rate in Snowy Monaro Regional Council area was 5.1%

The value of building approvals in Snowy Monaro Regional Council area was \$58m in the 2021-22 Jan FYTD financial year.

In February 2022, the retail trade estimate for NSW rose 2.8% from the previous year.

The Snowy Mountain regional economy is one of the most tourism dependent regional economies in Australia. In 2019/20, the total tourism and hospitality sales in Snowy Monaro Regional Council area was \$611.4m, the total value added was \$279.1 million.

Agriculture has historically underpinned the Snowy Monaro's economy and will continue to be an important economic driver into the future. In 2015/16, the total value of agricultural output in Snowy Monaro Regional Council area was \$117m. The largest commodity produced was livestock slaughtering, which accounted for 61.0% of Snowy Monaro Regional Council area's total agricultural output in value terms.

Cooma is the commercial hub of the Snowy Monaro region and will continue to be an important aspect of the local economy. Facilities and services provided by the town include medical, aged care, education, agricultural and government.

6.3.4 Snowy Mountains Special Activation Precinct (SAP)

As detailed earlier in this Plan the SAP will result in a significant increase in Council's asset base. This results in a significant increase in ongoing maintenance, and depreciation, and asset renewal costs in future years. The SAP is also likely to generate growth in the ratepayers' base. This LTFP reflects additional costs associated with the SAP in the estimated asset maintenance, depreciation and renewal costs. It also allows for likely growth in revenue resulting from the SAP, as part of the 1.23% assumed growth rate.

6.4 Revenue Assumptions

6.4.1 General Rates

General Rates have been assumed to increase by the rate-pegging as a minimum in Scenario 1, with further SRV increases assumed and modelled in Scenarios 2 and 3. IPART has advised that the rate-peg applicable to Snowy Monaro for 2023/24 is 4%. Rate-pegging increases for each year thereafter have been assumed at 2.5%.

It is noted that IPART is currently reviewing the rate-peg methodology, however the outcome of the review is not known at this time. It is further noted that the financial

modelling in this LTFP is based on the estimated total rating revenue, inclusive of the rate-pegging increase. Accordingly, any changes to the assumed rate-pegging increase over the LTFP period will not impact on the scenarios modelled.

6.4.2 Domestic Waste Charge

The Domestic Waste Management (DWM) service is provided by Council to the residential properties in townships and the immediate surrounding area of towns within the region. The DWM service provides garbage, recycling and green waste kerbside collection services. The basis of the DWM annual charge is on a full cost recovery basis to allow for the future upgrade of the DWM plant fleet, garbage bins, and partial allocation for the rehabilitation of the waste centres (rubbish tips) in the Region.

The DWM charge is projected to remain at the same level as 2022/23 over the next ten-year period. A 1.23% to 2% growth factor has also been allowed in the associated estimated revenue. Council will continue to complete and publish in the Operational Plan a comprehensive domestic waste reasonable cost calculation in accordance with the Local Government Act 1993 requirements and to ensure any service changes are consulted with and conveyed to the community. The DWM charge will be reviewed each year as part of the development of the annual Operational Plan. The annual charge may need to be adjusted to ensure that it remains consistent with the mandated reasonable cost recovery basis.

The DWM service is accounted for through a restricted fund, therefore any changes in the estimated charges will not impact on the general fund revenue.

6.4.3 User Charges and Fees

Council raises revenue through fees and charges for provision of services and use of facilities. These are split into two categories:

Statutory fees – determined by State Government Legislation and relates primarily to building, development and compliance activities. Council has no control over increases to these fees. Development fees are also affected by the levels of development within the shire. No escalation increases have been estimated regarding statutory fees.

Discretionary fees – Council can vary these fees in line with the costs associated with providing the service or facility. Discretionary fees have been estimated to increase by 3.5% in 2023/24 and then by 2.5% over the next 10-year period, to align with the estimated corresponding inflation increases applicable to expenditure. It is further noted that for services largely delivered through Council staff future fee increases will need to reflect increases in employee costs, which are likely to be more than 2.5%.

Where applicable the estimated revenue from user fees and charges, includes an estimated growth of 1.23%.

6.4.4 Water Revenue

Water supply charges are assumed to increase between 2.5% and 5% over the next 10-year period. A 1.23% to 2% growth factor has also been allowed in the associated estimated revenue. As part of the financial sustainability review process, it has been identified that future increases in charges may need to be reviewed following a detailed review of asset maintenance and renewal requirements, including the impact of assets transferred through the SAP. The water supply service is accounted for through a restricted fund, therefore any changes in the estimated charges will not impact on the general fund revenue. The water service is a business activity of Council.

6.4.5 Sewer Revenue

Sewer charges are assumed to increase between 2.5% and 5% over the next 10-year period. A 1.23% to 2% growth factor has also been allowed in the associated estimated revenue. As part of the financial sustainability review process, it has been identified that future increases in charges may need to be reviewed following a detailed review of

asset maintenance and renewal requirements, including the impact of assets transferred through the SAP. The sewer service is accounted for through a restricted fund, therefore any changes in the estimated charges will not impact on the general fund revenue. The sewer service is a business activity of Council.

6.4.6 Waste Charges (Other than Domestic Waste Collection)

Council provides other waste collection services including trade waste, tipping fees and recycling. The plan assumes an increase in the access charge of 3.5% and then 2.5% over the next 10-year period. Increases in fees may need to be reviewed in future years to ensure that sufficient funds are available in the internally restricted fund held for the purpose of future landfill remediation.

6.4.7 Interest and Investment Income

Interest earned on investments is driven by the projected cash balances at the end of each year and the interest rate achieved. Council's cash balances and restrictions will fluctuate over the next 10-year period. The interest rate achieved will also fluctuate based on the economic and monetary policies.

Due to uncertainties associated with the latter factors, this LTFP assumes interest income to remain at the same level as the level budgeted in the 2022/23 Budget.

6.4.8 Operating Grants and Contributions

Council's most important and material recurrent operating grant is the untied Financial Assistance Grants (FAG) received from the Federal Government and administered by the NSW Local Government Grants Commission. The FAG grant accounts for around 50% of Council's total operating grants and contributions received annually.

Other levels of government have indicated that due to recent financial pressures on Federal and State Governments due to COVID 19 and ongoing natural disasters, grant funding is likely to be significantly reduced.

Council provides several services that are currently partially or fully grant funded. Council has assumed that all recurrent grants and contributions for operating purposes will increase an estimated 3.5% in 2023/24 and then by 2.5% each year over the next 10-year period. While Council will continue to advocate for grant funding aligned with the cost of providing services, a reduction in the estimated increase is a risk.

6.4.9 Capital Grants and Contributions

Capital grants are by their nature highly variable from year to year depending on the availability of other government grant programs to assist in funding major capital improvement projects. Capital grant funding that has already been secured or there is a likelihood it will be secured has been included as a funding source for some capital works in this LTFP.

All major capital works will be evaluated through Council's project management framework. If the expected grant funding does not eventuate, the project funded by the grant will not proceed, unless alternative funding can be identified from within Council's projected total envelop of funding available for capital works.

6.4.10 Other

Other income such as Council owned property rentals and leaseback fees are projected to increase 3.5% in 2023/24 and then 2.5% each year over the 10-year period of the Plan.

6.5 Expenditure Assumptions

The cost escalation assumptions used for operating and capital expenditure are detailed below. In scenarios where revenue is not sufficient to fund the required expenditure, the expenditure has been reduced accordingly, reflecting a reduction in service levels.

6.5.1 Employee Costs

Employee costs have been informed by the Workforce management Plan and the Asset management Strategy. Employee costs have been estimated to increase by 4.6% in 2023/24, 3.25% in 2024/25, 3.5% in 2025/26 and then 2.5% each year over the period of the Plan. The estimated increases include an allowance for a significant increase in the Local Government Award in line with recent legislative changes, and the progressive increases in the superannuation guarantee. An addition growth allowance of 1% has also been included.

6.5.2 Materials and Contracts

Materials purchased and contract and consultancies for services are a significant cost input for providing Council services. An annual increase of 3.5% in 2023/24 and then 2.5% each year is projected over the next 10-year period for materials and contracts expenditure.

6.5.3 Other Expenses

An estimated increase of 3.5 % in 2023/24 and then 2.5% each year is projected over the next 10-year period for other expenses, such as levies paid to the state government for the rural fire and emergency services and the NSW fire brigade. An increase of between 5% and 10% has been allowed for in 2023/24 for utilities.

6.6 Capital Expenditure

Capital expenditure requirements included in this LTFP have been informed by the Asset Management Strategy and associated Asset Management Plans. The level of capital expenditure varies in the respective scenarios modelled in this Plan, based on the availability of funding in each respective scenario.

6.7 Aged Care

This LTFP is based on Council divesting aged care services in 2022/23.

6.8 Loans

Loan borrowings assumptions are based on a 20-year term at a 5.5% fixed interest rate.

7. FINANCIAL SCENARIOS

The LTFP has been prepared to integrate with the Asset Management Strategy and the Workforce Management Strategy – collectively providing the Resourcing Strategy to deliver the Snowy Monaro 2042 Community Strategic Plan and the Delivery Program. The integration of the plans includes three scenarios for the continued management of the Council's resources.

In the following scenarios a rate-peg of 4% for 2023/2024 and a rate-peg of 2.5% from 2024/25 onwards is assumed over the next ten-year period. The increases in revenue applicable to each scenario modelled are inclusive of the assumed rate-peg increase.

In scenarios 1 and 2, the target is to meet or improve the key financial indicators whilst maintain an appropriate level of unrestricted cash.

The Financial Statements for each scenario and by Fund are included as Appendix B to this Plan.

7.1 Scenario 1 - SRV as a Permanent 53% increase (including rate-pegging) in 2023/24

This scenario is based on Council's rating revenue increasing by 53% (including the rate-peg increase of 4%) in 2023/24. This will generate additional rating revenue of \$97.9 million over the 10-year period from 2023/24 when compared to Scenario 3 (Base Case). This additional revenue will be applied to an additional investment in assets of \$64.3 million over the period of the Plan. An additional \$33.6 million will be applied to maintain current service levels over the period of the Plan while also progressively improving the operating result.

Under this scenario Council will generate additional rating revenue sufficient to progressively improve the operating performance ratio and to maintain asset maintenance and renewal expenditure at a level sufficient to stabilise the current infrastructure backlog. This case allows for enhanced asset management when compared to Scenario 3 (Base Case). Under this scenario, Council will be able to maintain the current operating expenditure levels and the associated service levels.

Over the period of the Plan, the operating performance ratio will progressively improve to 1.72 in 2031/32 – including the impact of the SAP. The operating deficit will average \$1.5 million annually between 2023/24 and 2031/32. The operating performance ratio will average -1.59 % over the period of the Plan from 2023/24.

Under this scenario Council will be able to maintain an appropriate level of unrestricted cash over the next 10 years with an average of \$4.9million being held from 2023/24.

Council will be able to maintain the current levels of service into the future and prevent deterioration of infrastructure assets, thereby stabilising the current level of infrastructure backlog. However, the current infrastructure backlog will not be addressed. With improved understanding of the current assets through implementing the Asset Management Strategy the quantum of the backlog can be verified. It is also noted that the current flood restoration works and the SAP development is renewing assets that are in the current backlog of renewals.

This scenario allows for an investment in asset management capacity and capability. It is envisaged that improvements in asset management methodologies will result in savings and release of funding to progressively address the infrastructure backlog.

The following tables present the summary financial statements, capital works plan and the key financial sustainability indicators for the scenario.

7.2 Scenario 1 – Summary Financial Statements

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	(\$,000s)									
Summary of Operating Position										
Total income from continuing operations	172,290	222,876	162,782	127,967	103,140	108,054	110,532	116,378	123,651	122,966
Total expenses from continuing operations	86,294	90,060	95,011	98,746	101,451	104,240	107,117	110,083	113,142	116,297
Net Result	85,996	132,816	67,771	29,221	1,689	3,814	3,415	6,295	10,509	6,669
Net Result before grants and contributions provided for capital purposes	(2,235)	(2,174)	(3,810)	(3,944)	(2,885)	(2,024)	(1,102)	(121)	924	2,039
Summary of Financial Position										
Current assets	108,375	101,748	99,812	103,751	108,809	107,518	111,173	115,917	115,149	127,352
Non-current assets	1,440,619	1,572,937	1,646,762	1,671,911	1,668,401	1,673,357	1,672,960	1,674,346	1,685,449	1,679,731
Total Assets	1,548,994	1,674,685	1,746,574	1,775,662	1,777,210	1,780,875	1,784,133	1,790,263	1,800,598	1,807,083
Current liabilities	44,074	36,954	37,082	37,090	37,098	37,106	37,114	37,123	37,133	37,143
Non-current liabilities	29,564	29,559	33,548	33,407	33,258	33,102	32,936	32,762	32,578	32,384
Total Liabilities	73,638	66,513	70,630	70,497	70,356	70,208	70,050	69,885	69,711	69,527
Net Assets	1,475,356	1,608,172	1,675,944	1,705,165	1,706,854	1,710,667	1,714,083	1,720,378	1,730,887	1,737,556

7.4 Scenario 1 - Capital Works

Service	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Planned Capital Works										
Bridges	1,800,000	7,875,613	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Buildings Non-specialised	4,094,880	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000
Buildings Specialised	21,300,970	250,000	4,250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
ICT Replacement	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Office Equipment	80,000	132,000	133,640	135,731	137,874	140,071	142,322	144,630	146,996	149,421
Other Open Space Recreation	13,279,574	7,971,338	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000
Other Structures	869,423	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Plant & Equipment (incl Fleet	2,811,661	3,538,782	4,311,388	3,686,395	1,779,756	5,127,539	5,991,302	3,332,133	2,897,460	1,749,665
Resource and Waste	2,599,838	4,444,189	3,128,277	671,517	347,217	325,597	1,233,636	1,103,917	801,237	239,117
Roads	34,877,083	21,768,183	10,441,806	10,441,806	6,075,140	6,075,140	6,075,140	6,075,140	6,075,140	6,075,140
Stormwater	1,180,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Wastewater	11,817,141	2,829,828	6,310,103	2,250,000	4,031,909	8,416,123	2,679,456	6,420,948	14,625,699	2,250,000
Water	16,137,700	9,750,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000
TOTAL	110,848,270	61,559,933	37,100,214	25,960,449	21,146,896	28,859,470	24,896,856	25,851,768	33,321,532	19,238,343
Type of Investment										
New	26,917,983	7,256,425	2,500,000	0	0	0	0	0	0	0
Upgrade	28,593,701	5,500,000	0	0	0	0	0	0	0	0
Renewal	55,336,586	48,803,508	34,600,214	25,960,449	21,146,896	28,859,470	24,896,856	25,851,768	33,321,532	19,238,343
Funding										
General Fund - General Revenue	2,407,766	16,823,529	9,483,780	9,485,871	9,488,014	9,490,211	9,492,462	9,494,770	9,497,136	9,499,561
General Fund - Grant Funding	66,922,993	25,909,652	7,023,735	5,784,545	1,336,804	1,331,399	1,558,409	1,525,979	1,450,309	1,309,779
General Fund - Borrowings	150,000	0	4,000,000	0	0	0	0	0	0	0
General Fund - Reserves	13,412,670	6,246,924	6,032,596	4,190,033	2,040,169	5,371,737	6,916,529	4,160,071	3,498,388	1,929,003
General Fund - Uncompleted works	0	0	0	0	0	0	0	0	0	0
Water Fund - General Revenue	0	0	0	0	0	0	0	0	0	0
Water Fund - Reserves	6,137,700	4,000,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Water Fund - Grant Funding	10,000,000	5,750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Sewer Fund - General Revenue	0	0	0	0	0	0	0	0	0	0
Sewer Fund - Reserves	1,417,141	2,329,828	5,310,103	1,750,000	3,031,909	6,416,123	2,179,456	4,420,948	10,125,699	1,750,000
Sewer Fund - Grant Funding	10,400,000	500,000	1,000,000	500,000	1,000,000	2,000,000	500,000	2,000,000	4,500,000	500,000
TOTAL	110,848,270	61,559,933	37,100,214	25,960,449	21,146,896	28,859,470	24,896,856	25,851,768	33,321,532	19,238,343

7.5 Scenario 2 - SRV of 55.25% (including rate-pegging) over 5 years commencing in 2023/24

This scenario is based on Council's rating revenue increasing by 55.25% (including the rate-peg increase of 4% in 2023/24 and an assumed rate-peg of 2.5% in the following 4 years) over a period of 5 years between 2023/24 and 2028/29.

This will generate additional rating revenue of \$76.7 million over the 10-year period from 2023/24 when compared to Scenario 3 (Base Case). This additional revenue will be applied to an additional investment in assets of \$51.1 million over the period of the Plan. The remaining \$25.6 million will be applied to minimise service level reduction over the period of the Plan, while also progressively improving the operating result.

Under this scenario Council will generate additional rating revenue sufficient to progressively improve the operating performance ratio and to maintain asset maintenance and renewal expenditure at a level sufficient to stabilise the current infrastructure backlog. This case allows for enhanced asset management when compared to Scenario 3 (Base Case.)

However, in the short-term some service level reductions will be required. These service reductions are reflected through a reduction in funding available for operational activities of an average of \$3.3 million annually.

The operating deficit will average \$3.1 million annually between 2023/24 and 2031/32. The operating performance ratio will average -3.64% over the period of the Plan from 2023/24. Over the period of the Plan, the ratio will progressively improve to 2.00% in 2031/32.

Under this scenario Council will be able to maintain an appropriate level of unrestricted cash over the next 10 years, with an average of \$3.9million being held from 2023/24.

Under this scenario, Council will be able to maintain the current level of service into the future and prevent deterioration of infrastructure assets, thereby stabilising the current level of infrastructure backlog over a period of time. The current infrastructure backlog will not be addressed. The delayed renewal of assets resulting in increased costs over the long-term, as more invasive interventions are required to return the asset to acceptable performance and/or shorter useful life leading to early replacement of the asset.

This scenario allows for an investment in asset management capacity and capability. It is envisaged that improvements in asset management methodologies will result in savings and release of funding to progressively address the infrastructure backlog.

7.6 Scenario 2 – Summary Financial Statements

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	(\$,000s)									
Summary of Operating Position										
Total income from continuing operations	172,290	215,224	156,585	123,470	100,666	107,975	110,450	116,291	123,561	122,872
Total expenses from continuing operations	86,294	86,692	94,678	98,401	101,095	103,871	106,735	109,688	112,734	115,875
Net Result	85,996	128,532	61,907	25,069	(429)	4,104	3,715	6,603	10,827	6,997
Net Result before grants and contributions provided for capital purposes	(2,235)	(6,458)	(9,674)	(8,096)	(5,003)	(1,734)	(802)	187	1,242	2,367
Summary of Financial Position										
Current assets	108,375	101,277	97,914	102,249	106,754	106,403	110,321	115,333	114,841	127,328
Non-current assets	1,440,619	1,569,124	1,639,541	1,660,109	1,655,000	1,659,271	1,658,874	1,660,260	1,671,363	1,665,645
Total Assets	1,548,994	1,670,401	1,737,455	1,762,358	1,761,754	1,765,674	1,769,195	1,775,593	1,786,204	1,792,973
Current liabilities	44,074	36,954	37,115	37,124	37,133	37,143	37,154	37,165	37,177	37,190
Non-current liabilities	29,564	29,559	34,546	34,371	34,187	33,993	33,788	33,571	33,343	33,102
Total Liabilities	73,638	66,513	71,661	71,495	71,320	71,136	70,942	70,736	70,520	70,292
Net Assets	1,475,356	1,603,888	1,665,794	1,690,863	1,690,434	1,694,538	1,698,253	1,704,857	1,715,684	1,722,681

7.8 Scenario 2 - Capital Works

Service	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Planned Capital Works										
Bridges	1,800,000	7,875,613	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Buildings Non-specialised	4,094,880	1,950,000	1,950,000	1,950,000	1,950,000	1,950,000	2,550,000	2,550,000	2,550,000	2,550,000
Buildings Specialised	21,300,970	0	5,000,000	0	0	250,000	250,000	250,000	250,000	250,000
ICT Replacement	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Office Equipment	80,000	132,000	133,640	135,731	137,874	140,071	142,322	144,630	146,996	149,421
Other Open Space Recreation	13,279,574	7,696,338	0	0	0	275,000	275,000	275,000	275,000	275,000
Other Structures	869,423	50,000	50,000	50,000	50,000	100,000	100,000	100,000	100,000	100,000
Plant & Equipment (incl Fleet	2,811,661	3,538,782	4,311,388	3,686,395	1,779,756	5,127,539	5,991,302	3,332,133	2,897,460	1,749,665
Resource and Waste	2,599,838	4,444,189	3,128,277	671,517	347,217	325,597	1,233,636	1,103,917	801,237	239,117
Roads	34,877,083	19,259,163	7,404,236	7,404,236	5,815,670	6,075,140	6,075,140	6,075,140	6,075,140	6,075,140
Stormwater	1,180,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Wastewater	11,817,141	2,829,828	6,310,103	2,250,000	4,031,909	8,416,123	2,679,456	6,420,948	14,625,699	2,250,000
Water	16,137,700	9,750,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000
TOTAL	110,848,270	57,875,913	33,887,644	21,747,879	19,712,426	28,259,470	24,896,856	25,851,768	33,321,532	19,238,343
Type of Investment										
New	26,917,983	7,256,425	2,500,000	0	0	0	0	0	0	0
Upgrade	28,593,701	5,500,000	0	0	0	0	0	0	0	0
Renewal	55,336,586	45,119,488	31,387,644	21,747,879	19,712,426	28,259,470	24,896,856	25,851,768	33,321,532	19,238,343
Funding										
General Fund - General Revenue	2,407,766	13,139,509	5,271,210	5,273,301	8,053,544	8,890,211	9,492,462	9,494,770	9,497,136	9,499,561
General Fund - Grant Funding	66,922,993	25,909,652	7,023,735	5,784,545	1,336,804	1,331,399	1,558,409	1,525,979	1,450,309	1,309,779
General Fund - Borrowings	150,000	0	5,000,000	0	0	0	0	0	0	0
General Fund - Reserves	13,412,670	6,246,924	6,032,596	4,190,033	2,040,169	5,371,737	6,916,529	4,160,071	3,498,388	1,929,003
General Fund - Uncompleted works	0	0	0	0	0	0	0	0	0	0
Water Fund - General Revenue	0	0	0	0	0	0	0	0	0	0
Water Fund - Reserves	6,137,700	4,000,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Water Fund - Grant Funding	10,000,000	5,750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Sewer Fund - General Revenue	0	0	0	0	0	0	0	0	0	0
Sewer Fund - Reserves	1,417,141	2,329,828	5,310,103	1,750,000	3,031,909	6,416,123	2,179,456	4,420,948	10,125,699	1,750,000
Sewer Fund - Grant Funding	10,400,000	500,000	1,000,000	500,000	1,000,000	2,000,000	500,000	2,000,000	4,500,000	500,000
TOTAL	110,848,270	57,875,913	33,887,644	21,747,879	19,712,426	28,259,470	24,896,856	25,851,768	33,321,532	19,238,343

7.9 Scenario 3 - Base Case (No SRV)

This scenario is based on Council's rating revenue increasing only by the rate-peg of 4% in 2023/24 and then assumed rate-pegging of 2.5% each year thereafter.

Based on this scenario Council will continue to generate operating deficits and not meet the operating performance ratio over the next ten years.

This scenario reflects significant service level reductions reflected through a reduction in funding available for operational activities, and a reduced investment in assets.

Including the impact of the SAP, the operating deficit will average \$8.5 million annually between 2023/24 and 2031/32. The operating performance ratio will average -10.05% over the period of the Plan from 2023/24.

In addition to having an ongoing structural operating deficit, under this scenario Council will not generate sufficient cash to maintain and renew its assets.

In order to maintain an appropriate level of unrestricted cash, a significant reduction in asset renewal funding is necessary. The current infrastructure backlog will not be addressed. Funds available for asset maintenance and renewal will be significantly reduced and the infrastructure backlog will continue to grow as additional assets deteriorate below satisfactory condition.

Management of assets will be within the constraints of current revenue generated through rates, charges and other revenue streams, including the provision of grants to address asset management requirements. The infrastructure assets backlog, building and infrastructure renewal and asset maintenance ratios will not be met in any of the years over the next 10 years.

Under this scenario, asset renewal expenditure will be restricted to \$324.5 million over the period of the Plan.

In addition, service level reductions totaling \$28.8 million over the next 10 years across various Council operations will also be required. Service level reductions will impact on infrastructure asset maintenance and other Council services and may require consideration of discontinuation of full services.

This scenario does not support the objective of achieving and maintaining financial sustainability over the next 10 years. This scenario is not sustainable over the long-term due to insufficient investment in asset maintenance and renewal.

The following tables present the summary financial statements, capital works plan and the key performance indicators for the scenario.

7.10 Scenario 3 – Summary Financial Statements

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	(\$,000s)									
Summary of Operating Position										
Total income from continuing operations	172,290	213,416	152,974	117,747	92,489	96,956	98,967	104,326	111,093	109,878
Total expenses from continuing operations	86,294	89,419	94,258	96,273	97,554	99,092	101,831	104,655	107,568	110,575
Net Result	85,996	123,997	58,716	21,474	(5,065)	(2,136)	(2,864)	(329)	3,525	(697)
Net Result before grants and contributions provided for capital purposes	(2,235)	(10,734)	(12,600)	(11,419)	(9,360)	(7,688)	(7,088)	(6,445)	(5,753)	(5,012)
Summary of Financial Position										
Current assets	108,375	105,402	101,511	104,904	110,589	110,912	116,040	122,105	122,496	135,678
Non-current assets	1,440,619	1,560,464	1,625,642	1,646,278	1,635,356	1,632,715	1,624,531	1,617,935	1,620,856	1,606,752
Total Assets	1,548,994	1,665,866	1,727,153	1,751,182	1,745,945	1,743,627	1,740,571	1,740,040	1,743,352	1,742,430
Current liabilities	44,074	36,954	37,034	37,121	37,131	37,141	37,151	37,162	37,174	37,186
Non-current liabilities	29,564	29,559	32,050	34,518	34,337	34,145	33,943	33,729	33,504	33,267
Total Liabilities	73,638	66,513	69,084	71,639	71,468	71,286	71,094	70,891	70,678	70,453
Net Assets	1,475,356	1,599,353	1,658,069	1,679,543	1,674,477	1,672,341	1,669,477	1,669,149	1,672,674	1,671,977

7.12 Scenario 3 - Capital Works

Service	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Planned Capital Works										
Bridges	1,800,000	7,875,613	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Buildings Non-specialised	4,094,880	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Buildings Specialised	21,300,970	200,000	2,700,000	2,700,000	200,000	200,000	200,000	200,000	200,000	200,000
ICT Replacement	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Office Equipment	80,000	82,000	83,640	85,731	87,874	90,071	92,322	94,630	96,996	99,421
Other Open Space Recreation	13,279,574	7,996,338	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Other Structures	869,423	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Plant & Equipment (incl Fleet	2,811,661	3,538,782	4,311,388	3,686,395	1,779,756	5,127,539	5,991,302	3,332,133	2,897,460	1,749,665
Resource and Waste	2,599,838	4,444,189	3,128,277	671,517	347,217	325,597	1,233,636	1,103,917	801,237	239,117
Roads	34,877,083	11,941,567	6,516,666	6,516,666	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000
Stormwater	1,180,000	0	0	0	0	0	0	0	0	0
Wastewater	11,817,141	2,829,828	6,310,103	2,250,000	4,031,909	8,416,123	2,679,456	6,420,948	14,625,699	2,250,000
Water	16,137,700	9,750,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000
TOTAL	110,848,270	49,508,317	28,950,074	21,810,309	14,496,756	22,209,330	18,246,716	19,201,628	26,671,392	12,588,203
Type of Investment										
New	26,917,983	7,256,425	5,000,000	2,500,000	0	0	0	0	0	0
Upgrade	28,593,701	5,500,000	4,366,666	4,366,666	0	0	0	0	0	0
Renewal	55,336,586	36,751,892	19,583,408	14,943,643	14,496,756	22,209,330	18,246,716	19,201,628	26,671,392	12,588,203
Funding										
General Fund - General Revenue	2,407,766	5,021,913	3,083,640	3,085,731	3,087,874	3,090,071	3,092,322	3,094,630	3,096,996	3,099,421
General Fund - Grant Funding	66,922,993	25,659,652	6,773,735	5,534,545	1,086,804	1,081,399	1,308,409	1,275,979	1,200,309	1,059,779
General Fund - Borrowings	150,000	0	2,500,000	2,500,000	0	0	0	0	0	0
General Fund - Reserves	13,412,670	6,246,924	6,032,596	4,190,033	2,040,169	5,371,737	6,916,529	4,160,071	3,498,388	1,929,003
General Fund - Uncompleted works	0	0	0	0	0	0	0	0	0	0
Water Fund - General Revenue	0	0	0	0	0	0	0	0	0	0
Water Fund - Reserves	6,137,700	4,000,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Water Fund - Grant Funding	10,000,000	5,750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Sewer Fund - General Revenue	0	0	0	0	0	0	0	0	0	0
Sewer Fund - Reserves	1,417,141	2,329,828	5,310,103	1,750,000	3,031,909	6,416,123	2,179,456	4,420,948	10,125,699	1,750,000
Sewer Fund - Grant Funding	10,400,000	500,000	1,000,000	500,000	1,000,000	2,000,000	500,000	2,000,000	4,500,000	500,000
TOTAL	110,848,270	49,508,317	28,950,074	21,810,309	14,496,756	22,209,330	18,246,716	19,201,628	26,671,392	12,588,203

7.13 Capital Works by Financial Scenario

Service	Scenario One	Scenario Two	Scenario Three
Planned Capital Works			
Bridges	17,675,613	17,675,613	13,675,613
Buildings Non-specialised	27,044,880	24,044,880	10,844,880
Buildings Specialised	27,550,970	27,550,970	28,100,970
ICT Replacement	450,000	450,000	450,000
Office Equipment	1,342,685	1,342,685	892,685
Other Open Space Recreation	23,450,912	22,350,912	23,675,912
Other Structures	1,769,423	1,569,423	1,319,423
Plant & Equipment (incl Fleet	35,226,081	35,226,081	35,226,081
Resource and Waste	14,894,542	14,894,542	14,894,542
Roads	113,979,718	105,136,088	72,751,982
Stormwater	3,880,000	3,880,000	1,180,000
Wastewater	61,631,207	61,631,207	61,631,207
Water	59,887,700	59,887,700	59,887,700
TOTAL	388,783,731	375,640,101	324,530,995
Type of Investment			
New	36,674,408	36,674,408	36,674,408
Upgrade	34,093,701	34,093,701	34,093,701
Renewal	318,015,622	304,871,992	253,762,886
Funding			
General Fund - General Revenue	95,163,100	81,019,470	32,160,364
General Fund - Grant Funding	114,153,606	114,153,606	111,903,606
General Fund - Borrowings	4,150,000	5,150,000	5,150,000
General Fund - Reserves	53,798,118	53,798,118	53,798,118
General Fund - Uncompleted works	0	0	0
Water Fund - General Revenue	0	0	0
Water Fund - Reserves	38,137,700	38,137,700	38,137,700
Water Fund - Grant Funding	21,750,000	21,750,000	21,750,000
Sewer Fund - General Revenue	0	0	0
Sewer Fund - Reserves	38,731,207	38,731,207	38,731,207
Sewer Fund - Grant Funding	22,900,000	22,900,000	22,900,000
TOTAL	388,783,731	375,640,101	324,530,995

8. RISK MANAGEMENT AND SENSITIVITY ANALYSIS

The risks outlined below present a significant threat to the successful achievement of the Financial Sustainability Strategy through the implementation of this LTFP:

8.1 Certainty of Revenue Streams

Projections of revenue streams over the period of the LTFP are based upon historical trends, anticipated economic conditions, planned pricing, known grants and current statutory prices. Uncertainty in the projection of revenue streams is a significant concern for Council sustainability. While Council controls most of its annual operating revenue, Council has historically relied upon grants.

8.2 Expenditure Estimates

A key risk to the accuracy of the long-term forecast of operating and capital expenditure is the accuracy of cost estimates and actual inflation in future years being above assumptions used in the forecast.

During the preparation period of this LTFP there were significant inflationary pressures being experienced nation-wide. The inflationary pressures were assumed to be mostly due to supply constraints and international affairs. Extended periods of higher inflation remain a risk to the accuracy of operating expenditure projections.

Capital expenditure estimates are based upon best information at hand during the planning of the projects. Further detailed planning, including design and cost estimation, and significant increases in construction costs may result in capital expenditure that is significantly different to that outlined in the LTFP.

Cost of construction for future capital works is assumed to increase based on projected indexation of 3.5%. Higher costs of construction than projected is a significant risk and a major risk to the accuracy of the projected financial position for Council.

8.3 Changes to Service Levels

The Plan assumes that current service levels will be maintained where funding is available. No increase in service levels has been included. If Council decides to increase levels of service, increased expenditure will be a risk to achieving the objectives of the Plan.

The outcome of service reviews undertaken in line with Integrated Planning and Reporting requirements may impact assumptions and will need to be captured in future reviews of this Plan.

8.4 Impairment and Early Deterioration of Assets

While renewals are planned through the asset management planning process, the actual deterioration and performance of assets may deteriorate faster than projected or be impacted through natural disasters or other unforeseen events, bringing forward the need to renew and replace assets. This will require either re-prioritisation across the capital works plan, or additional cash investment.

Council maintains current asset management plans that outlines the sustainable and responsible management of assets. The planned treatment of assets for renewals and replacement is based upon the predicted lifecycle of the assets. However, there is a range of variability amongst asset groups, and despite routine inspections, assets can deteriorate faster than the projected lifecycle, requiring earlier treatment of assets – that is, early deterioration of assets.

Earlier deterioration of assets is a threat to the planned expenditure on assets, and while mostly immaterial, can be significant depending upon the replacement value and criticality of the asset.

Furthermore, events such as disasters can impact significantly upon assets, which results in the need to impair the asset (right down the value of the asset). If the impairment of the assets is significant to require the replacement or renewal, the expenditure will not be included in the Long-Term Financial Plan. Although Council is funded under certain circumstances for disasters, there is a significant risk that Council will need to fund all or at least majority of the replacement cost.

8.5 Economic Conditions

Council is impacted by the volatility of economic conditions. This has been experienced most significantly during the recent COVID-19 outbreak, where the income earned by Council for a range of services was significantly reduced. As such, any further impacts leading to significant change from the market assumptions adopted (will require further revision by Council of planned investments and service expenditure).

8.6 Funding Development

The NSW Government regulates a cap on the per lot contributions paid and limits the types of infrastructure that a council can levy for development. This limitation has required Council to use other funding sources (including funding set aside for asset renewal) to provide infrastructure Council is responsible to provide for new development. This is particularly important for areas of greenfield development, which impact on the demands for Council infrastructure such as community centres, libraries and recreational facilities.

The following assessment has been completed upon the major assumptions included in the preparation of the LTFP. The table below indicates the impact to the relevant financial element due to a change in an assumption included in the Plan. The sensitivity analysis is based on the Scenario 1 (Base Case).

8.7 Aged Care Divestment

This LTFP assumes divestment from aged care from November 2022. If this divestment does not proceed this LTFP will be significantly impacted through an increase in the operating deficit of between \$1 million and \$2 million annually.

8.8 Sensitivity Analysis of Key Assumptions

Financial Element	Change	Impact over period of the Plan (Base Case)
Revenue		
Rates and Annual Charges	Reduction in the rates by 1%	\$2.85 million
User Charges and Fees	Reduction on charges and fees by 1%	\$1.96 million
Investment Interest	Interest rate increased by 1%	\$0.12 million
Operating Grants	Additional 1% in grants received	\$2.13 million
Operating Expenditure		
Employee benefits	Employee costs increase by 1% higher	\$3.28 million
Materials and contracts	Costs increase by 1% higher	\$2.36 million
Capital Expenditure		
Total construction costs	Costs increase by 1% higher	\$3.23 million

9. CHALLENGES AND OPPORTUNITIES

As Council implements the financial sustainability strategic objectives, it is likely to confront the following list of challenges and opportunities.

9.1 Challenges

- Volatility in the economic environment – During the preparation of this Financial Sustainability Strategy, the Australian economy was experiencing high volatility, with high inflation and supply chain issues, the continuation of which is likely to increase the cost of services and the cost of construction/acquisition of assets, as well as potentially delay the delivery of capital works, increase borrowing costs and potentially limit the availability of funding from external sources (e.g., grants).
- Impact of the SAP on Council's financial position – Approximately \$169 million in assets funded by the NSW Government are proposed to be contributed to Council upon completion of construction. This will increase the expenditure on operating and maintaining the assets, as well as a significant increase in the depreciation expense. If additional revenue through rates, charges and other revenue streams does not match the increase in operating expenditure, the completion of the SAP will impact negatively upon the financial position of the Council.
- Balancing demands for capital expenditure – Council will need to balance the demands for new or upgraded assets to address population and economic growth, to comply with changes in regulatory requirements and/or to address changing community demands with the need to appropriately fund the renewal and replacement of deteriorating assets and infrastructure.
- Productivity improvements limited by legislation – For example, constraints on staff reduction in rural areas.
- Policy changes from other levels of Government – changes to policies and strategies set by the State and Federal Governments are likely to impact upon Council's financial sustainability, therefore requiring strong advocacy and engagement with key stakeholders to protect the interests of the Council and its community.
- Capacity of the Council – Council faces challenges in attracting and retaining skilled resources due to the geographical location of the council as well as significant competition by main employers in the area. Council will need to invest in its ability attract, develop and retain skilled resourcing.

9.2 Opportunities

- Innovation and Technological Advancement – Council can improve long-term sustainability through enhanced productivity and efficiencies achieved through adopting innovation and technological advancements, which will require Council to maintain effective relationships and professional networks with industry leaders.
- Regional Economic Development – The SAP presents significant opportunity to council to leverage and realise significant development of the local economy and enhancement to the socio-economic profile of the region. Other economic development opportunities are also outlined in the Regional Economic Development Strategy. Council can maximise the realised benefit through advocating and pursuing the Council's interests, as well as more broadly the community's economic and socio-demographic interests.
- Enhancements to Project Management – considering the large annual investment in the capital works program and other projects, significant

improvements in Council sustainability may be achieved through implementation of the project management framework, including better decision making in the selection, prioritisation and initiation of projects, consideration and comparison of whole-of-life costs, as well as in the more efficient delivery of projects.

- Development of a Service Catalogue and Service Review Program – through the development of a service catalogue, integrated with resource planning, and the engagement of Council and the community in strategic service planning, Council sustainability is likely to be improved through the continued review, prioritisation and rationalisation of the range and levels of services and infrastructure provided to meet community demands and community affordability.
- Asset Recycling and Rationalisation – through the process of developing the Asset Management Plans, Council is likely to be presented with opportunities to recycle under-utilised assets (e.g., buildings and land) to obtain better utilisation and improve overall sustainability by reducing the cost of under-utilised assets and achieving commercial returns through asset recycling.
- Water and Sewer Businesses – considering the Guidelines issued by the NSW Department of Planning and Environment regarding the payment of dividend from water supply and sewer businesses, there may be opportunities for Council to harness the significant water and sewer infrastructure in the area, including additional assets to be dedicated through the SAP.
- Stormwater Charge – Council could consider the application of an annual Stormwater charge in accordance with the Local Government Act 1993, and the associated Regulations and guidelines issued by the NSW Office of Local Government, to all applicable properties in the local government area. Revenue from this charge will need to be applied to an enhanced stormwater management program.

10. MONITORING FINANCIAL PERFORMANCE

Council will monitor its financial performance through the following performance framework.

10.1 Management Reporting

Managers can access online financial reports, which allow them to monitor budgets and adjust for any significant variances.

10.2 Monthly Reporting and Reviews

Since February 2022, Council has been provided with monthly reports on financial performance, capital expenditure and cash position. Any adjustments highlighted in the monthly reviews are included for Council approval.

10.3 Quarterly and Annual Reporting and Reviews

Council will review the LTFP on an annual basis in line with the annual review of the Delivery Program and Operational Plan. This review will include an assessment of the previous year's performance to determine whether estimates were accurate, and assumptions were appropriate. Adjustments will be made if required.

The assessment of performance will be based upon a range of financial indicators that are reported to the Council through the Quarterly Budget Review Statement and the Annual Financial Statements.

The Quarterly Budget Review Statement provides a summary of Council's financial position to the Council, so that budgetary adjustments may be made, if necessary. It is the mechanism by which community and councillors are informed of progress against Operational Plan (original budget) and last revised budget.

The Annual Financial Statements presents the council's operating results and financial position for the year, including schedules that report on key performance indicators, including measures to assess the long-term financial sustainability of the council.

Council will monitor and report against the following indicators:

- Operating Performance Ratio
- Own Source Revenue Ratio
- Building and Infrastructure Asset Renewal Ratio
- Infrastructure Backlog Ratio
- Asset Maintenance Ratio
- Debt Service Ratio
- Debt Service Cover Ratio
- Unrestricted Current Ratio
- Rates & Outstanding Charges Ratio
- Cash Expense Cover Ratio

**APPENDIX A -
NSW OFFICE OF LOCAL GOVERNMENT FINANCIAL SUSTAINABILITY INDICATORS**

Indicator	Explanation of Indicator	Benchmark
Operating performance ratio	This ratio measures Council's achievement of containing operating expenditure within operating revenue.	> 0.00%
Own source operating revenue	This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.	> 60.00%
Unrestricted current ratio	To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.	> 1.50x
Debt service current ratio	This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.	> 2.00x
Rates and annual charges outstanding percentage	To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.	< 10.00%
Cash expense cover ratio	This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.	> 3.00 months
Buildings and infrastructure renewals ratio	To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.	>= 100.00%
Infrastructure backlog ratio	This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.	< 2.00%
Asset maintenance ratio	Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.	> 100.00%
Cost to bring assets to agreed service level	This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.	N/A

APPENDIX B - FINANCIAL PROJECTIONS

Scenario 1 – Income Statement (Consolidated)

INCOME STATEMENT - CONSOLIDATED	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000									
Income from continuing operations										
Rates and annual charges	33,991	44,923	46,779	48,923	51,174	53,303	55,526	57,842	60,258	62,778
User charges and fees	17,860	18,265	19,122	19,965	20,846	21,720	22,631	23,581	24,571	25,604
Other revenue	529	553	573	593	614	636	659	683	707	733
Grants and contributions provided for operating purposes	28,958	21,365	21,899	22,447	23,008	23,583	24,173	24,777	25,397	26,032
Grants and contributions provided for capital purposes	88,231	134,990	71,581	33,165	4,574	5,838	4,517	6,416	9,585	4,630
Interest and investment revenue	1,289	1,296	1,303	1,309	1,317	1,324	1,332	1,339	1,347	1,355
Other income	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	357	369	379	388	398	407	417	428	438	449
Rental income	1,075	1,115	1,146	1,177	1,209	1,243	1,277	1,312	1,348	1,385
Total income from continuing operations	172,290	222,876	162,782	127,967	103,140	108,054	110,532	116,378	123,651	122,966
Expenses from continuing operations										
Employee benefits and on-costs	30,567	31,377	32,825	34,436	35,714	37,038	38,410	39,833	41,306	42,834
Materials and services	25,823	25,320	26,533	27,396	28,032	28,688	29,363	30,057	30,773	31,508
Borrowing costs	5	11	241	234	227	219	211	202	193	184
Depreciation, amortisation and impairment of non-financial assets	20,309	23,250	25,056	26,062	26,594	27,139	27,698	28,270	28,856	29,457
Other expenses	9,590	10,102	10,356	10,618	10,884	11,156	11,435	11,721	12,014	12,314
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	86,294	90,060	95,011	98,746	101,451	104,240	107,117	110,083	113,142	116,297
Operating result from continuing operations	85,996	132,816	67,771	29,221	1,689	3,814	3,415	6,295	10,509	6,669
Net operating result for the year before grants and contributions provided for capital purposes	(2,235)	(2,174)	(3,810)	(3,944)	(2,885)	(2,024)	(1,102)	(121)	924	2,039

Scenario 1 – Balance Sheet (Consolidated)

STATEMENT OF FINANCIAL POSITION - CONSOLIDATED	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	43,070	75,443	73,507	77,446	82,504	81,213	84,868	89,612	88,844	101,047
Investments	39,000	-	-	-	-	-	-	-	-	-
Receivables	19,136	19,136	19,136	19,136	19,136	19,136	19,136	19,136	19,136	19,136
Inventories	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313
Contract assets and contract cost assets	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153
Other	703	703	703	703	703	703	703	703	703	703
Total Current Assets	108,375	101,748	99,812	103,751	108,809	107,518	111,173	115,917	115,149	127,352
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,437,315	1,569,633	1,643,458	1,668,607	1,665,097	1,670,053	1,669,656	1,671,042	1,682,145	1,676,427
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Intangible Assets	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251
Right of use assets	53	53	53	53	53	53	53	53	53	53
Total Non-Current Assets	1,440,619	1,572,937	1,646,762	1,671,911	1,668,401	1,673,357	1,672,960	1,674,346	1,685,449	1,679,731
TOTAL ASSETS	1,548,994	1,674,685	1,746,574	1,775,662	1,777,210	1,780,875	1,784,133	1,790,263	1,800,598	1,807,083
LIABILITIES										
Current Liabilities										
Payables	17,130	17,130	17,130	17,130	17,130	17,130	17,130	17,130	17,130	17,130
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	19,904	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796
Lease liabilities	23	23	23	23	23	23	23	23	23	23
Borrowings	17	5	133	141	149	157	165	174	184	194
Employee benefit provision	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	44,074	36,954	37,082	37,090	37,098	37,106	37,114	37,123	37,133	37,143
Non-Current Liabilities										
Lease liabilities	33	33	33	33	33	33	33	33	33	33
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	141	136	4,125	3,984	3,835	3,679	3,513	3,339	3,155	2,961
Provisions	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390
Total Non-Current Liabilities	29,564	29,559	33,548	33,407	33,258	33,102	32,936	32,762	32,578	32,384
TOTAL LIABILITIES	73,638	66,513	70,630	70,497	70,356	70,208	70,050	69,885	69,711	69,527
NET ASSETS	1,475,356	1,608,172	1,675,944	1,705,165	1,706,854	1,710,667	1,714,083	1,720,378	1,730,887	1,737,556
EQUITY										
Accumulated surplus	1,274,817	1,407,633	1,475,404	1,504,625	1,506,314	1,510,128	1,513,543	1,519,838	1,530,347	1,537,016
Revaluation reserves	200,539	200,539	200,539	200,539	200,539	200,539	200,539	200,539	200,539	200,539
Other reserves	-	-	-	-	-	-	-	-	-	-
Council equity interest	1,475,356	1,608,172	1,675,943	1,705,164	1,706,853	1,710,667	1,714,082	1,720,377	1,730,886	1,737,555
Total equity	1,475,356	1,608,172	1,675,943	1,705,164	1,706,853	1,710,667	1,714,082	1,720,377	1,730,886	1,737,555

Scenario 1 - Cash Flow Statement (Consolidated)

STATEMENT OF CASH FLOWS - CONSOLIDATED	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	33,991	44,923	46,779	48,923	51,174	53,303	55,526	57,842	60,258	62,778
User charges and fees	17,860	18,265	19,122	19,965	20,846	21,720	22,631	23,581	24,571	25,604
Investment and interest revenue received	1,289	1,296	1,303	1,309	1,317	1,324	1,332	1,339	1,347	1,355
Grants and contributions	117,189	56,045	32,904	31,178	27,582	29,421	28,690	31,193	34,982	30,662
Bonds, deposits and retention amounts received	-	-	-	-	-	-	-	-	-	-
Other	1,961	2,037	2,098	2,158	2,221	2,286	2,353	2,423	2,493	2,567
<i>Payments:</i>										
Employee benefits and on-costs	(30,567)	(31,377)	(32,825)	(34,436)	(35,714)	(37,038)	(38,410)	(39,833)	(41,306)	(42,834)
Materials and services	(25,823)	(25,320)	(26,533)	(27,396)	(28,032)	(28,688)	(29,363)	(30,057)	(30,773)	(31,508)
Borrowing costs	(5)	(11)	(241)	(234)	(227)	(219)	(211)	(202)	(193)	(184)
Bonds, deposits and retention amounts refunded	-	-	-	-	-	-	-	-	-	-
Other	(9,590)	(10,102)	(10,356)	(10,618)	(10,884)	(11,156)	(11,435)	(11,721)	(12,014)	(12,314)
Net cash provided (or used in) operating activities	106,305	55,756	32,251	30,849	28,283	30,953	31,113	34,565	39,365	36,126
Cash Flows from investing activities										
<i>Receipts:</i>										
Sale of investments	-	39,000	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant and equipment	-	1,347	1,054	1,452	486	875	1,854	1,373	1,037	521
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Purchase of investment securities	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(110,848)	(63,714)	(39,359)	(28,229)	(23,570)	(32,970)	(29,155)	(31,029)	(40,996)	(24,260)
Purchase of intangible assets	-	-	-	-	-	-	-	-	-	-
Purchase of real estate assets	-	-	-	-	-	-	-	-	-	-
Deferred debtors and advances made	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	(110,848)	(23,367)	(38,305)	(26,777)	(23,084)	(32,095)	(27,301)	(29,656)	(39,959)	(23,739)
Cash Flows from financing activities										
<i>Receipts:</i>										
New Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	150	-	4,244	-	-	-	-	-	-	-
<i>Payments:</i>										
Repayment of borrowings and advances	(31)	(17)	(126)	(133)	(141)	(149)	(157)	(165)	(174)	(184)
Principal component of lease payments	-	-	-	-	-	-	-	-	-	-
Repayment of Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) financing activities	119	(17)	4,118	(133)	(141)	(149)	(157)	(165)	(174)	(184)
Net increase/(decrease) in cash and cash equivalents	(4,424)	32,372	(1,936)	3,939	5,058	(1,291)	3,655	4,744	(768)	12,203
Cash and cash equivalents - beginning of year	47,494	43,070	75,442	73,506	77,445	82,503	81,212	84,867	89,611	88,843
Cash and cash equivalents - end of year	43,070	75,442	73,506	77,445	82,503	81,212	84,867	89,611	88,843	101,046
Investments on hand - end of year	39,000	-	-	-	-	-	-	-	-	-
Total cash, cash equivalents and investments	82,070	75,442	73,506	77,445	82,503	81,212	84,867	89,611	88,843	101,046

Scenario 2 – Income Statement (Consolidated)

INCOME STATEMENT - CONSOLIDATED	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from continuing operations										
Rates and annual charges	33,991	37,271	40,582	44,426	48,700	53,224	55,444	57,755	60,168	62,684
User charges and fees	17,860	18,265	19,122	19,965	20,846	21,720	22,631	23,581	24,571	25,604
Other revenue	529	553	573	593	614	636	659	683	707	733
Grants and contributions provided for operating purposes	28,958	21,365	21,899	22,447	23,008	23,583	24,173	24,777	25,397	26,032
Grants and contributions provided for capital purposes	88,231	134,990	71,581	33,165	4,574	5,838	4,517	6,416	9,585	4,630
Interest and investment revenue	1,289	1,296	1,303	1,309	1,317	1,324	1,332	1,339	1,347	1,355
Other income	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	357	369	379	388	398	407	417	428	438	449
Rental income	1,075	1,115	1,146	1,177	1,209	1,243	1,277	1,312	1,348	1,385
Total income from continuing operations	172,290	215,224	156,585	123,470	100,666	107,975	110,450	116,291	123,561	122,872
Expenses from continuing operations										
Employee benefits and on-costs	30,567	31,377	32,825	34,436	35,714	37,038	38,410	39,833	41,306	42,834
Materials and services	25,823	21,952	26,141	26,994	27,621	28,266	28,930	29,613	30,318	31,042
Borrowing costs	5	11	300	291	282	272	262	251	240	228
Depreciation, amortisation and impairment of non-financial assets	20,309	23,250	25,056	26,062	26,594	27,139	27,698	28,270	28,856	29,457
Other expenses	9,590	10,102	10,356	10,618	10,884	11,156	11,435	11,721	12,014	12,314
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	86,294	86,692	94,678	98,401	101,095	103,871	106,735	109,688	112,734	115,875
Operating result from continuing operations	85,996	128,532	61,907	25,069	(429)	4,104	3,715	6,603	10,827	6,997
Net operating result for the year before grants and contributions provided for capital purposes	(2,235)	(6,458)	(9,674)	(8,096)	(5,003)	(1,734)	(802)	187	1,242	2,367

Scenario 2 – Balance Sheet (Consolidated)

STATEMENT OF FINANCIAL POSITION - CONSOLIDATED	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	43,070	74,972	71,609	75,944	80,449	80,098	84,016	89,028	88,536	101,023
Investments	39,000	-	-	-	-	-	-	-	-	-
Receivables	19,136	19,136	19,136	19,136	19,136	19,136	19,136	19,136	19,136	19,136
Inventories	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313
Contract assets and contract cost as sets	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153
Other	703	703	703	703	703	703	703	703	703	703
Total Current Assets	108,375	101,277	97,914	102,249	106,754	106,403	110,321	115,333	114,841	127,328
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,437,315	1,565,820	1,636,237	1,656,805	1,651,696	1,655,967	1,655,570	1,656,956	1,668,059	1,662,341
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Intangible Assets	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251
Right of use assets	53	53	53	53	53	53	53	53	53	53
Total Non-Current Assets	1,440,619	1,569,124	1,639,541	1,660,109	1,655,000	1,659,271	1,658,874	1,660,260	1,671,363	1,665,645
TOTAL ASSETS	1,548,994	1,670,401	1,737,455	1,762,358	1,761,754	1,765,674	1,769,195	1,775,593	1,786,204	1,792,973
LIABILITIES										
Current Liabilities										
Payables	17,130	17,130	17,130	17,130	17,130	17,130	17,130	17,130	17,130	17,130
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	19,904	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796
Lease liabilities	23	23	23	23	23	23	23	23	23	23
Borrowings	17	5	166	175	184	194	205	216	228	241
Employee benefit provision	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	44,074	36,954	37,115	37,124	37,133	37,143	37,154	37,165	37,177	37,190
Non-Current Liabilities										
Lease liabilities	33	33	33	33	33	33	33	33	33	33
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	141	136	5,123	4,948	4,764	4,570	4,365	4,148	3,920	3,679
Provisions	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390
Total Non-Current Liabilities	29,564	29,559	34,546	34,371	34,187	33,993	33,788	33,571	33,343	33,102
TOTAL LIABILITIES	73,638	66,513	71,661	71,495	71,320	71,136	70,942	70,736	70,520	70,292
NET ASSETS	1,475,356	1,603,888	1,665,794	1,690,863	1,690,434	1,694,538	1,698,253	1,704,857	1,715,684	1,722,681
EQUITY										
Accumulated surplus	1,274,817	1,403,349	1,465,256	1,490,325	1,489,896	1,494,000	1,497,715	1,504,318	1,515,145	1,522,142
Revaluation reserves	200,539	200,539	200,539	200,539	200,539	200,539	200,539	200,539	200,539	200,539
Other reserves	-	-	-	-	-	-	-	-	-	-
Council equity interest	1,475,356	1,603,888	1,665,795	1,690,864	1,690,435	1,694,539	1,698,254	1,704,857	1,715,684	1,722,681
Total equity	1,475,356	1,603,888	1,665,795	1,690,864	1,690,435	1,694,539	1,698,254	1,704,857	1,715,684	1,722,681

Scenario 2 – Cash Flow Statement (Consolidated)

STATEMENT OF CASH FLOWS - CONSOLIDATED	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	33,991	37,271	40,582	44,426	48,700	53,224	55,444	57,755	60,168	62,684
User charges and fees	17,860	18,265	19,122	19,965	20,846	21,720	22,631	23,581	24,571	25,604
Investment and interest revenue received	1,289	1,296	1,303	1,309	1,317	1,324	1,332	1,339	1,347	1,355
Grants and contributions	117,189	56,045	32,904	31,178	27,582	29,421	28,690	31,193	34,982	30,662
Bonds, deposits and retention amounts received	-	-	-	-	-	-	-	-	-	-
Other	1,961	2,037	2,098	2,158	2,221	2,286	2,353	2,423	2,493	2,567
<i>Payments:</i>										
Employee benefits and on-costs	(30,567)	(31,377)	(32,825)	(34,436)	(35,714)	(37,038)	(38,410)	(39,833)	(41,306)	(42,834)
Materials and services	(25,823)	(21,952)	(26,141)	(26,994)	(27,621)	(28,266)	(28,930)	(29,613)	(30,318)	(31,042)
Borrowing costs	(5)	(11)	(300)	(291)	(282)	(272)	(262)	(251)	(240)	(228)
Bonds, deposits and retention amounts refunded	-	-	-	-	-	-	-	-	-	-
Other	(9,590)	(10,102)	(10,356)	(10,618)	(10,884)	(11,156)	(11,435)	(11,721)	(12,014)	(12,314)
Net cash provided (or used in) operating activities	106,305	51,472	26,387	26,697	26,165	31,243	31,413	34,873	39,683	36,454
Cash Flows from investing activities										
<i>Receipts:</i>										
Sale of investments	-	39,000	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant and equipment	-	1,347	1,054	1,452	486	875	1,854	1,373	1,037	521
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Purchase of investment securities	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(110,848)	(59,901)	(35,951)	(23,648)	(21,971)	(32,285)	(29,155)	(31,029)	(40,996)	(24,260)
Purchase of intangible assets	-	-	-	-	-	-	-	-	-	-
Purchase of real estate assets	-	-	-	-	-	-	-	-	-	-
Deferred debtors and advances made	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	(110,848)	(19,554)	(34,897)	(22,196)	(21,485)	(31,410)	(27,301)	(29,656)	(39,959)	(23,739)
Cash Flows from financing activities										
<i>Receipts:</i>										
New Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	150	-	5,304	-	-	-	-	-	-	-
<i>Payments:</i>										
Repayment of borrowings and advances	(31)	(17)	(157)	(166)	(175)	(184)	(194)	(205)	(216)	(228)
Principal component of lease payments	-	-	-	-	-	-	-	-	-	-
Repayment of Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) financing activities	119	(17)	5,147	(166)	(175)	(184)	(194)	(205)	(216)	(228)
Net increase/(decrease) in cash and cash equivalents	(4,424)	31,901	(3,363)	4,335	4,505	(351)	3,918	5,012	(492)	12,487
Cash and cash equivalents - beginning of year	47,494	43,070	74,971	71,608	75,943	80,448	80,097	84,015	89,027	88,535
Cash and cash equivalents - end of the year	43,070	74,971	71,608	75,943	80,448	80,097	84,015	89,027	88,535	101,022
Investments on hand - end of year	39,000	-	-	-	-	-	-	-	-	-
Total cash, cash equivalents and investments	82,070	74,971	71,608	75,943	80,448	80,097	84,015	89,027	88,535	101,022

Scenario 3 – Income Statement (Consolidated)

INCOME STATEMENT - CONSOLIDATED	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from continuing operations										
Rates and annual charges	33,991	35,722	37,236	38,975	40,802	42,491	44,254	46,090	48,007	50,005
User charges and fees	17,860	18,265	19,122	19,965	20,846	21,720	22,631	23,581	24,571	25,604
Other revenue	529	553	573	593	614	636	659	683	707	733
Grants and contributions provided for operating purposes	28,958	21,365	21,899	22,447	23,008	23,583	24,173	24,777	25,397	26,032
Grants and contributions provided for capital purposes	88,231	134,731	71,316	32,893	4,295	5,552	4,224	6,116	9,278	4,315
Interest and investment revenue	1,289	1,296	1,303	1,309	1,317	1,324	1,332	1,339	1,347	1,355
Other income	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	357	369	379	388	398	407	417	428	438	449
Rental income	1,075	1,115	1,146	1,177	1,209	1,243	1,277	1,312	1,348	1,385
Total income from continuing operations	172,290	213,416	152,974	117,747	92,489	96,956	98,967	104,326	111,093	109,878
Expenses from continuing operations										
Employee benefits and on-costs	30,567	30,855	32,281	33,868	35,126	36,429	37,780	39,181	40,631	42,136
Materials and services	25,823	25,326	26,539	25,557	24,795	24,226	24,789	25,368	25,967	26,583
Borrowing costs	5	11	154	299	290	280	270	260	249	237
Depreciation, amortisation and impairment of non-financial assets	20,309	23,250	25,056	26,062	26,594	27,139	27,698	28,270	28,856	29,457
Other expenses	9,590	9,977	10,228	10,487	10,749	11,018	11,294	11,576	11,865	12,162
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	86,294	89,419	94,258	96,273	97,554	99,092	101,831	104,655	107,568	110,575
Operating result from continuing operations	85,996	123,997	58,716	21,474	(5,065)	(2,136)	(2,864)	(329)	3,525	(697)
Net operating result for the year before grants and contributions provided for capital purposes	(2,235)	(10,734)	(12,600)	(11,419)	(9,360)	(7,688)	(7,088)	(6,445)	(5,753)	(5,012)

Scenario 3 – Balance Sheet (Consolidated)

STATEMENT OF FINANCIAL POSITION - CONSOLIDATED	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	43,070	79,097	75,206	78,599	84,284	84,607	89,735	95,800	96,191	109,373
Investments	39,000	-	-	-	-	-	-	-	-	-
Receivables	19,136	19,136	19,136	19,136	19,136	19,136	19,136	19,136	19,136	19,136
Inventories	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313
Contract assets and contract cost assets	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153
Other	703	703	703	703	703	703	703	703	703	703
Total Current Assets	108,375	105,402	101,511	104,904	110,589	110,912	116,040	122,105	122,496	135,678
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,437,315	1,557,160	1,622,338	1,642,974	1,632,052	1,629,411	1,621,227	1,614,631	1,617,552	1,603,448
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Intangible Assets	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251
Right of use assets	53	53	53	53	53	53	53	53	53	53
Total Non-Current Assets	1,440,619	1,560,464	1,625,642	1,646,278	1,635,356	1,632,715	1,624,531	1,617,935	1,620,856	1,606,752
TOTAL ASSETS	1,548,994	1,665,866	1,727,153	1,751,182	1,745,945	1,743,627	1,740,571	1,740,040	1,743,352	1,742,430
LIABILITIES										
Current Liabilities										
Payables	17,130	17,130	17,130	17,130	17,130	17,130	17,130	17,130	17,130	17,130
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	19,904	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796
Lease liabilities	23	23	23	23	23	23	23	23	23	23
Borrowings	17	5	85	172	182	192	202	213	225	237
Employee benefit provision	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	44,074	36,954	37,034	37,121	37,131	37,141	37,151	37,162	37,174	37,186
Non-Current Liabilities										
Lease liabilities	33	33	33	33	33	33	33	33	33	33
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	141	136	2,627	5,095	4,914	4,722	4,520	4,306	4,081	3,844
Provisions	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390
Total Non-Current Liabilities	29,564	29,559	32,050	34,518	34,337	34,145	33,943	33,729	33,504	33,267
TOTAL LIABILITIES	73,638	66,513	69,084	71,639	71,468	71,286	71,094	70,891	70,678	70,453
NET ASSETS	1,475,356	1,599,353	1,658,069	1,679,543	1,674,477	1,672,341	1,669,477	1,669,149	1,672,674	1,671,977
EQUITY										
Accumulated surplus	1,274,817	1,398,814	1,457,530	1,479,004	1,473,939	1,471,803	1,468,939	1,468,610	1,472,135	1,471,438
Revaluation reserves	200,539	200,539	200,539	200,539	200,539	200,539	200,539	200,539	200,539	200,539
Other reserves	-	-	-	-	-	-	-	-	-	-
Council equity interest	1,475,356	1,599,353	1,658,069	1,679,543	1,674,478	1,672,342	1,669,478	1,669,149	1,672,674	1,671,977
Total equity	1,475,356	1,599,353	1,658,069	1,679,543	1,674,478	1,672,342	1,669,478	1,669,149	1,672,674	1,671,977

Scenario 3 – Cash Flow Statement (Consolidated)

STATEMENT OF CASH FLOWS - CONSOLIDATED	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	33,991	35,722	37,236	38,975	40,802	42,491	44,254	46,090	48,007	50,005
User charges and fees	17,860	18,265	19,122	19,965	20,846	21,720	22,631	23,581	24,571	25,604
Investment and interest revenue received	1,289	1,296	1,303	1,309	1,317	1,324	1,332	1,339	1,347	1,355
Grants and contributions	117,189	55,786	32,639	30,906	27,303	29,135	28,397	30,893	34,675	30,347
Bonds, deposits and retention amounts received	-	-	-	-	-	-	-	-	-	-
Other	1,961	2,037	2,098	2,158	2,221	2,286	2,353	2,423	2,493	2,567
<i>Payments:</i>										
Employee benefits and on-costs	(30,567)	(30,855)	(32,281)	(33,868)	(35,126)	(36,429)	(37,780)	(39,181)	(40,631)	(42,136)
Materials and services	(25,823)	(25,326)	(26,539)	(25,557)	(24,795)	(24,226)	(24,789)	(25,368)	(25,967)	(26,583)
Borrowing costs	(5)	(11)	(154)	(299)	(290)	(280)	(270)	(260)	(249)	(237)
Bonds, deposits and retention amounts refunded	-	-	-	-	-	-	-	-	-	-
Other	(9,590)	(9,977)	(10,228)	(10,487)	(10,749)	(11,018)	(11,294)	(11,576)	(11,865)	(12,162)
Net cash provided (or used in) operating activities	106,305	46,937	23,196	23,102	21,529	25,003	24,834	27,941	32,381	28,760
Cash Flows from investing activities										
<i>Receipts:</i>										
Sale of investments	-	39,000	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant and equipment	-	1,347	1,054	1,452	486	875	1,854	1,373	1,037	521
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Purchase of investment securities	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(110,848)	(51,241)	(30,712)	(23,716)	(16,158)	(25,373)	(21,368)	(23,047)	(32,814)	(15,874)
Purchase of intangible assets	-	-	-	-	-	-	-	-	-	-
Purchase of real estate assets	-	-	-	-	-	-	-	-	-	-
Deferred debtors and advances made	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	(110,848)	(10,894)	(29,658)	(22,264)	(15,672)	(24,498)	(19,514)	(21,674)	(31,777)	(15,353)
Cash Flows from financing activities										
<i>Receipts:</i>										
New Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	150	-	2,652	2,718	-	-	-	-	-	-
<i>Payments:</i>										
Repayment of borrowings and advances	(31)	(17)	(81)	(163)	(172)	(182)	(192)	(202)	(213)	(225)
Principal component of lease payments	-	-	-	-	-	-	-	-	-	-
Repayment of Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) financing activities	119	(17)	2,571	2,555	(172)	(182)	(192)	(202)	(213)	(225)
Net increase/(decrease) in cash and cash equivalents	(4,424)	36,026	(3,891)	3,393	5,685	323	5,128	6,065	391	13,182
Cash and cash equivalents - beginning of year	47,494	43,070	79,096	75,205	78,598	84,283	84,606	89,734	95,799	96,190
Cash and cash equivalents - end of the year	43,070	79,096	75,205	78,598	84,283	84,606	89,734	95,799	96,190	109,372
Investments on hand - end of year	39,000	-	-	-	-	-	-	-	-	-
Total cash, cash equivalents and investments	82,070	79,096	75,205	78,598	84,283	84,606	89,734	95,799	96,190	109,372

Scenario 1 – Income Statement (General Fund)

INCOME STATEMENT - GENERAL FUND	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from continuing operations										
Rates and annual charges	23,749	34,043	35,224	36,644	38,124	39,665	41,271	42,945	44,688	46,505
User charges and fees	11,011	10,991	11,399	11,854	12,327	12,819	13,331	13,864	14,418	14,995
Other revenue	529	553	573	593	614	636	659	683	707	733
Grants and contributions provided for operating purposes	28,939	21,365	21,899	22,447	23,008	23,583	24,173	24,777	25,397	26,032
Grants and contributions provided for capital purposes	67,831	45,154	68,340	30,931	1,707	1,748	2,080	2,077	2,041	1,920
Interest and investment revenue	693	698	702	706	711	715	720	724	729	734
Other income	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	188	173	178	182	187	191	196	201	206	211
Rental income	1,075	1,115	1,148	1,177	1,209	1,243	1,277	1,312	1,348	1,385
Total income from continuing operations	133,995	114,092	139,461	104,534	77,887	80,598	83,687	86,583	89,534	92,515
Expenses from continuing operations										
Employee benefits and on-costs	27,008	27,814	28,900	30,331	31,462	32,634	33,849	35,109	36,414	37,767
Materials and services	19,384	16,432	17,478	18,171	18,832	19,108	19,599	20,105	20,627	21,164
Borrowing costs	-	8	241	234	227	219	211	202	193	184
Depreciation, amortisation and impairment of non-financial assets	14,807	15,997	17,677	18,555	18,954	19,364	19,784	20,214	20,655	21,106
Other expenses	8,083	8,474	8,888	8,908	9,131	9,359	9,593	9,833	10,079	10,331
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	69,280	68,525	72,984	76,199	78,406	80,684	83,036	85,463	87,968	90,552
Operating result from continuing operations	64,715	45,567	66,477	28,335	(519)	(86)	651	1,120	1,566	1,963
Net operating result for the year before grants and contributions provided for capital purposes	(3,116)	413	(1,863)	(2,596)	(2,226)	(1,832)	(1,409)	(957)	(475)	43

Scenario 1 – Balance Sheet (General Fund)

STATEMENT OF FINANCIAL POSITION - GENERAL FUND	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	13,431	42,704	43,204	45,703	50,122	51,448	52,199	56,466	61,652	68,976
Investments	35,353	-	-	-	-	-	-	-	-	-
Receivables	11,298	11,298	11,298	11,298	11,298	11,298	11,298	11,298	11,298	11,298
Inventories	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313
Contract assets and contract cost/assets	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153
Other	703	703	703	703	703	703	703	703	703	703
Total Current Assets	67,251	61,171	61,671	64,170	68,589	69,915	70,666	74,933	80,119	87,443
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,148,600	1,193,122	1,263,217	1,288,920	1,283,841	1,282,280	1,282,023	1,278,711	1,274,917	1,269,372
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Intangible Assets	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251
Right of use assets	53	53	53	53	53	53	53	53	53	53
Total Non-Current Assets	1,151,904	1,196,426	1,266,521	1,292,224	1,287,145	1,285,584	1,285,327	1,282,015	1,278,221	1,272,676
TOTAL ASSETS	1,219,155	1,257,597	1,328,192	1,356,394	1,355,734	1,355,499	1,355,993	1,356,948	1,358,340	1,360,119
LIABILITIES										
Current Liabilities										
Payables	16,790	16,790	16,790	16,790	16,790	16,790	16,790	16,790	16,790	16,790
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	19,904	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796
Lease liabilities	23	23	23	23	23	23	23	23	23	23
Borrowings	17	5	133	141	149	157	165	174	184	194
Employee benefit provision	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	43,734	36,614	36,742	36,750	36,758	36,766	36,774	36,783	36,793	36,803
Non-Current Liabilities										
Lease liabilities	33	33	33	33	33	33	33	33	33	33
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	141	136	4,125	3,984	3,835	3,679	3,513	3,339	3,155	2,961
Provisions	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390
Total Non-Current Liabilities	29,564	29,559	33,548	33,407	33,258	33,102	32,936	32,762	32,578	32,384
TOTAL LIABILITIES	73,298	66,173	70,290	70,157	70,016	69,868	69,710	69,545	69,371	69,187
NET ASSETS	1,145,857	1,191,424	1,257,902	1,286,237	1,285,718	1,285,631	1,286,283	1,287,403	1,288,969	1,290,932
EQUITY										
Accumulated surplus	1,044,518	1,090,085	1,156,562	1,184,897	1,184,378	1,184,292	1,184,943	1,188,063	1,187,629	1,189,592
Residual reserves	101,339	101,339	101,339	101,339	101,339	101,339	101,339	101,339	101,339	101,339
Other reserves	-	-	-	-	-	-	-	-	-	-
Council equity interest	1,145,857	1,191,424	1,257,901	1,286,236	1,285,717	1,285,631	1,286,282	1,287,402	1,288,968	1,290,931
Total equity	1,145,857	1,191,424	1,257,901	1,286,236	1,285,717	1,285,631	1,286,282	1,287,402	1,288,968	1,290,931

Scenario 1 – Cashflow Statement (General Fund)

STATEMENT OF CASH FLOWS - GENERAL	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	23,749	34,043	35,224	36,644	38,124	39,665	41,271	42,945	44,688	46,505
User charges and fees	11,011	10,991	11,399	11,854	12,327	12,819	13,331	13,864	14,418	14,995
Investment and interest revenue received	693	698	702	706	711	715	720	724	729	734
Grants and contributions	96,770	48,461	29,663	28,944	24,715	25,329	26,233	26,854	27,438	27,952
Bonds, deposits and retention amounts received	-	-	-	-	-	-	-	-	-	-
Other	1,772	1,841	1,897	1,952	2,010	2,070	2,132	2,196	2,261	2,329
<i>Payments:</i>										
Employee benefits and on-costs	(27,006)	(27,614)	(28,900)	(30,331)	(31,462)	(32,634)	(33,849)	(35,109)	(36,414)	(37,767)
Materials and services	(19,384)	(16,432)	(17,478)	(18,171)	(18,632)	(19,108)	(19,599)	(20,105)	(20,627)	(21,164)
Borrowing costs	-	(8)	(241)	(234)	(227)	(219)	(211)	(202)	(193)	(184)
Bonds, deposits and retention amounts refunded	-	-	-	-	-	-	-	-	-	-
Other	(8,083)	(8,474)	(8,688)	(8,908)	(9,131)	(9,359)	(9,593)	(9,833)	(10,079)	(10,331)
Net cash provided (or used in) operating activities	79,522	43,506	23,578	22,456	18,435	19,278	20,435	21,334	22,221	23,069
Cash Flows from investing activities										
<i>Receipts:</i>										
Sale of investments	-	35,353	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant and equipment	-	1,125	960	1,337	464	697	1,513	1,319	912	503
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Purchase of investment securities	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(82,893)	(50,694)	(28,156)	(21,161)	(14,339)	(18,500)	(21,040)	(18,221)	(17,773)	(16,064)
Purchase of intangible assets	-	-	-	-	-	-	-	-	-	-
Purchase of real estate assets	-	-	-	-	-	-	-	-	-	-
Deferred debtors and advances made	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	(82,893)	(14,216)	(27,196)	(19,824)	(13,875)	(17,803)	(19,527)	(16,902)	(16,861)	(15,561)
Cash Flows from financing activities										
<i>Receipts:</i>										
New Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	150	-	4,244	-	-	-	-	-	-	-
<i>Payments:</i>										
Repayment of borrowings and advances	(31)	(17)	(126)	(133)	(141)	(149)	(157)	(165)	(174)	(184)
Principal component of lease payments	-	-	-	-	-	-	-	-	-	-
Repayment of Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) financing activities	119	(17)	4,118	(133)	(141)	(149)	(157)	(165)	(174)	(184)
Net increase/(decrease) in cash and cash equivalents	(3,252)	29,273	500	2,499	4,419	1,326	751	4,267	5,186	7,324
Cash and cash equivalents - beginning of year	16,683	13,431	42,704	43,204	45,703	50,122	51,448	52,199	56,466	61,652
Cash and cash equivalents - end of the year	13,431	42,704	43,204	45,703	50,122	51,448	52,199	56,466	61,652	68,976
Investments on hand - end of year	35,353	-	-	-	-	-	-	-	-	-
Total cash, cash equivalents and investments	48,784	42,704	43,204	45,703	50,122	51,448	52,199	56,466	61,652	68,976

Scenario 2 – Income Statement (General Fund)

INCOME STATEMENT - GENERAL FUND	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from continuing operations										
Rates and annual charges	23,749	26,391	29,027	32,147	35,650	39,586	41,189	42,858	44,598	46,411
User charges and fees	11,011	10,991	11,399	11,854	12,327	12,819	13,331	13,864	14,418	14,995
Other revenue	529	553	573	593	614	636	659	683	707	733
Grants and contributions provided for operating purposes	28,939	21,365	21,899	22,447	23,008	23,583	24,173	24,777	25,397	26,032
Grants and contributions provided for capital purposes	67,831	45,154	68,340	30,931	1,707	1,746	2,060	2,077	2,041	1,920
Interest and investment revenue	693	698	702	706	711	715	720	724	729	734
Other income	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	168	173	178	182	187	191	196	201	206	211
Rental income	1,075	1,115	1,146	1,177	1,209	1,243	1,277	1,312	1,348	1,385
Total income from continuing operations	133,995	106,440	133,264	100,037	75,413	80,519	83,605	86,496	89,444	92,421
Expenses from continuing operations										
Employee benefits and on-costs	27,006	27,614	28,900	30,331	31,462	32,634	33,849	35,109	36,414	37,767
Materials and services	19,384	13,064	17,086	17,769	18,221	18,686	19,166	19,661	20,172	20,698
Borrowing costs	-	8	300	291	282	272	262	251	240	228
Depreciation, amortisation and impairment of non-financial assets	14,807	15,997	17,677	18,555	18,954	19,364	19,784	20,214	20,655	21,106
Other expenses	8,083	8,474	8,688	8,908	9,131	9,359	9,593	9,833	10,079	10,331
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	69,280	65,157	72,651	75,854	78,050	80,315	82,654	85,068	87,560	90,130
Operating result from continuing operations	64,715	41,283	60,613	24,183	(2,637)	204	951	1,428	1,884	2,291
Net operating result for the year before grants and contributions provided for capital purposes	(3,116)	(3,871)	(7,727)	(6,748)	(4,344)	(1,542)	(1,109)	(649)	(157)	371

Scenario 2 – Balance Sheet (General Fund)

STATEMENT OF FINANCIAL POSITION - GENERAL FUND	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	13,431	42,233	41,306	44,201	48,067	50,333	51,347	55,882	61,344	68,952
Investments	35,353	-	-	-	-	-	-	-	-	-
Receivables	11,298	11,298	11,298	11,298	11,298	11,298	11,298	11,298	11,298	11,298
Inventories	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313
Contract assets and contract cost assets	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153
Other	703	703	703	703	703	703	703	703	703	703
Total Current Assets	67,251	60,700	59,773	62,668	66,534	68,800	69,814	74,349	79,811	87,419
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,148,600	1,189,309	1,255,996	1,277,118	1,270,440	1,268,194	1,267,937	1,264,625	1,260,831	1,255,286
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Intangible Assets	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251
Right of use assets	53	53	53	53	53	53	53	53	53	53
Total Non-Current Assets	1,151,904	1,192,613	1,259,300	1,280,422	1,273,744	1,271,498	1,271,241	1,267,929	1,264,135	1,258,590
TOTAL ASSETS	1,219,155	1,253,313	1,319,073	1,343,090	1,340,278	1,340,298	1,341,055	1,342,278	1,343,946	1,346,009
LIABILITIES										
Current Liabilities										
Payables	16,790	16,790	16,790	16,790	16,790	16,790	16,790	16,790	16,790	16,790
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	19,904	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796
Lease liabilities	23	23	23	23	23	23	23	23	23	23
Borrowings	17	5	166	175	184	194	205	216	228	241
Employee benefit provision	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	43,734	36,614	36,775	36,784	36,793	36,803	36,814	36,825	36,837	36,850
Non-Current Liabilities										
Lease liabilities	33	33	33	33	33	33	33	33	33	33
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	141	136	5,123	4,948	4,764	4,570	4,365	4,148	3,920	3,679
Provisions	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390
Total Non-Current Liabilities	29,564	29,559	34,546	34,371	34,187	33,993	33,788	33,571	33,343	33,102
TOTAL LIABILITIES	73,298	66,173	71,321	71,155	70,980	70,796	70,602	70,396	70,180	69,952
NET ASSETS	1,145,857	1,187,140	1,247,752	1,271,935	1,269,298	1,269,502	1,270,453	1,271,882	1,273,766	1,276,057
EQUITY										
Accumulated surplus	1,044,518	1,085,801	1,146,414	1,170,597	1,167,960	1,168,164	1,169,115	1,170,543	1,172,427	1,174,718
Revaluation reserves	101,339	101,339	101,339	101,339	101,339	101,339	101,339	101,339	101,339	101,339
Other reserves	-	-	-	-	-	-	-	-	-	-
Council equity interest	1,145,857	1,187,140	1,247,753	1,271,936	1,269,299	1,269,503	1,270,454	1,271,882	1,273,766	1,276,057
Total equity	1,145,857	1,187,140	1,247,753	1,271,936	1,269,299	1,269,503	1,270,454	1,271,882	1,273,766	1,276,057

Scenario 2 – Cashflow Statement (General Fund)

STATEMENT OF CASH FLOWS - GENERAL	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	23,749	26,391	29,027	32,147	35,650	39,586	41,189	42,858	44,598	46,411
User charges and fees	11,011	10,991	11,399	11,854	12,327	12,819	13,331	13,864	14,418	14,995
Investment and interest revenue received	693	698	702	706	711	715	720	724	729	734
Grants and contributions	96,770	48,461	29,663	28,944	24,715	25,329	26,233	26,854	27,438	27,952
Bonds, deposits and retention amounts received	-	-	-	-	-	-	-	-	-	-
Other	1,772	1,841	1,897	1,952	2,010	2,070	2,132	2,196	2,261	2,329
<i>Payments:</i>										
Employee benefits and on-costs	(27,006)	(27,614)	(28,900)	(30,331)	(31,462)	(32,634)	(33,849)	(35,109)	(36,414)	(37,767)
Materials and services	(19,384)	(13,064)	(17,086)	(17,769)	(18,221)	(18,686)	(19,166)	(19,661)	(20,172)	(20,698)
Borrowing costs	-	(8)	(300)	(291)	(282)	(272)	(262)	(251)	(240)	(228)
Bonds, deposits and retention amounts refunded	-	-	-	-	-	-	-	-	-	-
Other	(8,083)	(8,474)	(8,688)	(8,908)	(9,131)	(9,359)	(9,593)	(9,833)	(10,079)	(10,331)
Net cash provided (or used in) operating activities	79,522	39,222	17,714	18,304	16,317	19,568	20,735	21,642	22,539	23,397
Cash Flows from investing activities										
<i>Receipts:</i>										
Sale of investments	-	35,353	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant and equipment	-	1,125	960	1,337	464	697	1,513	1,319	912	503
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Purchase of investment securities	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(82,893)	(46,881)	(24,748)	(16,580)	(12,740)	(17,815)	(21,040)	(18,221)	(17,773)	(16,064)
Purchase of intangible assets	-	-	-	-	-	-	-	-	-	-
Purchase of real estate assets	-	-	-	-	-	-	-	-	-	-
Deferred debtors and advances made	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	(82,893)	(10,403)	(23,788)	(15,243)	(12,276)	(17,118)	(19,527)	(16,902)	(16,861)	(15,561)
Cash Flows from financing activities										
<i>Receipts:</i>										
New Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	150	-	5,304	-	-	-	-	-	-	-
<i>Payments:</i>										
Repayment of borrowings and advances	(31)	(17)	(157)	(166)	(175)	(184)	(194)	(205)	(216)	(228)
Principal component of lease payments	-	-	-	-	-	-	-	-	-	-
Repayment of Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) financing activities	119	(17)	5,147	(166)	(175)	(184)	(194)	(205)	(216)	(228)
Net increase/(decrease) in cash and cash equivalents	(3,252)	28,802	(927)	2,895	3,866	2,266	1,014	4,535	5,462	7,608
Cash and cash equivalents - beginning of year	16,683	13,431	42,233	41,306	44,201	48,067	50,333	51,347	55,882	61,344
Cash and cash equivalents - end of the year	13,431	42,233	41,306	44,201	48,067	50,333	51,347	55,882	61,344	68,952
Investments on hand - end of year	35,353	-	-	-	-	-	-	-	-	-
Total cash, cash equivalents and investments	48,784	42,233	41,306	44,201	48,067	50,333	51,347	55,882	61,344	68,952

Scenario 3 – Income Statement (General Fund)

INCOME STATEMENT - GENERAL FUND	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from continuing operations										
Rates and annual charges	23,749	24,842	25,681	26,696	27,752	28,853	29,999	31,193	32,437	33,732
User charges and fees	11,011	10,991	11,399	11,854	12,327	12,819	13,331	13,864	14,418	14,995
Other revenue	529	553	573	593	614	636	659	683	707	733
Grants and contributions provided for operating purposes	28,939	21,365	21,899	22,447	23,008	23,583	24,173	24,777	25,397	26,032
Grants and contributions provided for capital purposes	67,831	44,895	68,075	30,659	1,428	1,460	1,767	1,777	1,734	1,605
Interest and investment revenue	693	698	702	706	711	715	720	724	729	734
Other income	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	168	173	178	182	187	191	196	201	206	211
Rental income	1,075	1,115	1,146	1,177	1,209	1,243	1,277	1,312	1,348	1,385
Total income from continuing operations	133,995	104,632	129,653	94,314	67,236	69,500	72,122	74,531	76,976	79,427
Expenses from continuing operations										
Employee benefits and on-costs	27,006	27,092	28,356	29,763	30,874	32,025	33,219	34,457	35,739	37,069
Materials and services	19,384	16,438	17,484	16,332	15,395	14,646	15,025	15,416	15,821	16,239
Borrowing costs	-	8	154	299	290	280	270	260	249	237
Depreciation, amortisation and impairment of non-financial assets	14,807	15,997	17,677	18,555	18,954	19,364	19,784	20,214	20,655	21,106
Other expenses	8,083	8,349	8,560	8,777	8,996	9,221	9,452	9,688	9,930	10,179
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	69,280	67,884	72,231	73,726	74,509	75,536	77,750	80,035	82,394	84,830
Operating result from continuing operations	64,715	36,748	57,422	20,588	(7,273)	(6,036)	(5,628)	(5,504)	(5,418)	(5,403)
Net operating result for the year before grants and contributions provided for capital purposes	(3,116)	(8,147)	(10,653)	(10,071)	(8,701)	(7,496)	(7,395)	(7,281)	(7,152)	(7,008)

Scenario 3 – Balance Sheet (General Fund)

STATEMENT OF FINANCIAL POSITION - GENERAL FUND	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	13,431	46,358	44,903	46,856	51,902	54,842	57,066	62,654	68,999	77,302
Investments	35,353	-	-	-	-	-	-	-	-	-
Receivables	11,298	11,298	11,298	11,298	11,298	11,298	11,298	11,298	11,298	11,298
Inventories	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313
Contract assets and contract cost assets	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153
Other	703	703	703	703	703	703	703	703	703	703
Total Current Assets	67,251	64,825	63,370	65,323	70,369	73,309	75,533	81,121	87,466	95,769
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,148,600	1,180,649	1,242,097	1,263,287	1,250,796	1,241,638	1,233,594	1,222,300	1,210,324	1,196,393
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Intangible Assets	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251
Right of use assets	53	53	53	53	53	53	53	53	53	53
Total Non-Current Assets	1,151,904	1,183,953	1,245,401	1,266,591	1,254,100	1,244,942	1,236,898	1,225,604	1,213,628	1,199,697
TOTAL ASSETS	1,219,155	1,248,778	1,308,771	1,331,914	1,324,469	1,318,251	1,312,431	1,306,725	1,301,094	1,295,466
LIABILITIES										
Current Liabilities										
Payables	16,790	16,790	16,790	16,790	16,790	16,790	16,790	16,790	16,790	16,790
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	19,904	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796
Lease liabilities	23	23	23	23	23	23	23	23	23	23
Borrowings	17	5	85	172	182	192	202	213	225	237
Employee benefit provision	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	43,734	36,614	36,694	36,781	36,791	36,801	36,811	36,822	36,834	36,846
Non-Current Liabilities										
Lease liabilities	33	33	33	33	33	33	33	33	33	33
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	141	136	2,627	5,095	4,914	4,722	4,520	4,306	4,081	3,844
Provisions	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390
Total Non-Current Liabilities	29,564	29,559	32,050	34,518	34,337	34,145	33,943	33,729	33,504	33,267
TOTAL LIABILITIES	73,298	66,173	68,744	71,299	71,128	70,946	70,754	70,551	70,338	70,113
NET ASSETS	1,145,857	1,182,605	1,240,027	1,260,615	1,253,341	1,247,305	1,241,677	1,236,174	1,230,756	1,225,353
EQUITY										
Accumulated surplus	1,044,518	1,081,266	1,138,688	1,159,276	1,152,003	1,145,967	1,140,339	1,134,835	1,129,417	1,124,014
Revaluation reserves	101,339	101,339	101,339	101,339	101,339	101,339	101,339	101,339	101,339	101,339
Other reserves	-	-	-	-	-	-	-	-	-	-
Council equity interest	1,145,857	1,182,605	1,240,027	1,260,615	1,253,342	1,247,306	1,241,678	1,236,174	1,230,756	1,225,353
Total equity	1,145,857	1,182,605	1,240,027	1,260,615	1,253,342	1,247,306	1,241,678	1,236,174	1,230,756	1,225,353

Scenario 3 – Cashflow Statement (General Fund)

STATEMENT OF CASH FLOWS - GENERAL	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	23,749	24,842	25,681	26,696	27,752	28,853	29,999	31,193	32,437	33,732
User charges and fees	11,011	10,991	11,399	11,854	12,327	12,819	13,331	13,864	14,418	14,995
Investment and interest revenue received	693	698	702	706	711	715	720	724	729	734
Grants and contributions	96,770	48,202	29,398	28,672	24,436	25,043	25,940	26,554	27,131	27,637
Bonds, deposits and retention amounts received	-	-	-	-	-	-	-	-	-	-
Other	1,772	1,841	1,897	1,952	2,010	2,070	2,132	2,196	2,261	2,329
<i>Payments:</i>										
Employee benefits and on-costs	(27,006)	(27,092)	(28,356)	(29,763)	(30,874)	(32,025)	(33,219)	(34,457)	(35,739)	(37,069)
Materials and services	(19,384)	(16,438)	(17,484)	(16,332)	(15,395)	(14,646)	(15,025)	(15,416)	(15,821)	(16,239)
Borrowing costs	-	(8)	(154)	(299)	(290)	(280)	(270)	(260)	(249)	(237)
Bonds, deposits and retention amounts refunded	-	-	-	-	-	-	-	-	-	-
Other	(8,083)	(8,349)	(8,560)	(8,777)	(8,996)	(9,221)	(9,452)	(9,688)	(9,930)	(10,179)
Net cash provided (or used in) operating activities	79,522	34,687	14,523	14,709	11,681	13,328	14,156	14,710	15,237	15,703
Cash Flows from investing activities										
<i>Receipts:</i>										
Sale of investments	-	35,353	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant and equipment	-	1,125	960	1,337	464	697	1,513	1,319	912	503
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Purchase of investment securities	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(82,893)	(38,221)	(19,509)	(16,648)	(6,927)	(10,903)	(13,253)	(10,239)	(9,591)	(7,678)
Purchase of intangible assets	-	-	-	-	-	-	-	-	-	-
Purchase of real estate assets	-	-	-	-	-	-	-	-	-	-
Deferred debtors and advances made	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	(82,893)	(1,743)	(18,549)	(15,311)	(6,463)	(10,206)	(11,740)	(8,920)	(8,679)	(7,175)
Cash Flows from financing activities										
<i>Receipts:</i>										
New Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	150	-	2,652	2,718	-	-	-	-	-	-
<i>Payments:</i>										
Repayment of borrowings and advances	(31)	(17)	(81)	(163)	(172)	(182)	(192)	(202)	(213)	(225)
Principal component of lease payments	-	-	-	-	-	-	-	-	-	-
Repayment of Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) financing activities	119	(17)	2,571	2,555	(172)	(182)	(192)	(202)	(213)	(225)
Net increase/(decrease) in cash and cash equivalents	(3,252)	32,927	(1,455)	1,953	5,046	2,940	2,224	5,588	6,345	8,303
Cash and cash equivalents - beginning of year	16,683	13,431	46,358	44,903	46,856	51,902	54,842	57,066	62,654	68,999
Cash and cash equivalents - end of the year	13,431	46,358	44,903	46,856	51,902	54,842	57,066	62,654	68,999	77,302
Investments on hand - end of year	35,353	-	-	-	-	-	-	-	-	-
Total cash, cash equivalents and investments	48,784	46,358	44,903	46,856	51,902	54,842	57,066	62,654	68,999	77,302

All Scenarios – Income Statement (Sewer Fund)

INCOME STATEMENT - SEWER FUND	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from continuing operations										
Rates and annual charges	7,326	7,781	8,261	8,836	9,451	9,877	10,323	10,788	11,275	11,783
User charges and fees	1,521	1,615	1,714	1,832	1,958	2,046	2,137	2,233	2,333	2,437
Other revenue	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	9	-	-	-	-	-	-	-	-	-
Grants and contributions provided for capital purposes	10,400	49,383	1,707	966	1,557	2,744	1,065	2,902	6,060	1,178
Interest and investment revenue	224	226	228	230	232	235	237	240	242	245
Other income	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	79	82	84	86	88	90	92	95	97	99
Rental income	-	-	-	-	-	-	-	-	-	-
Total income from continuing operations	19,559	59,087	11,994	11,950	13,286	14,992	13,854	16,258	20,007	15,742
Expenses from continuing operations										
Employee benefits and on-costs	1,816	1,917	1,997	2,087	2,159	2,234	2,311	2,391	2,474	2,560
Materials and services	3,481	4,777	4,867	4,959	5,054	5,151	5,251	5,352	5,457	5,564
Borrowing costs	5	3	-	-	-	-	-	-	-	-
Depreciation, amortisation and impairment of non-financial assets	2,288	3,543	3,602	3,662	3,725	3,788	3,854	3,921	3,989	4,060
Other expenses	674	730	748	767	786	806	826	847	868	889
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	8,264	10,970	11,214	11,475	11,724	11,979	12,242	12,511	12,788	13,073
Operating result from continuing operations	11,295	48,117	780	475	1,562	3,013	1,612	3,747	7,219	2,669
Net operating result for the year before grants and contributions provided for capital purposes	895	(1,266)	(927)	(491)	5	269	547	845	1,159	1,491

All Scenarios – Balance Sheet (Sewer Fund)

STATEMENT OF FINANCIAL POSITION - SEWER FUND	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	9,523	10,039	7,727	9,485	10,300	7,568	10,041	10,002	3,246	7,156
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	4,092	4,092	4,092	4,092	4,092	4,092	4,092	4,092	4,092	4,092
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Current Assets	13,615	14,131	11,819	13,577	14,392	11,660	14,133	14,094	7,338	11,248
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	120,106	167,707	170,799	169,516	170,263	176,008	175,147	178,933	192,908	191,667
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	120,106	167,707	170,799	169,516	170,263	176,008	175,147	178,933	192,908	191,667
TOTAL ASSETS	133,721	181,838	182,618	183,093	184,655	187,668	189,280	193,027	200,246	202,915
LIABILITIES										
Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Employee benefit provision	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-									
Non-Current Liabilities										
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-									
TOTAL LIABILITIES	-									
NET ASSETS	133,721	181,838	182,618	183,093	184,655	187,668	189,280	193,027	200,246	202,915
EQUITY										
Accumulated surplus	116,512	164,629	165,409	165,884	167,446	170,459	172,071	175,818	183,037	185,706
Revaluation reserves	17,209	17,209	17,209	17,209	17,209	17,209	17,209	17,209	17,209	17,209
Other reserves	-	-	-	-	-	-	-	-	-	-
Council equity interest	133,721	181,838	182,618	183,093	184,655	187,668	189,280	193,027	200,246	202,915
Total equity	133,721	181,838	182,618	183,093	184,655	187,668	189,280	193,027	200,246	202,915

All Scenarios – Cashflow Statement (Sewer Fund)

STATEMENT OF CASH FLOWS - SEWER	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	7,326	7,781	8,261	8,836	9,451	9,877	10,323	10,788	11,275	11,783
User charges and fees	1,521	1,615	1,714	1,832	1,958	2,046	2,137	2,233	2,333	2,437
Investment and interest revenue received	224	226	228	230	232	235	237	240	242	245
Grants and contributions	10,409	1,080	1,707	966	1,557	2,744	1,065	2,902	6,060	1,178
Bonds, deposits and retention amounts received	-	-	-	-	-	-	-	-	-	-
Other	79	82	84	86	88	90	92	95	97	99
<i>Payments:</i>										
Employee benefits and on-costs	(1,816)	(1,917)	(1,997)	(2,087)	(2,159)	(2,234)	(2,311)	(2,391)	(2,474)	(2,560)
Materials and services	(3,481)	(4,777)	(4,867)	(4,959)	(5,054)	(5,151)	(5,251)	(5,352)	(5,457)	(5,564)
Borrowing costs	(5)	(3)	-	-	-	-	-	-	-	-
Bonds, deposits and retention amounts refunded	-	-	-	-	-	-	-	-	-	-
Other	(674)	(730)	(748)	(767)	(786)	(806)	(826)	(847)	(868)	(889)
Net cash provided (or used in) operating activities	13,583	3,357	4,382	4,137	5,287	6,801	5,466	7,668	11,208	6,729
Cash Flows from investing activities										
<i>Receipts:</i>										
Sale of investments	-	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant and equipment	-	88	-	68	22	82	145	-	30	18
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Purchase of investment securities	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(11,817)	(2,929)	(6,694)	(2,447)	(4,494)	(9,615)	(3,138)	(7,707)	(17,994)	(2,837)
Purchase of intangible assets	-	-	-	-	-	-	-	-	-	-
Purchase of real estate assets	-	-	-	-	-	-	-	-	-	-
Deferred debtors and advances made	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	(11,817)	(2,841)	(6,694)	(2,379)	(4,472)	(9,533)	(2,993)	(7,707)	(17,964)	(2,819)
Cash Flows from financing activities										
<i>Receipts:</i>										
New Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Repayment of borrowings and advances	-	-	-	-	-	-	-	-	-	-
Principal component of lease payments	-	-	-	-	-	-	-	-	-	-
Repayment of Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) financing activities	-	-	-	-	-	-	-	-	-	-
Net increase/(decrease) in cash and cash equivalents	1,766	516	(2,312)	1,758	815	(2,732)	2,473	(39)	(6,756)	3,910
Cash and cash equivalents - beginning of year	7,757	9,523	10,039	7,727	9,485	10,300	7,568	10,041	10,002	3,246
Cash and cash equivalents - end of the year	9,523	10,039	7,727	9,485	10,300	7,568	10,041	10,002	3,246	7,156
Investments on hand - end of year	-	-	-	-	-	-	-	-	-	-
Total cash, cash equivalents and investments	9,523	10,039	7,727	9,485	10,300	7,568	10,041	10,002	3,246	7,156

All Scenarios – Income Statement (Water Fund)

INCOME STATEMENT - WATER FUND	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from continuing operations										
Rates and annual charges	2,916	3,099	3,294	3,443	3,599	3,761	3,932	4,109	4,295	4,490
User charges and fees	5,328	5,659	6,009	6,279	6,561	6,855	7,163	7,484	7,820	8,172
Other revenue	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	10	-	-	-	-	-	-	-	-	-
Grants and contributions provided for capital purposes	10,000	40,453	1,534	1,268	1,310	1,348	1,392	1,437	1,484	1,532
Interest and investment revenue	372	372	373	373	374	374	375	375	376	376
Other income	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	110	114	117	120	123	126	129	132	135	139
Rental income	-	-	-	-	-	-	-	-	-	-
Total income from continuing operations	18,736	49,697	11,327	11,483	11,967	12,464	12,991	13,537	14,110	14,709
Expenses from continuing operations										
Employee benefits and on-costs	1,745	1,846	1,928	2,018	2,093	2,170	2,250	2,333	2,418	2,507
Materials and services	2,958	4,111	4,188	4,266	4,346	4,429	4,513	4,600	4,689	4,780
Borrowing costs	-	-	-	-	-	-	-	-	-	-
Depreciation, amortisation and impairment of non-financial assets	3,214	3,710	3,777	3,845	3,915	3,987	4,060	4,135	4,212	4,291
Other expenses	833	898	920	943	967	991	1,016	1,041	1,067	1,094
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	8,750	10,565	10,813	11,072	11,321	11,577	11,839	12,109	12,386	12,672
Operating result from continuing operations	9,986	39,132	514	411	646	887	1,152	1,428	1,724	2,037
Net operating result for the year before grants and contributions provided for capital purposes	(14)	(1,321)	(1,020)	(857)	(664)	(461)	(240)	(9)	240	505

All Scenarios – Balance Sheet (Water Fund)

STATEMENT OF FINANCIAL POSITION - WATER FUND	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	20,116	22,700	22,576	22,258	22,082	22,197	22,628	23,144	23,946	24,915
Investments	3,647	-	-	-	-	-	-	-	-	-
Receivables	3,746	3,746	3,746	3,746	3,746	3,746	3,746	3,746	3,746	3,746
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Current Assets	27,509	26,446	26,322	26,004	25,828	25,943	26,374	26,890	27,692	28,661
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	168,609	208,804	209,442	210,171	210,993	211,765	212,486	213,398	214,320	215,388
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	168,609	208,804	209,442	210,171	210,993	211,765	212,486	213,398	214,320	215,388
TOTAL ASSETS	196,118	235,250	235,764	236,175	236,821	237,708	238,860	240,288	242,012	244,049
LIABILITIES										
Current Liabilities										
Payables	340	340	340	340	340	340	340	340	340	340
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Employee benefit provision	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	340									
Non-Current Liabilities										
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-									
TOTAL LIABILITIES	340									
NET ASSETS	195,778	234,910	235,424	235,835	236,481	237,368	238,520	239,948	241,672	243,709
EQUITY										
Accumulated surplus	113,787	152,919	153,433	153,844	154,490	155,377	156,529	157,957	159,681	161,718
Revaluation reserves	81,991	81,991	81,991	81,991	81,991	81,991	81,991	81,991	81,991	81,991
Other reserves	-	-	-	-	-	-	-	-	-	-
Council equity interest	195,778	234,910	235,424	235,835	236,481	237,368	238,520	239,948	241,672	243,709
Total equity	195,778	234,910	235,424	235,835	236,481	237,368	238,520	239,948	241,672	243,709

All Scenarios – Cashflow Statement (Water Fund)

STATEMENT OF CASH FLOWS - WATER	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	2,916	3,099	3,294	3,443	3,599	3,761	3,932	4,109	4,295	4,490
User charges and fees	5,328	5,659	6,009	6,279	6,561	6,855	7,163	7,484	7,820	8,172
Investment and interest revenue received	372	372	373	373	374	374	375	375	376	376
Grants and contributions	10,010	6,505	1,534	1,268	1,310	1,348	1,392	1,437	1,484	1,532
Bonds, deposits and retention amounts received	-	-	-	-	-	-	-	-	-	-
Other	110	114	117	120	123	126	129	132	135	139
<i>Payments:</i>										
Employee benefits and on-costs	(1,745)	(1,846)	(1,928)	(2,018)	(2,093)	(2,170)	(2,250)	(2,333)	(2,418)	(2,507)
Materials and services	(2,958)	(4,111)	(4,188)	(4,266)	(4,346)	(4,429)	(4,513)	(4,600)	(4,689)	(4,780)
Borrowing costs	-	-	-	-	-	-	-	-	-	-
Bonds, deposits and retention amounts refunded	-	-	-	-	-	-	-	-	-	-
Other	(833)	(898)	(920)	(943)	(967)	(991)	(1,016)	(1,041)	(1,067)	(1,094)
Net cash provided (or used in) operating activities	13,200	8,894	4,291	4,256	4,561	4,874	5,212	5,563	5,936	6,328
Cash Flows from investing activities										
<i>Receipts:</i>										
Sale of investments	-	3,647	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant and equipment	-	134	94	47	-	96	196	54	95	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Purchase of investment securities	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(16,138)	(10,091)	(4,509)	(4,621)	(4,737)	(4,855)	(4,977)	(5,101)	(5,229)	(5,359)
Purchase of intangible assets	-	-	-	-	-	-	-	-	-	-
Purchase of real estate assets	-	-	-	-	-	-	-	-	-	-
Deferred debtors and advances made	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	(16,138)	(6,310)	(4,415)	(4,574)	(4,737)	(4,759)	(4,781)	(5,047)	(5,134)	(5,359)
Cash Flows from financing activities										
<i>Receipts:</i>										
New Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Repayment of borrowings and advances	-	-	-	-	-	-	-	-	-	-
Principal component of lease payments	-	-	-	-	-	-	-	-	-	-
Repayment of Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) financing activities	-	-	-	-	-	-	-	-	-	-
Net increase/(decrease) in cash and cash equivalents	(2,938)	2,584	(124)	(318)	(176)	115	431	516	802	969
Cash and cash equivalents - beginning of year	23,054	20,116	22,700	22,576	22,258	22,082	22,197	22,628	23,144	23,946
Cash and cash equivalents - end of the year	20,116	22,700	22,576	22,258	22,082	22,197	22,628	23,144	23,946	24,915
Investments on hand - end of year	3,647	-	-	-	-	-	-	-	-	-
Total cash, cash equivalents and investments	23,763	22,700	22,576	22,258	22,082	22,197	22,628	23,144	23,946	24,915

Further Information:

The Snowy Monaro 2042 Community Strategic Plan, 2022-26 Delivery Program, Operational Plan and Annual Reports can be viewed on Council's website.

 www.snowymonaro.nsw.gov.au

 Snowy Monaro Regional Council

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 Snowy Monaro Regional Council

Your Feedback

A copy of this Plan can be obtained from Council's website: www.snowymonaro.nsw.gov.au

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

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FINANCIAL SUSTAINABILITY REVIEW

SNOWY MONARO REGIONAL COUNCIL
OCTOBER 2022

aecgrouppltd.com



SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



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EXECUTIVE SUMMARY

BACKGROUND

In response to concerns regarding the financial sustainability of the Snowy Monaro Regional Council raised by the community, the NSW Audit Office, NSW Office of Local Government and individual Councillors, Council initiated an independent Financial Sustainability Review.

The Snowy Monaro Regional Council (Council) is a merged Council (via proclamation on 12 May 2016). The former Councils that were merged include Bombala Council, Cooma-Monaro Shire Council and Snowy River Shire Council. The merger followed an assessment of financial sustainability of all councils undertaken by the NSW TCorp and the development by KMPG of a Merger Business Case report in June 2015. The report Business Case identified that each of the councils proposed to be merged were reporting financial results that did not meet all the NSW Government 'Fit for the Future' benchmarks. All three councils were reporting a net operating loss for its General Fund and based on the councils' Long -Term Financial Plans, the operating losses were expected to increase over the forward estimates. The Business Case report also indicated that a merged council would continue to not meet all the Fit for the Future benchmarks. The Merger Business Case expected the proposed merged Council to continue to report an annual net operating loss of \$8.5 million over the ten-year period following the merger and that the merged council would materially underperform against benchmarks relating to asset renewal and infrastructure backlog.

The merger of Bombala, Cooma-Monaro Shire and Snowy River Shire councils proceeded, and Snowy Monaro Regional Council was formed in 2016.

At its extraordinary meeting on 23 June 2022 Council adopted the 2022 – 2032 Long-Term Financial Plan. The adopted Long-Term Financial Plan considers four scenarios, with varying levels of rate increases through a Special Rate Variation, and varying service levels and investment in assets. The scenarios in the Long-Term Financial Plan were aimed at addressing the ongoing annual deficits and maintaining an adequate cash balance, acknowledging that the Council would continue to under invest in asset maintenance and asset renewals.

The NSW Office of Local Government advised Council, as part of their routine assessment of the financial performance of councils, identified several concerns regarding the financial position of the Council, including:

- Council not meeting industry benchmarks
- Anomalies in financial reporting
- High turnover in the Responsible Accounting Officer position
- Complaints received by the NSW Office of Local Government regarding the financial performance and sustainability of the Council.

At the time of preparing this report, the NSW Office of Local Government were awaiting the outcome of the Financial Sustainability Review that is the subject of this report.

The NSW Audit Office issued an unmodified opinion on the 2020/21 General Purpose Financial Statements and Special Purpose Financial Statements. However, their report highlighted Council's financial sustainability as a significant audit issue and observation. At the time of preparing this report, the audit of the 2021/22 General Purpose and Special Purpose Financial Statements was still in progress.

The community has also raised concerns regarding the financial sustainability of the Council through submissions made during the public exhibition period for the Draft Long-Term Financial Plan 2022 – 2032.

PURPOSE & APPROACH

The Council commissioned AEC Group Ltd (AEC) to undertake an independent Financial Sustainability Review.

The prime objective of the Financial Sustainability Review is to identify robust options to ensure the Council can operate sustainably and efficiently into the future.

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



The terms of reference provided to AEC were:

- Document factors contributing to SMRC current financial position.
- Assess Council's current financial settings and oversight strategies from an efficiency, effectiveness and sustainability and performance management perspective.
- Note initiatives and reforms implemented since the 2020-21 audit and identify potential opportunities for Council to increase revenue and reduce costs including through, but not limited to current:
 - Rates, fees and charges
 - Council management, operations, services, capital program, monitoring and governance systems
 - Consideration of equity and distribution issues
 - Broader Council planning and strategy activities.
- Develop a set of recommended, evidence-based options for Council's deliberation, considering and including the potential risks and benefits of each, plus a recommended implementation strategy and timeframe.
- Produce a clear and concise Financial Sustainability Review final report, plus a summary report of findings suitable for public release.

AEC's approach to delivering upon the Terms of Reference is guided by the following definition of financial sustainability:

Financial sustainability is the ability of an entity to maintain financial capital and infrastructure capital over the long term. Maintaining financial capital is concerned with the ability to sustain availability of cash into the future to meet the service and infrastructure needs of the entity. Maintaining infrastructure capital is concerned with the entity's ability to provide physical assets over the long term to meet the service requirements and demand.

AEC's approach to undertaking a review of Council's financial sustainability was undertaken in the following stages:

1. Background Research & Engagement: A review of the current and historical financial performance of the Council, identifying key drivers and root-cause of the financial performance, including preparation of a Fact Sheet to assist Council with communicating to the broader community the key findings. A community survey was developed to seek the community's sentiment on the reported historical performance and options to improve the Council's financial sustainability. For comparison purposes only, a benchmarking report was prepared to understand Council's performance in comparison to other Councils – see Appendix C to this report.
2. Financial Analysis: A detailed review was completed of the adopted Long-Term Financial Plan, including the referenced service planning and other working documents to test the accuracy, reliability and completeness of the projected financial performance. This also included AEC preparing an independent forecast of the Council's financial position based on current service levels and a sustainable approach to maintenance and renewal of assets.
3. Strategy, Recommendations & Implementation:
 - a. Establish a vision for the future financial performance of a sustainable Council (including performance targets).
 - b. Compile a gap analysis between the current financial sustainability and the desired future state. Strategic options were developed to address root causes for the gap between the current and desired financial performance.
 - c. Develop recommended financial strategies based upon preferred strategic options to address the identified gaps and to achieve a financially sustainable long-term financial plan.
 - d. Develop a structured implementation plan



KEY FINDINGS

This report draws the following conclusions regarding the financial sustainability of the Council:

- Prior to the merger of Bombala, Cooma-Monaro and Snowy River councils, all three councils were generating operating deficits. Cash balances generally increased year on year but included a significant level of restrictions. Investment in assets was limited to funding availability and appears to have been undertaken on a reactive rather than planned approach.
- Since the merger, the Council has generated operating deficits each year indicating that Council is not generating sufficient recurrent General Fund revenue to meet the recurrent operational expenditure, including depreciation. While there is significant variation from year to year, this report concludes that there is likely an underlying deficit (or otherwise referred to as a structural deficit) of approximately \$4.5-\$5.0 million at least based on current service levels and asset maintenance activity.
- Whilst the Council has historically produced significant operating deficits, cash balances held by the Council have generally increased, particularly since 2016/17. This report highlights that since 2016/17 the level of external restrictions within the total cash held increased year on year primarily due to uncompleted grant funded programs and projects, as well as uncomplete internal works. Developer contribution reserves have also increased during this period. Internal restrictions have been gradually deteriorated and there was nil or minimal unrestricted cash until 2021/22 - a balance of \$4.5 million in cash is reported in the Draft Annual Financial Statements as unconstrained as at the end of the 2021/22 financial year.
- From the above observations it can be concluded that the growth in the balance of cash and cash equivalents is not due to free cash generated from operations, but rather due to unexpected grants received, accumulation of developer contributions and uncompleted works.
- Since 2016/17 Council has made significant investment in asset renewal, in some years exceeding the asset renewal benchmark. However, a large majority of the cash invested in renewals appears to be funded through external grants. Reliance upon grant funding is not a sustainable approach to funding asset renewals.
- Asset maintenance expenditure has continued to not meet the benchmark established by Council in the asset management plans.
- Based on benchmarking and surveys conducted with other NSW Office of Local Government Group 4 councils, the financial sustainability challenges being experienced by the Council are similar to those faced by similar councils.
- In comparison to the adopted Long Term Financial Plan, forecasts developed for this project indicate a significantly deteriorated operating performance, constraining Council's ability to generate sufficient cash to fund the cost-of-service delivery and the required investment in assets.
- A significant contributing factor to the projected deterioration of the operating result is increased depreciation costs and asset maintenance costs, including the impact of \$170 million in contributed assets expected to be transferred to Council through the Snowy Mountains Special Activation Project (SAP).
- SAP provides significant opportunity for Council to benefit from the development through externally funded asset renewals and upgrades and increased revenue from rates, annual service charges and other revenue sources. Forecasts developed for this project include an increase in rates, charges and fees in expectation the development will increase operating revenue, although this will be significantly less than the anticipated increase in depreciation and the whole-of-life cost for the contributed assets.
- The renewal and upgrade of water and sewer assets in Jindabyne, as well as road works and precinct upgrades funded through the SAP by the NSW Government replaces funding that Council would have had to fund internally or sought borrowings to address the depleted assets.
- Based on forecast operating performance developed for this project, it is projected that, without significant intervention, the Council will continue to generate operating deficits over the next 10-year period, significantly deteriorating from 2023/24 to 2025/26 – being the period the SAP assets will be transferred to Council. The operating deficit over the 10-year forecast averages \$12.3 million per year from 2023/24.



- Whilst historically the Water and Sewer Funds have generated surpluses the operating results of these funds are deteriorating. The increased maintenance and depreciation expenses associated with the SAP will contribute to the deteriorating position in the Sewer and Water Funds.

RECOMMENDATIONS

To improve the ability to maintain financial capital and infrastructure capital, and therefore improve the financial sustainability of the Council, seven focus areas have been identified, for which a number of recommendations are made regarding their implementation.

To improve the operating position Council should:

1. Increase generation of revenue through:
 - a. Submit a Special Rate Variation (SRV) Application based on increasing General Fund rates revenue by \$19.4 million over the next 10 years. This can be achieved through a 43% increase above the rate peg in 2023/24 or a staged increase over a number of years.
 - b. Review the pricing for fees and charges and ensure they reflect full cost price for services, as far as it is practical to do so, without impacting significantly on access to services by the community.
 - c. Refine and strengthen the nature of engagement and advocacy with the NSW Government regarding the impact of the SAP development and contributed assets, including consideration of the additional growth factor in the rate peg applied to Council in future years to fund the increase in depreciation and other whole of life costs.
2. Decrease operating costs through:
 - a. Continuing with the divestment of Residential Aged Care Facilities.
 - b. Establish a productivity and efficiency target of \$1.0 million to be achieved through implementing the strategies outlined below in the focus area of Enhanced Productivity and Efficiency of Services.
 - c. Conduct a strategic review of services to assess the range and levels of service provided.
 - d. Improve the strategic and technical asset management capability and practices to manage assets at the most optimal whole of life cost.
3. Develop the demand management approach in service planning to minimise the growth in service costs and avoid increased cost of assets, including:
 - a. Continue to undertake service reviews, particularly for discretionary services and community service obligations (services that would not be provided if based on a commercial decision)
 - b. Implement a framework for grant applications and acceptance to consider the impact of the grant on the Long-Term Financial Plan and financial sustainability.
4. Improve governance and financial controls
 - a. Maintain integration of the Annual Budget and Long-Term Financial Plan with the Delivery Program, Operational Plan, Asset Management Plans, Workforce Strategy and other adopted plans – each plan should be updated when material decisions are made that impact on the respective plans.
 - b. Implement effective budget and other financial controls – including budget accountability, a project management framework with gateway controls, workforce plan outlining the funded staff establishment, contract management framework.
 - c. Develop an annual budget development process that is activity based rather than largely historical.

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To improve the availability of cash Council should:

5. Council should budget for and maintain, at least in the short term, an unconstrained cash reserve of at least \$5.0 million as a contingency for unplanned asset renewals/replacements due to asset failure or other unknown asset risks.
6. Review internally restricted cash to ensure alignment with intended purpose of the reserves and that the reserves are adequate for the purpose.
7. Implement a monthly reconciliation and reporting process for all external restrictions.
8. Consider a borrowings program to invest in required upgrades and enhancements to the water and sewer networks, as well as potential investments to leverage from the SAP development. Pricing for water and sewer services would need to be reviewed to fund the borrowing costs.

To improve investment in assets Council should:

9. Enhance the capability and effectiveness of asset management, including:
 - a. Prepare an asset management strategy that provides guidance and direction to improve Council's asset management approach, improve resource allocation, increase the awareness of current asset performance/risk, establish asset management strategies and integrate the Asset Management Plans and the Long-Term Financial Plan.
 - b. In the short term, develop the strategic asset management capability to better predict, prioritise and plan for asset renewal programs based on known risks, criticality, condition and performance of each asset class.
 - c. Review asset plans for each asset class to determine and direct the optimal life cycle approach for each asset class.
 - d. Establish systems and practices that enhances and realises the value of asset management across the organisation.
 - e. Improve processes for asset data collection, standardisation and componentisation.
 - f. Implement a condition inspection program with an initially focus on all critical assets, or assets with high risk, and sample condition assessment for less critical assets (or asset assessed with less risk).
 - g. Prepare a pavement management system with a detailed whole of life approach designed specifically for Council's sealed and unsealed road network, including optimised approach to maintenance and renewal of assets and estimated costing to inform the Long-Term Financial Plan.
10. Improve the integration of asset planning with the strategic service planning to better understand, manage and avoid where possible the demand for growth in assets.
11. Explore opportunities to rationalise the land and facilitates assets that are used to deliver Council's services, including the rationalisation of the number of locations services are provided and considering a regional approach to service delivery rather than service in each location.
12. Undertake community engagement to establish and agree on service levels.

To enhance the strategic service planning Council should:

13. Develop a strategic service planning framework to guide and inform the development of the Delivery Program and Resourcing Strategies. A framework that includes an annual review of service performance and alignment to priorities will enable Council to better inform the development of the Annual Budget and review priorities in the allocation of constrained resources.

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To enhance productivity and efficiency of services Council should:

14. Review the efficiency and effectiveness of current corporate overhead functions, particularly the service with large operating expenditure and potential to support improvements in productivity and efficiencies such as ICT, fleet and plant operations, finance and asset management.
15. Develop measures of productivity and efficiency when developing the Annual Budget and reporting to assist trend analysis and benchmarking with partner councils – for example \$/km of unsealed road graded, \$/km of road reseal, \$/hectare of mowing, cost/library member, median time taken to resolve customer requests, plant utilisation rates, median time taken to fill a vacancy.
16. Implement and fund productivity and efficiency improvement initiatives previously identified, including the recommendations from the Works Management, Field Operations and Contract Delivery Service Review.
17. Report to Council on a quarterly basis the progress in achieving the efficiencies and implement process to track the achievement of the productivity and efficiencies target.

To invest in growth and economic development Council should:

18. Investigate the likely benefits of the SAP development to the Council and more broadly the local community, including the additional revenue streams Council is likely to benefit from – includes identifying opportunities for Council to grow own source revenue streams.
19. Develop and implement an economic development and investment attraction strategy that targets realisation of benefits from major regional developments and supply chains (e.g. the SAP) locally to the Council area.

To enhanced governance, prioritisation and decision-making Council should:

20. Revise the Resourcing Strategy including the Long-Term Financial Plan informed by funding requirements from strategic asset management, workforce planning and strategic service planning.
21. Implement a comprehensive and robust budget development process with oversight by the Chief Financial Officer and the Executive Team.
22. Implement oversight and control of the funded organisation chart by the Chief Workforce Officer.
23. Implement a Project Management Framework, including appropriate gateways for project selection, planning, execution and closure, and enforce the project management governance for all potential projects (including approval to proceed with grant applications).
24. Develop the organisational financial management governance and financial acumen of management to improve financial management at all levels of management.



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1. INTRODUCTION

1.1 BACKGROUND

The Snowy Monaro Regional Council (Council) was formed via proclamation on 12 May 2016 as a result of the merging of Bombala Council, Cooma-Monaro Shire Council and Snowy River Shire Council. The Local Government Area (LGA) covers an area of approximately 15,164 km² and includes the regional townships of Cooma, Jindabyne, Berridale, Bombala, Adaminaby, Delegate and Nimmitabel, along with numerous smaller localities and ski villages such as Perisher and Thredbo. The region is in southern New South Wales, approximately 114 km south of Canberra.

The region is home to 20,997 people and reflects a degree of cultural diversity that has its roots in agriculture, early gold mining, the Snowy Mountains Scheme, timber logging and skiing industries. Council has 14,457 rateable properties comprised of 10,503 residential properties, 2,881 farmland properties and 1,073 business properties.

Following the assessment of financial sustainability of councils undertaken by the NSW TCorp, in June 2015 KPMG issued a Merger Business Case report (KPMG, 2015). The report found that each of the councils proposed to be merged, being Bombala Council, Cooma-Monaro Shire Council and Snowy River Shire Council, were reporting financial results that did not meet all the NSW Government Fit for the Future benchmarks. KPMG found that each council was reporting a net operating loss for its General Fund and based on the councils' Long -Term Financial Plans, the operating losses were expected to increase over the forward estimates.

The Merger Business Case highlighted the NSW Government's TCorp assessment that:

- Cooma-Monaro Shire Council was rated as having weak financial sustainability with a neutral outlook
- Snowy River Shire Council was rated as having a moderate financial sustainability with a negative outlook.
- Bombala's Shire Council was rated as having a moderate financial sustainability and neutral outlook

KPMG's analysis of the potential financial impact of a merger indicated a net benefit of \$3.71 million over the ten-year period commencing in 2014/15. However, the analysis also indicated that a merged council would continue to not meet all the Fit for the Future benchmarks. KPMG advised that a merged council was likely to continue producing significant operating deficits and materially underperform against benchmarks relating to asset renewal and infrastructure backlog. The expected net financial benefit of the merger was unlikely to be sufficient to enable a merged council to invest significantly in its assets. The merged council was expected to continue to report net operating losses over the ten-year period following the merger, although the level of the losses would be reduced from the historical level. The annual net operating loss of the merged council was anticipated to be in the order of \$8.5 million.

The merger of Bombala, Cooma-Monaro Shire and Snowy River Shire councils proceeded, and Snowy Monaro Regional Council was formed in 2016.

At its Extraordinary meeting on 23 June 2022 Council adopted the 2022 – 2032 Long-Term Financial Plan. The adopted Long-Term Financial Plan considers four scenarios, with varying levels of rate increases through a Special Rate Variation, and varying service levels and investment in assets. The scenarios in the Long-Term Financial Plan were aimed at addressing the ongoing annual deficits and continued under investment in assets.

The Council has been advised by the NSW Office of Local Government that as part of their routine assessment of the financial performance of councils, they identified concerns regarding the financial position of the Council. They expressed several concerns, including Council not meeting industry benchmarks, anomalies in financial reporting, the high turnover in the Responsible Accounting Officer position and complaints received by the Office regarding the financial performance and sustainability of the Council. At the time of preparing this report the NSW Office of Local Government were awaiting the outcome of the Financial Sustainability Review that is the subject of this report.

The NSW Audit Office issued an unmodified opinion on the 2020/21 General Purpose Financial Statements and Special Purpose Financial Statements. However, their report highlighted Council's financial sustainability as a

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significant audit issue and observation. At the time of writing this report the audit of the 2021/22 General Purpose and Special Purpose Financial Statements was still in progress.

The community has also raised concerns regarding the financial sustainability of the Council through submissions made during the public exhibition period for the Draft Long-Term Financial Plan 2022 – 2032.

1.2 PURPOSE OF THIS REPORT

In response to concerns regarding the financial sustainability of the Council raised by the community, Council, the NSW Audit Office and the NSW Office of Local Government, the Council resolved to seek an independent review of the financial sustainability of the Council. An initial motion was passed to scope an audit. However, with an independent financial audit already underway it was deemed the scope of this work needs to be broader in order to accurately assess Council's current and projected financial situation, build trust in the community, and ensure it has a transparent evidence base to make decisions in the best interests of the local community. As such, the Council commissioned AEC Group Ltd (AEC) to undertake an independent Financial Sustainability Review.

The prime objective of the Financial Sustainability Review is to identify robust options to ensure that the Council can operate sustainably and efficiently into the future.

The terms of reference provided to AEC were:

- Document factors contributing to SMRC current financial position.
- Assess Council's current financial settings and oversight strategies from an efficiency, effectiveness and sustainability and performance management perspective.
- Note initiatives and reforms implemented since the 2020-21 audit and identify potential opportunities for Council to increase revenue and reduce costs including through, but not limited to current:
 - Rates, fees and charges
 - Council management, operations, services, capital program, monitoring and governance systems
 - Consideration of equity and distribution issues
 - Broader Council planning and strategy activities.
- Develop a set of recommended, evidence-based options for Council's deliberation, considering and including the potential risks and benefits of each, plus a recommended implementation strategy and timeframe.
- Produce a clear and concise Financial Sustainability Review final report, plus a summary report of findings suitable for public release.

1.3 APPROACH

AEC's approach to delivering upon the Terms of Reference is guided by the following definition of financial sustainability:

Financial sustainability is the ability of an entity to maintain financial capital and infrastructure capital over the long term. Maintaining financial capital is concerned with the ability to sustain availability of cash into the future to meet the service and infrastructure needs of the entity. Maintaining infrastructure capital is concerned with the entity's ability to provide physical assets over the long term to meet the service requirements and demand.

Sustainability for local government includes the ability to manage likely developments (built development and socio-demographic development) and unexpected financial shocks in the future.

AEC's approach to undertaking a review of Council's financial sustainability was undertaken in the following stages:

1. Background Research & Engagement: A review of the current and historical financial performance of the Council, identifying key drivers and root-cause of the financial performance, including preparation of a Fact Sheet to assist Council with communicating to the broader community the key findings. A community survey was developed to seek the community's sentiment on the reported historical performance and options to



improve the Council's financial sustainability. For comparison purposes only, a benchmarking report was prepared to understand Council's performance in comparison to other Councils – see Appendix C to this report.

2. Financial Analysis: A detailed review was completed of the adopted Long-Term Financial Plan, including the referenced service planning and other working documents to test the accuracy, reliability and completeness of the projected financial performance. This also included AEC preparing an independent forecast of the Council's financial position based on current service levels and a sustainable approach to maintenance and renewal of assets.
3. Strategy, Recommendations & Implementation:
 - a. Establish a vision for the future financial performance of a sustainable Council (including performance targets).
 - b. Compile a gap analysis between the current financial sustainability and the desired future state. Strategic options were developed to address root causes for the gap between the current and desired financial performance.
 - c. Develop recommended financial strategies based upon preferred strategic options to address the identified gaps and to achieve a financially sustainable long-term financial plan.
 - d. Develop a structured implementation plan

1.4 STAKEHOLDER ENGAGEMENT

A Stakeholder Engagement Plan was prepared to guide AEC in the approach to engaging and seeking information from stakeholders that either have a significant influence or high interest in the project, or both. See Appendix A for an outline of the stakeholder engagement completed through the project.

AEC's analysis of the historical and projected financial performance, and the underlying drivers was based on the review of evidence in the form of audited financial statements, complimented through additional contextual information gained through engagement with Council's key staff.

Significant engagement was undertaken with Council's Executive Management Team through a formal workshop and ad hoc enquiries and discussions with relevant team members.

A workshop was also undertaken with all the Councillors to gain a shared understanding of the historical financial performance of the Council, the desired financial performance, the gaps and the root cause, and to discuss opportunities for improvement and strategies to address the identified performance gaps. Regular project updates and preliminary reports were also provided to Councillors throughout the project.

The workshops and discussions with the key internal stakeholders were used as the basis of establishing the desired future financial position of the Council, informed through vision, strategic planning, service demand projections and the projected asset demand. Strategic options to be included in a Financial Strategy were identified as well as operational improvements that are required to be implemented to support the implementation of the Strategy.

Community engagement was undertaken over a period of three weeks to seek the community's sentiment on the reported historical performance and options to improve the Council's financial sustainability. Community engagement was undertaken through an online survey published on the Council's Have Your Say website. The community was also invited to submit written submissions. The results of the online survey and key themes raised through the written submissions are included in Appendix B to this report.

1.5 BENCHMARKING

Benchmarking of the financial performance of the Council and other relevant statistical information was undertaken for comparison purposes. Benchmarking was based on time series data published by the NSW Office of Local Government (Your Council Report, 2020/21). Further to the desktop benchmarking, several NSW Office of Local Government Group 4 councils were surveyed in relation to the financial sustainability of their respective council.



2. OVERVIEW OF SERVICE DELIVERY AND PROVISION OF INFRASTRUCTURE

The following section provides an overview of the Council’s service delivery decisions, infrastructure managed by the Council, major developments within the region and other key service strategies. Decisions regarding the range and levels of services provided is a key determinant of the financial sustainability of the Council. This includes the decision made on provision of infrastructure and other assets, and the management approach to acquiring, operating, maintaining, renewing/replacing and disposing of the assets.

2.1 STRATEGIC OBJECTIVES

The provision of Council’s services and infrastructure is guided by the strategic objectives outlined in the Snowy Monaro 2042 Community Strategic Plan and provide a vision for what the Council is planning to achieve.

Table 2.1. Strategic Objectives

Strategic Outcome	Strategic Objective	Supporting Documents, Plans or Strategies
<p>Our Community Our health and wellbeing needs are met through living in an inclusive and safe community, provided with quality services.</p>	<ul style="list-style-type: none"> • The relaxed lifestyle and close community feel of the region. • Our health allows us to live an enjoyable lifestyle. • Our region’s cultural identity is respected and embraced. • We are a safe and caring community. 	<ul style="list-style-type: none"> • Snowy Monaro Youth Strategy 2019-2022 • Snowy Monaro Regional Council Disability Inclusion Action Plan 2017-2021
<p>Our Economy We are a vibrant and prosperous community providing opportunities for growth, learning and innovation.</p>	<ul style="list-style-type: none"> • Have increased work opportunities available enhanced by innovation. • Improve the affordability of living within the region. 	<ul style="list-style-type: none"> • Snowy Monaro Regional Economic Development Strategy 2018-2022 • Snowy Monaro Regional Economic Development Strategy Bushfire Impact Review • Snowy Monaro Destination Management Plan 2019 • Snowy Monaro Local Strategic Planning Statement • South East and Tablelands Regional Plan
<p>Our Environment Our natural environment and heritage is preserved and enhanced whilst balancing the needs for regional development and growth.</p>	<ul style="list-style-type: none"> • Ensure the natural environment and the ability of the community to enjoy and use this environment is protected. • Have in place land use controls that protect the natural environment landscape including visual and scenic values. 	<ul style="list-style-type: none"> • Snowy Monaro Local Strategic Planning Statement • Snowy Monaro Waste Management Strategy • Snowy Monaro Regional Council On-Site Sewage Management Strategy • South East and Tablelands Regional Plan 2036
<p>Our Infrastructure Our infrastructure is resilient and supports our economy and way of life. We optimise our asset management by being innovative and maximising value for money.</p>	<ul style="list-style-type: none"> • Our health is supported by fit for purpose infrastructure. • Transport infrastructure allows us to effectively move around the region and beyond as needed. • Telecommunication networks allow us to be connected when and where needed. • We have in place infrastructure that supports our lifestyles. 	<ul style="list-style-type: none"> • South-East Tablelands Regional Plan 2036 • Snowy Monaro Asset Management Strategy • Snowy Monaro Asset Management Plans • Snowy Monaro Local Strategic Planning Statement

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Strategic Outcome	Strategic Objective	Supporting Documents, Plans or Strategies
Our Civic Leadership We have contemporary leadership and governance that is open, transparent, and accountable, enabled by effective communication and engagement.	<ul style="list-style-type: none"> That the community has confidence in leadership. Our community is informed and engaged to provide transparency in decision making. That effective strategies are in place to achieve the Community Strategic Plan outcomes. 	<ul style="list-style-type: none"> Customer Service Charter Snowy Monaro Community Participation Plan

Source: Snowy Monaro 2042 Community Strategic Plan.

2.2 DELIVERY PROGRAM 2022-2026

The Delivery Program 2022-2026 (hereafter referred to as the “Delivery Program”) lays out the principal activities and projects that Council will undertake over the four years of the current elected Council to achieve the vision and strategic objectives outlined in the Community Strategic Plan.

2.2.1 Organisation of Planned Service Delivery

The Delivery Program outlines the projects and services to be delivered by each of the business units and service areas – see Table 2.2 below for an outline of the services provided. Included in Appendix D is a detailed list of the services to be delivered and the performance measures for each service. The measures also provide an insight into the levels of service required and to be funded through the Annual Budget and Long-Term Financial Plan.

Table 2.2. Organisation of Planned Services

Portfolio	Business Unit	Service Area
Executive	Executive Office	Executive Office
Operations	Built and Natural Environment	Biosecurity Building Certification Development Assessment Public Health and Environment Cemeteries Ranger Services
	Community Services	Community Facilities Community Support Programs Library Services Residential Aged Care
	Infrastructure	Roads Infrastructure Civic Maintenance Land and Property
	Resource and Waste	Resource and Waste
	Water and Wastewater	Water and Wastewater
Communications	Economic Development and Tourism	Economic Development and Tourism
	Engagement	Engagement
Finance	Financial Services	Financial Services
Strategy	Corporate Projects	Corporate Projects Risk RFS/SES Support Services
	Fleet and Plant	Fleet and Plant
	Governance	Governance
	Information Communications and Technology	Information Communications and Technology
	Internal Audit	Internal Audit
	Strategy Development	Asset Management Corporate Reporting Strategic Planning
Workforce	Workforce Management	Workforce Management

Source: Snowy Monaro 2042 Community Strategic Plan.

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2.2.2 Cost of Services (2022/23 Budget)

The budgeted cost of delivering the operational services outlined in the Delivery Program is outlined in Table 2.3. It should be noted that the 2022/23 Budget includes non-recurrent activities such as flood restoration works, grant funded activities and other non-recurrent activities funded through constrained reserves. The 2022/23 Budget also includes adjustments made to the recurrent cost base due to capital works projects negating the need to undertake maintenance activities – such as the flood restoration works.

Service areas with the highest cost base (excluding depreciation) in 2022/23 are Road Infrastructure (\$13.1 million) and Water and Wastewater (\$12.2 million), followed by Resource and Waste (\$6.9 million), and Community Support Programs (\$4.7 million).

Appendix E outlines the net cost of each service within the service areas (including revenue), as set by Council in the 2022/23 Annual Budget.

Table 2.3. Cost of Services – 2022/23 Budget

SERVICE Area	Employee benefits and on-costs	Materials and services	Borrowing costs	Depreciation and amortisation	Other expenses	Total expenses from continuing operations	Total expenses excluding depreciation
Executive Office	2,023,849	-568,790	0	0	454,271	1,909,330	1,909,330
Biosecurity	425,332	970,783	0	0	12,456	1,408,571	1,408,571
Building Certification	718,028	30,159	0	0	10,300	758,487	758,487
Development Assessment	1,242,514	208,811	0	0	10,506	1,461,831	1,461,831
Public Health and Environment	362,447	58,976	0	1,145	22,700	445,268	444,123
Cemeteries	1,202	169,845	0	3,120	9,812	183,979	180,859
Ranger Services	249,683	83,791	0	1,576	9,178	344,228	342,652
Community Facilities	466,174	885,906	0	623,068	146,717	2,121,865	1,498,797
Community Support Programs	2,682,576	1,523,828	0	59,821	447,910	4,714,135	4,654,314
Library Services	601,137	97,252	0	103,810	61,784	863,983	760,173
Residential Aged Care	1,472,614	1,120,386	0	114,021	52,762	2,759,783	2,645,762
Roads Infrastructure	3,322,809	9,305,886	0	9,039,909	451,080	22,119,684	13,079,775
Civic Maintenance	1,627,936	1,178,295	0	803,971	157,651	3,767,853	2,963,882
Land and Property	580,174	754,349	0	1,234,161	390,747	2,959,431	1,725,270
Resource and Waste	2,057,372	4,691,984	0	1,042,096	158,660	7,950,112	6,908,016
Water and Wastewater	3,558,444	7,136,800	5,161	5,502,038	1,486,751	17,689,194	12,187,156
Economic Development and Tourism	815,288	341,356	0	0	170,381	1,327,025	1,327,025
Engagement	1,004,913	-128,357	0	0	142,140	1,018,696	1,018,696
Financial Services	1,466,823	-130,113	0	0	272,616	1,609,326	1,609,326
Corporate Projects	250,000	16,443	0	0	210	266,653	266,653
Risk	150,000	-135,966	0	0	562,000	576,034	576,034
RFS/SES Support Services	9,216	387,283	0	118,319	1,284,415	1,799,233	1,680,914
Fleet and Plant	874,456	-3,383,754	0	983,351	446,400	-1,079,547	-2,062,898
Governance	568,266	-342,469	0	0	403,595	629,392	629,392
Information Communications and Technology	580,632	-405,290	0	674,879	1,867,355	2,717,576	2,042,697
Internal Audit	118,799	65,325	0	0	0	184,124	184,124
Asset Management	378,246	-276,127	0	3,572	7,210	112,901	109,329
Corporate Reporting	0	0	0	0	0	0	0
Strategic Planning	1,150,620	813,444	0	0	67,562	2,031,626	2,031,626

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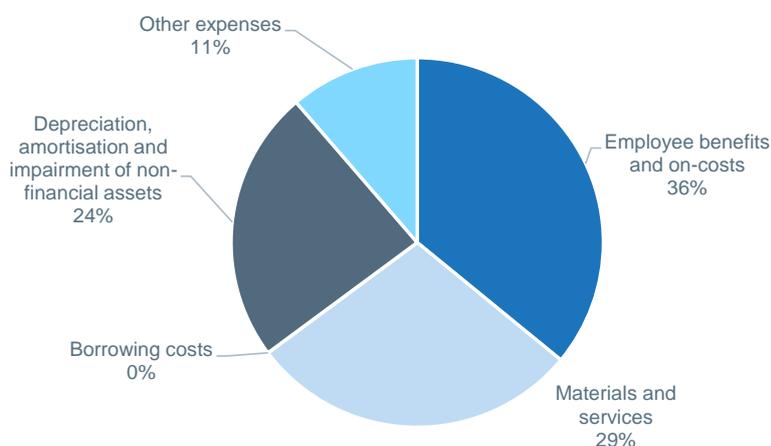
SERVICE Area	Employee benefits and on-costs	Materials and services	Borrowing costs	Depreciation and amortisation	Other expenses	Total expenses from continuing operations	Total expenses excluding depreciation
Workforce Management	1,806,632	36,107	0	0	482,861	2,325,600	2,325,600
FUND TOTAL	30,566,182	24,506,143	5,161	20,308,857	9,590,030	84,976,373	64,667,516

Source – Council 2022/23 Budget – Extract from BIS

Note – The costs reported in the table include internal recoveries. Therefore credit balances in the materials and services costs reflect the impact of the internal recoveries from other services and from the planned capital works program.

Employee benefits and oncosts is the highest cost type in the delivery of Council's services, totalling \$30.6 million in budgeted expenditure, or 36% of the operating expenditure budget. Material and services totals \$24.4 million (or 29%), followed by depreciation, amortisation and impairment of non-financial assets which totals \$20.3 million (or 24%). See Figure 2.1. below for the breakdown of total operating expenditure in the 2022-23 Budget by cost type.

Figure 2.1. Cost of Delivery Services by Cost Type



Source – Council 2022/23 Budget

2.2.3 Overview of Infrastructure and Assets

Table 2.3. below outlines the quantum of infrastructure and assets owned and managed by Council. While Council has implemented some changes to the location of services (for example, location of work crews and colocation of corporate functions) there has been minimal rationalisation of assets since the formation of the merged Council. The Council continues to provide services from four (4) Council office and five (5) works depots, operates five (5) swimming pools, operates two (2) saleyards and fifteen (15) community halls.

Table 2.4. Overview of Council Owned Infrastructure and Assets

Group	Type	Measure
General Facilities	Council offices	4
	Works depots	5
	Visitor centres	2
	Libraries	2
	Mobile library	1
Community and Recreation	Aged care facilities	2
	Doctors/health centres	3
	Childcare	2
	Halls	15
	Showgrounds	7

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Group	Type	Measure
	Sporting/recreation fields	19
	Swimming pools	5
	Holiday/caravan parks	5
	Public toilets	21
	Airport	1
	Saleyards	2
	Community centres	2
Waste Management	Landfills	3
	Transfer stations	6
Transport Infrastructure	Sealed roads	1,000kms
	Unsealed roads	1,700kms
	Bridges	127
	Culverts	7,184
Water and Wastewater	Water treatment plants	2
	Water pump stations intakes	12
	Water distribution pump stations	11
	Water reticulation pipe	330kms
	Supply reservoirs	39
	Supply dams	1
	Wastewater treatment facilities	8
	Wastewater pump stations	28
	Wastewater drainage pipe	280kms

Source: SMRC Delivery Program (2022-2026).

2.2.4 Financial Measures of Council Owned Assets

Table 2.4. below outlines the financial measures of assets under the control of the Council. As at 30 June 2022 Council controlled assets with a total gross replacement cost of \$1,845 million and a carrying amount of \$1,224 million. Council estimates the required annual maintenance across all assets for 2021/22 to total \$26.6 million, however the actual maintenance for 2021/22 was \$15.3 million.

Table 2.5 Overview of Asset Financial Measures by Asset Category (as at 30 June 2022)

Asset Category	Estimated cost to bring assets to satisfactory standard*	Estimated cost to bring assets to the agreed level of service set by Council*	2021/22 Required Maintenance**	2021/22 Actual Maintenance	Net carrying amount	Gross replacement cost
	\$ '000s	\$ '000s	\$ '000s	\$ '000s	\$ '000s	\$ '000s
Buildings - specialised	2,821	2,821	2,510	161	15,975	59,770
Buildings - non specialised	5,305	5,305	1,714	365	24,727	68,569
Sealed Roads	9,406	9,406	3,858	3,946	202,145	296,767
Unsealed Roads	10,280	10,280	3,419	3,497	169,224	262,999
Bridges	10,667	10,667	1,730	414	77,516	133,073
Footpaths	246	246	203	62	8,341	15,624
Bulk earthworks	-	-	-	-	441,196	441,196
Water supply network	72,869	72,869	7,986	2,744	151,177	332,769
Sewerage network	28,207	28,207	4,297	3,054	97,608	179,044
Stormwater drainage	722	722	275	28	20,811	30,504
Swimming pools	1,248	1,248	47	82	2,697	4,705
Other recreation/open space	486	486	231	762	4,910	7,686
Other structures	1,285	1,285	373	200	8,475	12,422
Total - all assets	143,541	143,541	26,643	15,314	1,224,802	1,845,128

Source – SMRC – Draft Annual Financial Statements – Working Papers



* Estimated cost to bring to a satisfactory standard has been calculated as the cost to bring all asset below a condition 3 to a condition 3. Assets in condition 3 are considered to have between 40% and 60% of their service potential remaining. For the calculation, the midpoint of this range (i.e.50%) has been used, so the percentage of assets at conditions 4 and 5 have been multiplied by 50% of the GRC.

**Required Maintenance is the amount identified in the asset management plans and is calculated by Council based upon a percentage of the gross replacement cost of each asset category.

2.2.5 Asset Condition

Table 2.5. below outlines the condition of each asset category controlled by Council. Asset categories with 20% or more gross replacement cost in either poor or very poor condition scores include the water supply network (43.4%), sewerage network (31.6%), swimming pools (53.0%) and other structures (20.7%).

Table 2.4. outlines the estimated cost by Council to bring assets to satisfactory standard - \$143.5 million in total – which has been calculated by Council to be 50% of the gross replacement cost of assets reported to be in condition 4 and condition 5. The water supply network has the largest cost to bring assets to a satisfactory standard (\$72.9 million), followed by the sewerage network (\$28.2 million), bridges (\$10.7 million), unsealed roads (\$10.3 million) and sealed roads (\$9.4 million).

Table 2.6. Asset in Condition as a Percentage of Gross Replacement Cost

Asset Category	Asset Condition Score Categories				
	1 - Excellent	2 - Good	3 - Satisfactory	4 - Poor	5 - Very Poor
Buildings - specialised	7.2%	14.7%	68.6%	8.5%	1.0%
Buildings - non specialised	16.7%	29.3%	38.6%	14.5%	1.0%
Sealed Roads	10.3%	43.0%	40.4%	5.8%	0.5%
Unsealed Roads	26.9%	16.1%	49.2%	6.4%	1.4%
Bridges	16.3%	40.1%	27.5%	2.4%	13.6%
Footpaths	13.8%	19.0%	64.0%	2.8%	0.4%
Bulk earthworks	100.0%	0.0%	0.0%	0.0%	0.0%
Water supply network	15.4%	17.1%	23.7%	37.9%	5.9%
Sewerage network	20.8%	28.8%	18.9%	10.5%	21.0%
Stormwater drainage	7.4%	73.1%	14.7%	4.7%	0.0%
Swimming pools	0.0%	26.8%	20.2%	53.0%	0.0%
Other recreation/open space	23.1%	42.7%	21.6%	12.2%	0.5%
Other structures	45.5%	15.1%	18.8%	16.1%	4.6%

Source – SMRC – Draft Annual Financial Statements – Special Schedules - Report on infrastructure assets as at 30 June 2022

2.3 SNOWY MOUNTAINS SPECIAL ACTIVATION PROJECT

The Snowy Mountains Special Activation Precinct (SAP) is a major development within the Council. The Master Plan outlines a 40-year strategic plan for the precinct and is now in the delivery phase, having finalised the Master Plan. The Jindabyne Growth Precinct comprises seven sub-precincts that will support the visitor and population growth projected over the 40 years of the Master Plan. The resident and visitor population growth predicted as a result of the Precinct has been modelled in the Master Plan on the activation of year-round tourism and employment opportunities, investment in the region's infrastructure and strengthening the visitor economy.

The NSW Government has announced an estimated total funding of SAP to be \$391.3 million starting in 2022 with completion in 2027. Included in the works funded by the NSW Government includes assets to be transferred to Council, including responsibility to fund ongoing operations, maintenance and future renewal. Table 2.6. below outlines the assets that are proposed to be transferred to Council – totalling \$169.62 million.

Table 2.7. Assets Developed by SAP to be Transferred to Council

Infrastructure Project	Estimated Handover	Construction Cost (M)	Comment
Claypits	2024	\$10.58	N/A
Town Centre	2025	\$57.1	N/A
Kosciuszko Road	2026	\$22.47	Includes only section being upgraded. Additional length past Barry Way will need to be considered by Council
Water Treatment Plant	2024	\$28.2	N/A

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Infrastructure Project	Estimated Handover	Construction Cost (M)	Comment
Sewerage Treatment Plant	2024	\$41.93	N/A
Water Services	2024	\$4.6	Includes reservoirs, pumps and network upgrades
Sewage Services	2024	\$4.74	Includes pumps, storage tanks and network upgrades
TOTAL	-	\$169.62	-

Source – NSW Government

The SAP provides significant opportunity for Council to benefit from the development through externally funded asset renewals and upgrades and increased revenue from rates, annual service charges and other revenue sources. In particular, the renewal and upgrade of water and sewer assets in Jindabyne, as well as road works and precinct upgrades funded by the NSW Government replaces funding that Council would have had to fund internally or sought borrowings to address the depleted assets.

Table 2.6. below outlines the development yield estimated by the NSW Government (as outlined in the Master Plan) and includes 1,564 additional residential dwellings, and additional 134,950m² of commercial floor space and 1,918 dwellings for tourist accommodation and seasonal workers.

Table 2.8. Proposed Development Yield from Snowy Mountains Special Activation Project

Sub-precinct	Tourist accommodation dwellings	Seasonal worker dwellings	Residential dwellings	Additional commercial floor space (m ²)
Jindabyne Catalyst Precinct				
Jindabyne Town Centre	412	56	118	88,750
Western Lake Jindabyne	689	36	0	1,200
Jindabyne Growth Precinct				
Jindabyne Town Centre Growth	153	31	123	0
Jindabyne West	130	43	693	30,000
Jindabyne South	21	0	186	10,000
East Jindabyne	47	0	264	5,000
Barry Way South	200	100	180	0
Total	1,652	266	1,564	134,950

Source – NSW Government (2022), Snowy Mountains Special Activation Project Master Plan

2.4 OTHER KEY STRATEGIES AND PLANS

2.4.1 Snowy Monaro Waste Management Strategy

The adopted strategy outlines how Council will work towards the ambitious targets set out in the NSW 20 Year Waste Strategy for waste diverted from landfill and recycling. The challenges outlined in the strategy include:

- Current underperformance of Council in regard to NSW 20 Year Waste Strategy targets
- Variation of services and facilities across the region
- High cost associated with operating waste management facilities and services
- Accessibility and utilisation of waste facilities.

Key infrastructure actions outlined in the strategy are:

- Landfill upgrades
- Upgrade to transfer stations
- Conversion of drop off model service to collection and “bank of bins” service model
- Expansion of bank of bins
- Remediate legacy landfills and convert to emergency landfills where appropriate
- Upgrade collection trucks.

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2.4.2 Divestment of Residential Aged Care Services

On 21 October 2021, Council accepted an Evaluation Panel's recommendation to enter into a 12-month Due Diligence period for the divestment of Residential Aged Care Services through a transfer of the services to Sapphire Coast Community Aged Care. The Due Diligence program will continue until 12 November 2022.

2.4.3 Snowy Monaro Asset Management Strategy

The Asset Management Strategy has been adopted to enable Council to demonstrate how the asset portfolios will meet the service delivery needs of the community into the future and to ensure the integration of Councils' asset management practices with the long-term strategic plans.

The strategy outlines an asset management improvement plan detailing a program of tasks to be completed and resources required to bring Council to a minimum 'core' level of asset maturity and competence.



3. ASSESSMENT OF THE HISTORICAL FINANCIAL PERFORMANCE

The financial performance analysis, gap analysis and the setting of targets was based on an assessment of the historical and projected performance of the Council in the following areas:

1. Maintenance of financial capital:

- a) Operating position – the ability to achieve revenue generation and control of services and infrastructure costs to produce sufficient cash from operations.
- b) Availability of Cash – the ability to maintain sufficient cash to meet the needs of funding operations, investments and financing (borrowings).

2. Maintenance of infrastructure capital:

- a) Investment in Assets – the ability to renew or replace assets to maintain the desired level of service and the provision of new assets to meet demand for growth in services.

The assessment also included Council’s approach to strategically reviewing services and service levels, the outcome and implementation of productivity and efficiency reviews, asset management maturity, governance, prioritisation and decision-making frameworks, and Council’s investment in, and capacity to accommodate, growth and economic development occurring in the local government area.

Assessment of Council’s performance against the standard benchmarks for the key financial sustainability indicators (as set by the NSW Office of Local Government and as published in the Annual General Purpose and Special Purpose Financial Statements) was undertaken. For further information on the key financial sustainability indicators see Appendix G.

The following section provides an overview of the historical financial performance of the Council.

The historical financial performance of the Council was reviewed based on three distinct periods:

1. Period One - before the merger – financial years 2012/13 to 2014/15

The historical performance over the three years prior to merger of the former three councils, Cooma-Monaro, Bombala and Snowy River councils was analysed to understand the underlying performance of the individual councils prior to the merger, and to establish the starting position of the merged Council.

2. Period Two – during the merger transition years – financial years 2015/16 to 2016/17

The financial performance of the Council over the two merger transition years being 2015/16 and 2016/17 was analysed as a separate period due the different reporting period lengths (one shorter financial year and one longer financial year) and the impact of revenue and expenses that relate to non-recurrent transition activity.

3. Period Three – the amalgamated Council post transition – 2017/18 to 2021/22

The historical performance of the merged Council between 2017/18 and 2021/22 was analysed to understand the performance of the merged Council.

Figure 3.1. Time Periods Included in the Assessment of Historical Financial Performance



Source – AEC (unpublished).

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The historical financial performance of the Council in Period One (before the merger) was analysed based on the audited Annual Financial Statements prepared and published by the individual councils of Cooma-Monaro, Bombala and Snowy River. Assessment of Period Two was based on combined audited Annual Financial Statements prepared and published by the individual councils for 2015/16 and the Annual Financial Statements prepared by the amalgamated Council for the 2016/17 financial year.

The Council maintains three fund types, which is consistent with the three pre-merger councils – a general fund, a sewer fund and a water fund. This enables comparable assessment of the performance of each fund type from 2012/13. The sewer fund includes all revenue and expenditure that is specifically tied to the sewer service, by legislation. The water fund includes all revenue and expenditure that is specifically tied to the water service, by legislation. The general fund includes all other revenue and expenditure that is not tied to the water or sewer service. Council must report on the fund types separately and the use of constrained reserves for the water or sewer service must be used on the water and sewer services respectively, unless otherwise approved by the Minister.

The financial performance analysis is based on the focus areas and assessment measures outlined in Table 3.1. below. The performance measures are further explained in Appendix G to this report. For the period before merger and the merger transition years, details on the performance of each Council are included in Appendix F to this report.

Table 3.1. Financial Performance Measures

Focus Area	Assessment	Measure
Maintenance of financial capital	Operating position – ability of Council to deliver services and operate infrastructure within the constraints of the revenue generated from operations.	Operating result (excluding capital grant revenue)
		Operating performance ratio
		Movement in operating revenue
		Movement in operating expenditure
	Availability of cash – ability of Council to maintain sufficient cash to meet current and future liabilities, other commitments and fund future investments in development of services and assets.	Total cash and cash equivalents
		Balance of cash restrictions
		Balance of unrestricted cash
		Unrestricted ratio
		Debt services ratio
		Cash expense ratio
Investment in Assets	Renewal of assets – ability of Council to invest sufficiently in the renewal and replacement of existing assets as required to maintain acceptable levels of service, to avoid unacceptable risk of asset failure and to manage assets portfolios at the optimal whole of life costs.	Buildings and infrastructure renewal ratio
		Infrastructure backlog ratio
		Estimated cost to bring assets to satisfactory standard
	Asset maintenance – ability of Council to complete maintenance as required on existing assets and as outlined in the asset management plans.	Asset maintenance ratio

Source – AEC (unpublished).

3.1 OPERATING POSITION

The Operating performance ratio measures a council's ability to generate sufficient recurrent revenue to fund the recurrent operating expenditure, including the annual depreciation cost. The benchmark for this ratio as set by the NSW Office of Local Government is 0%, which indicates that the local government is able to fund from recurrent revenue sources the costs of service delivery and the annual consumption of assets. An Operating performance ratio that is higher than 0% indicates that the council is generating a surplus, whereas an operating performance ratio that is lower than 0%, indicates a deficit position.

Over the long term, a local government that continues to produce material operating deficits will most likely not be able to replace and renew assets as required, resulting in a deterioration of the asset portfolios, impacting upon service levels and requiring a high reliance upon external funding sources (e.g. grants) to fund assets replacement or renewal.



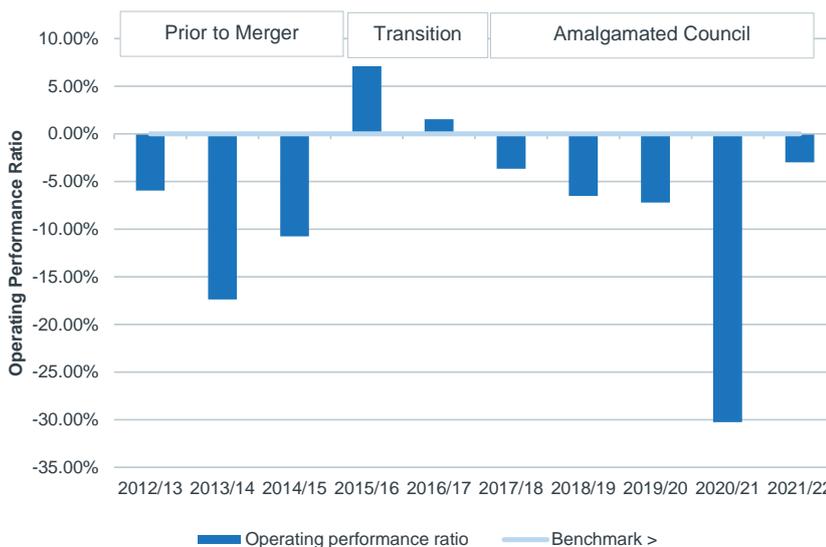
Capital grants are excluded from the operating performance ratio as the nature of the grants are generally non-recurrent and provided mostly to fund upgraded or new assets. Where a local government is provided with capital grants to fund asset renewals, it may be appropriate to include such grants in the assessment of the operating result.

It is important to note in the assessment of the Council historical performance that during the merger transition years the 2015/16 financial year for the individual councils ended as of 12 May 2016, resulting in a reduced reporting period for the 2015/16 financial year. The 2016/217 financial year covered the reporting period 13 May 2016 to 30 June 2017, resulting in an extended reporting period for the 2016/17 financial year. While the audited financial statements for 2015/16 and 2016/17 accurately reflect the management of the transition to the merged council, the statements do not reflect a normal 12-month reporting period for the Council's operations. Therefore, the 2015/16 and 2016/17 financial statements and schedules are not suitable to be used as base years for comparative analysis and should be considered with caution in any trend analysis.

3.1.1 Consolidated basis

Figure 3.2.2. shows the operating performance ratio and Figure 3.3. shows the operating result achieved by the Council between 2012/13 and 2021/22 on a consolidated basis including the General Fund, Sewer Fund and Water Fund. On a consolidated basis, except for 2015/16 (a merger transition year), the Council has generated operating deficits each year and therefore has not met the operating performance ratio benchmark of 0%.

Figure 3.2. Operating Performance Ratio – Consolidated



Source: AEC (unpublished).

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Figure 3.3. Operating Result – Consolidated



Source: AEC (unpublished).

During the period prior to merger between 2013/14 and 2014/15, the three councils of Bombala, Cooma-Monaro and Snowy Reiver generated operating deficits and did not meet the operating performance ratio benchmark of 0% – refer to Appendix F for details on the operating result of the individual councils. In the merger transition year 2015/16 the three councils all generated a surplus – additional funding for Roads to Recovery and flood recovery contributed to the reported surpluses. As this was a shorter financial year, it is not a representative year for analysis. Since 2016/17 the Council has generated operating deficits each year on a consolidated basis.

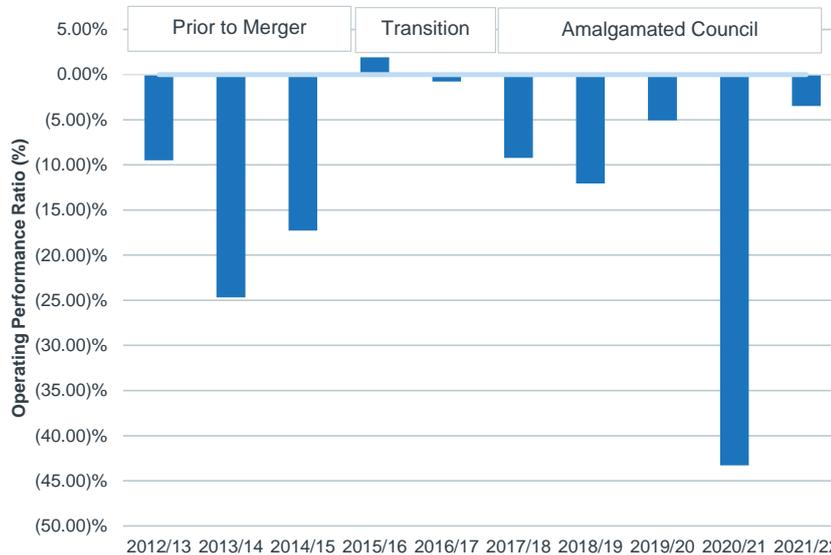
3.1.2 General Fund

Figure 3.4.4. below shows the operating performance ratio achieved by the Council between 2012/13 and 2021/22 for the General Fund.

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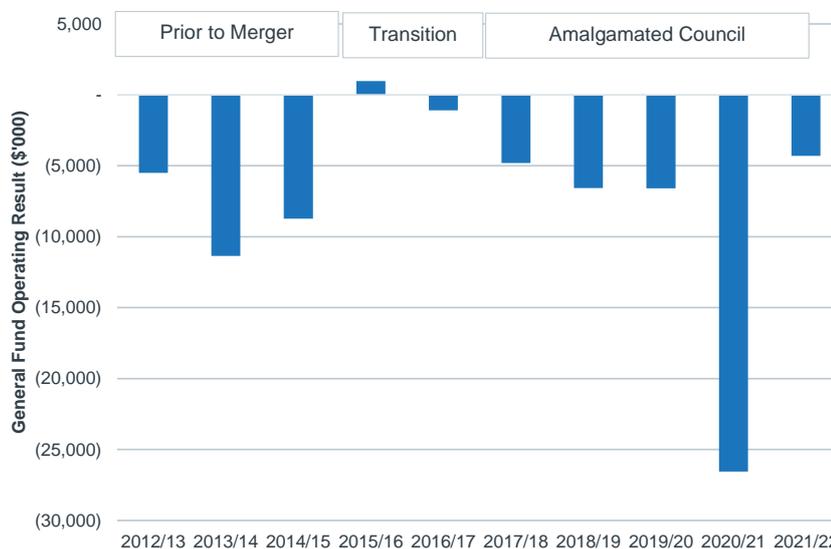
Figure 3.4. Operating Performance Ratio – General Fund



Source: AEC (unpublished).

Figure 3.5. below shows the operating result achieved by the Council between 2012/13 and 2021/22 for the General Fund.

Figure 3.5. Operating Result – General Fund



Source: AEC (unpublished).

Except for the merger transition year 2015/16, the operating performance ratio benchmark of 0% has not been met for the General Fund each year since 2012/13. During the period prior to the merger, the three councils of Bombala, each generated General Fund operating deficits – refer to Appendix F for details on the operating result of the individual councils. Since the merger in 2016/17, the General Fund generated an operating deficit of \$1.09 million in 2016/17, and gradually deteriorated to \$6.6 million in 2019/20. In 2020/21 the deficit deteriorated further to \$26.6 million, noting that the result included a non-cash adjustment to increase the allowance for landfill remediation



works of \$11 million. The result also included an increase of \$3 million in depreciation over the previous financial year due to an increase in the replacement cost of assets resulting from an asset revaluation undertaken in 2019/20. This increased depreciation is an ongoing expenditure.

For the financial year 2021/22, Council again did not meet the benchmark for the operating result, for the General Fund generating a deficit of \$4.3 million.

Deficits have been generated each year indicating that Council is not generating sufficient recurrent General Fund revenue to meet the recurrent operational expenditure, including depreciation.

The performance to date regarding this ratio indicates that if Council's operating expenditure is at the optimum level for service levels provided, there is a shortfall in revenue generated through rates, operational grants, and other revenue of approximately \$4.5-5.0 million – this could be referred to as the "structural deficit" for the General Fund.

3.1.2.1 Operating Revenue

Figure 3.6 shows the movement in the various operating revenue streams over the study period.

Revenue from rates has increased at a relatively low rate between 2012/13 and 2021/22, increasing from \$16.3 million to \$22.9 million, an average increase of \$0.7 million annually.

Revenue from user fees and charges was moving generally in a downwards direction in the years prior to merger. This revenue increased in 2016/17 and gradually deteriorated until 2020/21, increasing again in 2021/22. Over the study period this revenue line decreased from \$12.5 million in 2012/13 to \$9.3 million. This revenue line is driven by annual increases to the charges as well as the demand for the applicable services.

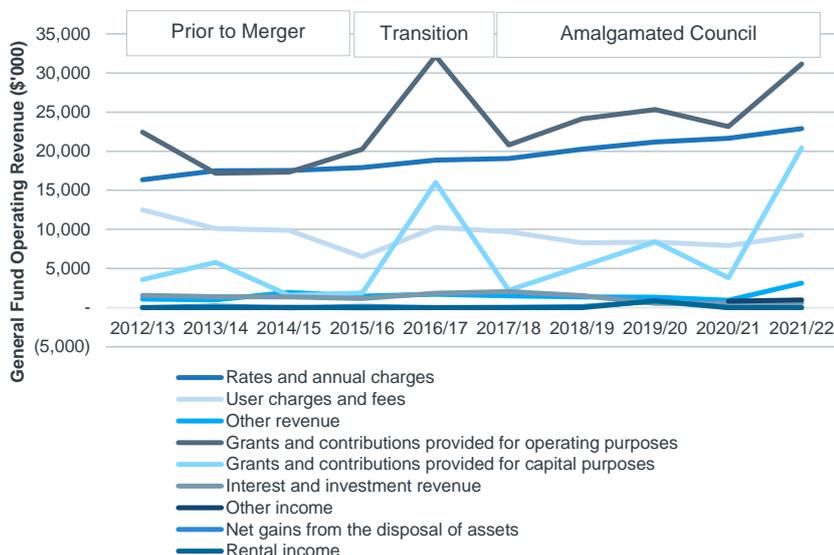
Income from interest and investment revenue remained relatively constant over the period 2012/13 and 2021/22. The revenue line is mainly impacted by the level of cash invested and the return being achieved on investments. Over the study period cash holdings have generally grown, however a significant part of the cash movement relates to the Sewer and Water Funds. Over recent years interest rates have dropped, also contributing to the revenue from this line item remaining relatively stable.

Revenue from operating grants and contributions has been erratic over the study period. A spike in 2015/16 reflects inflated Roads to Recovery grants, including supplementary payments. In 2016/17 grants included \$5.0 million provided to support the implementation of the merger. Revenue from capital grants was also erratic over the study period. Council relies heavily on operating grants as a main source of recurring revenue, and capital grants as a funding source for capital projects.

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Figure 3.6. Operating Revenue – General Fund



Source: AEC (unpublished).

3.1.2.2 Operating Expenditure

Figure 3.7 shows the various operating expenditure areas of the Council.

The main operating expenditure item is employee benefits and on-costs. Over the study period this expenditure area has grown from \$21.5 million to \$28.7 million, an average annual increase of \$0.8 million. This expenditure item is impacted by the increases mandated through the Local Government Award and movements in the staff establishment within the organisation structure. A steep increase is observed between 2015/16 and 2017/18, with an increase of \$7.9M over a three-year period. This increase occurred during the same period that there was a steep increase in both operating and capital grants revenue, suggesting that an increase in resources was necessary to deliver grant funded programs and works. The same spike is observed for the materials and services expenditure area.

Borrowing costs increased significantly between 2019/20 and 2020/21, but then dropped significantly in 2021/22 as the loans were repaid.

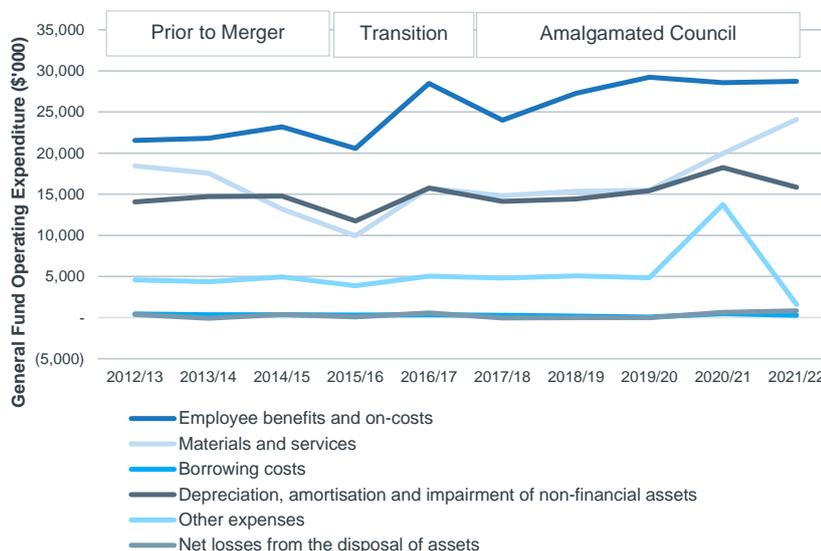
The annual movement in depreciation, being the costs of consumption of assets was erratic between 2012/13 and 2021/22 but overall, only increased by \$1.8 million over the period.

Other expenses were relatively stable until 2020/21 when a significant non-cash adjustment was processed regarding landfill remediation. This was a one-off non-cash expenditure item.

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Figure 3.7. Operating Expenditure – General Fund

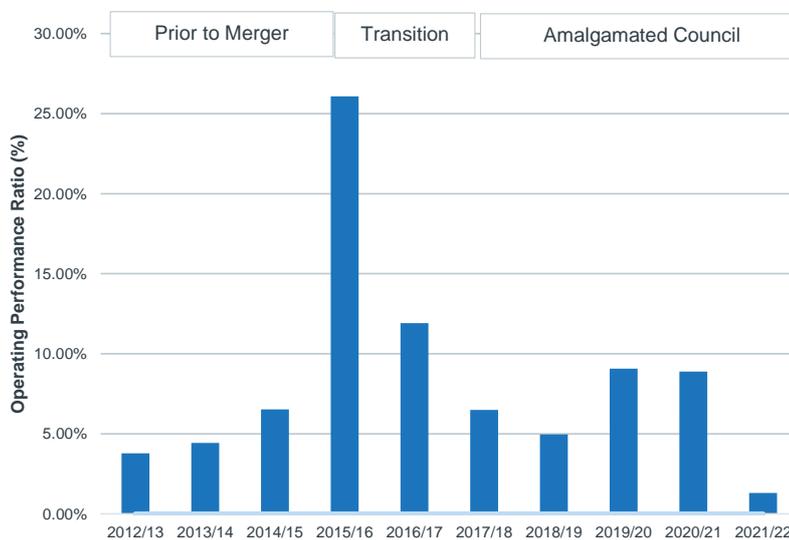


Source: AEC (unpublished).

3.1.3 Water fund

Figure 3.8 below shows the operating performance ratio achieved by the Council between 2012/13 and 2021/22 for the Water Fund.

Figure 3.8. Operating Performance Ratio – Water Fund

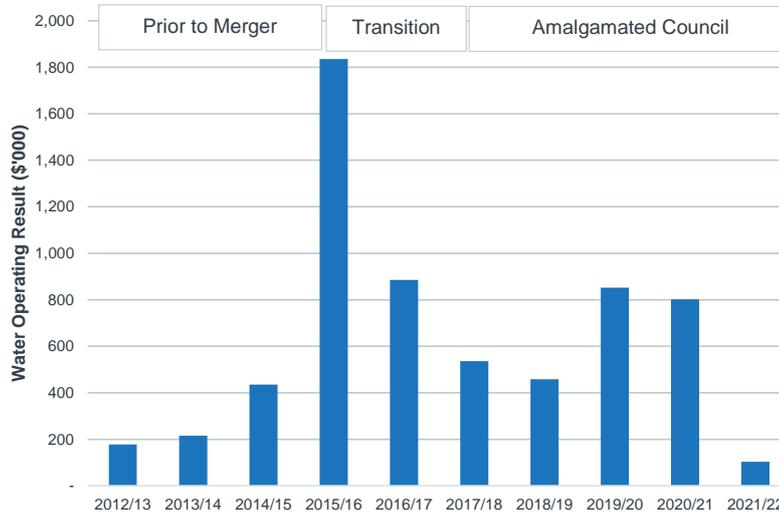


Source: AEC (unpublished).

Figure 3.9 below shows the operating result achieved by the Council between 2012/13 and 2021/22 for the Water Fund.



Figure 3.9. Operating Result – Water Fund



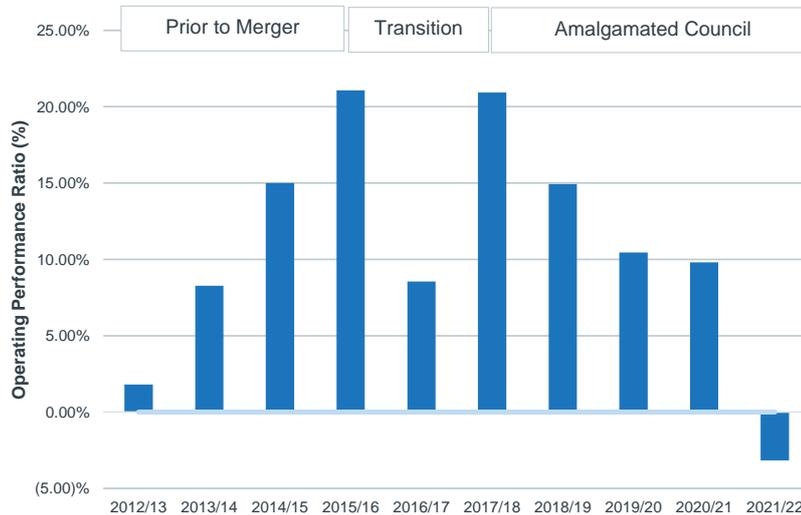
Source: AEC (unpublished).

The Water Fund has generally generated an operating surplus and met the operating performance ratio benchmark of 0% since 2012/13, with the level of the surplus varying significantly from year to year. In 2021/22 only a relatively minor surplus of \$0.10 million was generated.

3.1.4 Sewer fund

Figure 3.10 below shows the operating performance ratio achieved by the Council between 2012/13 and 2021/22 for the Sewer Fund.

Figure 3.10. Operating Performance Ratio – Sewer Fund

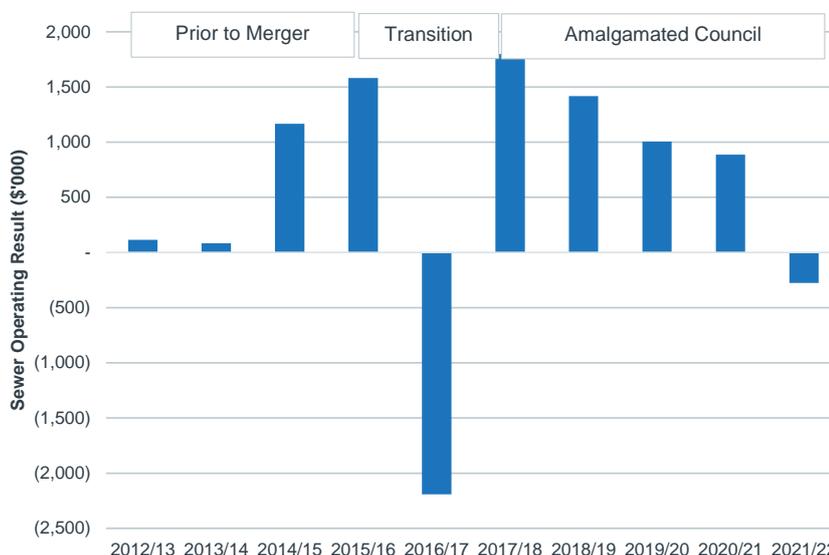


Source: AEC (unpublished).

Figure 3.11 below shows the operating result achieved by the Council between 2012/13 and 2021/22 for the Sewer Fund.



Figure 3.11. Operating Result – Sewer Fund



Source: AEC (unpublished).

During the period prior to the merger, the three councils combined produced an operating surplus each year - refer to Appendix F for details on the operating result of the individual councils. In the merger transition year 2016/17, Council generated an operating deficit in the sewer fund, but then generated an annual surplus between 2017/18 and 2020/21, noting that the surplus reduced each year, with an operating deficit of \$0.3 million being generated in 2021/22.

The gradual deterioration of the operating result generated by the Sewer Fund indicates that the annual expenditure has gradually been exceeding the annual income.

3.2 AVAILABILITY OF CASH

The cash position of the Council since 2012/13 is outlined in Figure 3.12. The total cash, cash equivalents and investments balance increased from \$50.9 million in 2015/16 to \$76 million in 2020/21 and increasing to \$86.5 million in 2021/22. The increase of \$26.8 million between 2015/16 and 2016/17 is mainly attributed to:

- Grant funding received in association with the merger (Stronger Communities Fund and Merger Implementation Funding)
- Developer contributions received
- Uncompleted works.

Since 2016/17 the total cash position has generally been maintained at a relatively consistent level of approximately \$80.0 million, although with a notable growth in constrained reserves for:

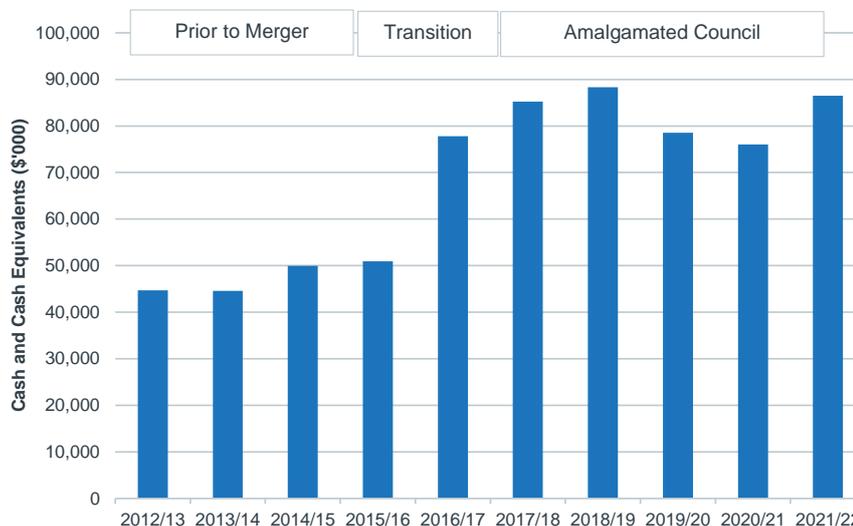
- Specific purpose unexpended grants
- Uncompleted works
- Developer contributions.

The growth in the balance of cash and cash equivalents in 2021/22 is due to specific purpose unexpended grants in the General Fund and increase in the development contribution reserves.

From the above observations it can be concluded that the growth in the balance of cash and cash equivalents is not due to free cash generated from operations, but rather due to unexpected grants received, accumulation of developer contributions and uncompleted works.



Figure 3.12. Total Cash and Cash Equivalents



Source: AEC (unpublished).

3.2.1 Cash restrictions

Cash can be restricted externally through legislation, or internally through a Council decision. Externally restricted cash can only be accessed for general purpose use by approval by the Minister for Local Government. Internal restrictions can be accessed by way of a Council resolution.

Unrestricted cash is the cash remaining available for general purpose use after taking into consideration all restrictions.

Since 2016/17 Council has met the benchmark of unrestricted ratio of 1.5X each year. This ratio measures the unrestricted net current assets available to Council. The ratio has been gradually declining since 2017/18, reducing to 1.61x in 2021/22. Council is at risk of not meeting this ratio in future years if external restrictions keep increasing. This trend indicates that the General Fund is at risk of not having sufficient unrestricted net current assets to meet its obligations without requiring to borrow from external restrictions or external sources.

The cash expense ratio measures the liquidity of Council expressed in terms of the number of months the Council can continue to operate without any additional cash inflows. The benchmark for this ratio is three months. In 2021/22, a cash expense ratio of 4.86 was reported for the General Fund, continuing a deteriorating trend since 2016/17. If this trend continues Council is at risk of not hold holding sufficient cash to meet its obligations as they fall due.

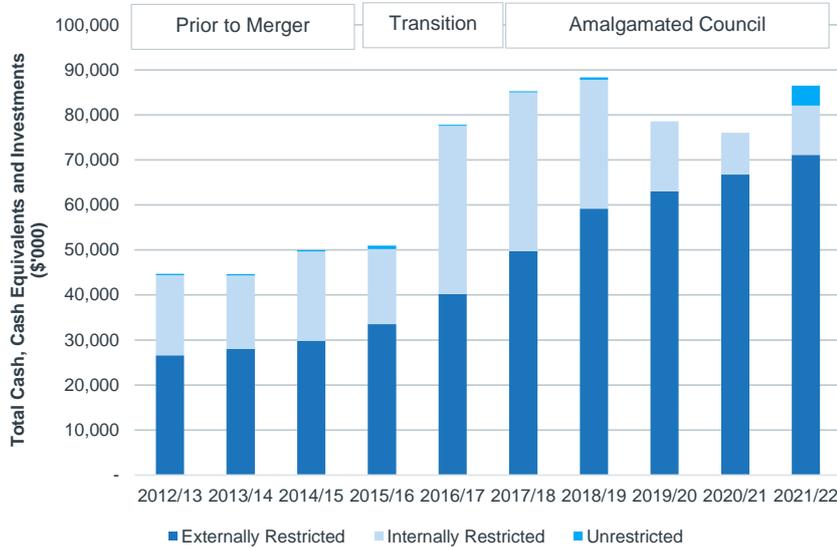
Based on the debt service ratio reported for the General Fund of 20.89x, against a benchmark of >2.00x, Council has the capacity to borrow to improve its liquidity position, however the use of borrowings to fund operations is not a sustainable use of borrowings.

Figure 3.13 shows that since 2016/17, unrestricted cash has been minimal and not sufficient to support the general operations of the Council. It is to be noted that prior to 2016/17, unrestricted cash was already minimal at \$0.7million. In 2016/17 and 2017/18 unrestricted cash was \$0.2million, increasing to \$0.5million in 2018/19 and dropping to nil in 2019/20 and 2020/21. As at June 2022 Council has reported in the Draft Annual Financial Statements a \$4.4 million balance in unrestricted cash.

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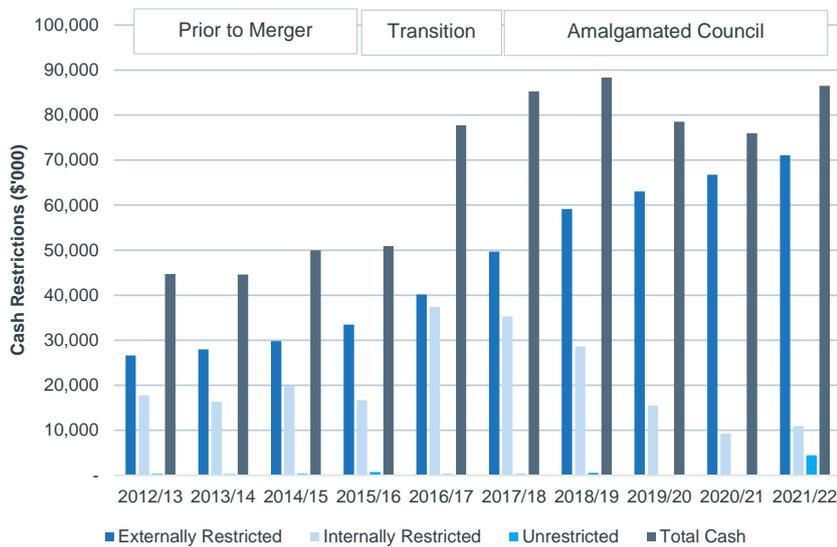
Figure 3.13. Total Cash and Cash equivalents, by restriction



Source: AEC (unpublished).

Whilst the overall cash position of the Council has been relatively constant since 2016/17, there has been significant movements in cash restrictions as shown in Figure 3.13. The movement in the total cash, cash equivalents and investments since 2016/17 was an increase of \$8.7 million. The movement was comprised by external restrictions increasing by \$30.9 million, internal restrictions decreasing by \$26.4 million, and unrestricted cash increasing by \$4.2 million in 2021/22.

Figure 3.14. Movement in Externally and Internally Restricted Cash



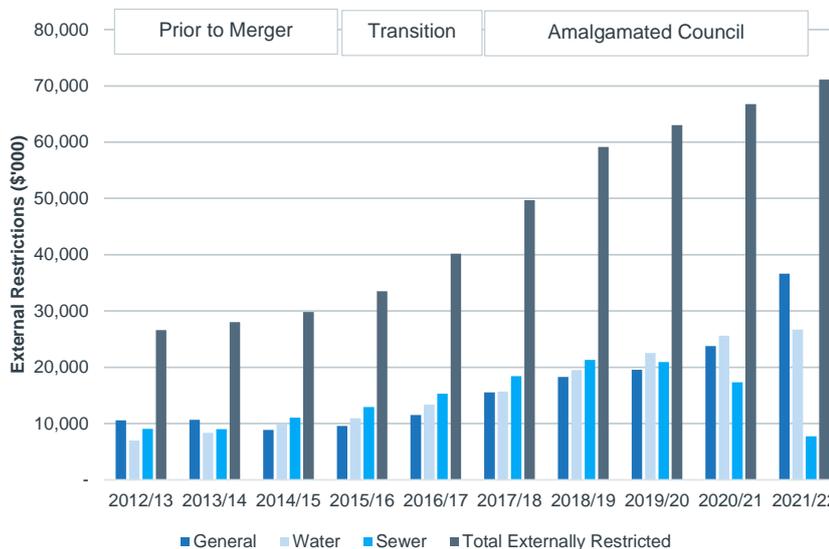
Source: AEC (unpublished).



3.2.2 External Cash Restrictions

Figure 3.15 shows the movement in external cash restrictions since 2016/17.

Figure 3.15. Movement in Externally Restricted Cash



Source: AEC (unpublished).

Externally restricted cash has grown year on year since 2016/17, increasing by \$30.9 million over the period to 2021/2022. External restrictions attributable to General Fund have increased by \$25.2 million over that period, whilst restrictions attributable to the water fund have increased by \$13.3 million and restrictions attributable to the Sewer Fund has decreased by \$7.6 million.

Table 3.2 details the external restrictions held as at 30 June 2022.

Table 3.2. External Restrictions as at 30 June 2022

External Restriction	Amount as at 30 June 2022 (\$'000's)
Specific Purpose unexpended grants – General Fund	\$19,704
Specific Purpose unexpended grants – Stronger Communities Fund	\$200
Developer Contributions – General Fund	\$3,265
Developer Contributions - Water	\$4,179
Developer Contributions - Sewer	\$3,563
Specific purpose unexpended grants – General Fund (recognised as revenue)	\$7,306
Specific purpose unexpended grants – Water Fund (recognised as revenue)	\$573
Water Fund	\$21,948
Sewer Fund	\$4,193
Domestic Waste Management	\$1,149
Accommodation Bonds	\$3,259
Crown Land Reserves	\$1,614
Boco Rock Community Reserve	\$31
Kamoto-Cooma friendship scholarship fund	\$45
Other	\$76
Total	\$71,105

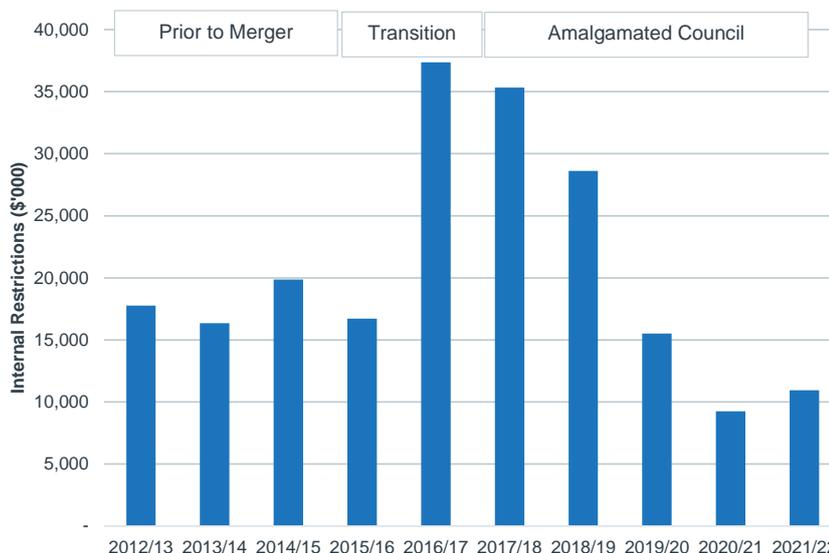
Source: AEC (unpublished).



3.2.3 Internal Cash Restrictions

Figure 3.16 shows the movement in internal cash restrictions since 2016/17.

Figure 3.16. Movement in Internally Restricted Cash



Source: AEC (unpublished).

Internally restricted cash has reduced year on year since 2016/17, reducing from \$37.4 million in 2016/2017 to \$1 million in 2021/22. Internal cash restrictions are held for ensuring there is sufficient cash available to meet a known commitment.

Table 3.3 details the internal restrictions held as at 30 June 2022

Table 3.3. Internal Restrictions as at 30 June 2022

Internal Restriction	Amount as at 30 June 2022 (\$'000's)
Plant and vehicle replacement	\$626
Employees Leave Entitlement	\$1,383
Deposits, retentions and bonds	\$1,366
Uncompleted works	\$810
Waste management	\$2,719
Yallambee Lodge building / equipment replacement	\$271
Former Snowy River LGA	\$699
Former Bombala LGA	\$1,692
Stronger communities fund interest	\$1,390
Total	\$10,956

Source: AEC (unpublished).

Council has adopted a Restricted Assets (Cash and Investments) Policy at its meeting on 20 October 2022.

3.3 INVESTMENT IN ASSETS

On a consolidated basis, prior to the merger in 2016, all of the three councils of Bombala, Cooma-Monaro and Snowy River reported in the Annual Financial Statements insufficient capacity to invest in the renewal and replacement of assets. The buildings and infrastructure renewal ratio was not met in any of the three years prior to



the merger by Bombala Council and Cooma-Monaro Council and was only slightly exceeded by Snowy River Council in 2015/16 - refer to Appendix G for details on the buildings and infrastructure renewal ratio of the individual councils prior to the merger.

Prior to the merger none of the three councils was meeting the infrastructure backlog ratio. Bombala Council reported the highest backlog ratio across the years 2012/13 to 2015/16. Significant improvements in the ratio were reported for Snowy River and Cooma-Monaro from 2013/14 to 2014/15 which may be due to inconsistency in measurement of the backlog rather than an increase in investment on asset renewals -refer to Appendix G for details on the backlog ratio of the individual councils prior to the merger.

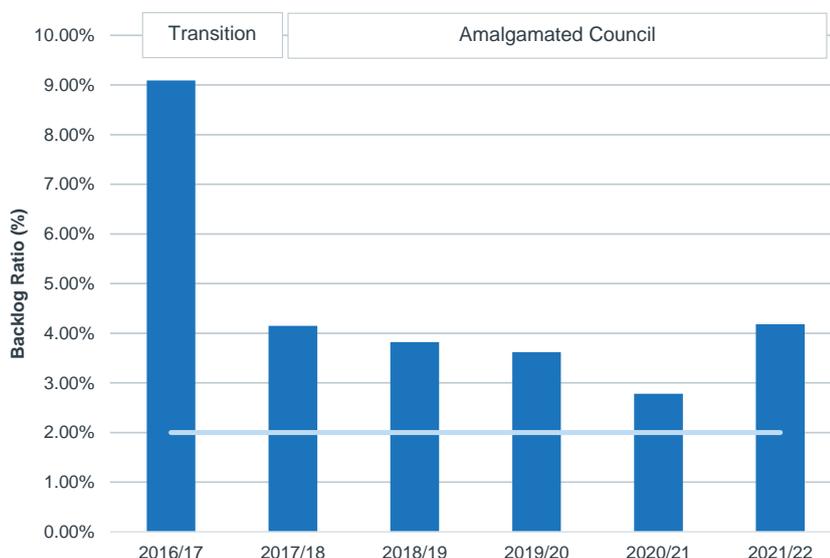
Asset maintenance performance varied between the three councils prior to the merger. Cooma-Monaro reported meeting the asset maintenance ratio target of 100% of planned maintenance in 2014/15 and 2015/16. Bombala and Snowy River reported a poorer performance in meeting the targeted asset maintenance expenditure, not meeting the asset maintenance ratio for most of the years between 2012/13 and 2015/16 - refer to Appendix G for details on the asset maintenance ratio of the individual councils prior to the merger.

The following sections outline the analysis undertaken regarding investment in assets since the merger for each of the general, water and sewer funds respectively.

3.3.1 General Fund

Figure 3.-17. below outlines the performance of the General Fund for the infrastructure backlog ratio, being the estimated cost to bring assets to a satisfactory standard as a proportion of the net carrying amount of infrastructure assets. The General Fund was progressively improving towards meeting the benchmark of 2.00% but deteriorated from 2.78% in 2021/22 to 4.18% in 2021/22.

Figure 3.17. Infrastructure Backlog Ratio – General Fund

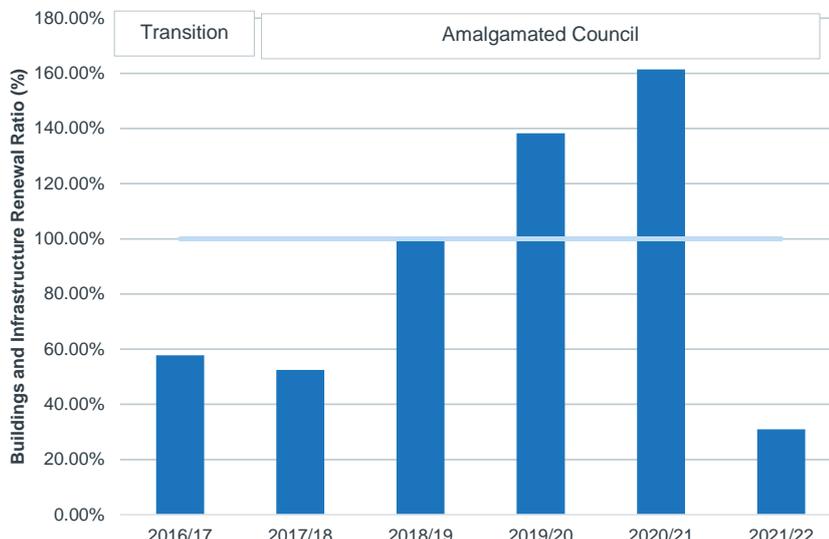


Source: AEC (unpublished).

The buildings and infrastructure renewals ratio for the General Fund improved since 2016/17, exceeding the benchmark of 100% each year since 2018/19 until 2021/22 when it dropped significantly below the benchmark - see Figure 3.18. This indicates that the Council was renewing assets in the General Fund at a faster rate than they were being consumed (using depreciation as the measure of consumption).



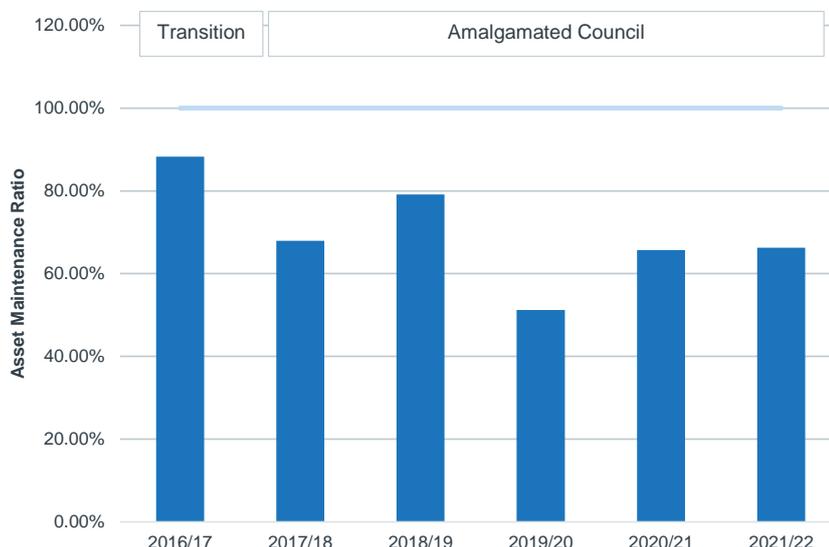
Figure 3.18 Buildings and Infrastructure Renewal Ratio – General Fund



Source: AEC (unpublished).

As shown in Figure 3.19, the asset maintenance ratio for the General Fund has fluctuated since 2016/17 but remained under the benchmark of 100%. This indicates that expenditure on asset maintenance is less than Council has outlined in the asset management plans as necessary. Assuming that the maintenance expenditure outlined in the asset management plans is accurate, an increase in asset maintenance expenditure to comply with the asset management plans will result in a further deterioration of the operating result for the General Fund.

Figure 3.19. Asset Maintenance Ratio – General Fund



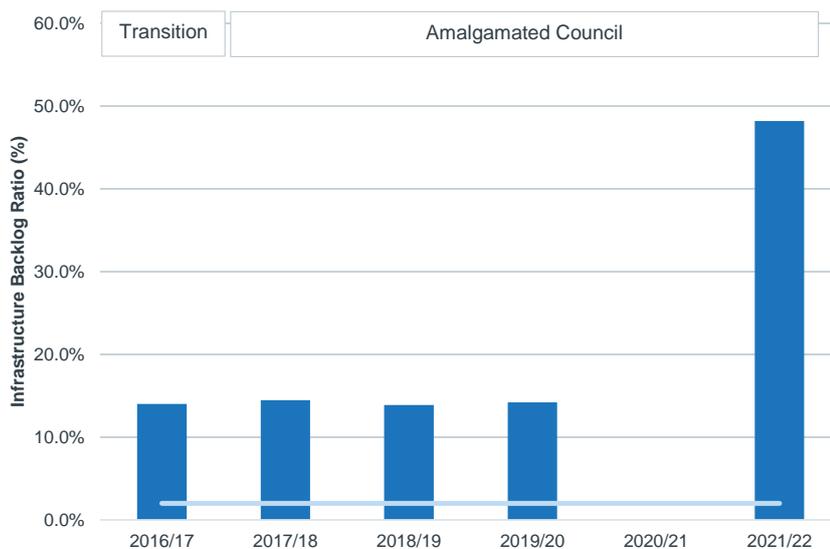
Source: AEC (unpublished).



3.3.2 Water Fund

The infrastructure backlog ratio for the Water Fund has been consistently not meeting the benchmark of 2.00% and has fluctuated significantly between 2016/17 and 2019/20. The ratio dropped to 0% in 2020/2021 but then significantly exceeded the benchmark in 2021/22. The significant change of this ratio in 2020/2021 and the lack of any correlation with the buildings and infrastructure renewals ratio indicates there may be issues with the reliability of the data underpinning the calculation of this ratio.

Figure 3.20. Infrastructure Backlog Ratio – Water Fund

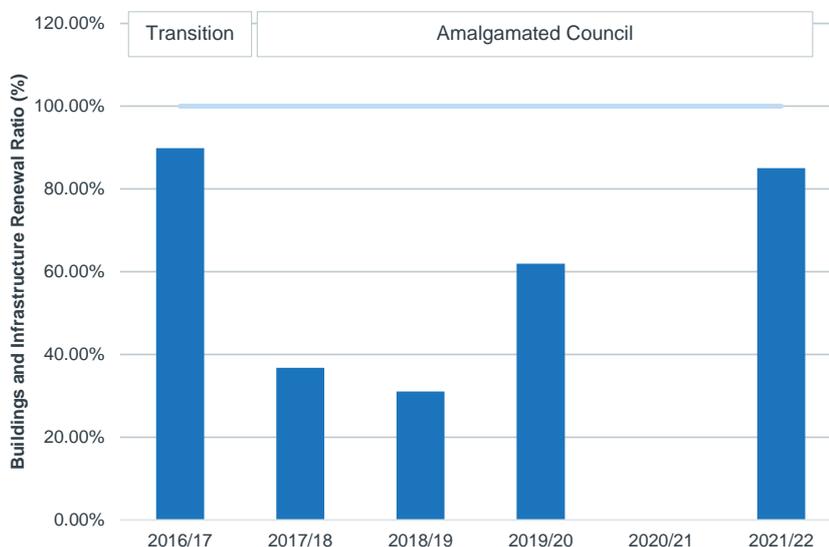


Source: AEC (unpublished).

The buildings and infrastructure renewals ratio for the Water Fund has been consistently not meeting the benchmark of 100% and has fluctuated between 2016/17 and 2019/20. The ratio dropped to 0% in 2020/21, but then increased significantly in 2021/22. The significant change of this ratio in 2020/21 and the lack of any correlation with the infrastructure backlog ratio indicates there may be issues with the reliability of the data underpinning the calculation of this ratio.



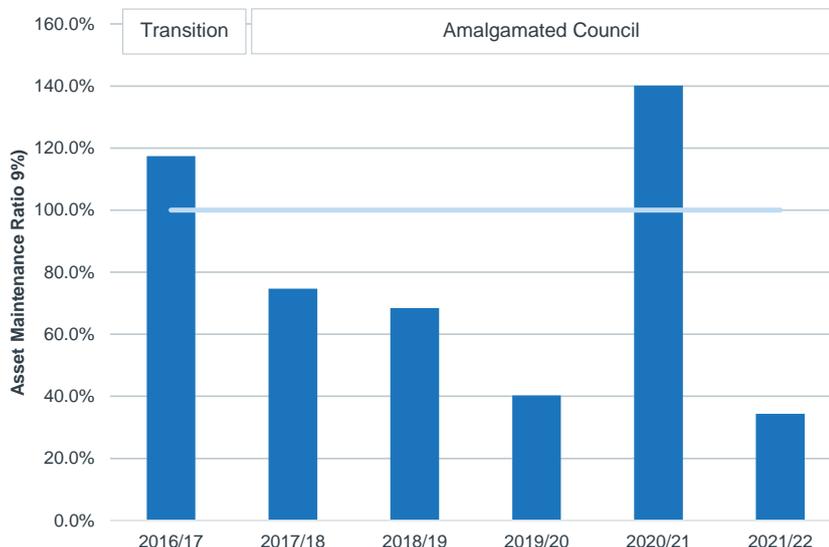
Figure 3.21. Buildings and Infrastructure Renewal Ratio – Water Fund



Source: AEC (unpublished).

The asset maintenance ratio outlined in Figure 3.22. has been generally under the benchmark of 100%. The current level of this ratio indicates that asset maintenance is below what is required by the asset management plans.

Figure 3.22. Asset Maintenance Ratio – Water Fund



Source: AEC (unpublished).

3.3.3 Sewer Fund

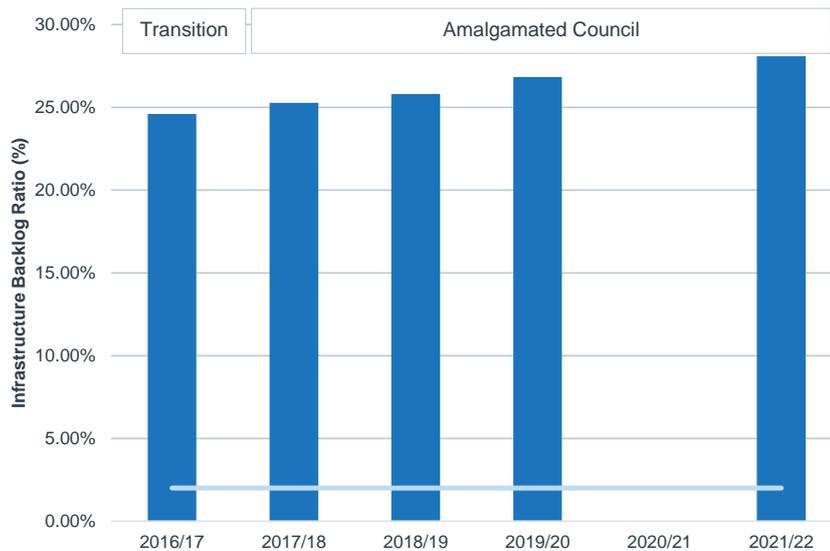
The infrastructure backlog ratio for the Sewer Fund has been consistently not meeting the benchmark of 2.00%. This ratio has been constant between 2016/17 and 2019/20, at an average of 25.76% over that period. The ratio dropped to 0% in 2020/21 and increased in 2021/22. The significant change of this ratio in 2020/21 and the lack of



any correlation with the buildings and infrastructure renewals ratio indicates there may be issues with the reliability of the data underpinning the calculation of this ratio.

Council reports in the Annual Financial Statements schedules the estimated cost to bring assets to an acceptable service level as a proportion of the gross replacement cost. The estimated cost to bring assets to a satisfactory standard in 2020/21 was nil for the sewer network and increased to 28.09% in 2021/22. The significant change of this ratio in 2020/21 and the lack of any correlation with the buildings and infrastructure renewals ratio indicates there may be issues with the reliability of the data underpinning the calculation of this ratio.

Figure 3.23. Infrastructure Backlog Ratio – Sewer Fund

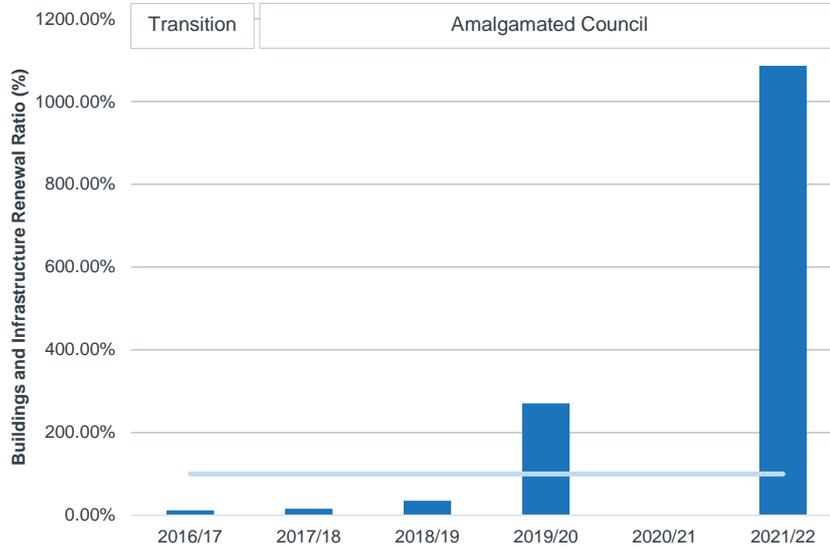


Source: AEC (unpublished).

The buildings and infrastructure renewals ratio for the Sewer Fund (outlined below in Figure 3.24) was well under the benchmark of 100% in 2016/17 at 12.21%. The ratio well exceeded the benchmark in 2019/20, but then dropped to 0% in 2020/21. In 2021/22 the reported ratio was over 1000% due to the significant investment made to upgrade sewerage treatment plants.



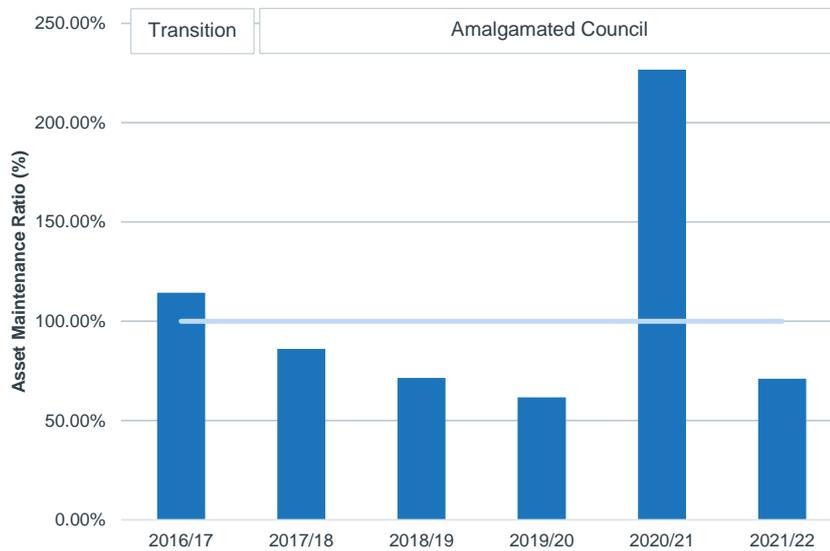
Figure 3.24 Buildings and Infrastructure Renewal Ratio – Sewer Fund



Source: AEC (unpublished).

The asset maintenance ratio for the Sewer Fund has fluctuated since 2016/17 between meeting, not meeting and exceeding the benchmark of 100%. The erratic movements in this ratio from one year to another indicate that either asset maintenance is being undertaken on an ad hoc, unplanned manner, or the data underpinning the calculation of the ratio not reliable.

Figure 3.25. Asset Maintenance Ratio – Sewer Fund



Source: AEC (unpublished).

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SUMMARY OF HISTORICAL FINANCIAL PERFORMANCE

In summary, the historical performance of the Council over the three distinct periods that were analysed is as follows:

Period before the merger - 2012/13 to 2014/15:

- Over the three years prior to merger of the former three councils, Cooma-Monaro, Bombala and Snowy River councils each generated operating deficits, impacting upon the availability of cash to renew and replace assets.
- In 2014/15 the consolidated combined operating deficit of the three councils was \$7.1 million and the consolidated combined operating performance ratio was **-10.74%**. The operating deficit for the general fund was \$8.7 million, whilst the Water and Sewer funds generated an operating surplus of \$0.4 million and \$1.2 million respectively.
- Over this period cash increased from \$44.7 million to \$50 million. External restrictions increased from \$26.6 million to \$29.8 million, whilst internal cash restrictions increased from \$17.8 million to \$19.9 million. There was minimal unrestricted cash in the order of \$0.3 million over the period.
- On a consolidated basis, prior to the merger in 2016, the three councils of Bombala, Cooma-Monaro and Snowy River were not renewing their assets in line with the rate of consumption.
- The buildings and infrastructure renewal ratio was not met in any of the years by Bombala Council and Cooma-Monaro Council.
- None of the three councils were meeting the benchmark performance for the infrastructure backlog ratio. Deficiencies in asset data underpinning the calculation of the ratio may have contributed to inconsistency in measurement of the backlog.
- Asset maintenance performance varied between the three councils prior to the merger.
- Asset data underpinning ratios relating to investment in assets may not be reliable.

The merger transition years – 2015/16 to 2016/17:

- Cooma-Monaro, Bombala and Snowy River councils each generated operating surpluses in the general fund predominantly due to awarded grants.
- Over the two years 2015/16 and 2016/17, the consolidated combined operating surplus of the three councils was \$5.7 million and the combined operating performance ratio was 7.1% in 2015/16 and 1.5% in 2016/17.
- The operating result for the General Fund over the two years was a net \$0.
- The Water Fund generated an operating surplus of \$2.7 million and the Sewer Fund a net operating deficit of \$0.6 million over the two financial years.
- Over this period cash increased from \$51 million to \$77.8 million, predominantly due to unexpended grants, uncompleted works and accumulating developer contributions. External restrictions increased from \$33.5 million to \$40.2 million, whilst internal cash restrictions increased from \$16.7 million to \$37.4 million. There was minimal unrestricted cash.
- The buildings and infrastructure renewal ratio was not met in any of the years by Bombala Council and Cooma-Monaro Council but was slightly exceeded by Snowy River Council in 2015/16.
- None of the three councils were meeting the infrastructure backlog ratio.
- Asset maintenance performance varied between the three councils prior to the merger.
- Asset data underpinning ratios relating to investment in assets may not be reliable.

Period of the merged Council 2017/18 to 2021/22:

- Since merger in 2016, Council generated operating deficit on a consolidated basis due to poor operating performance of the General Fund.



- Between 2016/17 and 2021/22, the operating deficit for the General Fund has varied each year million being \$4.3 million in 2021/22, with an operating performance ratio of **-3.47%**, not meeting the benchmark.
- The Water Fund generated an operating surplus, noting that only a very minor surplus of \$0.1 million was achieved in 2021/22.
- The Sewer Fund has generated declining operating surpluses, deteriorating to an operating deficit of \$0.3 million in 2021/22.
- Over this period cash increased from \$85.3 million in 2017/18 to \$86.5 million in 2021/22, predominantly due to unexpended grants, accumulation of developer contributions and uncompleted works. External restrictions increased from \$50 million in 2017/18 to \$71.1 million in 2021/22, whilst internal cash restrictions decreased from \$35.3 million to \$11 million. There was minimal or no unrestricted cash held over the period.
- Since the merger, the Council has generally improved in the performance of asset renewals but remained under the benchmark for asset maintenance.
- The infrastructure backlog ratio for General Fund is \$42.5 million (or 4.18%) as at 30 June 2022. General Fund assets were being renewed in line with or exceeding the benchmark of 100% until 2021/22, where the ratio dropped to 30.93%. Asset maintenance was under the required maintenance over the period.
- For Water Fund assets, there is an infrastructure backlog of \$72.9 million (or 48.2%) as at 30 June 2022, well in excess of the benchmark of 2%, with asset renewals ratio not meeting benchmark over the period. Asset maintenance appears to be inconsistent with some years meeting the benchmark and others not meeting the benchmark.
- For Sewer Fund assets, an infrastructure backlog ratio of \$28.2 million (or 28.09%) reported as at 30 June 2022. Asset renewal was minimal until 2021/22, when a major investment in sewerage treatment was commenced. Expenditure on asset maintenance appears to be inconsistent.
- Asset data underpinning ratios relating to investment in assets may not be reliable.

3.4 KEY FACTORS CONTRIBUTING TO THE HISTORICAL FINANCIAL PERFORMANCE

This section outlines the factors that most likely have contributed to the historical financial performance of the Council – these are based on observations throughout the review of documents and the processes of the council, and discussions held with key staff by the AEC project team.

3.4.1 A Structural Operating Deficit

At the formation of the merged Council, the Business Case prepared by KPMG highlighted that the Council would continue to deliver operating deficits, with the annual estimated deficit to be approximately \$8.0 million. The Merger Business Case outlined that the former Councils of Cooma-Monaro, Bombala and Snowy Rivers were forecasting operating deficits within each of the Long-Term Financial Plans prepared by the former Councils. The consolidated forecast operating position projected by the former Councils resulted in an annual deficit of \$11 million – \$0.8 million deficit for Bombala, \$4.2 million for Snowy River and a \$5.6 million deficit for Cooma-Monaro¹.

The merged Council has continued to operate with an underlying (or structural) deficit since formation in 2016/17 which is obscured in the reported operating position due to the recognition of operating and capital grants. The structural operating deficit is approximately \$5.0 - \$7.0 million depending upon annual fluctuations and whether the Roads to Recovery funding can be considered a recurrent operating grant.

¹ KPMG, Merger Business Case



3.4.2 Growing Gap Between Operating Revenue and Operating Expenditure

Not dissimilar to many other NSW rural councils, Council has experienced a growing gap between operating revenue and operating expenditure. Rate-pegging has limited the ability of the Council to increase its rating revenue to support increasing operating expenditure arising from escalating costs, increased depreciation and cost-shifting. The rate freeze imposed on merged councils has further exacerbated the inability of the Council to respond to increasing cost pressures.

Limited asset management maturity across the organisation has also been a contributing factor to a reactive rather than planned approach to asset expenditure resulting in less-than-optimal asset maintenance costs. Generally, a heavy reliance upon reactive approach to asset maintenance can cost a Council up to 3.5 times the cost of planned maintenance, and up to 5 times for breakdown maintenance – and often the cost-of-service disruption is not reflected in the estimates of maintenance costs.

Benchmarking with similar councils has indicated that the growing gap between operating revenue and expenditure experienced historically, and especially in recent years, is an industry wide issue rather than an issue specific to Council.

While improvements to the efficiency and productivity of service delivery will assist in closing the gap between revenue and costs, there is a need for Council to significantly increase the revenue generated from operations. This will need to be predominantly through increases in the general rate revenue to improve the operation performance of the General Fund, as well as an increase in the annual service charges for water and sewer services to enable asset maintenance and renewals to be completed optimally.

It should also be noted that it is likely that the General Fund will need to increase significantly the expenditure on asset maintenance, including grading maintenance on unsealed roads, building maintenance and increased operational costs for assets contributed from the Snowy Mountains Special Activation Precinct.

As outlined in Section 2, the General Fund in recent years has been impacted by the operating deficits produced by the residential aged care facilities. Council's current initiative to divest from the provision of residential aged care will significantly improve the sustainability of the General Fund, or alternatively Council will need to seek additional funding support from the Australian Government to continue providing the residential aged care facilities – without a significant financial impost on the ratepayers.

3.4.3 Capacity to Deliver Projects

As outlined above, the increase in cash and cash equivalents since 2015/16 has predominantly been due to unexpended grant funding and uncompleted works. The accumulation of cash being predominantly in externally restricted reserves has occurred concurrently with a declining balance in internally restricted reserves and a nil balance in unrestricted cash (until the 2021/22 in which unrestricted cash of \$4.4M has been reported in the Draft Annual Financial Statements).

Council's operating position in the General Fund will have benefited significantly in the interest earned on cash held at bank or in investments due to the accumulation of funds held for uncompleted grant projects and works. Council cannot rely on the interest earned in future years, as the cash position will deteriorate as the accumulated grant funding and uncompleted works dissipate.

An effective project management framework is required to control the project selection and prioritisation, as well as controlling the allocation of cash to projects that matches the actual cashflow requirements of the project. The project management framework needs to integrate with the asset management planning and the Long-Term Financial Plan.

3.4.4 Integrated Planning and Delivery

Based on the historical performance of the Council, and observations made by AEC of the planning documents and budget working papers, it appears that there is a lack of integrated planning in the resource allocation and implementation of the Delivery Program and the Operational Plan. Inadequate planning of the delivery of services and the capital works program is likely to be a major contributor to inefficiency, less than optimal productivity and poor completion of projects.

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AEC reviewed the process for the development of the Resourcing Strategy documents and the 2021/22 Annual Budget to inform a view on the completeness and effectiveness of the resource plans (Long-Term Financial Plan, Workforce Plan and Asset Management Strategy and Plans) to control and effect sustainable financial management. AEC concluded that the resource plans were not substantially integrated and were developed on poor quality of data to inform the planning. More specifically, the following observations were made of the development of resource plans:

- The asset management plans were observed to be immature and prepared based on poor quality of asset data. Asset hierarchy and criticality is not used effectively to inform renewal planning and the approach to maintenance of the assets is immature. Asset maintenance is mostly reactive. Planning for asset renewals used to inform the Long-Term Financial Plan is based predominantly on age-based projections rather than based on condition and asset performance. The approach to renewal of road assets (sealed and unsealed) is not informed by a pavement management system that outlines the optimal approach to managing the renewal and replacement of the region's transport assets.
- The development process for 2021/22 Annual Budget resulted in an expenditure plan that is highly likely to be materially incorrect and requires significant amendment. A significant complication to the development of the expenditure plan is the delivery of flood recovery projects and a significantly large amount of other capital works projects. Broad adjustments have been made to the operating expenditure assuming that delivery of the projects will require reallocation of mostly human resources to project delivery rather than business as usual activities. Internal recoveries and allocation of overhead expenses do not balance (or net off).
- Executive Team members were not certain on what positions are funded and what positions were planned to remain vacant. There appears to be a disconnect between the workforce planning and the employee costs budget.

3.4.5 Realisation of Initiatives to Improve the Operating Position

The merged Council has implemented initiatives to improve the operating position, through reduction in operating costs and increase in productivity. The following initiatives were identified by AEC through the review:

- **Organisational Review** – delivered an estimated savings in management levels of \$0.7 million which was reinvested in funding operational positions.
- **Review of Residential Aged Care** – recommended divestment by Council in the provision of Residential Aged Care, realising an improvement to the annual operating position of Council of at least \$0.75 million. Council has implemented the actions and currently progressing through a Due Diligence process with the selected tenderer.
- **Governance Service Review** – recommended improvements in compliance and operational savings in the established positions of \$0.7 million.
- **Works Management, Field Operations and Contract Delivery Service Review** – recommended significant improvements to the planning, coordination and delivery of predominantly external works, with a total estimated efficiency savings of approximately \$0.3 million – although AEC's view is that there would be substantially more efficiency savings than \$0.3 million likely across operations and capital delivery through implementing the recommended actions.

3.4.6 Increase in the Cost of Asset Ownership

Through the acquisition of new and upgraded assets the Council has increased the annual cost of ownership, including operating costs, maintenance and depreciation expense. The increase in the cost of asset ownership is expected to continue through the delivery of the 2022/23 Operational Plan and future planned capital works program, as well as the proposed contributed assets over the next four years, as outlined in the Special Activation Precinct Master Plan.

In the current 2022/23 Budget there is a total of \$118.4 million in capital works, of which \$25.3 million of expenditure is on new assets and \$50.9 million of expenditure is on upgraded assets.

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In the current adopted Long -Term Financial Plan, across the 2023/24 and 2024/25 financial years Council is planning to add an additional \$15.2 million in new assets and \$15.3 million in upgrades of existing assets.

Additional cost of asset ownership through new and upgraded assets, without an adequate increase in revenue generated from the project, is a significant contributor to the underlying operating deficit for Council.

3.4.7 Budgeting and Financial Management

A review of financial processes indicates that over time, especially in recent years there has been limited financial control across the Council.

AEC's observations of the annual budgeting process and budget management throughout the financial year indicates that there is not an appropriate level of oversight provided by the Responsible Accounting Officer position and limited overall strategic direction and approach by the Executive Management Team.

The amounts budgeted for operations and capital expenditure lack detail and supporting working papers, resulting in limited accountability for actual expenditure incurred in delivering services and infrastructure projects. As noted above, budgeted amounts for employee costs do not correlate to an approved staff establishment.

Significant process gaps have been identified by Council's auditors regarding financial processing and reporting that may have been a contributing factor to a lack of financial oversight and limited financial reporting. AEC notes that the control gaps identified by Council's auditors are currently being addressed by the Council.



4. BENCHMARKING

Benchmarking of the financial performance of the Council has been undertaken against the NSW Office of Local Government Group 4 (Regional Town / City) (Group) councils. The following councils are in the Group:

Table 4.1 NSW Office of Local Government Group 4 (Regional Town / City)

Councils		
• Albury City Council	• Dubbo Regional Council	• Queanbeyan -Palerang Regional Council
• Armidale Regional Council	• Eurobodalla Council	• Richmond Valley Council
• Ballina Council	• Goulburn Mulwaree Council	• Singleton Council
• Bathurst Regional Council	• Griffith Council	• Snowy Monaro Regional Council
• Bega Valley Council	• Kempsey Council	• Tamworth Regional Council
• Broken Hill Council	• Lismore Council	• Wagga Wagga Council
• Byron Council	• Lithgow Council	• Wingecarribee Council
• Cessnock Council	• Mid-Western Council	• Kiama Council
• Clarence Valley Council	• Orange Council	

4.1 DESKTOP BENCHMARKING

Desktop benchmarking has been undertaken based on the time series data published by the NSW Office of Local Government. The performance of the Council has been compared to the other Group 4 councils based on several measures and relative performance within these measures:

- Population
- General Rates and associated measures
- Total Operating Revenue
- Total Operating Expenses
- Full Time Equivalents
- Asset Maintenance Expenditure
- Road Length.

The key findings regarding the performance of the Council based on the desktop benchmarking are:

- The Council has the largest area of the councils in the Group 4, having 15,164 sq kms. The area of the councils in this Group varies, with Broken Hill Council having the smallest area at 170.1 sq kms.
- The Council has the second smallest population of the 26 councils in Group 4. The only council with a smaller population is Broken Hill Council. The Council has a population of 20,997 compared to an average population of 39,357 across the group.
- The Council has the third lowest residential rates, the ninth lowest farmland rates and the third lowest business rates within the Group.
- The rating effort across all the rating categories is the eighth highest ranked among the Group.
- The rates and annual charges outstanding ratio is the fifth highest ranked in the Group.
- Eight of the 26 councils in the group achieved an operating surplus in 2020/21, with the remaining 18 councils all generating an operating deficit. The operating deficits varied from \$0.7 million to \$25 million generated by the Council. The average operating result across the 26 councils in 2020/21 is in the order of \$4.8 million.

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- Based on the 2020/21 results, the Council had the largest operating deficit, noting the result included a one-off adjustment of \$11 million for landfill remediation. Excluding this adjustment, the operating result of the Council would have been in the order of \$14 million. This result is the fourth highest operating deficit amongst the Group.
- The total revenue from continuing operations, including capital grants and contributions for the Council is the sixth lowest among the Group. The councils with lower revenue are Singleton, Griffith, Richmond Valley and Lithgow. It is noted that these councils have similar population levels, indicating that these councils' ability to generate revenue is inherently limited due to a low population base.
- The total expenses from continuing operations for the Council ranked in the middle of the Group. By comparison total expenses from continuing operations for councils with similar population levels were among the lowest in the Group.
- The total expenses from continuing operations for the Council compared to population are high compared to the other councils in the Group.
- Full time equivalent staff numbers for the Council ranked eleventh among the 26 councils. Full time equivalent staff numbers were high when compared to population, total operating revenue, total operating expenses and road length.
- The expenditure of the Council compared to road length is in line with the average amongst the group.

Whilst the benchmarking above is useful for assessing how Council compares with other similar councils, caution should be exercised when drawing any conclusions based on the observations above. Whilst the councils used for the benchmarking are within the same NSW Office of Local Government Group, there are significant variations regarding population levels and areas services by the councils within this Group. Population and area are two main drivers of the capacity to generate operating revenue and expenditure to deliver services. There also variations in the number and types of services, and service levels delivered by the councils. Services and service levels, as well as service delivery models impact on comparative analysis such as comparisons regarding employee numbers.

4.2 SURVEY OF GROUP 4 COUNCILS

To gain a further understanding of financial performance of other Group 4 councils phone interviews were held with several councils that were willing to participate in survey. An invitation to participate in a Financial Sustainability survey was extended to all the 26 Group 4 councils, with the following 12 councils choosing to participate:

Table 4.2 Councils participating in the Financial Sustainability Survey

Participating Councils		
Albury City Council	Cessnock City Council	Kiama Council
Armidale Regional Council	Dubbo Regional Council	Mid-Western Regional Council
Ballina Council	Goulburn Mulwaree Council	Queanbeyan – Palerang Regional Council
Bathurst Regional Council	Kempsey Shire Council	Wagga Wagga City Council

Source AEC (Unpublished).

The participating councils were asked questions regarding the following:

- Financial sustainability targets adopted in their current Long-Term Financial Plan
- The challenges faced in meeting the key financial sustainability ratios set by the NSW Office of Local Government regarding the operating result
- The challenges faced in meeting the key financial sustainability ratios set by the NSW Office of Local Government regarding the infrastructure assets condition, maintenance and renewal
- The current service level regarding the sealed and unsealed road networks
- Financial sustainability initiatives pursued and implemented over the last four years, and the success or otherwise of these initiatives in assisting councils to improve their financial performance

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- Financial sustainability initiatives planned for the next four years
- Service reviews undertaken over the last four years, and the success or otherwise of these initiatives in assisting councils to improve their financial performance
- Services levels changes implemented over the last four years and any changes planned for the next 4 years
- Asset reviews undertaken over the last four years, and the success or otherwise of these initiatives in assisting councils to improve their financial performance
- Asset rationalisation undertaken in the last four years or planned to be undertaken over the next four years

A summary of the responses is provided in the Table below:

Table 4.3 Summary of survey responses

Issue	Response
Key financial sustainability benchmark – operating result	<ul style="list-style-type: none"> • All the council surveyed are projecting to not meet the operating performance ratio during part or all of the period covered by the adopted Long-Term Financial Plan. • All the councils projecting to not meet the operating performance ratio have identified the need for increased rates revenue through a Special Rate Variation and have built this increase in scenarios within their Long-Term Financial Plan. • Eight of the 12 councils surveyed have indicated they will be applying for a Special Rate Variation to apply from 2023/24 or 2024/25. • All councils indicated that they would need to review their adopted Long – Term Financial Plan considering the anticipated legislated increase in wages and salaries, increasing electricity costs, increases in materials costs due to supply chain issues, wider economic factors resulting in cost pressures for councils.
Key financial sustainability benchmark – infrastructure assets	<ul style="list-style-type: none"> • Most of the councils are not meeting, and are projecting to continue not meeting the backlog, building and infrastructure renewal, and asset maintenance ratios. • Councils impacted by flooding events over the last two years have indicated that the flood events have significantly impacted on their road network. • Historic and projected under investment in assets in the councils is due to the ongoing shortfall in funding as a result of on-going and projected operational deficits.
Main reasons or challenges contributing to the failure to meet the operating result and infrastructure assets benchmark	<ul style="list-style-type: none"> • All councils surveyed identified the rates revenue not keeping up with increases in costs being as the main factor contributing to the projection of not meeting the operating performance ratio. • Most of the councils surveyed have not increased their rates above rate-pegging in recent years. • In councils with lower socio-economic areas, increases in rates have been limited due to the community's capacity to pay. • User fees and charges increases have generally limited to CPI increase rather than full cost recovery. • All the councils indicated that they have a large reliance on operating and capital grants. • The increase in depreciation costs has been identified by all the councils as a main factor to the deteriorating operating position. • The depreciation cost has increased significantly for most councils due to asset revaluations mandated by the NSW Office of Local Government. • Significant increases in the depreciation cost have also been attributed to new assets created as a result of grant funding from other levels of government. • Increased demand for services, especially for councils experiencing growth and migration to the area due to "tree change" is not fully funded through increased rates revenue. • Growing councils are experiencing increased employee costs to support organisational growth. • COVID has impacted on councils due to reduced user fees and charges, and it is unlikely that pre-COVID levels of activity will return. (e.g., airports). • Some councils have identified having too many community assets such as pools as being a contributor to the challenge of achieving financial sustainability. • All councils are delivering services due to market failure, as a community service obligation at a net cost.



Issue	Response
	<ul style="list-style-type: none"> For merged councils, legislation regarding employment in small communities has significantly limited the council to achieve efficiencies through productivity improvements. This has also limited the ability to dispose of assets associated with the place of work for existing employees. The no forced redundancy policy that applied for some years after the 2016 mergers was also a contributing factor. For merged councils, the rate-freeze period, followed by changes to the normal council term has significantly limited their ability to increase rates revenue through a Special Rate Variation. For merged councils, they faced the additional costs associated with harmonising service levels across the new formed council.
Financial sustainability initiatives undertaken and their success	<ul style="list-style-type: none"> Some councils have undertaken organisational reviews, some achieving savings, others increasing costs associated with growing and developing the capacity of the organisation to service growing demand. Productivity improvements have generally resulted in savings between \$2 million and \$4 million per year. Initiatives undertaken and implemented successfully include: <ul style="list-style-type: none"> Energy savings (LED retrofits) Review of plant and fleet (e.g., Plant utilisation, review of useful life) Change in delivery models (e.g., bringing contracted services in-house) Property Strategy generating ongoing lease revenue Sale and/or development of Council owned land for residential and industrial purposes Sale of surplus land (e.g., pocket parks) Operation of aquatic centres Review of saleyards Process automation (e.g., customer service and back-office activities) Employment freeze for a period Reduced opening hours of some facilities (e.g., pools and libraries) Insurance review Solar Farm Closure of art gallery Natural staff attrition Procurement savings targets Commercial approach to private works undertaken for NSW Government state roads Some councils have made a significant improvement in governance and associated processes (e.g., asset management systems, processes and capability) A council advised that advocacy was being undertaken in regard to regional roads being transferred to the NSW State Government.
Financial sustainability initiatives planned to be undertaken	<ul style="list-style-type: none"> Most councils are planning to investigate or implement financial sustainability initiatives including: <ul style="list-style-type: none"> Shared services Alternative revenue generation streams Improved asset planning and management Review of current service and service levels Sale and/or development of Council owned land for residential and industrial purposes Councils have applied a varying commercial approach to business units such as caravan parks, airports, cemeteries, waste management facility, sewer and water.
Service reviews undertaken or planned	<ul style="list-style-type: none"> All councils have undertaken some level of service and service level review to identify cost savings. Some councils have reduced service levels especially in the area of child care services. Councils with aged care services have identified the need to review the service delivery model, including divestment in these services. One council has already divested.

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Issue	Response
Asset reviews undertaken or planned	<ul style="list-style-type: none"> • Most councils have sold surplus land over recent years, with proceeds generally being re-purposed to fund operational expenditure. • Councils do not generally have plans to dispose of any community assets other than surplus land. • One council has rationalised public amenities and playgrounds. • Very few councils have identified the potential for some asset rationalisation. • Some councils have disposed of assets associated with service reviews. • Some councils are looking at re-adaptation of existing buildings to improve alignment with community need. • Some councils looking at disposing of surplus administration buildings.

Source AEC (Unpublished).

Based on the responses to the survey, the following observations can be made regarding the councils participating in the survey:

- The limited ability to increase rates in line with increasing costs, due to rate-pegging is an issue across all the councils.
- There is a heavy reliance on operational and capital grants for the councils.
- There has been an under-investment in renewal and maintenance assets by the councils.
- New, unplanned assets are causing, or will cause in future years, additional cost pressures due to increased maintenance and depreciation costs.
- Councils have been actively pursuing revenue generation opportunities where possible and tangible financial savings have been achieved by several councils.
- Councils have exhausted avenues to generate additional revenue and/or achieve productivity before determining to pursue a Special Rate Variation.
- There appears to be a level of appetite for review of services and service level by elected Councillors, indicating an increasing acceptance and willingness to engage with the community regarding the financial sustainability challenges being faced by many councils.
- There is limited appetite to rationalise community assets other than surplus land or administration assets.
- The merged councils faced additional challenges in achieving financial sustainability.

A detailed Benchmarking Report is attached as Appendix C to this report.



5. ASSESSMENT OF THE LONG-TERM FINANCIAL PLAN

5.1 BACKGROUND

Council adopted the 2022-2032 Long-Term Financial Plan (LTFP) in June 2022 as part of the Resourcing Strategy supporting the Snowy Monaro 2042 Community Strategic Plan. The adopted Resourcing Strategy also includes a Workforce Management Plan and an Asset Management Strategy and Plans.

At its Extraordinary meeting on 23 June 2022 Council adopted the 2022 – 2032 LTFP, including four scenarios, outlined in the table below.

Table 5.1 Adopted LTFP Scenarios

Scenario	Description
Scenario 1 Base Case Scenario	This scenario contemplates a service-reduction, highlighting the reduction in operating costs to achieve a balanced operating result. This scenario includes divestment from Aged Care in November 2022 and a continuation of normal business with targeted savings of \$3.865M through reduction in current service levels in 2023/24 in order to achieve balanced budgets over the life of the Plan. The results of the scenario show cash levels sufficient to fund internal and external reserves if reductions in expenses are achieved, sufficient to eliminate annual deficits. This scenario does not include consideration of a rates increase by way of a Special Rate Variation.
Scenario 2 Rate increase of 9.375% each year for eight consecutive financial years	This scenario contemplates divestment from Aged Care in November 2022 and the generation of an additional \$80 million to be applied to the renewal of transport assets over the 10-year life of the Plan. This scenario shows a path that allows Council to increase its revenues via increased rates and reduce its expenditure through efficiency gains and cost savings with moderate adjustments to service levels. It assumes that these shifts can be sustained in the long-term. This scenario considers an increase in rates by way of a Special Rate Variation of 9.375% increase inclusive of the announced rate pegs, in each of the next eight years.
Scenario 3 Rate increase of 18.4% for the 2023/24 year only	This scenario contemplates divestment from Aged Care in November 2022 and maintaining current service levels including a risk-based approach to renewal and maintenance of transport assets. Under this scenario income would increase by \$2.85 million in 2023/24, with a cumulative increase to income of \$6.75 million over the ten-year life of the Plan. This scenario considers the introduction of a one-off Special Rate Variation of 18.4% above rate pegging for the 2023/24 year only.
Scenario 4 Rate increase of 5% each year for eight years	This scenario contemplates divestment from Aged Care in November 2022 and the generation of additional cash of \$33 million to be applied to the renewal of transport assets over the 10-year life of the Plan. This scenario is based on increasing income from general rates by a 5% Special Rate Variation in each of the next eight years, inclusive of the announced and assumed rate pegs.

Source – SMRC (2022) Long Term Financial Plan

5.2 APPROACH

In accordance with the scope of the Financial Sustainability Review project, AEC completed a review of the LTFP adopted by Council and prepared an independent forecast of Council's long term financial position over the same planning horizon to compare and contrast with the adopted projected financial position.

The general approach to the review of the adopted LTFP included:

- Obtaining an understanding of the development process, the key responsible officers and the role each responsible officer completed in the development of the LTFP, including the input from service managers, technical officers and the executive staff.
- Obtaining workings papers used to develop the data inputs for the LTFP, including calculation of employee costs, non-labour cost items, depreciation and the development of the capital works plan.

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- Investigating the alignment of the financial projections with adopted strategies and plans, and identifying any omitted operating and capital expenditure items identified in the adopted strategies and plans
- Review of the assumptions used for cost escalations and increase in revenue streams across the forecast period
- Detailed analysis of the 2022/23 Budget as the base year for testing forward projections, including identifying non-recurrent revenue and expenditure items included in the 2022/23 Budget
- Detailed review of the working papers for development of asset renewals and other planned capital works
- Detailed review of reserves and the use of the reserves to fund operating and capital expenditure.

With a good understanding of the adopted LTFP, AEC developed an independent forecast of the same period based on the following approach:

- Development of templates and configuration to replicate the structure of Council's income statement, balance sheet and the statement of cash flows.
- Inputting three years of historical actuals from the audited financial statements, the draft financial statements for 2021/22 and the 2022/23 budget (including proposed carryovers from 2021/22).
- Using the 2022/23 Budget as the base, adjustments were made to the 2022/23 Budget to project forward the cost of ongoing operational activities, including the removal of non-recurrent expenditure items and including expenditure that was excluded from the 2022/23 Budget due to the assumptions by responsible officers regarding the impact of flood recovery works and other projects preventing or negating the business-as-usual activities.
- A capital works plan was developed across the forecast period based on a reasonable approach to sustainable asset renewals (without increasing the current levels of service) and including investment in new or upgraded assets where they were supported by adopted strategies and plans (for example, Waste Management Strategy).
- Capital grants were included where there was a high likelihood that Council would receive the grants provided for capital purposes (e.g., renewal of bridges, selected facility upgrades, water and sewer network upgrades and implementation of the waste strategy).
- Operational grants were included only where the grant was recurrent in nature.
- The proposed assets transferred from NSW Government to Council for the SAP development were included in the contributed assets, and an increase in the depreciation and whole of life costs included.
- Due to the projected development from the SAP, a moderate growth rate escalation (above historical trend) of 0.7% was applied to residential rates and commercial rates to include consideration of an increase in the general rate revenue and annual fees and charges.

5.3 ASSESSMENT OF THE ADOPTED LONG TERM FINANCIAL PLAN

The adopted Income Statement and the Statement of Cash Flows for the LTFP Base Case are outlined in Table 5.2 and Table 5.3 below. The Base Case scenario includes a divestment from Residential Aged Care in November 2022 and a reduction of \$3.865 million in operating expenditure, achieved through a reduction in current service levels to achieve the objective of a "balanced budget over the life of the plan". The assessment of the Base Case in achieving a "balanced budget" is that cash levels remain sufficient to fund internal and external reserves if reduction in expenses are achieved, sufficient to eliminate annual deficits.

Through a detailed review of the LTFP the following material observations are made:

- The LTFP assumes grants and contributions provided for operating purposes are maintained at a high level, albeit with the Residential Aged Care Commonwealth grant removed. AEC review of the operational grants identified substantial amount of non-recurrent grant funding, including flood recovery grants, that are likely to be included in the forward projection in the LTFP for operational grants.



- Despite the assumed reduction in service costs of \$3.865 million, the LTFP continues to produce operating deficits (excluding capital grants) which continues to deteriorate throughout the 10-year plan.
- The reduction in service costs of \$3.865 million will most likely result in further reduction in asset maintenance rather than addressing the need to increase maintenance (as evidenced by poor performance against the asset maintenance ratio outlined earlier in this report).
- The LTFP does not separate out the fund types, which if it did, would likely show that the General Fund produces a significant deficit, somewhat corrected in the consolidated statement due to surplus produced in the Water Fund and Sewer Fund. As noted earlier, water and sewer reserves cannot be accessed for General Fund purposes without approval from the Minister.
- There is no inclusion of either the operating revenue or expenditure (in particular depreciation expenses) that is likely to occur with the transfer of assets from the NSW Government due to the SAP development.
- The capital works program in the LTFP is insufficient to address the infrastructure backlog and will most likely result in continued deterioration in the backlog. There is insufficient coverage for renewals across all asset groups, with a heavy focus on transport assets and minimal investment in other categories (such as buildings).

Concluding based on observations, the Base Case is not a financially sustainable scenario for Council. The scenario assumes reduction in service levels, which are unlikely to be implemented. Even if the reduction in service levels was implemented, it will most likely put the sustainability of assets at high risk through inadequate investment in the maintenance of assets, which will lead to early deterioration of assets, resulting in a higher cost of renewing or replacing assets, and at an earlier stage in the life of the asset. The scenario is also highly unlikely to be achievable due to not acknowledging the impact the SAP is likely to have on Council, as well as likely overstating the operational grants that will be received.

5.4 ASSESSMENT OF THE AEC FORECAST

The forecast developed by AEC following the detailed review of the adopted LTFP provides significantly different financial position for Council – a significantly deteriorated position for Council. The forecasted Income Statement and the forecasted Statement of Cash Flows are outlined in Table 5.4 and Table 5.5 below.

An overview of the forecast position is outlined below:

- The forecast position (see Table 5.4) is a significantly deteriorated operating position with the greatest factor being a reduction in receipt of operational grants (compared to recent financial years), as well as significant increases in depreciation and operational costs due to new assets, upgraded assets and contributed assets.
- Cash generated from operational activities (See Table 5.5) is insufficient to fund the required investment in assets. The annualised cash deficit across the 10-year forecast is approximately \$5 to \$6 million to avoid a deterioration of the cash balances at end of year.
- The capital works program included in the AEC Forecast includes the necessary investments to ensure assets do not continue to deteriorate to expose Council to unacceptable risk. That is, AEC has assumed that Council will invest more in renewal of buildings, bridges, roads and plant and equipment.
- The transfer of NSW funded assets (approximately \$170 million) developed by the SAP are expected to be transferred progressively to Council in the 2023/24, 2024/25 and 2025/26 financial years. This is recognised in Table 5.4 in the grants and contributions provided for capital purposes. The transfer of the assets also results in an increase in the depreciation expense and materials and contracts in the respective financial years as the estimate of the whole of life costs associated with the new assets. By the end of the 10-year period (2031/32) in the AEC Forecast the contributed assets from the SAP are expected to increase depreciation by \$3.572 million and operational expenses by \$2.385 million.
- AEC Forecast does not include a reduction in service levels, rather it assumes expenditure will increase in maintenance compared to the 2022/23 Budget, expecting Council's maintenance program to return to business-as-usual. It should be noted however that continuation of business-as-usual will be insufficient to

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maintain the condition of assets and will most likely result in early failure of assets, which is not a sustainable approach.

To be sustainable in the short to medium term, the AEC Forecast requires an improvement in the annual net cash position of approximately \$5 million to \$6 million. In the longer term, Council will be further challenged by the requirement to renew and replace assets contributed by the SAP without the additional revenue generation to fund the capital works.

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Table 5.2. Adopted LTFF - Income Statement

Council Adopted LTFF - Income Statement	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from continuing operations												
Rates and annual charges	31,221	34,906	33,992	34,845	35,720	36,618	37,538	38,481	39,449	40,441	41,459	42,502
User charges and fees	15,347	19,586	17,860	17,871	18,413	18,970	19,544	20,136	20,746	21,374	22,022	22,688
Other revenue	1,315	618	529	543	557	572	587	602	618	635	652	670
Grants and contributions provided for operating purposes	23,236	28,684	28,959	26,316	26,599	26,888	27,183	27,483	27,789	28,102	28,421	28,746
Grants and contributions provided for capital purposes	9,775	52,745	88,231	18,077	1,456	1,456	-	-	-	-	-	-
Interest and investment revenue	1,183	1,380	1,288	1,299	1,310	1,322	1,333	1,344	1,356	1,368	1,380	1,391
Other income	844	1,063	1,075	1,107	1,141	1,175	1,210	1,246	1,284	1,322	1,362	1,403
Net gains from the disposal of assets	-	295	356	379	184	395	192	240	955	408	225	126
Rental income	-	-	-	-	-	-	-	-	-	-	-	-
Total income from continuing operations	82,921	139,277	172,290	100,437	85,380	87,396	87,587	89,532	92,197	93,650	95,521	97,526
Expenses from continuing operations												
Employee benefits and on-costs	33,425	33,107	30,566	29,835	30,595	31,375	32,175	32,995	33,836	34,698	35,583	36,490
Materials and services	27,464	28,008	24,510	24,380	24,794	25,528	26,285	27,364	27,867	28,694	29,545	30,423
Borrowing costs	487	136	5	-	-	-	-	-	-	-	-	-
Depreciation, amortisation and impairment of non-financial assets	20,366	19,507	20,309	20,508	20,710	20,913	21,118	21,326	21,535	21,747	21,960	22,176
Impairment of receivables	403	-	-	-	-	-	-	-	-	-	-	-
Other expenses	13,547	10,405	9,586	9,806	10,086	10,376	10,673	10,980	11,296	11,622	11,957	12,302
Net losses from the disposal of assets	640	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	1,673	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	98,005	91,163	84,976	84,529	86,185	88,192	90,251	92,665	94,534	96,761	99,045	101,391
Operating result from continuing operations	(15,084)	48,114	87,314	15,908	(805)	(796)	(2,664)	(3,133)	(2,337)	(3,111)	(3,524)	(3,865)
Net operating result for the year before grants and contributions provided for capital purposes	(24,859)	(4,631)	(917)	(2,169)	(2,261)	(2,252)	(2,664)	(3,133)	(2,337)	(3,111)	(3,524)	(3,865)

Source – SMRC Adopted Resource Strategy – Long Term Financial Plan (2022)

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Table 5.3. Adopted LTFF - Statement of Cash Flows

Council Adopted LTFF	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates and Annual Charges	30,649	34,521	34,521	34,688	35,558	36,451	37,367	38,306	39,269	40,257	41,269	42,308
User Charges and Fees	14,730	18,208	17,974	17,761	18,277	18,830	19,400	19,988	20,593	21,217	21,859	22,521
Investment and Interest Revenue Received	1,330	1,480	1,352	1,342	1,216	1,291	1,312	1,349	1,354	1,387	1,388	1,404
Grants and Contributions	37,948	74,460	116,825	44,323	28,040	28,344	27,181	27,483	27,790	28,102	28,421	28,747
Other income	7,062	232	1,503	2,300	1,828	1,727	1,795	1,828	1,881	1,935	1,992	2,049
Payments												
Employee Benefits	(33,118)	(32,559)	(27,185)	(26,369)	(27,041)	(27,733)	(28,442)	(29,168)	(29,914)	(30,678)	(31,463)	(32,267)
Materials and Contracts	(32,264)	(26,344)	(24,488)	(24,374)	(24,777)	(25,516)	(26,272)	(27,357)	(27,849)	(28,680)	(29,532)	(30,408)
Borrowing Costs	(49)	(21)	(5)									
Bonds and Deposits Refunded	(204)											
Other	(3,840)	(10,100)	(11,496)	(14,547)	(14,474)	(10,988)	(10,969)	(11,246)	(12,451)	(12,636)	(12,674)	(15,357)
Net Cash provided (or used in) Operating Activities	22,244	59,877	109,001	35,124	18,627	22,406	21,372	21,183	20,673	20,904	21,260	18,997
Cash Flows from Investing Activities												
Sale of Investment Securities	34,000		12,108		3,978							
Sale of Infrastructure, Property and Plant & Equipment	1,197	738	544	944	890	855	327	571	923	981	684	378
Purchase of Infrastructure, Property, Plant & Equipment	(21,603)	(78,566)	(136,205)	(34,202)	(24,803)	(16,614)	(15,319)	(17,724)	(15,696)	(20,947)	(20,198)	(11,629)
Purchase of Intangible Assets	(3,771)											
Net Cash provided (or used in) Investing Activities	9,823	(77,828)	(123,553)	(33,258)	(19,935)	(15,759)	(14,992)	(17,153)	(14,773)	(19,966)	(19,514)	(11,251)
Cash Flows from Financing Activities												
Repayment of Borrowings and Advances	(521)	(355)										
Repayment of Lease Liabilities	(84)	1										
Net Cash provided (or used in) Financing Activities	(605)	(354)	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash and Cash Equivalents	31,462	(18,305)	(14,552)	1,866	(1,308)	6,647	6,380	4,030	5,900	938	1,746	7,746
plus: Cash and Cash Equivalents - beginning of year	6,546	38,008	19,703	5,151	7,017	5,709	12,356	18,736	22,766	28,666	29,604	31,350
Cash and Cash Equivalents - end of year	38,008	19,703	5,151	7,017	5,709	12,356	18,736	22,766	28,666	29,604	31,350	39,096
Cash and Cash Equivalents - end of year	38,008	19,703	5,151	7,017	5,709	12,356	18,736	22,766	28,666	29,604	31,350	39,096
Investments - end of year	38,000	38,000	25,892	25,892	21,914	21,914	21,914	21,914	21,914	21,914	21,914	21,914
Cash and Cash Equivalents - end of year	76,008	57,703	31,043	32,909	27,623	34,270	40,650	44,680	50,579	51,518	53,265	61,010
Representing:												
- External Restrictions	66,749	50,042	18,381	20,940	16,139	20,953	23,759	25,203	31,353	32,288	31,590	39,526
- Internal Restrictions	9,259	9,146	9,146	9,146	9,146	9,146	9,146	9,146	9,146	9,146	9,146	9,146
- Unrestricted	-	(1,485)	3,516	2,823	2,338	4,171	7,745	10,331	10,080	10,083	12,529	12,338
Total	76,008	57,703	31,043	32,909	27,623	34,270	40,650	44,680	50,579	51,517	53,265	61,010

Source – SMRC Adopted Resource Strategy – Long Term Financial Plan (2022)

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Table 5.4. Independent Forecast – Income Statement

AEC Developed Forecast - Income Statement	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from continuing operations												
Rates and annual charges	31,221	32,709	33,991	35,726	37,244	38,986	40,817	42,510	44,276	46,118	48,037	50,039
User charges and fees	15,347	15,568	17,860	18,265	19,122	19,965	20,846	21,720	22,631	23,581	24,571	25,604
Other revenue	1,315	3,282	529	553	573	593	614	636	659	683	707	733
Grants and contributions provided for operating purposes	23,236	31,151	28,958	21,365	21,899	22,447	23,008	23,583	24,173	24,777	25,397	26,032
Grants and contributions provided for capital purposes	9,775	22,514	88,231	125,992	71,316	32,893	4,295	5,552	4,224	6,116	9,278	4,315
Interest and investment revenue	1,183	1,036	1,289	1,296	1,303	1,309	1,317	1,324	1,332	1,339	1,347	1,355
Other income	844	990	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	-	-	357	369	379	388	398	407	417	428	438	449
Rental income	-	-	1,075	1,115	1,146	1,177	1,209	1,243	1,277	1,312	1,348	1,385
Total income from continuing operations	82,921	107,250	172,290	204,681	152,982	117,758	92,504	96,975	98,989	104,354	111,123	109,912
Expenses from continuing operations												
Employee benefits and on-costs	33,425	33,182	30,567	30,855	32,281	33,868	35,126	36,429	37,780	39,181	40,631	42,136
Materials and services	27,464	32,655	25,823	25,735	27,260	28,171	28,807	29,463	30,138	30,833	31,548	32,284
Borrowing costs	487	266	5	11	300	291	282	272	262	251	240	228
Depreciation, amortisation and impairment of non-financial assets	22,039	19,655	20,309	24,095	26,580	27,682	28,213	28,759	29,317	29,889	30,476	31,076
Other expenses	13,950	1,625	9,590	9,977	10,228	10,487	10,749	11,018	11,294	11,576	11,865	12,162
Net losses from the disposal of assets	640	818	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	98,005	88,201	86,294	90,673	96,649	100,499	103,177	105,941	108,791	111,730	114,760	117,886
Operating result from continuing operations	(15,084)	19,049	85,996	114,008	56,333	17,259	(10,673)	(8,966)	(9,802)	(7,376)	(3,637)	(7,974)
Net operating result for the year before grants and contributions provided for capital purposes	(24,859)	(3,465)	(2,235)	(11,984)	(14,983)	(15,634)	(14,968)	(14,518)	(14,026)	(13,492)	(12,915)	(12,289)

Source – AEC (Unpublished)

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Table 5.5. Independent Forecast – Statement of Cashflows

AEC Developed Forecast - Statement of Cash Flows	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from operating activities												
Receipts:												
Rates and annual charges	30,849	33,113	33,991	35,726	37,244	38,986	40,817	42,510	44,276	46,118	48,037	50,039
User charges and fees	14,730	15,753	17,880	18,265	19,122	19,965	20,846	21,720	22,631	23,581	24,571	25,804
Investment and interest revenue received	1,330	1,185	1,289	1,296	1,303	1,309	1,317	1,324	1,332	1,339	1,347	1,355
Grants and contributions	37,948	56,672	117,189	54,155	32,639	30,906	27,303	29,135	28,397	30,893	34,675	30,347
Bonds, deposits and retention amounts received	-	12	-	-	-	-	-	-	-	-	-	-
Other	7,062	9,615	1,961	2,037	2,098	2,158	2,221	2,286	2,353	2,423	2,493	2,567
Payments:												
Employee benefits and on-costs	(33,118)	(32,958)	(30,567)	(30,855)	(32,281)	(33,868)	(35,126)	(36,429)	(37,780)	(39,181)	(40,631)	(42,136)
Materials and services	(32,264)	(28,157)	(25,823)	(25,735)	(27,260)	(28,171)	(28,807)	(29,463)	(30,138)	(30,833)	(31,548)	(32,284)
Borrowing costs	(49)	(18)	(5)	(11)	(300)	(291)	(282)	(272)	(262)	(251)	(240)	(228)
Bonds, deposits and retention amounts refunded	(204)	-	-	-	-	-	-	-	-	-	-	-
Other	(3,840)	(4,328)	(9,590)	(9,977)	(10,228)	(10,487)	(10,749)	(11,018)	(11,294)	(11,576)	(11,865)	(12,162)
Net cash provided (or used in) operating activities	22,244	50,889	106,305	44,901	22,337	20,507	17,540	19,793	19,515	22,513	26,839	23,102
Cash Flows from investing activities												
Sale of investments	34,000	9,000	-	39,000	-	-	-	-	-	-	-	-
Sale of infrastructure, property plant and equipment	1,197	1,728	-	1,347	1,054	1,452	486	875	1,854	1,373	1,037	521
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of investment securities	-	(10,000)	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(21,803)	(41,737)	(118,354)	(52,767)	(38,722)	(26,489)	(21,787)	(31,142)	(27,281)	(29,109)	(39,027)	(22,242)
Purchase of intangible assets	(3,771)	-	-	-	-	-	-	-	-	-	-	-
Purchase of real estate assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred debtors and advances made	-	-	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	9,823	(41,009)	(118,354)	(12,420)	(37,668)	(25,037)	(21,301)	(30,267)	(25,427)	(27,736)	(37,990)	(21,721)
Cash Flows from financing activities												
New Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	-	-	150	-	5,304	-	-	-	-	-	-	-
Repayment of borrowings and advances	(521)	(316)	(31)	(17)	(157)	(166)	(175)	(184)	(194)	(205)	(216)	(228)
Principal component of lease payments	(84)	(78)	-	-	-	-	-	-	-	-	-	-
Repayment of Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) financing activities	(605)	(394)	119	(17)	5,147	(166)	(175)	(184)	(194)	(205)	(216)	(228)
Net increase/(decrease) in cash and cash equivalents	31,462	9,486	(11,930)	32,464	(10,184)	(4,696)	(3,936)	(10,658)	(6,106)	(5,428)	(11,367)	1,153
Cash and cash equivalents - beginning of year	6,548	38,008	47,494	35,564	68,028	57,844	53,148	49,212	38,554	32,448	27,020	15,653
Cash and cash equivalents - end of year	38,008	47,494	35,564	68,028	57,844	53,148	49,212	38,554	32,448	27,020	15,653	16,806
Investments on hand - end of year	38,000	39,000	39,000	-	-	-	-	-	-	-	-	-
Total cash, cash equivalents and investments	76,008	86,494	74,564	68,028	57,844	53,148	49,212	38,554	32,448	27,020	15,653	16,806

Source – AEC (Unpublished)

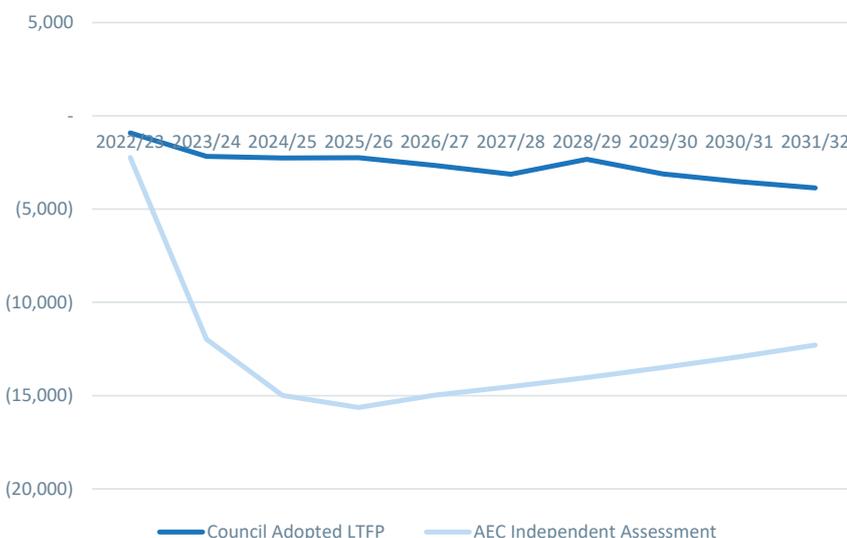


5.5 COMPARISON OF THE ADOPTED LTFP AND THE AEC FORECAST

5.5.1 Net Operating Result

The net operating result in the AEC Forecast (see Table 5.4) is a significantly deteriorated position compared to the Adopted LTFP. The AEC Forecast recognises approximately \$4 million less in operational grants compared to the Adopted LTFP, as well as projects an increase in operational expenditure due to increased depreciation and operational costs associated with the SAP development.

Figure 5.1. Comparison of the Net Operating Result (before grants and contributions provided for capital purposes) (\$'000s)



Source – AEC (Unpublished).

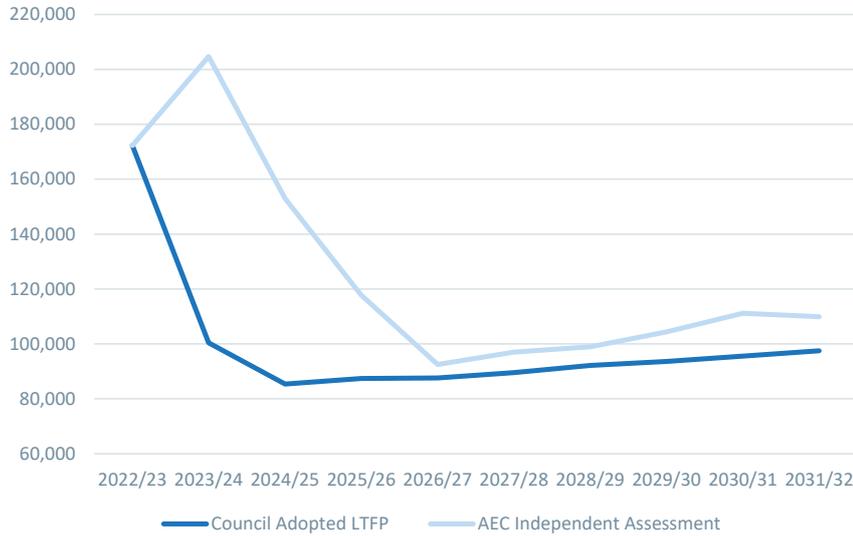
5.5.2 Operating Revenue

Figure 5.2 below compares the total operating revenue as reported on the Income Statement. The AEC Forecast includes recognition of the contributed assets from the SAP development in the financial years 2023/24, 2024/25 and 2025/26. This will not generate additional cash, but in compliance with accounting practices, contributed assets must be recognised on the Income Statement. The AEC Forecast is projecting slightly higher recurrent revenue generated, predominantly due to expected higher general rates (due to a higher population growth due to the SAP development) and a higher anticipated rate peg.

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Figure 5.2. Comparison of Operating Revenue (\$'000s)

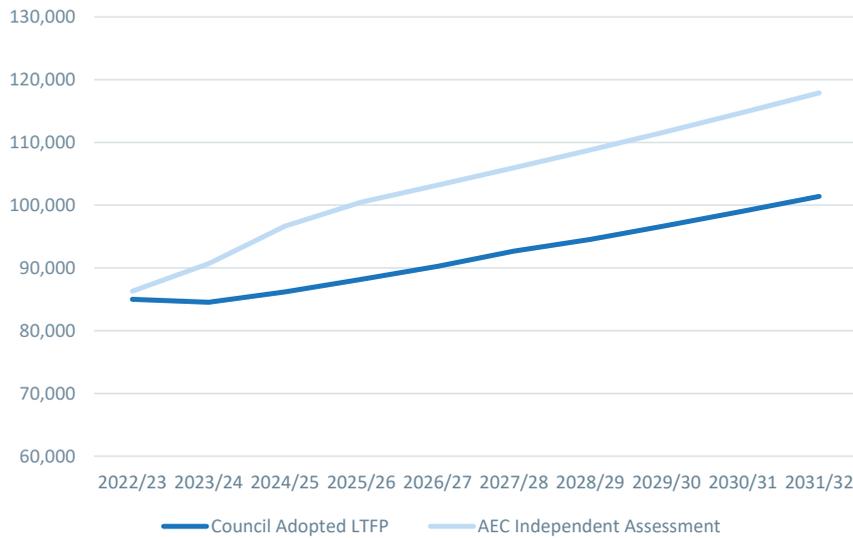


Source – AEC (Unpublished).

5.5.3 Operating Expenditure

The projected operating expenditure reported on the AEC Forecast Income Statement (see Table 5.4) is a significant increase in operating expenditure. This is most predominately due to the increase in depreciation expense and operating costs associated with the SAP contributed assets.

Figure 5.3. Comparison of Operating Expenditure (\$'000s)



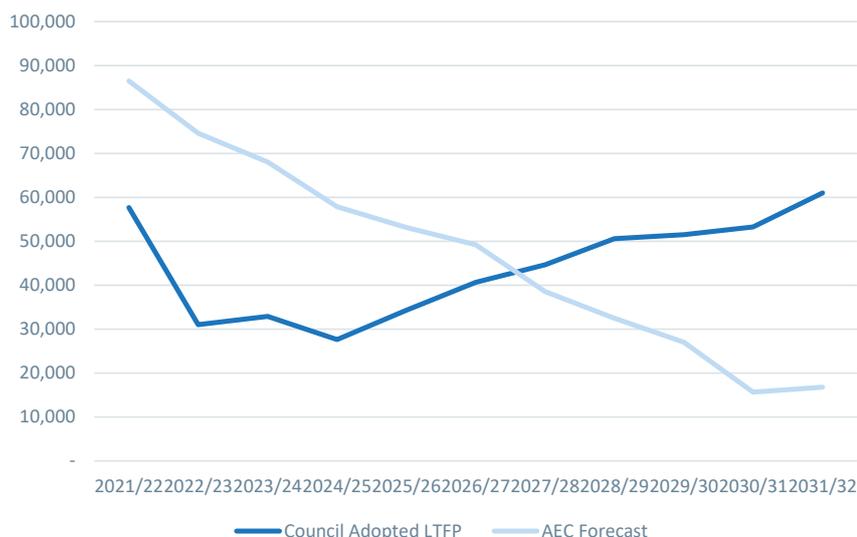
Source – AEC (Unpublished).



5.5.4 Cash and Cash Equivalents

There is a large difference in the reported cash and cash equivalents balance in the Cash Flow Statement for the Adopted LTFP (see Table 5.3) and the AEC Forecast (see Table 5.5). The difference is due to a larger investment in the AEC Forecast on renewal of assets, as well as less cash generated from operational activities.

Figure 5.4. Comparison of Cash and Cash Equivalents (\$'000s)



Source – AEC (Unpublished).

5.5.5 Internal Loans

The adopted LTFP assumes an internal loan from the Water Fund to the General Fund for capital projects to be repaid over the forward 10 years at an interest rate of 1%. To implement the loan the Council required Ministerial approval, which was not successful. Therefore, the AEC forecast does not include the internal loan, rather the projects are funded from mostly assumed grant funding or existing reserves where available.

5.5.6 Comparison of Capital Works Plans

The following analysis compares the capital works plan developed in the Adopted LTFP and the AEC Forecast to calculate the cash requirement for asset renewals, asset upgrades and new assets.

It is important to note that the planned investments in the following tables are in nominal dollars as at 2022. The Cash Flow Statement balances presented in other sections of this report are in real dollars (included expected indexation for years 2023/24 onwards). It should also be noted that the AEC Forecast includes carryover projects not completed in 2021/22. The Adopted LTFP does not have carryovers, rather assumed that the projects would have been completed in 2021/22.

In total, the Adopted LTFP planned to invest \$334.5 million in capital works over the 10-year program, compared the AEC Forecast of \$353.3 million – a difference of \$18.8 million – see Figure 5.5Table 5.6 below.

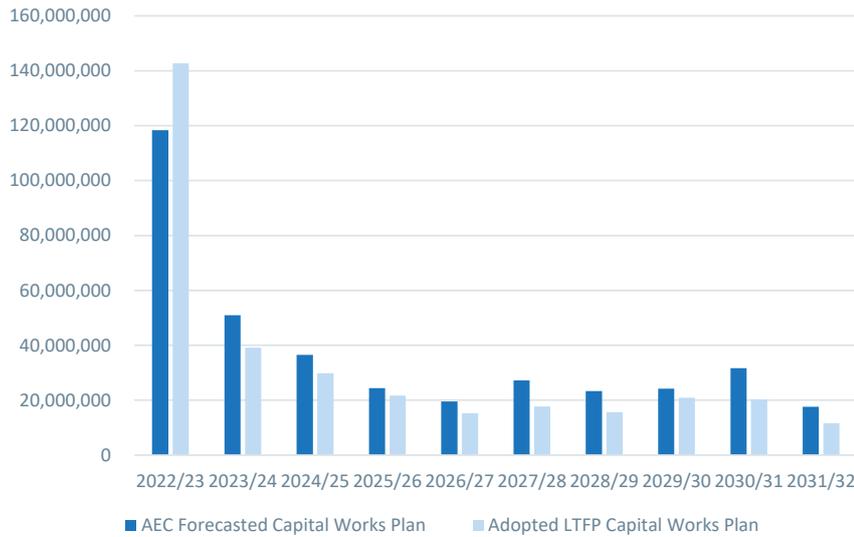
The comparison of the investment in renewals is outlined in Figure 5.6 below, with the AEC Forecast investing more in asset renewals in a majority of the financial years and achieving the asset renewal ratio of 100% for most financial years.

A comparison of Table 5.6 and Table 5.7 indicate a broader spread of investment in assets in the AEC Forecast. However, there is less investment in the roads asset class in the AEC Forecast. The investment required on roads



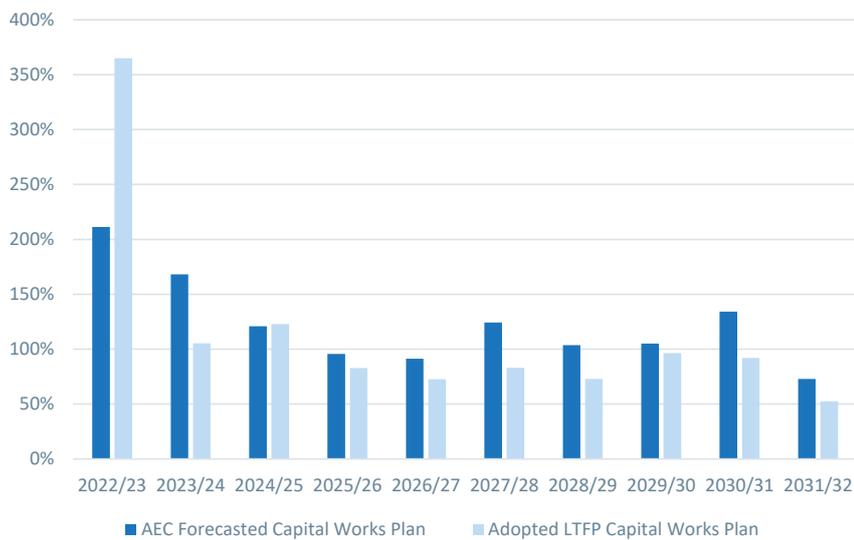
is currently unclear, with several reviews undertaken by Council indicating an increase in investment on the roads is necessary (above that included in the AEC Forecast). However, the review of the modelling suggests the higher investment is based upon unreliable data and without an optimal approach taken to the different hierarchy of roads. A reliable pavement management system is necessary to determine how much investment is necessary.

Figure 5.5. Comparison of Capital Works Plan – Adopted LTFP and AEC Forecast - Adopted LTFP (\$ Nominal as at 2022)



Source – AEC (Unpublished).

Figure 5.6. Comparison of Asset Renewal Ratio – Adopted LTFP and AEC Forecast



Source – AEC (Unpublished).

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Table 5.6. Capital Works Plan – Adopted LTFP (\$ Nominal as at 2022)

Asset Class	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	
Bridges	1,800,000	0	0	0	0	0	0	0	0	0	
Buildings Non-specialised	3,561,996	0	3,269	0	116,377	248,101	1,045,607	5,972	7,803	727	
Buildings Specialised	20,893,858	0	0	0	0	0	0	0	0	0	
ICT Replacement	0	0	0	0	0	0	0	0	0	0	
Office Equipment	80,000	82,000	83,640	85,731	87,874	90,071	92,322	94,630	96,996	99,421	
Other Open Space Recreation	11,622,390	7,696,338	0	10,920	97,460	165,903	163,787	305,679	52,888	1,318,595	
Other Structures	238,400	0	0	0	112,400	211,914	1,524	116,233	261,205	161,573	
Plant & Equipment (incl Fleet	2,811,661	3,521,199	3,039,377	4,019,014	1,888,188	3,003,566	6,174,170	4,892,150	2,129,046	1,712,984	
Resource and Waste	5,150,000	0	0	0	0	0	0	0	0	0	
Roads	41,034,141	19,341,567	15,464,647	15,509,527	8,673,763	8,374,082	7,789,082	8,572,116	8,678,104	7,519,105	
Stormwater	180,000	0	0	0	0	0	0	0	0	0	
Wastewater	21,329,497	579,828	3,710,103	0	1,431,909	4,816,123	429,456	2,820,948	8,525,699	0	
Water	34,003,484	7,942,378	7,514,470	2,054,137	2,910,858	814,124	0	4,139,057	445,773	816,690	
TOTAL EXPENSES	142,705,427	39,163,310	29,815,506	21,679,329	15,318,829	17,723,884	15,695,948	20,946,785	20,197,514	11,629,095	
New	24,641,248	7,696,338	0	0	0	0	0	0	0	0	
Upgrade	43,933,889	9,866,666	4,366,666	4,366,666	0	0	0	0	0	0	
Renewal	74,130,290	21,600,306	25,448,840	17,312,663	15,318,829	17,723,884	15,695,948	20,946,785	20,197,514	11,629,095	
TOTAL EXPENSES	142,705,427	39,163,310	29,815,506	21,679,329	15,318,829	17,723,884	15,695,948	20,946,785	20,197,514	11,629,095	
Depreciation	20,309	20,508	20,710	20,913	21,118	21,326	21,535	21,747	21,960	22,176	
Renewal Ratio	365%	105%	123%	83%	73%	83%	73%	96%	92%	52%	
General	General Revenue	11,767,142	11,687,114	11,830,813	10,636,558	11,423,750	11,386,281	11,918,940	10,856,845	10,302,087	8,479,421
	Grant Funding	18,037,905	6,467,916	6,520,447	0	0	0	0	0	0	1,059,779
	Borrowings	0	0	0	0	0	0	0	0	0	0
	Reserves	836,057	435,903	1,273,932	339,504	669,887	3,880,211	2,067,840	369,197	510,318	2,689,656
	Uncompleted works	0	0	0	0	0	0	0	0	0	0
Water	General Revenue	0	0	0	0	0	0	0	0	0	

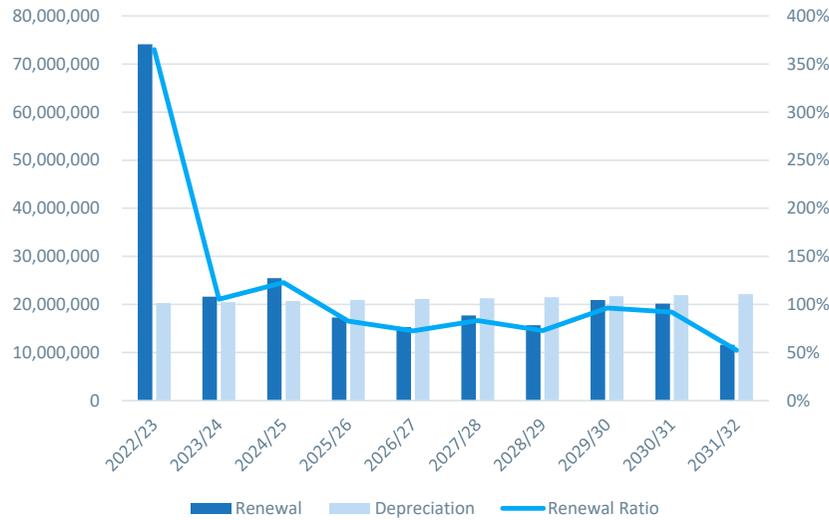
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Asset Class		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Sewer	Reserves	2,942,378	7,514,470	2,054,137	2,910,858	814,124	0	4,139,057	445,773	816,690	1,000,000
	Grant Funding	5,000,000	0	0	0	0	0	0	0	0	750,000
	General Revenue	0	0	0	0	0	0	0	0	0	0
	Reserves	579,828	3,710,103	0	1,431,909	4,816,123	429,456	2,820,948	8,525,699	0	1,750,000
	Grant Funding	0	0	0	0	0	0	0	0	0	500,000
TOTAL EXPENSES		142,705,427	39,163,310	29,815,506	21,679,329	15,318,829	17,723,884	15,695,948	20,946,785	20,197,514	11,629,095

Source – Council LTFP, AEC Analysis

Figure 5.7. Capital Works Asset Renewals – Adopted LTFP (\$ Nominal as at 2022)



Source – Council LTFP, AEC Analysis

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Table 5.7. Capital Works Plan – AEC Forecast (\$ Nominal as at 2022)

Asset Class	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	
Bridges	3,375,123	6,300,490	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
Buildings Non-specialised	4,094,880	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	
Buildings Specialised	21,300,970	250,000	5,250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	
ICT Replacement	0	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	
Office Equipment	80,000	282,000	283,640	285,731	287,874	290,071	292,322	294,630	296,996	299,421	
Other Open Space Recreation	13,279,574	7,996,338	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	
Other Structures	869,423	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	
Plant & Equipment (incl Fleet	2,811,661	3,538,782	4,311,388	3,686,395	1,799,756	5,127,539	5,991,302	3,332,133	2,897,460	1,749,665	
Resource and Waste	2,599,838	4,444,189	3,128,277	671,517	347,217	325,597	1,233,636	1,103,917	801,237	239,117	
Roads	42,807,109	14,041,567	10,116,666	10,116,666	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	
Stormwater	1,180,000	0	0	0	0	0	0	0	0	0	
Wastewater	11,817,141	2,829,828	6,310,103	2,250,000	4,031,909	8,416,123	2,679,456	6,420,948	14,625,699	2,250,000	
Water	14,137,700	9,750,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	
TOTAL EXPENSES	118,353,419	50,983,194	36,500,074	24,360,309	19,546,756	27,259,330	23,296,716	24,251,628	31,721,392	17,638,203	
New	25,325,309	7,696,338	7,500,000	0	0	0	0	0	0	0	
Upgrade	50,852,185	9,866,666	4,366,666	4,366,666	0	0	0	0	0	0	
Renewal	42,175,925	33,420,190	24,633,408	19,993,643	19,546,756	27,259,330	23,296,716	24,251,628	31,721,392	17,638,203	
TOTAL EXPENSES	118,353,419	50,983,194	36,500,074	24,360,309	19,546,756	27,259,330	23,296,716	24,251,628	31,721,392	17,638,203	
Depreciation	19,952,389	19,867,477	20,364,164	20,873,268	21,395,100	21,929,978	22,478,227	23,040,183	23,616,187	24,206,592	
Renewal Ratio	211%	168%	121%	96%	91%	124%	104%	105%	134%	73%	
General	General Revenue	10,337,792	8,071,913	8,133,640	8,135,731	8,137,874	8,140,071	8,142,322	8,144,630	8,146,996	8,149,421
	Grant Funding	68,498,116	24,084,530	6,773,735	5,534,545	1,086,804	1,081,399	1,308,409	1,275,979	1,200,309	1,059,779
	Borrowings	150,000	0	5,000,000	0	0	0	0	0	0	0
	Reserves	13,412,670	6,246,924	6,032,596	4,190,033	2,040,169	5,371,737	6,916,529	4,160,071	3,498,388	1,929,003
Water	Uncompleted works	0	0	0	0	0	0	0	0	0	0
	General Revenue	0	0	0	0	0	0	0	0	0	0
	Reserves	4,137,700	4,000,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000

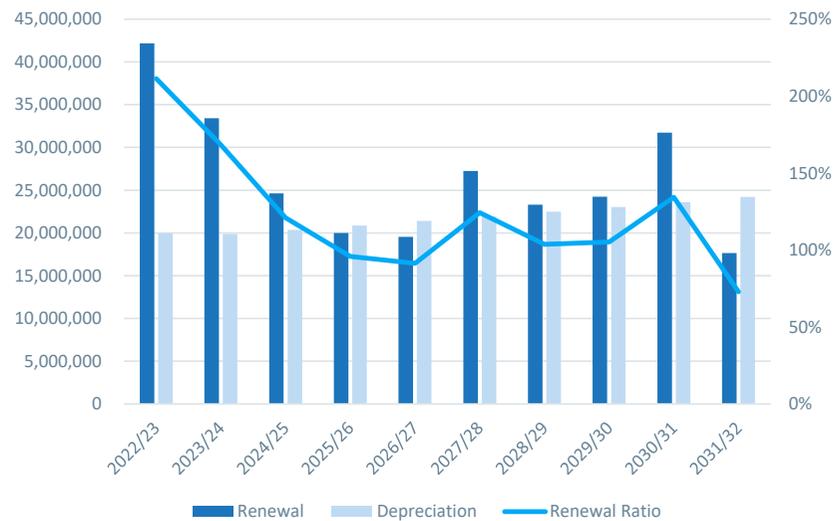
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Asset Class		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Sewer	Grant Funding	10,000,000	5,750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
	General Revenue	0	0	0	0	0	0	0	0	0	0
	Reserves	1,417,141	2,329,828	5,310,103	1,750,000	3,031,909	6,416,123	2,179,456	4,420,948	10,125,699	1,750,000
	Grant Funding	10,400,000	500,000	1,000,000	500,000	1,000,000	2,000,000	500,000	2,000,000	4,500,000	500,000
TOTAL EXPENSES		118,353,419	50,983,194	36,500,074	24,360,309	19,546,756	27,259,330	23,296,716	24,251,628	31,721,392	17,638,203

Source – AEC (Unpublished).

Figure 5.8. Capital Works Asset Renewals – AEC Forecast (\$ Nominal as at 2022)



Source – AEC (Unpublished).



6. VISION FOR A FINANCIALLY SUSTAINABLE COUNCIL

The Council will be financially sustainable if it can deliver the Community Strategic Plan and Delivery Program whilst demonstrating capacity to maintain financial capital and infrastructure capital over the short (1-4 years), medium (4-10 years) and long term (10-25 years).

The Council can demonstrate capacity to delivery financial sustainability through the following:

- **Operating position** – the ability to generate sufficient revenue and control of services and infrastructure costs to produce sufficient cash from operations.
- **Availability of Cash** – the ability to maintain sufficient cash (or access to cash) to meet the needs of operations, investments and financing (borrowings).
- **Investment in Assets** – the ability to renew or replace assets to maintain the desired level of service and the provision of new assets to meet demand for growth in services.

A financially sustainable Council can invest in developing and growing the local economy, and can withstand, react and adapt to unplanned shocks. Good governance, effective decision-making frameworks and robust financial management practices are required to support the implementation of a financial sustainability strategy.

This section outlines the criteria that the Council needs to meet to achieve a financially sustainable position.

6.1 CAPACITY TO DELIVER THE COMMUNITY STRATEGIC PLAN

The Long-Term Financial Plan of the Council needs to enable the delivery of strategies identified with the Community Strategic Plan and the delivery of actions within the Delivery Program.

The Snowy Monaro 2042 Community Strategic Plan identifies the following strategies:

- Snowy Monaro Youth Strategy 2019-2022
- Snowy Monaro Regional Council Disability Inclusion Action Plan 2017-2021
- Snowy Monaro Regional Economic Development Strategy 2018-2022
- Snowy Monaro Regional Economic Development Strategy Bushfire Impact Review
- Snowy Monaro Destination Management Plan 2019
- Snowy Monaro Local Strategic Planning Statement
- South East and Tablelands Regional Plan
- Snowy Monaro Waste Management Strategy
- Snowy Monaro Regional Council On-Site Sewage Management Strategy
- South East and Tablelands Regional Plan 2036
- Snowy Monaro Asset Management Strategy
- Snowy Monaro Asset Management Plans
- Customer Service Charter
- Snowy Monaro Community Participation Plan.

The Long -Term Financial Plan should include the funding required for the implementation of actions associated with the above strategies, including impact of future demand for services. The associated resourcing and asset requirements for the planning horizon (including forecast increases/decreases and other changes in service demand) should also be included in the Workforce Management Plan and Asset Management Strategy and Asset Management Plans.

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6.2 ACHIEVING A FINANCIALLY SUSTAINABLE POSITION

The desired state of financial sustainability is based on six focus areas:

- Focus Area A – Improved Operating Position
- Focus Area B – Responsible Investment in Assets
- Focus Area C – Improved Availability of Cash
- Focus Area D – Improved Strategic Service Planning
- Focus Area E - Investment in Growth and Economic Development
- Focus Area F – Enhancements to Governance, Prioritisation and Decision Making



Table 6.1 Desirable Financially Sustainable Position – Focus Area A – Improvement to the Operating Position

Focus Area	Desired Sustainable Position
Improvement to the Operating Position	<ul style="list-style-type: none"> • Long -Term Financial Plan demonstrates that generation of revenue in the General Fund exceeds the operating costs of efficient and optimised² operations (including depreciation), producing sufficient cash from operational activities to: <ul style="list-style-type: none"> ○ Fund all planned General Fund asset renewals without unrealistic reliance upon grants; ○ Repayment of any General Fund borrowings; and ○ Deliver new and upgraded infrastructure for planned growth in services, which may be funded through a mixture of developer contribution reserves, internally constrained reserves and borrowings. • The annual Budget development process is well integrated with activity planning as outlined in the Delivery Program and Operational Plan. • The Budget is used to implement efficiency or productivity initiatives. • There is clear accountability for performance against the Budget and the Long-Term Financial Plan. • The annual Budget and Long-Term Financial Plan are integrated with the Asset Management Plans and the Workforce Management Plan. • Transfer of Aged Care facilities to a private provider or increased Commonwealth funding to enable a financially viable business. • User Fees and Charges and other revenue increasing year on year to match the full cost recovery of the service provided. • Less reliance on operating grant funding for ongoing operating expenses. • Whole of life costing analysis of all proposed projects, and analysis on the impact new assets or services has upon the sustainability of the Council in the longer term (built into the Project Management and Decision-Making Framework). • Business units generating a return to General Fund. • Optimised approach to asset maintenance – treatments are planned, and triggers based on condition and known optimal intervention point. • Rationalisation of facilities to provide optimal delivery of services within resource constraints and willingness of community to pay. • Levels of services established to guide scheduling of reactive works. • Asset management plans well prepared to provide direction, criteria and guidelines to practice. • Budget process for staff establishment based on a defined approved organisational chart, by position. • Consider budgeting for vacancies calculated as a % of the budget based on an approved organisational chart. • Sewer pricing to be based on full cost pricing principles. • Well planned and documented renewal program and network growth to inform the full cost pricing. • A fully funded business plan for business units including water, and sewer businesses. • Project management framework with mandatory planning stages that identifies whole of life costs and funding sources. • Financial controls established to monitor project expenditure. • Decision gateways to prevent projects proceeding until approval provided. • Capital expenditure reviews, project feasibility and business cases developed to better inform Council. • Positive cost benefit from the SAP development.

² Optimised operations requires balanced approach to planned and reactive actions to achieve the lowest cost of service over the long term (including asset maintenance).



Table 6.2 Desirable Financially Sustainable Position – Focus Area B – Increasing Availability of Cash

Focus Area	Desired Sustainable Position
<ul style="list-style-type: none"> Increasing Availability of Cash 	<ul style="list-style-type: none"> Long-Term Financial Plan supported by cashflows projections sufficient to support the delivery of services and asset management. Sufficient unrestricted cash is available to support general revenue funded operations. Monthly report based on actual restrictions.

Source – AEC (Unpublished).

Table 6.3 Desirable Financially Sustainable Position – Focus Area C – Responsible Investment in Assets

Focus Area	Desired Sustainable Position
Responsible Investment in Assets	<ul style="list-style-type: none"> Asset renewals backlog known based on asset plans for each asset class and agreed service levels. Asset Management plans are fully integrated with the Long-Term Financial Plan. Asset Management Plans based on current condition data and optimal asset intervention points. Regional Roads external funding increased in line with the required funding to maintain the current condition of the regional road network. Funding for maintenance and renewal of the unsealed road network sufficient to maintain the unsealed road network at an acceptable level. Asset renewal planning and funding available for all asset classes based on condition / risk and agreed service level. Depreciation, maintenance and renewal costs of new assets being constructed or acquired are reflected and funded in the Long-Term Financial Plan. Depreciation, maintenance and renewal costs of assets contributed through the SAP are reflected and funded in the LTFP. Assets reviewed and aligned with strategic service planning, planned growth and funding availability.

Source – AEC (Unpublished).

Table 6.4 Desirable Financially Sustainable Position – Focus Area D – Enhanced Strategic Service Planning

Focus Area	Desired Sustainable Position
Enhanced Strategic Service Planning	<ul style="list-style-type: none"> Services provided based on a strategic service review, including a review of net costs, agreed service levels and rationalisation. Agreed service provision and service levels reflected and funded in the Long-Term Financial Plan. Asset provision is aligned with strategic service planning and agreed service levels and reflected and funded in the Long-Term Financial Plan. Workforce Plan based on the Community Strategic Plan and reflected in the Long-Term Financial Plan.

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Table 6.5 Desirable Financially Sustainable Position – Focus Area E – Enhanced Productivity and Efficiency of Services

Focus Area	Desired Sustainable Position
Enhanced Productivity and Efficiency of Services	<ul style="list-style-type: none"> • Efficiencies identified through ongoing service reviews are implemented and reflected in the LTFP. • Completion of existing strategies. • Complete all accepted recommendations from the organisational review. • Implementation of the Waste Management Strategy including: <ul style="list-style-type: none"> ○ Landfill upgrade ○ Transfer station upgrade ○ Closure of identified transfer stations and introduce bank of bins and half yearly bulk waste drop off ○ Expand bank of bins (BOBs) ○ Remediate legacy landfill and convert to emergency landfill ○ Upgrade collection trucks ○ Review gate fee structure <ul style="list-style-type: none"> ▪ Implementation of the Governance Service Review recommendations including: <ul style="list-style-type: none"> ○ Agree on approved structure and recruit (completed) ○ Agree on priority of improvement opportunities (completed) ○ Approve project plans ○ Agree on additional resources for projects ○ Agree on progress reporting <ul style="list-style-type: none"> ▪ Implementation of the Field Force 4 recommendations in the Works Management, Field Operations and Contract Delivery Service Review: ○ Alignment of end-to-end process to best practice ○ Annual work programming and standard estimates ○ Introduction of management operating systems and supporting dashboards ○ Review Civica, CRM and Work order management ○ Culture and engagement improvements ○ Frontline leadership ○ Performance and culture

Source – AEC (Unpublished).

Table 6.6 Desirable Financially Sustainable Position – Focus Area F – Investment in Growth and Economic Development

Focus Area	Desired Sustainable Position
Investment in Growth and Economic Development	<ul style="list-style-type: none"> • Local strategy for tourism and economic development. • Reactive, rather than planned approach to growth. • Strategic service review and planning has been undertaken. • Strategic asset management planning has been undertaken. • Council is able to influence and plan for growth driven by other levels of government.

Source – AEC (Unpublished).

Table 6.7 Desirable Financially Sustainable Position – Focus Area F – Enhanced Governance, Prioritisation and Decision - Making

Focus Area	Desired Sustainable Position
Enhanced Governance, Prioritisation and Decision - Making	<ul style="list-style-type: none"> • A Financial Strategy to achieve financial sustainability through achieving operating results and cashflow generation through strategic service planning, productivity improvements, strategic asset management and workforce planning. • Financial Strategy established by Council, management responds with a Draft Budget/Long-Term Financial Plan to implement the strategy, Council amends Draft and Approves final Budget/Long-Term Financial Plan.

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Focus Area	Desired Sustainable Position
	<ul style="list-style-type: none"> • A strategic and robust Budget development process that is guided by the Long-Term Financial Plan, reflects the business plans of all activities across Council and is subject to strategic oversight. • A Long-Term Financial Plan that reflects operational and asset management requirements over the next ten-year period. • An adopted organisational structure and associated processes to maintain the integrity of the staff establishment numbers and to enable accurate and timely reporting and appropriate budgeting for employee costs. • Funding sources budgeted at project level to support project management within the available budget and to enable overall budget management of Council funding. • All proposed projects are assessed through the Project Management Framework. • Project delivery is aligned with project planned timeframes to reduce unspent funds at the end of the financial year.

Source – AEC (Unpublished).

6.3 SETTING TARGETS TO BE FINANCIALLY SUSTAINABLE

Table 6.8. Target Performance for Focus Areas

Focus Area	Target Financial Sustainability Indicator
Improvement to the Operating Position	<ul style="list-style-type: none"> • Operating performance ratio > 0.00% • Own source operating revenue ratio > 60.00%
Increased Availability of Cash	<ul style="list-style-type: none"> • Unrestricted current ratio >1.5X • Debt cover ratio > 2.00% • Cash expense ratio > 3.00 months • Rates and annual charges outstanding <10.00%
Responsible Investment in Assets	<ul style="list-style-type: none"> • Buildings and infrastructure renewals ratio >=100.00% • Infrastructure backlog ratio <2% • Asset maintenance ratio >100%
Enhanced Strategic Service Planning	<ul style="list-style-type: none"> • Operating performance ratio > 0.00% • Infrastructure backlog ratio <2%
Investment in Growth and Economic Development	<ul style="list-style-type: none"> • Population growth rate • Socio-economic index rating • Unemployment rate • Average household income • Number of rate assessments • Number of development applications determined • Number of building approvals • Number of active businesses • Visitations to the region
Enhanced Governance, Prioritisation and Decision - Making	<ul style="list-style-type: none"> • Annual completion rate of projects • Success rate of grant applications

Source – AEC (Unpublished).



7. STRATEGIC OPTIONS

This chapter aligns the key findings of the Financial Sustainability Review regarding the current state of the financial performance of the Council as outlined in Chapter 3, the projected financial performance of the Council as outlined in Chapter 5, and the desired financially sustainable position as outlined in Chapter 6.

A gap analysis between the current state of the financial performance of the Council and the desired financially sustainable position has been undertaken and the root cause, or key reason/s for the gap, have been identified to ensure that the strategic options recommended are targeted at effective actions that will deliver the necessary change in financial sustainability.

The key findings and the associated strategic options are based on six focus areas:

- Focus Area A – Improvement to the Operating Position
- Focus Area B – Responsible Investment in Assets
- Focus Area C – Improved Availability of Cash
- Focus Area D – Improved Strategic Service Planning
- Focus Area E - Investment in Growth and Economic Development
- Focus Area F – Enhancements to Governance, Prioritisation and Decision Making

7.1 FOCUS AREA A – IMPROVEMENT TO THE OPERATING POSITION

The Council has produced underlying operating deficits that have deteriorated since 2016/17, with annual operating deficits ranging from \$2 to \$22M on a consolidated basis, and operating deficits ranging between \$1 million and \$26 million for the General Fund. The three councils that were merged to form the Council each produced operating deficits and were forecasting uncorrected operating deficits in their long-term financial plans. In the 2022-2032 adopted Long-Term Financial Plan the Council is projecting to continue generating annual operating deficits averaging \$2.8 million from 2023/24. The revised sustainable forecast prepared by AEC projects ongoing annual deficits averaging \$12.3 million from 2023/24 onwards.

Recognition of a structural deficit can be measured by excluding one-off adjustments from the historical audited operating result (e.g., 2020/21 recognition of landfill liability) and excluding revenue and expenditure on non-recurrent grant programs (capital and operating). The structural operating deficit for the Council exists primarily within the General Fund. However, it is noted that the Water Fund and Sewer Fund have a deteriorating trend in the operating result since 2016/17. In the 2021/22 financial year the Sewer Fund has produced an operating deficit.

To address the structural operating deficit Council needs to improve the historical operating position in the General Fund by in the order of an estimated \$4.5 to \$5.0 million each year. In addition to addressing the historical structure deficit, Council will need to address the further deterioration in the operating position due to increased depreciation and other costs related to SAP contributed assets and impact of Council funded new assets and asset upgrades within the current capital works program.

The identified required improvements do not contemplate the capacity to address the existing infrastructure backlog or any improvement in the current service levels. To be financially sustainable Council must produce operating surpluses to deliver services at an acceptable service level and at an acceptable risk exposure for the assets and infrastructure. Demand management is essential for long term sustainability – in particular the management of community expectations, legislative requirements and other community service obligations. The recommended improvement in the operating position of the Council needs to support increased financial capacity accordingly. Table 7.1 below identifies the projected ongoing gaps assessed on current settings and the root cause of the gaps.

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Table 7.1. Gap Analysis - Focus Area A – Improvement to the Operating Position

Ref	Key Finding	Gap Analysis	Root Cause
A1	<ul style="list-style-type: none"> Generation of revenue in the General Fund is insufficient to fund operating expenditure for current operations. 	<ul style="list-style-type: none"> A historical structural operating deficit of \$4.5 to \$5 million deteriorating further to approx. \$13.9 million in the forecast period. Operating deficit is ongoing in the General Fund. Additional maintenance expenditure is necessary across most asset classes resulting in additional cash to be generated from the operations (approximately \$5 million and subject to revision based on the Asset Management Strategy and Asset Management Plans). At least an additional \$19.4 million in additional annual revenue over the next 10 years is required to avoid a deterioration in the cash position of Council At least \$1 million in productivity / efficiency savings is likely to be achievable Roads to Recovery funding continuation is assumed. 	<ul style="list-style-type: none"> A legacy of structural operating deficits in the General Fund at least since 2012/3. The average rates of the Council are significantly lower than comparable Councils despite a larger area/population ratio indicating the rating effort is not sufficient. General rates increase is limited to rate-pegging. Rate-freeze policy applicable for 4 years after the merger. Fees and charges are not based on full cost recovery. Operating grant funding for some programs may not be sufficient for the full cost of providing the programs. Cost shifting, community service obligations and other operating costs are increasing due to factors outside Council's control. Business units not generating a return to General Fund and/or operating at a net cost.
A2	<ul style="list-style-type: none"> The annual Budget preparation is predominantly based on historical amounts plus a percentage increase for indexation and adjustments to "balance" the budget. The Budget is ineffective as an expenditure control mechanism. There are large differences between the end of financial year actual results and the Budget. Targeted efficiencies or productivity improvements are not implemented through the Budget. There are poor processes for the development of the annual budget. The Long-Term Financial Plan development follows a similar process to the development of the annual Budget. The Long-Term Financial Plan is not updated on a continual basis, that is a review of the Long-Term Financial 	<ul style="list-style-type: none"> Maturity of the Budget and Long-Term Financial Plan development process. Consistency in the budget development leadership (i.e., Chief Financial Officer position). Understanding of costs and cost drivers. The funded establishment is unknown. Lack of integration with Asset Management Plans and the Workforce Management Plan. 	<ul style="list-style-type: none"> Lack of leadership, maturity and financial control approach to Budget and the Long-Term Financial Plan development process. Very high level of turnover in the Chief Financial Officer role. Lack of Budget accountability.

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Ref	Key Finding	Gap Analysis	Root Cause
	Plan is not undertaken as quarterly/monthly adjustments are made or unplanned resourcing decision by Council are made, or unplanned grants received etc.		
A3	<ul style="list-style-type: none"> Aged care facilities contribute approx. \$1M to the historical structural operating deficit. Currently producing an annual deficit of at least \$1.5 million. Use of contract staff is a major contributor to the operating deficit (approx. \$750K). Additional capacity at Yallambee likely to improve position by \$750K. Snowy River transfer from hostel to supported living facility may improve the operating position 	<ul style="list-style-type: none"> Council is currently progressing through a Due Diligence process, following a market tender process for a private provider but there is the uncertainty whether this will occur. Council is also pursuing assistance from the Commonwealth Government to support the transition and viability of aged care within the region. 	<ul style="list-style-type: none"> Declining operator viability and sustainability in the industry. Uncertainty due to Royal Commission and Government funding.
A4	<ul style="list-style-type: none"> Revenue from fees and charges unlikely to have increased in line with increase in expenditure. 	<ul style="list-style-type: none"> Examples: Liquid trade waste deficit of approx. \$50,000. Building certification potential deficit unknown. Swimming pools producing a deficit of approx. \$1.2M. 	<ul style="list-style-type: none"> Annual review of fees and charges by Managers appears to be indexed and may not be aligned with full cost recovery. COVID impact between 2020 and 2021. Target annual increase may be impacted by statutory fees. Historical reluctance to increase fees and charges.
A5	<ul style="list-style-type: none"> There is a high dependency upon operating grants and contributions. Use of grant funding to purchase or acquire new assets without an adequate increase in revenue earned from the asset. 	<ul style="list-style-type: none"> Capacity for the community to contribute to the funding for council services and infrastructure resulting in reliance upon grants. 	<ul style="list-style-type: none"> Operating revenue limited by rate- pegging. Relatively smaller population to bear the rating burden. Historical low rating effort required from community. Culture and decision making by Council to use one-off grant funding to acquire new assets without additional revenue for whole of life costs. Poor information provided to Council on whole of life costs of grant funded projects. Limited control on the grants provided from other levels of government. Some services are fully or predominantly grant funded.
A6	<ul style="list-style-type: none"> Business units producing operating deficits. 	<ul style="list-style-type: none"> Some business units are operating at a net cost. The return to General Fund should be based on the risk profile of the business activity. 	<ul style="list-style-type: none"> Financial targets are not agreed or set for business units. Opportunities to pay dividends from the Water and Sewer businesses have not been explored.

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Ref	Key Finding	Gap Analysis	Root Cause
A7	<ul style="list-style-type: none"> Service reviews suggest inefficiencies in delivery of services. Some rationalisations of facilities have occurred after the merger but further potential to rationalise facilities (e.g., combine administration and library into shared facilities, swimming pools, depots). Approach to asset maintenance is highly reactive, lacking a planned and scheduled approach. 	<ul style="list-style-type: none"> Service review reports provide detailed analysis and assessment. Current versus rationalised provision of facilities. 	<ul style="list-style-type: none"> Rate of Return in accordance with National Competition Policy either not achieved or achieved but not applied. General reactive approach. Lack of optimised lifecycle asset management planning and operations. Poor maturity in asset management. Some service areas not operating as one Council – lack of, or poor, management of the transition of operations from the pre-merger councils.
A8	<ul style="list-style-type: none"> Lack of control of the funded organisational structure. Budget for employee costs is not aligned to an approved staff establishment. 	<ul style="list-style-type: none"> Gap value unknown. 	<ul style="list-style-type: none"> Lack of capacity and /or process to review and update information transferred from pre-merger councils. A funded establishment has not been set. Organisation chart is not maintained. No link between an approved organisational chart and the amount budgeted for employee costs. Technology and process to support effective oversight, control, management of and reporting on, the organisation structure maybe limited.
A9	<ul style="list-style-type: none"> Sewer service operating position has a declining trend 	<ul style="list-style-type: none"> \$0.3M operating deficit in 2021/22. Sewer Reserve balance is not aligned with operating and capital requirements. The annual operating result and the Reserve balance each year may not be sufficient to fund maintenance and renewal costs associated with new assets constructed or acquired, and assets transferred through the SAP. Gap in infrastructure renewal funding unknown. 	<ul style="list-style-type: none"> Annual Charges not aligned to funding required for operations and asset management. Infrastructure funding requirements, including the impact of new assets arising from growth and the SAP is not planned for.
A10	<ul style="list-style-type: none"> Historically Council has lacked a Project Management Framework with sufficient controls to ensure consideration of whole of life costs for projects. 	<ul style="list-style-type: none"> New/upgraded assets through projects in the past 5 years likely to have adversely impacted the operating position by \$1 to 2 million. Current incomplete projects likely to impact operating position by further \$0.5 million. 	<ul style="list-style-type: none"> Immature project management and decision-making framework. Lack of financial controls. Lack of information provided to Council for decision making.

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Ref	Key Finding	Gap Analysis	Root Cause
A11	<ul style="list-style-type: none"> New assets and upgrades of past and currently projects likely to impact significantly on sustainability. SAP likely to generate significant revenue for Council through increase rates, fees and charges however this will be offset through additional operating expenses. SAP has replaced assets that Council would have had to renew. Trail maintenance etc likely to be significant cost to Council Transfer of assets such as Kosciuszko Road should be avoided 	<ul style="list-style-type: none"> Uncertain of the financial impact SAP will have (short-, medium- and long-term financial impact) 	<ul style="list-style-type: none"> NSW State Government controlled development

Table 7.2. Strategic Options - Focus Area A – Improvement to the Operating Position

Ref.	Strategic Options
A1	<ul style="list-style-type: none"> Submit a Special Rate Variation (SRV) Application based on increasing General Fund rates revenue by \$19.4 million over the next 10 years. This can be achieved through a 43% increase above the rate peg in 2023/24 or a staged increase over a number of years. Improve the strategic and technical asset management capability and practices to manage assets at the most optimal whole of life cost Adopt fees and charges that reflect full cost price for services. Strategic review of services to assess the range and levels of service provided, including revision of current investment from general rate funding in tourism and visitor information centres. Review the efficiency and effectiveness of current corporate overhead functions, particularly the service with large operating expenditure such as ICT, finance and asset management. Set a Dividend Policy for business units (water, waste, sewer, aged care) to generate a return to the general fund. Implement and fund productivity and efficiency improvement initiatives, including the recommendations from the Works Management, Field Operations and Contract Delivery Service Review. Limit service provision of grant funded programs to the limit of the grant funding provided. Advocate to other levels of government to address the funding shortfall associated with delivery of services imposed on Council, that are not fully grant funded e.g., SES, emergency services, RFS. Strong advocacy for increased grant funding – including Financial Assistance Grants and other program funding e.g., biodiversity. Consider a special charge on commercial properties to fund tourism initiatives aimed at increasing visitations, economic development and general promotion of the region.
A2	<ul style="list-style-type: none"> Implement financial controls – including project management framework, staff establishment, release of purchase orders (already implemented), contract management framework. Develop an annual Budget development process that is more activity based rather than historical.

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Ref.	Strategic Options
	<ul style="list-style-type: none"> Integration of the Budget and Long-Term Financial Plan with the Delivery program, Operational Plan, Asset Management Plans and the Workforce Strategy. Implement productivity measures (e.g., \$/km graded, \$/km re-sheeted, \$/km resealed, \$/hectare mowed, FTE/km of unsealed road, FTE/km of sealed road, fleet utilisation rates)
A3	<ul style="list-style-type: none"> Continue with the divestment, assuming the Due Diligence is successful. Closure of the aged care facilities if the transfer or additional Commonwealth funding does not occur. Explore a different service delivery model if the transfer does not occur. Explore regional service provision.
A4	<ul style="list-style-type: none"> Review current pricing of services against full cost recovery and consider price path required to achieve full cost recovery. Adopt Annual Operational Plans based on fees and charges that reflect full cost price for services, and target return if applicable.
A5	<ul style="list-style-type: none"> Increase own source revenue through additional general rates (SRV) and other revenue opportunities. Project Management and Decision-Making Framework to include identification of whole of life costs in project proposals/business cases. Identify grant funded services to enable alignment of service costs (level of service) with grant funding availability. Implement a strategic and governed approach to project initiation and selection. Implement a framework for grant applications and acceptance to consider the impact on sustainability. Support and facilitate population growth through economic development opportunities.
A6	<ul style="list-style-type: none"> Undertake strategic service planning to identify what is a community service obligation versus a business unit. Set a financial target return to general fund for each identified business unit and review operations to achieve target. Divest from business units that do not generate a positive return to General Fund.
A7	<ul style="list-style-type: none"> Review of services within a strategic service planning framework. Review service delivery models to achieve optimum efficiency, including rationalisation of facilities. Cultural development program to support transition to “one Council”. Leverage Council’s capacity to achieve economies of scale and purchasing power. Explore shared services through the Canberra Region Joint organisation or other partnership opportunities.
A8	<ul style="list-style-type: none"> Adopt an organisation chart. Review of the Workforce Management Plan within the Resourcing Strategy to identify the current and future workforce requirements. Develop annual employee cost budgets based on an approved organisational structure and guided by the Resourcing Strategy. Implement oversight and control of organisation chart and the funded establishment by the Chief Workforce Officer. Business case to support requests for additional positions, with Chief Workforce Officer reviewing the application before consideration by the General Manager.
A9	<ul style="list-style-type: none"> Develop a fully funded Long-Term Financial Plan applying full cost pricing principles. Adopt annual Operational Plans based on a business plan for the sewer fund.
A10	<ul style="list-style-type: none"> Develop a Project Management Framework with decision gateways and necessary preliminary planning/proposals to Council to inform project decisions. Implement financial controls for project expenditure. Business case and feasibility capital expenditure reviews implemented before approval of allocation of funding or acceptance of grant funding for projects.

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Ref.	Strategic Options
A11	<ul style="list-style-type: none"> Leverage net revenue generation from SAP (4,000 increase in residents and increased visitation to the region). Avoid transfer of undesirable assets.

7.2 FOCUS AREA B – INCREASING AVAILABILITY OF CASH

Council is required to manage and report on the reconciliation of the cash at bank to a register of restricted (internal and external) reserves and unrestricted cash. Control over the restricted reserves is necessary to ensure the funds are used for appropriate purposes, including quarantining the cash and releasing the cash to be expended upon suitable approvals (ideally through project gateways in a project management framework). A significantly large quantum of restricted reserves has been developed since 2016/17. Council did not maintain controls to ensure a current reconciliation of the internal and external restrictions and unrestricted cash against expenditure commitments.

To be financially sustainable Council must be able to generate sufficient cash from operations to fund operations and asset maintenance and renewal requirements. Cash levels must be sufficient to fund grant funded, Reserve funded, and General Fund funded operations and projects.

Table 7.3. Gap Analysis - Focus Area B – Increasing Availability of Cash

Ref.	Key Finding	Gap Analysis	Root Cause
B1	<ul style="list-style-type: none"> Cash generation capacity not aligned with funding required to support the delivery of services and asset management. 	<ul style="list-style-type: none"> Long-term cashflow requirements considering restrictions is currently unknown as funding requirements for sustainable service delivery and asset management have not been established with a high level of certainty. 	<ul style="list-style-type: none"> Recurrent operating deficits. Utilisation of internal restrictions has concealed ongoing cash generation shortfall.
B2	<ul style="list-style-type: none"> Total cash available is fully or over restricted. 	<ul style="list-style-type: none"> Long-term unrestricted cashflow requirements considering restrictions is currently unknown as funding requirements for sustainable service delivery and asset management have not been established with a high level of certainty. Service delivery and project planning is not aligned with the availability of unrestricted cash. Internal cash restrictions do not reflect actual commitments. 	<ul style="list-style-type: none"> Legacy of unrestricted cash not being sufficient to support Council funded services and projects. Increased utilisation of internal restrictions has concealed the real issue of a shortfall between unrestricted cash availability and funding requirements. High level of unspent grant funding.
B3	<ul style="list-style-type: none"> Monthly investment report includes cash forecasts based on estimated restrictions. 	<ul style="list-style-type: none"> No process in place for monthly reconciliations. Restrictions are not managed through Council's finance system. 	<ul style="list-style-type: none"> Deficiencies in financial management processes, exacerbated by frequent changes in leadership.

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Table 7.4. Strategic Options - Focus Area B – Increasing Availability of Cash

Ref.	Strategic Options
B1	<ul style="list-style-type: none"> • Increase revenue to support cashflow requirements. • Reduce services and/or service levels to align with cash availability. • Consider a borrowings program to invest in required upgrades and enhancements to the water and sewer networks, as well as potential investments to leverage from the SAP development. • Consider a special charge on commercial properties to fund tourism initiatives aimed at increasing visitations, economic development and general promotion of the region.
B2	<ul style="list-style-type: none"> • Review internally restricted cash. It is noted that Council has adopted a Restricted Assets Policy in October 2022. • Council should at least in the short term maintain an unrestricted cash reserve of at least \$5.0 million as a contingency for unplanned asset renewals/replacements due to asset failure or other unknown asset risks. • Develop a Long-Term Financial Plan based on certainty of funding sources to ensure that Council funded services and projects are supported by the availability of unrestricted cash.
B3	<ul style="list-style-type: none"> • Implement a monthly reconciliation and reporting process for all external restrictions. • Review current process to enable the management of restrictions / reserves through Council's financial management system.

7.3 FOCUS AREA C – RESPONSIBLE INVESTMENT IN ASSETS

Asset management is one of the key determinants of sustainability for local government. Councils with poor asset management have little foresight of sustainability and lack control over sustainability. The planning and management of assets across the lifecycle of the assets is an important component of financial sustainability for local government.

Integration of the asset management planning with the Long-Term Financial Plan enables Council to plan for adequate funding to address the asset demands, and where insufficient funding is available, enabling Council to make decisions and prioritisations as appropriate to manage the impacts on long term sustainability of the assets (and the organisation more broadly).

To be financially sustainable Council must be able to hold and fund an asset portfolio to an acceptable standard and risk based on the services and service level requirements established with the community and informed by technical expertise and data.

Table 7.5. Gap Analysis - Focus Area C – Responsible Investment in Assets

Ref.	Key Finding	Gap Analysis	Root Cause
C1	<ul style="list-style-type: none"> • Council's current backlog in asset renewals is unknown. 	<ul style="list-style-type: none"> • Current backlog is unknown as the required service levels are unknown, and current asset data condition is not available for all asset classes. 	<ul style="list-style-type: none"> • Low asset management maturity across Council. • Lack of, or poor management, of the transfer of information from the pre-merger councils, including systems and associated processes. • Disjointed recording and management of asset information across different sites arising from lack of or poor integration and consistency of processes post-merger.

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Ref.	Key Finding	Gap Analysis	Root Cause
			<ul style="list-style-type: none"> • Service levels not clearly established and agreed. • Community engagement regarding service levels not undertaken. • Current asset condition is not available for all asset classes. • Impact of recent flooding is not reflected in current asset condition. • Data gaps and integrity arising from an asset system not being available for several years after the merger. • Limited strategic asset management capacity and capability.
C2	<ul style="list-style-type: none"> • Asset management plans are not integrated with the adopted Long-Term Financial Plan. 	<ul style="list-style-type: none"> • Funding requirements have not been ascertained through condition audits and an Asset Management Strategy and Asset Management Plans, the gap in the Long-Term Financial Plan is not known with a high level of certainty. 	<ul style="list-style-type: none"> • Poor asset data. • Low asset management maturity across Council. • Disconnect between asset planning and financial planning.
C3	<ul style="list-style-type: none"> • Funding requirements in the current Asset Management Plans are not accurate (based on poor asset data to predict renewal). 	<ul style="list-style-type: none"> • Funding gap is not known with a high level of certainty. 	<ul style="list-style-type: none"> • Limited strategic asset management capacity and capability. • Reliance upon poor and incomplete asset register. • Low asset management maturity across Council.
C4	<ul style="list-style-type: none"> • Current capital funding for the sealed road network is insufficient by approx. \$3M to maintain current condition of the regional road network. 	<ul style="list-style-type: none"> • A shortfall of \$3M to maintain current condition of the regional road network. 	<ul style="list-style-type: none"> • Lack of funding. • Lack of prioritisation of renewals. • Lack of levels of service for roads based on hierarchy. • Advocacy for increased funding not sufficient or not successful.
C5	<ul style="list-style-type: none"> • Current maintenance and capital funding of the unsealed road network is insufficient to maintain roads at an acceptable service level. • Resheeting program on unsealed roads requires an increase of approx. \$1.5M to provide sufficient funding to resheet 115kms of road per year. 	<ul style="list-style-type: none"> • Gap in funding required to maintain and renew the unsealed road network at an acceptable level has not been ascertained with a high level of certainty, but historical spending on asset renewal and maintenance suggests a shortfall. • Council has been focusing on asset renewal and maintenance in the last two years. 	<ul style="list-style-type: none"> • Lack of focus on asset management. • Operating Results not sufficient to support the funding required to maintain and renew the unsealed road network at an acceptable level. • Asset management funding requirements not linked to the Long-Term Financial Plan.
C6	<ul style="list-style-type: none"> • Focus of planning has been on transport, water and sewer assets (most predominately roads) with little understanding of the current 	<ul style="list-style-type: none"> • Current condition assessment is not available for all asset classes. • There is limited risk assessment regarding the current condition of all asset classes. 	<ul style="list-style-type: none"> • Condition assessment is not undertaken for all asset classes.

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Ref.	Key Finding	Gap Analysis	Root Cause
	<ul style="list-style-type: none"> condition/risk and funding requirements of other asset classes. Bridges and buildings likely to include significant risk exposure to Council that is currently unrecognised. 	<ul style="list-style-type: none"> Ageing of many buildings and other structures (e.g., swimming pools) is not reflected in backlog and asset renewal funding requirements. 	<ul style="list-style-type: none"> Data gaps and integrity arising from an asset system not being available for several years after the merger. Low asset management maturity across Council Limited strategic asset management capacity and capability.
C7	<ul style="list-style-type: none"> New assets recently acquired and currently being delivered will increase operating expenditure and future renewal funding requirements that is not currently factored into the adopted Long-Term Financial Plan. 	<ul style="list-style-type: none"> There is no process to capture the impact of new assets on recurrent operating expenditure and future renewal funding requirements, and to link to the Long-Term Financial Plan. 	<ul style="list-style-type: none"> Low asset management maturity across Council. Limited strategic asset management capacity and capability.
C8	<ul style="list-style-type: none"> Assets contributed from the SAP (approx. \$169M) will increase operating expenditure not currently factored into the adopted Long-Term Financial Plan. 	<ul style="list-style-type: none"> There is no process to capture the impact of assets transferred through SAP on recurrent operating expenditure and future renewal funding requirements, and to link to the LTFP. 	<ul style="list-style-type: none"> Low asset management maturity across Council. Limited strategic asset management capacity and capability.
C9	<ul style="list-style-type: none"> Potential to rationalise assets – swimming pools, halls, saleyards. Some rationalisations of plant post-merger. Asset portfolio not reviewed post-merger and no plans for rationalisation of assets. 	<ul style="list-style-type: none"> There is no strategic service planning to ascertain asset requirements and associated funding requirements. 	<ul style="list-style-type: none"> There has been no post-merger review of the asset portfolio to explore opportunities for asset rationalisation. There are no plans to explore opportunities for asset rationalisation.

Table 7.6. Strategic Options - Focus Area C – Responsible Investment in Assets

Ref.	Strategic Options
C1	<ul style="list-style-type: none"> Prepare an asset management strategy and asset management plans that provides high level guidance and direction (and resource prioritisation) to improve the asset management approach and integrate the demands of the Asset Management Plans and the Long-Term Financial Plan. Undertake strategic service planning to understand asset provision requirements. Undertake community engagement to establish and agree on service levels. Prepare a pavement management system with a detailed approach to the management of Councils sealed and unsealed road network Undertake a condition assessment initially for all critical assets and sample condition assessment for all other assets across all asset classes. Improve data collection and recording process and associated systems. Review asset plans for each asset class and link to the Long-Term Financial Plan.
C2	<ul style="list-style-type: none"> Review asset plans for each asset class to determine the optimal life cycle approach and the demand (and demand management approach) for each asset class. Prepare an asset management strategy that provides high level guidance and direction (and resource prioritisation) to improve the asset management approach and integrate the demands of the Asset Management Plans and the Long-Term Financial Plan.
C3	<ul style="list-style-type: none"> Develop the strategic asset management capability based on high level assumptions and known risks/criticality/condition while data quality is being improved. Improve the quality, completeness and accuracy of the asset register.

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Ref.	Strategic Options
C4	<ul style="list-style-type: none"> • Revision of the Asset Management Plan with lifecycle management approach applying hierarchy/criticality of assets. • Build strategic asset management capacity. • Advocate for increased Regional Roads funding in line with requirements. • Regional road transfer and reclassification.
C5	<ul style="list-style-type: none"> • Review asset management plans for each asset class. • Increase in funding as required to meet the approved AMP for unsealed road network.
C6	<ul style="list-style-type: none"> • Review asset management plans for all asset classes. • Develop the asset management strategy to ensure consideration of all asset classes and adequate risk identification and assessment.
C7	<ul style="list-style-type: none"> • Review asset management plans for each asset class to capture new assets and link to the long-Term Financial Plan.
C8	<ul style="list-style-type: none"> • Review asset management plans for each asset class to capture new assets and link to Long-Term Financial Plan.
C9	<ul style="list-style-type: none"> • Undertake Strategic Service Planning. • Undertake Strategic Asset Management Planning. • Explore a regional approach to asset provision.

7.4 FOCUS AREA D – ENHANCED STRATEGIC SERVICE PLANNING

Service planning is central to the sustainability of local government. Decisions (or lack of decisions) regarding the range and levels of service ultimately determine sustainability based on integration between service planning and resource management.

Councils that have strong control over the direction of financial sustainability understand the current range and levels of service, make decisions when required to adjust service levels (including not providing unsustainable discretionary services) and require management to report on performance and productivity and efficiency of services provided.

A formal detailed review and forward planning of services (Strategic Service Planning) should be conducted at start and end of council term to inform the Delivery Program, the Resourcing Strategy and the End of Term Report, and a lighter review annually should inform the Operational Plan and the Annual Budget and Annual Report.

To be financially sustainable a Council must be able to effectively plan for, and deliver, financially sustainable services and service levels aligned with the community' expectations, and council's legislative and community services obligations, supported by effective strategic asset planning and workforce strategy.

Table 7.7. Gap Analysis - Focus Area D – Strategic Service Planning

Ref.	Key Finding	Gap Analysis	Root Cause
D1	<ul style="list-style-type: none"> • Services provided based on a continuation of premerger services and service levels (some minor changes), noting that some service reviews have been undertaken. 	<ul style="list-style-type: none"> • Services are not provided within a strategic service planning framework. • Council has undertaken some service reviews. 	<ul style="list-style-type: none"> • No Strategic Service Planning has been undertaken to inform funding requirements.
D2	<ul style="list-style-type: none"> • Asset provision is not optimised to provide intended services. 	<ul style="list-style-type: none"> • Services are not provided within a strategic service planning framework 	<ul style="list-style-type: none"> • No Strategic Service Planning has been undertaken. • No Strategic Asset Planning has been undertaken.

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Ref.	Key Finding	Gap Analysis	Root Cause
D3	<ul style="list-style-type: none"> Workforce Plan is not aligned with the Delivery Program and not linked to the Long-Term Financial Plan. 	<ul style="list-style-type: none"> Workforce requirements to deliver the Community Strategic Plan not established. 	<ul style="list-style-type: none"> Workforce requirements to deliver the Community Strategic Plan not established.

Table 7.8. Strategic Options - Focus Area D – Enhanced Strategic Service Planning

Ref.	Strategic Options
D1	<ul style="list-style-type: none"> Undertake Strategic Service Planning Implement an ongoing Program of Service Reviews in line with the Integrated Planning and Reporting Framework requirements.
D2	<ul style="list-style-type: none"> Undertake Strategic Service Planning. Implement an ongoing Program of Service Reviews in line with the Integrated Planning and Reporting framework requirements. Undertake Strategic Asset Management Planning.
D3	<ul style="list-style-type: none"> Develop a Workforce Management Plan based on the Community Strategic Plan and link to the LTFP.

7.5 FOCUS AREA E – ENHANCED PRODUCTIVITY AND EFFICIENCY OF SERVICES

Council productivity and improvements to efficiency in the allocation and use of resources is an important component of current financial sustainability and improvement to the future financial sustainability of the Council.

Productivity or efficiency can be measured by planning and reporting on the amount of resources used to produce a measure of output.

Comparison of productivity or efficiency can be made with other comparable councils.

Targets can be set to improve productivity, noting that often resources are needed in short term to achieve longer term more sustainable changes to productivity or efficiency.

To be financially sustainable a council must be able to invest in resources to achieve optimisation in the delivery of services provided to its community.

Table 7.9. Gap Analysis - Focus Area E – Enhanced Productivity and Efficiency of Services

Ref.	Key Finding	Gap Analysis	Root Cause
E1	<ul style="list-style-type: none"> Reviews of some services have been undertaken, but most recommendations have not been implemented 	<ul style="list-style-type: none"> The value of the efficiencies has not been ascertained and is not built in the LTFP. 	<ul style="list-style-type: none"> Efficiencies can be difficult to quantify as they are often in the form of increased output or enhanced outcome rather than a financial saving.
E2	<ul style="list-style-type: none"> Aged care divestment implemented and in Due Diligence process. Meeting with Commonwealth regarding funding. 	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Nil
E3	<ul style="list-style-type: none"> Organisational review completed and implemented the high-level structure – estimated savings \$0.7M. 	<ul style="list-style-type: none"> Incomplete actions and not included in Long-Term Financial Plan 	<ul style="list-style-type: none"> Implementation

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Ref.	Key Finding	Gap Analysis	Root Cause
	<ul style="list-style-type: none"> Additional positions were created with savings reinvested. Substantial reduction in positions. Funded structure is currently unknown. 		
E4	<ul style="list-style-type: none"> Waste Strategy 	<ul style="list-style-type: none"> Incomplete actions and not included in the Long-Term Financial Plan. 	<ul style="list-style-type: none"> Lack of integrated planning approach Maturity of annual Budget/Long-Term Financial Plan approach.
E5	<ul style="list-style-type: none"> Governance Service Review undertaken with many recommendations – estimated saving of \$70K. 	<ul style="list-style-type: none"> Incomplete actions and not included in the Long-Term Financial Plan. 	<ul style="list-style-type: none"> Implementation
E6	<ul style="list-style-type: none"> Works management, field operations and contract delivery service review undertaken by Field Force 4. Gaps identified include: Reactive workloads, lack end-to-end processes, systems and processes in various degrees of maturity, inconsistencies, legacy practices high-cost outsourcing Limitation of works program to financial constraints, standard estimates not used; lack of service standards; high level of backlog; highly reactive. No visibility of work status; limited data on service performance; data not utilised to drive performance; current dashboards not configured, staff use own templates and tracking documents High level of paper-based and manual processes, reliance on staff knowledge rather than systems; multiple channels for work order and customer requested work. 	<ul style="list-style-type: none"> Incomplete actions and not included in the Long-Term Financial Plan. 	<ul style="list-style-type: none"> Implementation

Table 7.10. Strategic Options - Focus Area E – Enhanced Productivity and Efficiency of Services

Ref.	Strategic Options
E1	<ul style="list-style-type: none"> Document identified efficiencies and implement process to track the achievement of the identified efficiencies.
E2	<ul style="list-style-type: none"> Continuation of current strategy
E3	<ul style="list-style-type: none"> Complete implementation
E4	<ul style="list-style-type: none"> Complete implementation and include in the LTFP, AMPs and Workforce Plan
E5	<ul style="list-style-type: none"> Complete implementation

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Ref.	Strategic Options
E6	<ul style="list-style-type: none"> Invest resources to implement the recommendations of the Works Management, Field Operations and Contract Delivery Service Review.

7.6 FOCUS AREA F – INVESTMENT IN GROWTH AND ECONOMIC DEVELOPMENT

Population and economic growth improve long term sustainability. A larger population provides improved efficiencies of scale, and when combined with a larger local economy increases the capacity of the community to pay for local government services.

Economic growth drive jobs and adds economic value to the region, resulting in larger population and larger rateable and revenue base for Council.

To be financially sustainable a Council must be able to encourage and support population and economic growth to enable the scale and capacity of the council to be sufficient to deliver cost- effective services mainly funded through its own rating revenue contributed by its community, with reduced reliance on external funding that cannot be controlled or influenced by the council.

Table 7.11. Gap Analysis - Focus Area F – Invest in Growth and Economic Development

Ref.	Key Finding	Gap Analysis	Root Cause
F1	<ul style="list-style-type: none"> Regional Economic Development Strategy. Destination Management Plan. Approximately \$1M expenditure allocated to Tourism. Approximately 320K allocated to Economic Development. 	<ul style="list-style-type: none"> There is no guiding Council strategy to inform investment in tourism and economic development. 	<ul style="list-style-type: none"> Lack of local strategy for tourism and economic development.
F2	<ul style="list-style-type: none"> Lack of Strategic Asset Planning to support growth. Resourcing Strategy does not reflect or support population growth. Council has significant potential to benefit from SAP. 	<ul style="list-style-type: none"> Gap is unknown as additional funding requirements associated with population growth have not been ascertained. 	<ul style="list-style-type: none"> Reactive, rather than planned approach to growth. No Strategic Service Planning has been undertaken. No Strategic Asset Management Planning has been undertaken. Limited time to plan for growth driven by other levels of government.

Table 7.12. Strategic Options - Focus Area F – Investment in Growth and Economic Analysis

Ref.	Strategic Options
F1	<ul style="list-style-type: none"> Develop a local economic development strategy that targets realisation of local benefits from major development such as the SAP Investigate the likely benefits of the SAP development to the Council and more broadly the local community, including the additional revenue streams Council is likely to benefit from – includes identifying opportunities for Council to grow own source revenue streams. Implement investment and attraction initiative to realise targeted industry growth areas. Review assets land and other assets for opportunities to stimulate desired growth and industry development Review current investment in Visitor Information Centers and other contributions to tourism industry.

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Ref.	Strategic Options
F2	<ul style="list-style-type: none"> Develop a Resourcing Strategy including Workforce Plan, Asset Plans and Long-Term Financial Plan based on funding requirements for strategic asset. management and agreed service levels, including projected population growth.

7.7 FOCUS AREA G – ENHANCED GOVERNANCE, PRIORITISATION AND DECISION MAKING

Good governance and decision making is central to sustainability. The role of management is to sufficiently inform Council to enable good decision making. Planning for success is essential to sustainability. A performance reporting framework is necessary to ensure good governance to ensure that what was planned is implemented as intended.

To support financial sustainability, a Financial Strategy must support the effective delivery of the Community Strategic Plan through documentation of financial leadership and direction from the Council and by setting standards for management performance. The Financial Strategy should be supported by other organisational frameworks including, but not limited to a robust Project Management Framework to guide and support expenditure.

Table 7.13. Focus Area G – Governance, Prioritisation and Decision Making

Ref.	Key Finding	Gap Analysis	Root Cause
G1	<ul style="list-style-type: none"> Financial Strategy based on achieving financial sustainability through the Special Rate Variation scenarios and varying service levels presented in the adopted 2022-2032 LTFP. 	<ul style="list-style-type: none"> Financial Strategy mainly based on additional revenue through a Special Rate Variation and specific service cuts rather than strategic service planning, strategic asset management, workforce planning and long-term cashflow planning. 	<ul style="list-style-type: none"> Legacy of operating deficits, poor unrestricted cash management, and under investment in assets. Rate freeze policy for 4 years post-merger. Intervention with a Financial Strategy to support financial sustainability became an emergency, resulting in limited time to develop a Financial Strategy that is based on an integrated strategic approach (rather than a reactive approach).
G2	<ul style="list-style-type: none"> The Budget development and ongoing management process is an ineffective financial control. 	<ul style="list-style-type: none"> A robust Budget development process based on strategic direction from Council and the Executive Team, has input from operational managers, and guidance and oversight provided by the Chief Financial Officer. 	<ul style="list-style-type: none"> Deficiencies in financial management processes, exacerbated by frequent changes in leadership.
G3	<ul style="list-style-type: none"> The current Long-Term Financial Plan has been developed based on the Delivery Program (mostly historically block funded plus indexation) and then indexed in the outer years Long-Term Financial Plan is not activity based – tied to service outputs. 	<ul style="list-style-type: none"> The value of the funding shortfall over the next ten-year period has not been ascertained. 	<ul style="list-style-type: none"> No Strategic Service Planning has been undertaken. No Strategic Asset Planning has been undertaken.
G4	<ul style="list-style-type: none"> Limited overall oversight of the integrity of the organisational structure and associated staff establishment. 	<ul style="list-style-type: none"> The employee costs budget is not based on an approved organisational chart. 	<ul style="list-style-type: none"> Lack of capacity and /or process to review and update information transferred from pre-merger councils.

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Ref.	Key Finding	Gap Analysis	Root Cause
		<ul style="list-style-type: none"> Employee costs budget requirement is estimated rather than based on the actual staff establishment. The completeness and integrity of the organisational chart is not satisfactory. 	<ul style="list-style-type: none"> Absence of a formal process to amend staff establishment details when required. Organisation chart has not been maintained over several years. No link between an approved chart and the amount budgeted for employee costs.
G5	<ul style="list-style-type: none"> Grants and other external funding sources budgeted at a consolidated level in the annual Budget and the Long-Term Financial Plan. 	<ul style="list-style-type: none"> Low confidence in the amount budgeted for external funding in the 2022/23 Budget and the Long-Term Financial Plan. 	<ul style="list-style-type: none"> Process to budget for external funding at the necessary level is not in place.
G6	<ul style="list-style-type: none"> A Project Management framework has been developed, with new projects being processed through the framework. Existing approved projects have not been assessed through the project management framework resulting in project delivery issues due to funding, capacity, and potential misalignment or lack of alignment with Council's Community Strategic Plan. 	<ul style="list-style-type: none"> Projects included in Council's Budget and Long-Term Financial Plan have not been assessed through the project management framework. 	<ul style="list-style-type: none"> Limited control on grants received, compromising the ability to determine what projects are viable to deliver. Projects requested by Council.
G7	<ul style="list-style-type: none"> Project Delivery appears to be an issue considering a significant and increasing amount of unspent grants at the end of each financial year. 	<ul style="list-style-type: none"> Capacity to deliver grant funded works and Council funded projects. 	<ul style="list-style-type: none"> Limited control on grants received compromising the ability to determine what projects can be delivered within the context of capacity. Workforce Plan and associated staff establishment not linked to the annual Operational Plan and the Long-Term Financial Plan.

Table 7.14. Strategic Options - Focus Area G – Governance, Prioritisation and Decision Making

Ref.	Strategic Options
G1	<ul style="list-style-type: none"> Revise the Resourcing Strategy including the Long-Term Financial Plan informed by funding requirements from strategic asset management, workforce planning and strategic service planning. Develop a Financial Strategy and include in the Resourcing Strategy and reflect in a Long-Term Financial Plan.
G2	<ul style="list-style-type: none"> Implement a comprehensive and robust budget development process with oversight by the Chief Financial Officer and the Executive Team.
G3	<ul style="list-style-type: none"> Develop a Resourcing Strategy including Workforce Plan, Asset Plans and LTFP based on funding requirements for strategic asset management and based on Strategic Service Planning.
G4	<ul style="list-style-type: none"> Adopt an organisation chart informed by the Workforce Plan and the Delivery Program. Implement oversight and control of organisation chart by the Chief Workforce Officer

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Ref.	Strategic Options
	<ul style="list-style-type: none">• Reflect the adopted organisational chart in the Long-Term Financial Plan.• Develop the employee cost budget based on an approved organisational structure.
G5	<ul style="list-style-type: none">• Implement a comprehensive and robust Budget development process with oversight by the Chief Financial Officer.
G6	<ul style="list-style-type: none">• Implement a Project Management Framework, including appropriate gateways for project selection, planning, execution and closure, and enforce the project management governance for all potential projects (including approval to proceed with grant applications)
G7	<ul style="list-style-type: none">• Implement a Project Management Framework, including appropriate gateways for project selection, planning, execution and closure, and enforce the project management governance for all potential projects (including approval to proceed with grant applications)



8. RECOMMENDATIONS

The following recommendations provide Council with a roadmap to improve the financial sustainability of the Council.

8.1 RECOMMENDED FINANCIAL STRATEGIES

To improve the ability to maintain financial capital and infrastructure capital, and therefore improve the financial sustainability of the Council, seven focus areas have been identified, for which a number of recommendations are made regarding their implementation.

To improve the operating position Council should:

1. Increase generation of revenue through:
 - a. Submit a Special Rate Variation (SRV) Application based on increasing General Fund rates revenue by \$19.4 million over the next 10 years. This can be achieved through a 43% increase above the rate peg in 2023/24 or a staged increase over a number of years.
 - b. Review the pricing for fees and charges and ensure they reflect full cost price for services.
 - c. Refine and strengthen the nature of engagement and advocacy with the NSW Government regarding the impact of the SAP development and contributed assets, including consideration of the additional growth factor in the rate peg applied to Council in future years to fund the increase in depreciation and other whole of life costs.
2. Decrease operating costs through:
 - a. Continue with the divestment of Residential Aged Care Facilities.
 - b. Establish a productivity and efficiency target of \$1.0 million to be achieved through implementing the strategies outlined below in the focus area of Enhanced Productivity and Efficiency of Services.
 - c. Conduct a strategic review of services to assess the range and levels of service provided.
 - d. Improve the strategic and technical asset management capability and practices to manage assets at the most optimal whole of life cost.
3. Develop the demand management approach in service planning to minimise the growth in service costs and avoid increased cost of assets, including:
 - a. Continue to undertake service reviews, particularly for discretionary services and community service obligations (services that would not be provided if based on a commercial decision)
 - b. Implement a framework for grant applications and acceptance to consider the impact of the grant on the Long Term Financial Plan and financial sustainability.
4. Improve governance and financial controls
 - a. Maintain integration of the Annual Budget and Long-Term Financial Plan with the Delivery program, Operational Plan, Asset Management Plans, Workforce Strategy and other adopted plans – each plan should be updated when material decisions are made that impact on the respective plans.
 - b. Implement effective budget and other financial controls – including budget accountability, a project management framework with gateway controls, workforce plan outlining the funded staff establishment, contract management framework.
 - c. Develop an annual budget development process that is activity based rather than largely historical.



To improve the availability of cash Council should:

5. Council should budget for and maintain, at least in the short term, an unconstrained cash reserve of at least \$5.0 million as a contingency for unplanned asset renewals/replacements due to asset failure or other unknown asset risks.
6. Review internally restricted cash to ensure alignment with intended purpose of the reserves and that the reserves are adequate for the purpose.
7. Implement a monthly reconciliation and reporting process for all external restrictions.
8. Consider a borrowings program to invest in required upgrades and enhancements to the water and sewer networks, as well as potential investments to leverage from the SAP development. Pricing for water and sewer services would need to be reviewed to fund the borrowing costs.

To improve investment in assets Council should:

9. Enhance the capability and effectiveness of asset management, including:
 - a. Prepare a strategic asset management strategy that provides guidance and direction to improve Council's asset management approach, improve resource allocation, increase the awareness of current asset performance/risk, establish asset management strategies and integrate the Asset Management Plans and the Long-Term Financial Plan.
 - b. In the short term, develop the strategic asset management capability to better predict, prioritise and plan for asset renewal programs based on known risks, criticality, condition and performance of each asset class.
 - c. Review asset plans for each asset class to determine and direct the optimal life cycle approach for each asset class.
 - d. Establish systems and practices that enhances and realises the value of asset management across the organisation.
 - e. Improve processes for asset data collection, standardisation and componentisation.
 - f. Implement a condition inspection program with an initially focus on all critical assets, or assets with high risk, and sample condition assessment for less critical assets (or asset assessed with less risk).
 - g. Prepare a pavement management system with a detailed whole of life approach designed specifically for Council's sealed and unsealed road network, including optimised approach to maintenance and renewal of assets and estimated costing to inform the Long Term Financial Plan.
10. Improve the integration of asset planning with the strategic service planning to better understand, manage and avoid where possible the demand for growth in assets.
11. Explore opportunities to rationalise the land and facilitates assets that are used to deliver Council's services, including the rationalisation of the number of locations services are provided and considering a regional approach to service delivery rather than service in each location.
12. Undertake community engagement to establish and agree on service levels.

To enhance the strategic service planning Council should:

13. Develop a strategic service planning framework to guide and inform the development of the Delivery Program and Resourcing Strategies. A framework that includes an annual review of service performance and alignment to priorities will enable Council to better inform the development of the Annual Budget and review priorities in the allocation of constrained resources.

To enhance productivity and efficiency of services Council should:

14. Review the efficiency and effectiveness of current corporate overhead functions, particularly the service with large operating expenditure and potential to support improvements in productivity and efficiencies such as ICT, fleet and plant operations, finance and asset management.

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15. Develop measures of productivity and efficiency when developing the Annual Budget and reporting to assist trend analysis and benchmarking with partner Councils – for example \$/km of unsealed road graded, \$/km of road reseal, \$/hectare of mowing, cost/library member, median time taken to resolve customer requests, plant utilisation rates, median time taken to fill a vacancy.
16. Implement and fund productivity and efficiency improvement initiatives previously identified, including the recommendations from the Works Management, Field Operations and Contract Delivery Service Review.
17. Report to Council on a quarterly basis the progress in achieving the efficiencies and implement process to track the achievement of the productivity and efficiencies target.

To invest in growth and economic development Council should:

18. Investigate the likely benefits of the SAP development to the Council and more broadly the local community, including the additional revenue streams Council is likely to benefit from – includes identifying opportunities for Council to grow own source revenue streams.
19. Develop and implement an economic development and investment attraction strategy that targets realisation of benefits from major regional developments and supply chains (e.g. the SAP) locally to the Council area.

To enhanced governance, prioritisation and decision making Council should:

20. Revise the Resourcing Strategy including the Long-Term Financial Plan informed by funding requirements from strategic asset management, workforce planning and strategic service planning.
21. Implement a comprehensive and robust budget development process with oversight by the Chief Financial Officer and the Executive Team.
22. Implement oversight and control of the funded organisation chart by the Chief Workforce Officer.
23. Implement a Project Management Framework, including appropriate gateways for project selection, planning, execution and closure, and enforce the project management governance for all potential projects (including approval to proceed with grant applications).
24. Develop the organisational financial management governance and financial acumen of management to improve financial management at all levels of management.

8.2 CHALLENGES AND OPPORTUNITIES

As Council implements the financial sustainability strategic objectives, it is likely to confront the following list of challenges and opportunities.

8.2.1 Challenges

- Volatility in the economic environment – During the preparation of this Financial Sustainability Strategy, the Australian economy was experiencing high volatility, with high inflation and supply chain issues, the continuation of which is likely to increase the cost of services and the cost of construction/acquisition of assets, as well as potentially delay the delivery of capital works, increase borrowing costs and potentially limit the availability of funding from external sources (e.g., grants).
- Impact of the SAP on Council's financial position – Approximately \$169 million in assets funded by the NSW Government are proposed to be contributed to Council upon completion of construction. This will increase the expenditure on operating and maintaining the assets, as well as a significant increase in the depreciation expense. If additional revenue through rates, charges and other revenue streams does not match the increase in operating expenditure, the completion of the SAP will impact negatively upon the financial position of the Council.
- Balancing demands for capital expenditure – Council will need to balance the demands for new or upgraded assets to address population and economic growth, to comply with changes in regulatory requirements and/or to address changing community demands with the need to appropriately fund the renewal and replacement of deteriorating assets and infrastructure.



- Productivity improvements limited by legislation – For example, constraints on staff reduction in rural areas.
- Policy changes from other levels of Government – changes to policies and strategies set by the State and Federal Governments is likely to impact upon Council's financial sustainability, therefore requiring strong advocacy and engagement with key stakeholders to protect the interests of the Council and its community.
- Capacity of the Council – Council faces challenges in attracting and retaining skilled resources due to the geographical location of the council as well as significant competition by main employers in the area. Council will need to invest in its ability attract, develop and retain skilled resourcing.

8.2.2 Opportunities

- Innovation and Technological Advancement – Council can improve long term sustainability through enhanced productivity and efficiencies achieved through adopting innovation and technological advancements, which will require Council to maintain effective relationships and professional networks with industry leaders.
- Regional Economic Development – The SAP presents significant opportunity to council to leverage and realise significant development of the local economy and enhancement to the socio-economic profile of the region. Other economic development opportunities are also outlined in the Regional Economic Development Strategy. Council can maximise the realised benefit through advocating and pursuing the Council's interests, as well as more broadly the community's economic and socio-demographic interests.
- Enhancements to Project Management – considering the large annual investment in the capital works program and other projects, significant improvements in Council sustainability may be achieved through implementation of the project management framework, including better decision making in the selection, prioritisation and initiation of projects, consideration and comparison of whole-of-life costs, as well as in the more efficient delivery of projects.
- Development of a Service Catalogue and Service Review Program – through the development of a service catalogue, integrated with resource planning, and the engagement of Council and the community in strategic service planning, Council sustainability is likely to be improved through the continued review, prioritisation and rationalisation of the range and levels of services and infrastructure provided to meet community demands and community affordability.
- Asset Recycling and Rationalisation – through the process of developing the Asset Management Plans, Council is likely to be presented with opportunities to recycle under-utilised assets (e.g., buildings and land) to obtain better utilisation and improve overall sustainability by reducing the cost of under-utilised assets and achieving commercial returns through asset recycling.
- Water and Sewer Businesses – considering the Guidelines issued by the NSW Department of Planning and Environment regarding the payment of dividend from water supply and sewer businesses, there may be opportunities for Council to harness the significant water and sewer infrastructure in the area, including additional assets to be dedicated through the SAP.
- Stormwater Charge – Council could consider the application of an annual Stormwater charge in accordance with the Local Government Act 1993, and the associated Regulations and guidelines issued by the NSW Office of Local Government, to all applicable properties in the local government area. Revenue from this charge will need to be applied to an enhanced stormwater management program.

8.3 SIGNIFICANT RISKS

The risks outlined below present a significant threat to the successful achievement of the Financial Sustainability Strategy.

Economic Conditions - Council is impacted by the volatility of economic conditions. This has been experienced most significantly during the recent COVID-19 outbreak, where the income earned by Council for a range of services was significantly reduced. As such, any further impacts leading to significant change from the market assumptions adopted (will require further revision by Council of planned investments and service expenditure).

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Funding Development -The NSW Government regulates a cap on the per lot contributions paid and limits the types of infrastructure that a council can levy for development. This limitation has required Council to use other funding sources (including funding set aside for asset renewal) to provide infrastructure Council is responsible to provide for new development. This is particularly important for areas of greenfield development, which impact on the demands for Council infrastructure such as community centres, libraries and recreational facilities.

Certainty of Revenue Streams - Uncertainty in the projection of revenue streams is a significant concern for Council sustainability. While Council controls most of its annual operating revenue, Council has historically relied upon grants.

Expenditure Estimates - A key risk to the accuracy of the long-term forecast of operating and capital expenditure is the accuracy of cost estimates and actual inflation in future years being above assumptions used in the forecast.

Impairment and Early Deterioration of Assets - While renewals are planned through the asset management planning process, the actual deterioration and performance of assets may deteriorate faster than projected or be impacted through natural disasters or other unforeseen events, bringing forward the need to renew and replace assets. This will require either re-prioritisation across the capital works plan, or additional cash investment.



9. IMPLEMENTATION ACTION PLAN

Table 9.1. Actions to Implement the Recommendations

	2022/23			2023/24				2024/25			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
To improve the operating position Council should :											
1. Increase generation of revenue through:											
a. Submit a Special Rate Variation (SRV) Application based on increasing General Fund rates revenue by \$19.4 million over the next 10 years. This can be achieved through a 43% increase above the rate peg in 2023/24 or a staged increase over a number of years	█										
b. Review the pricing for fees and charges and ensure they reflect full cost price for services.		█									
c. Refine and strengthen the nature of engagement and advocacy with the NSW Government regarding the impact of the SAP development and contributed assets, including consideration of the additional growth factor in the rate peg applied to Council in future years to fund the increase in depreciation and other whole of life costs.		█									
2. Decrease operating costs through:											
a. Continue with the divestment of Residential Aged Care Facilities.	█										
b. Establish a productivity and efficiency target of \$1.0 million to be achieved through implementing the strategies outlined below in the focus area of Enhanced Productivity and Efficiency of Services.	█										
c. Conduct a strategic review of services to assess the range and levels of service provided.		█									
d. Improve the strategic and technical asset management capability and practices to manage assets at the most optimal whole of life cost.			█								
3. Develop the demand management approach in service planning to minimise the growth in service costs and avoid increased cost of assets, including:		█									
a. Continue to undertake service reviews, particularly for discretionary services and community service obligations (services that would not be provided if based on a commercial decision)	█										
b. Implement a framework for grant applications and acceptance to consider the impact of the grant on the Long Term Financial Plan and financial sustainability.	█										
4. Improve governance and financial controls	█										
a. Maintain integration of the Annual Budget and Long-Term Financial Plan with the Delivery program, Operational Plan, Asset Management Plans, Workforce Strategy and other adopted plans – each plan should be updated when material decisions are made that impact on the respective plans.	█	█		█	█	█	█	█	█	█	█
b. Implement effective budget and other financial controls – including budget accountability, a project management framework with gateway controls, workforce plan outlining the funded staff establishment, contract management framework.		█									
c. Develop an annual budget development process that is activity based rather than largely historical.		█					█				█

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	2022/23			2023/24				2024/25			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
To improve the availability of cash Council should:											
5. Council should budget for and maintain, at least in the short term, an unconstrained cash reserve of at least \$5.0 million as a contingency for unplanned asset renewals/replacements due to asset failure or other unknown asset risks.			██████████				██████████				██████████
6. Review internally restricted cash to ensure alignment with intended purpose of the reserves and that the reserves are adequate for the purpose.			██████████				██████████				██████████
7. Implement a monthly reconciliation and reporting process for all external restrictions.			██████████								
8. Consider a borrowings program to invest in required upgrades and enhancements to the water and sewer networks, as well as potential investments to leverage from the SAP development. Pricing for water and sewer services would need to be reviewed to fund the borrowing costs.			██████████				██████████				██████████
To improve investment in assets Council should:											
9. Enhance the capability and effectiveness of asset management, including:											
a. Prepare a strategic asset management plan that provides guidance and direction to improve Council's asset management approach, improve resource allocation, increase the awareness of current asset performance/risk, establish asset management strategies and integrate the Asset Management Plans and the Long-Term Financial Plan.	██████████										
b. In the short term, develop the strategic asset management capability to better predict, prioritise and plan for asset renewal programs based on known risks, criticality, condition and performance of each asset class.		██████████	██████████	██████████	██████████	██████████	██████████				
c. Review asset plans for each asset class to determine and direct the optimal life cycle approach for each asset class.			██████████	██████████	██████████	██████████	██████████				
d. Establish systems and practices that enhances and realises the value of asset management across the organisation.		██████████	██████████	██████████	██████████	██████████	██████████				
e. Improve processes for asset data collection, standardisation and componentisation.		██████████	██████████	██████████	██████████	██████████	██████████				
f. Implement a condition inspection program with an initially focus on all critical assets, or assets with high risk, and sample condition assessment for less critical assets (or asset assessed with less risk).			██████████	██████████	██████████	██████████	██████████				
g. Prepare a pavement management system with a detailed whole of life approach designed specifically for Council's sealed and unsealed road network, including optimised approach to maintenance and renewal of assets and estimated costing to inform the Long Term Financial Plan.		██████████	██████████	██████████	██████████	██████████	██████████				
10. Improve the integration of asset planning with the strategic service planning to better understand, manage and avoid where possible the demand for growth in assets.			██████████	██████████	██████████	██████████	██████████				
11. Explore opportunities to rationalise the land and facilitates assets that are used to deliver Council's services, including the rationalisation of the number of locations services are provided and considering a regional approach to service delivery rather than service in each location.			██████████			██████████					██████████
12. Undertake community engagement to establish and agree on service levels.			██████████	██████████	██████████	██████████	██████████				

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	2022/23			2023/24				2024/25			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
To enhance the strategic service planning Council should:											
13. Develop a strategic service planning framework to guide and inform the development of the Delivery Program and Resourcing Strategies. A framework that includes an annual review of service performance and alignment to priorities will enable Council to better inform the development of the Annual Budget and review priorities in the allocation of constrained resources.	█					█				█	
To enhance productivity and efficiency of services Council should :											
14. Review the efficiency and effectiveness of current corporate overhead functions, particularly the service with large operating expenditure and potential to support improvements in productivity and efficiencies such as ICT, fleet and plant operations, finance and asset management.	█										
15. Implement and fund productivity and efficiency improvement initiatives previously identified, including the recommendations from the Works Management, Field Operations and Contract Delivery Service Review.				█							
16. Report to Council on a quarterly basis the progress in achieving the efficiencies and implement process to track the achievement of the productivity and efficiencies target.		█	█	█	█	█	█	█	█	█	█
To invest in growth and economic development Council should:											
17. Investigate the likely benefits of the SAP development to the Council and more broadly the local community, including the additional revenue streams Council is likely to benefit from – includes identifying opportunities for Council to grow own source revenue streams.	█										
18. Develop and implement an economic development and investment attraction strategy that targets realisation of benefits from major regional developments and supply chains (e.g. the SAP) locally to the Council area.		█									
To enhanced governance, prioritisation and decision making Council should:											
19. Revise the Resourcing Strategy including the Long-Term Financial Plan informed by funding requirements from strategic asset management, workforce planning and strategic service planning.	█										
20. Implement a comprehensive and robust budget development process with oversight by the Chief Financial Officer and the Executive Team.	█										
21. Implement oversight and control of the funded organisation chart by the Chief Workforce Officer.	█										
22. Implement a Project Management Framework, including appropriate gateways for project selection, planning, execution and closure, and enforce the project management governance for all potential projects (including approval to proceed with grant applications).	█										
23. Develop the organisational financial management governance and financial acumen of management to improve financial management at all levels of management.	█										

Source - AEC



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SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



APPENDIX A: STAKEHOLDER ENGAGEMENT

Stakeholder	Interest	Influence	Level of Engagement	Engagement Method	Date Completed
Councillors	Owner of Financial Sustainability Review and Strategy Provide approval of the Strategy	Decision Making	Empower	One-on-one interviews	16/09/2022
				Onsite Councillor Briefing to seek feedback on preliminary findings and work-in-progress report	30/09/2022
				Online presentation of the Draft Report	28/10/2022
				Onsite Councillor Briefing to seek feedback on the Draft Report	8/11/2022
FSR Advisory Group	Advisors to Council	Advice	Collaborate	Online Inception Meeting	30/08/2022
				Online Meeting to endorse the Community Survey	23/09/2022
				Preliminary Findings and Work-in -progress Report	23/9/2022
				Online presentation of Draft Report	28/10/2022
				Online Project Update	Fortnightly
Executive Management Team	Responsible to implement the Strategy	Advice	Collaborate	Onsite workshop to provide overview of analysis and review options	29/09/2022
				Onsite Councillor Briefing to seek feedback on preliminary findings and work-in-progress report	30/9/2022
				Online presentation of Draft Report (with all Councillors)	28/10/2022
				Onsite Councillor Briefing to present Draft Report	8/11/2022
Staff in Identified Key Roles	Input into understanding current sustainability Identification of options Implementing the outcomes	Advice	Collaborate	Meetings on site Ongoing meetings, discussions, emails etc as required	15-16/9/2022 Throughout project
SMRC Community / Ratepayers	Impacted by outcome of the Financial Strategy	Political	Consult	Fact Sheets / Social Media content / Survey on Have Your Say Summary FSR Report for public release	Survey open for 3 weeks from 19/10/2022



APPENDIX B: COMMUNITY ENGAGEMENT REPORT

Community engagement regarding the financial sustainability of the Council was undertaken over a period of three (3) weeks between 19 October 2022 and 6 November 2022, through an on-line survey published on the Council's website.

A Fact Sheet regarding the financial position of the Council was published on Council's website to assist survey participants in gaining an understanding of how Council has been performing regarding its operating result, availability of cash and investment in assets, to enable informed responses.

ENGAGEMENT OVERVIEW

The community were advised of the opportunity to complete the Financial Sustainability Survey through various methods:

- Facebook and Instagram platforms
- Advertisement through Meta
- Media releases circulated to media contacts and community groups
- Council's fortnightly email newsletter
- Weekly column/ news page/ advertisement in The Monaro Post
- ABC Radio South East NSW.

Details regarding the questions included in the survey and the respective responses are included in this Community Engagement Report. It is noted that participants were able to opt out of the survey at any point and were able to skip responses to questions.

In total up to 248 survey participants have completed the initial profile questions only, and up to 279 participants proceeded to complete part of or all the survey.

The responses to the survey do not represent a randomly selected and statistically valid sample of the community. The survey participants represent members of the community who had a motivation to respond. Accordingly, the results of the survey should be interpreted within this context and may not be representative of the views of the community overall.

An overview of survey participants and responses is provided below.

OVERVIEW OF SURVEY PARTICIPANTS AND RESPONSES

Participant Profile

Most of the survey participants were adults over the age of 45 (70%) with household annual income of over \$100,000 per annum (42%). Most were residing either close to the Cooma customer service centre (44%) or the Bombala service centre (23%). Over half (51%) of participants were residential ratepayers and the next largest group of participants were farmland ratepayers (21%).

Council Area

Nearly two-thirds (64%) were in agreement that the Council has a larger area per capita to maintain than other comparable NSW Councils.

Council Performance Over the Last 5 Years

The perception of the Council over the last five (5) years has deteriorated. More specifically, nearly half (49%) indicated that services and facilities provided by the Council 'deteriorated' over the last five (5) years and the financial position of the Council also 'deteriorated' over the last five (5) years. Furthermore, 60% were in



disagreement ('disagree or disagree strongly') with the statement that 'the service levels provided by the Council have improved in the last five years'.

Perceptions of Rates Charges

The perceptions of the rates charged by the Council, compared to other rural councils in NSW, are fairly dispersed with one-third (33%) indicating they are 'much or somewhat higher', 16% indicating they are 'comparable' and 41% indicating the rates charged by the Council are 'somewhat or much lower' compared to other rural councils in NSW.

Very few were in agreement that the Council charges appropriate rates for services and facilities provided (13%) or that the Council needs to increase fees and charges for services to achieve additional revenue (16%).

Perceptions of Council's Financial Sustainability

Compared to other rural councils in NSW, participants indicated the current financial position of the Council is either 'the same' or 'worse/much worse'. More specifically, 36% said the current financial position of the Council is 'the same', 26% indicated it was 'worse' and an additional 12% mentioned it was 'much worse' compared to other rural councils in NSW.

However, only 11% were in agreement that the Council's financial position is sustainable. On the other hand, more than half (51%) either 'disagreed' or 'disagreed strongly' with the Council's financial position being sustainable.

A higher proportion of respondents indicated that Council's expenditure is a contributing factor to Council's financial sustainability (59%) whilst 43% noted lack of revenue is a contributing factor to Council's financial sustainability.

Addressing Council's Financial Sustainability

The vast majority of participants indicated that improved productivity is required to address the financial sustainability of the Council (90%). Additionally, more than half were in agreement that to improve the financial sustainability of the Council, additional revenue is required (57%) and reduced operational expenditure is required (55%).

Very few respondents were in agreement with the following to address Council's financial sustainability:

- Increasing rates (15%)
- Reducing service levels rather than increased rates (15%)
- Increasing fees and charges for services (14%)

Areas of Improvement

The vast majority of participants were in strong agreement for the Council to allocate additional financial resources to improve the condition of sealed (80%) and unsealed roads (79%). Lowest in agreement was allocating financial resources to improve council owned buildings (30%) and/or improve parks, gardens and recreational facilities (38%). About half were in agreement with allocating additional financial resources to improve the condition of bridges (53%) or improve water and sewerage services (51%).

Interestingly, more than half (51%) were in agreement that they would be willing to pay higher rates if services (such as roads and community facilities) were improved.

Written Responses

The survey allowed for comments to be added by participants. Eighteen (18) comments were provided, with the issues raised as follows:

- The size of the Council area limits efficiencies
- Duplication of administration buildings
- Need for an asset management strategy

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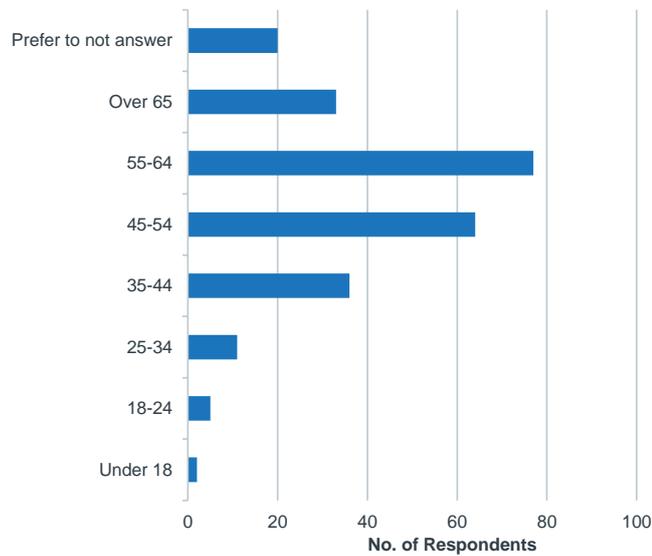


- Increase in productivity / review of operating model is required
- Management positions need to be reviewed
- Improvement in project management is required
- Improvement in community engagement is required
- Increase in rateable properties is required
- Improvement in the quality of roadworks is required
- Improvement in waste management and waste management opportunities is required
- Requirement for increased revenue and improvement in debt recovery
- Challenges in recruitment and retention of operational staff
- Improvement in organisational culture is required
- More grant funding should be sought
- Impact of merger and demerger option
- An audit / investigation instead of a financial sustainability review should have been undertaken

SURVEY DETAILS

The following section details the questions presented in the Financial Sustainability Survey and the responses.

Q1. Please select the category that includes your age.

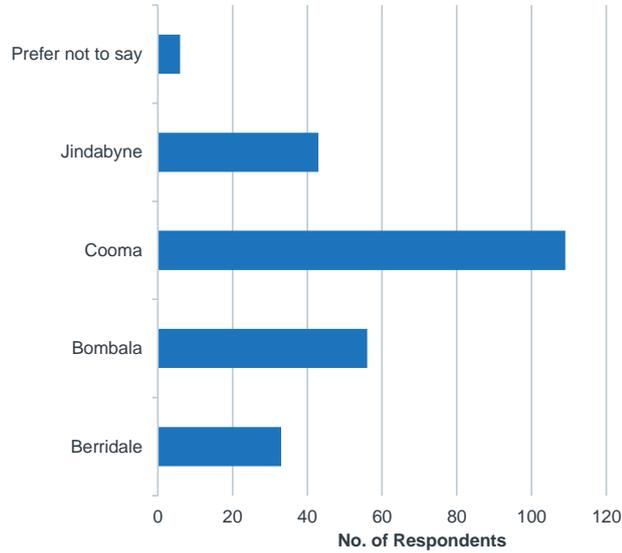


Source – SMRC

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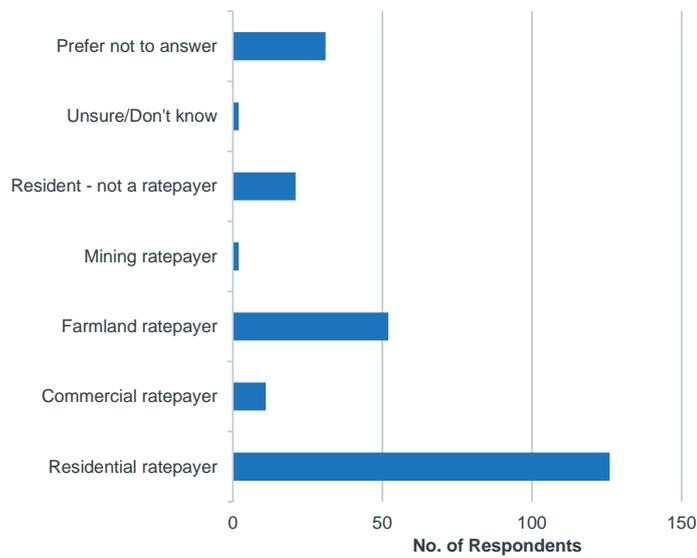


Q2. Which of Council's customer centres are closest to your main residence?



Source – SMRC

Q3. Which of the categories best describes your residential status?

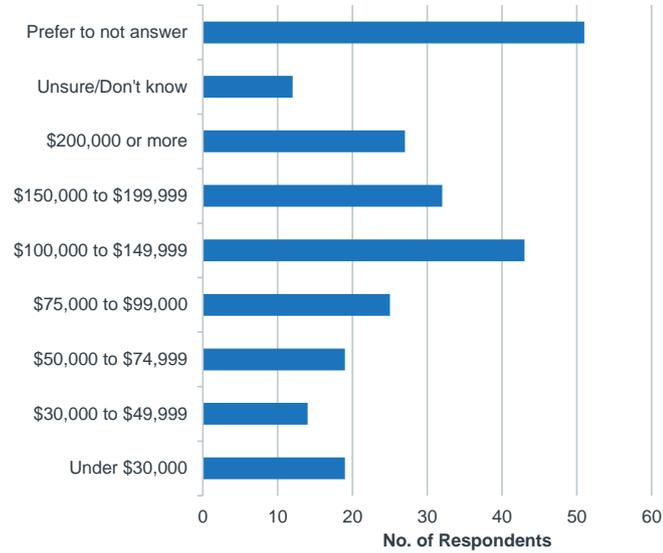


Source – SMRC

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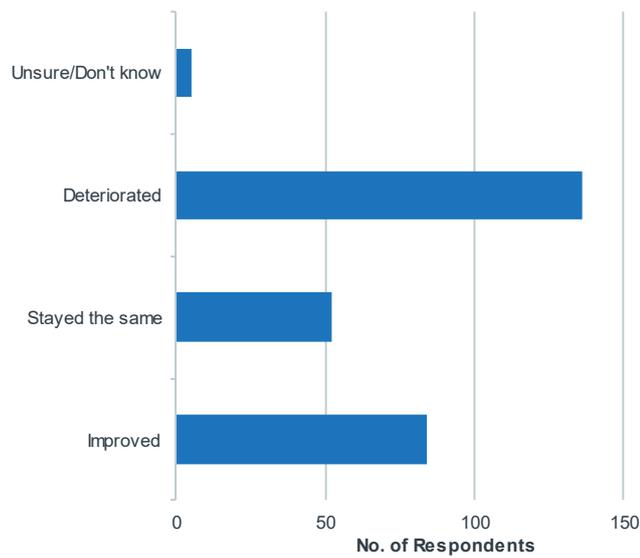


Q4. What is your household annual income (before tax)?



Source – SMRC

Q5. In the last five years the services and facilities provided by the Snowy Monaro Regional Council has...

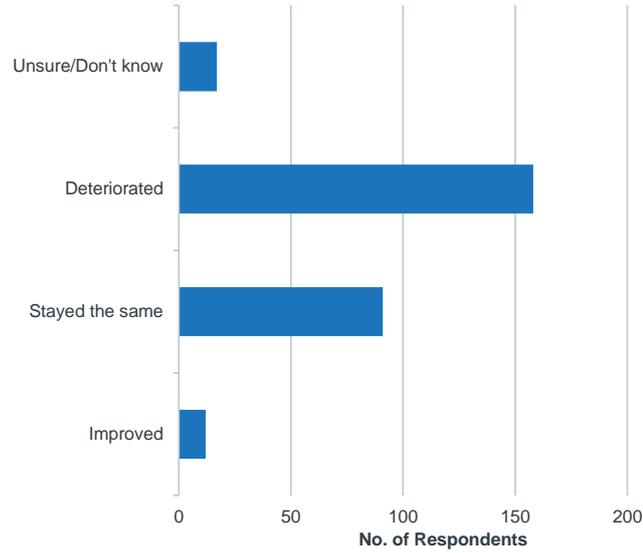


Source – SMRC

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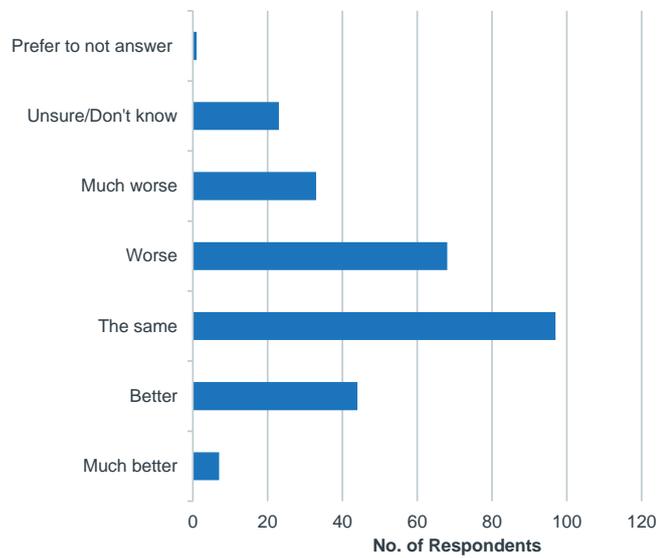


Q6. In the last five years the financial position of the Snowy Monaro Regional Council has...



Source – SMRC

Q7. Compared to other rural councils in NSW, Snowy Monaro Regional Council's current financial position is...

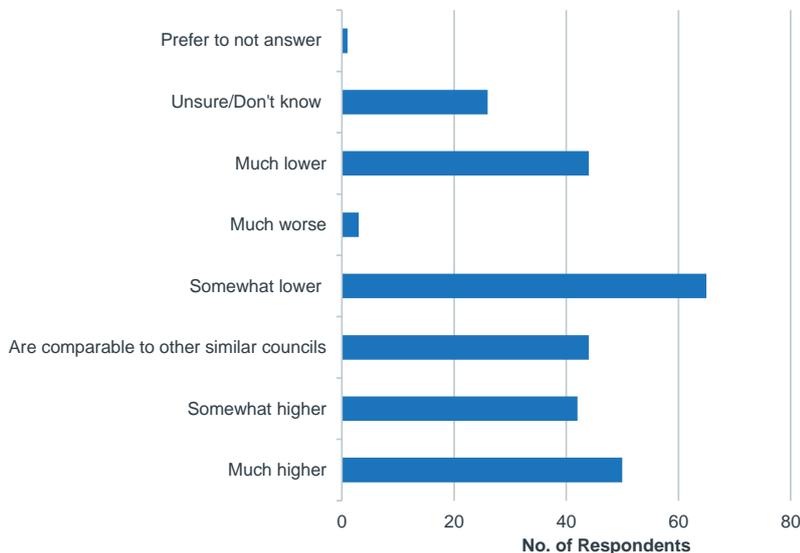


Source – SMRC

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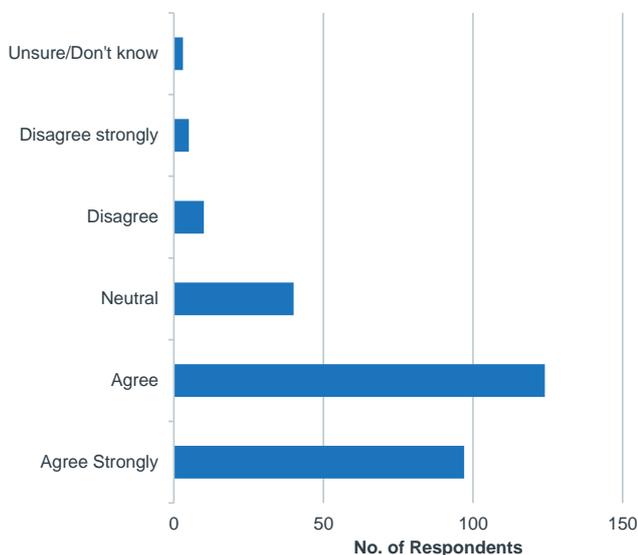


Q8. Compared to other rural councils in NSW, rates charged by the Snowy Monaro Regional Council are...



Source – SMRC

Q9. The Snowy Monaro Regional Council (the Council) needs to allocate additional financial resources to improve the condition of unsealed roads

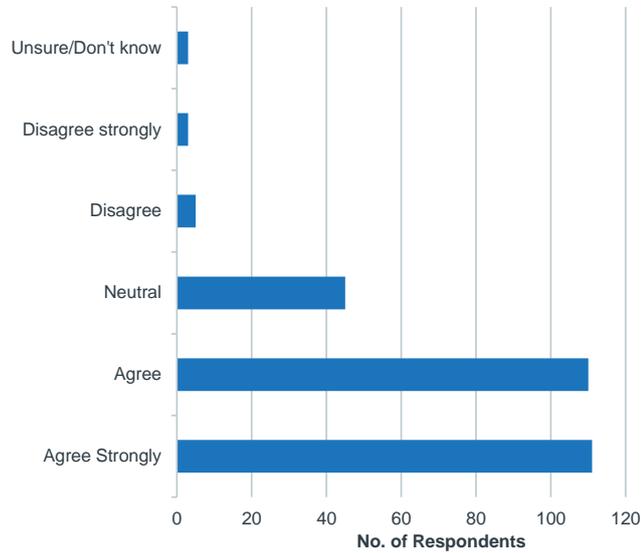


Source – SMRC

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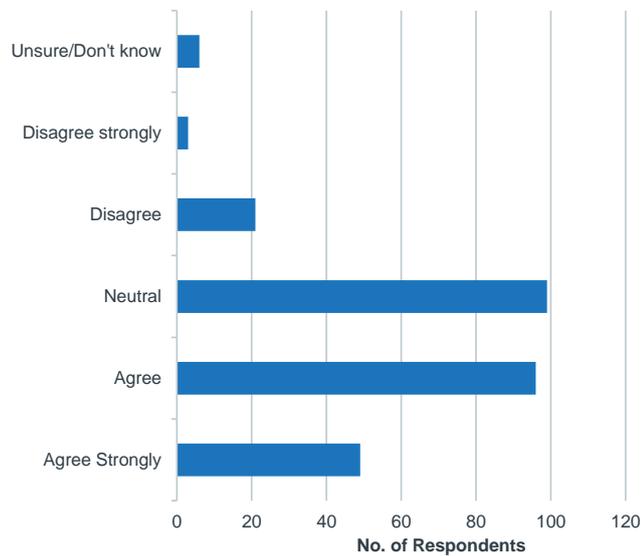


Q10. The Snowy Monaro Regional Council (the Council) needs to allocate additional financial resources to improve the condition of sealed roads



Source – SMRC

Q11. The Snowy Monaro Regional Council (the Council) needs to allocate additional financial resources to improve the condition of bridges

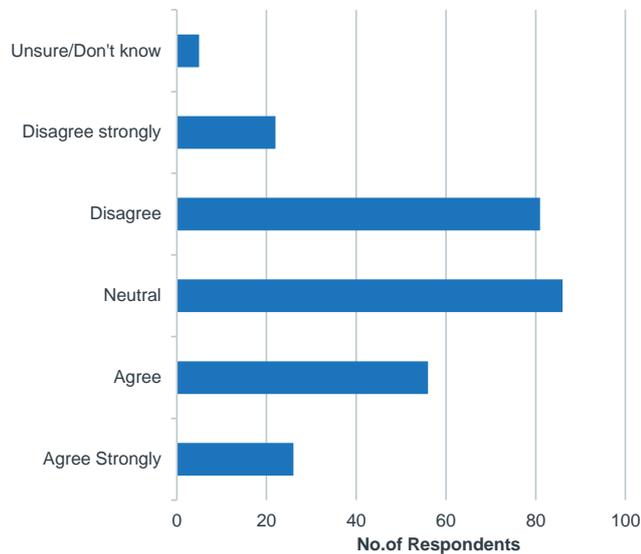


Source – SMRC

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW

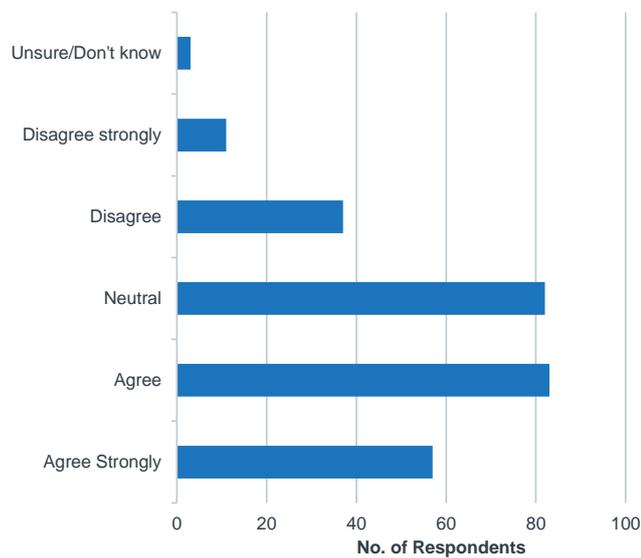


Q12. The Snowy Monaro Regional Council (the Council) needs to allocate additional financial resources to improve council owned buildings



Source – SMRC

Q13. The Snowy Monaro Regional Council (the Council) needs to allocate additional financial resources to improve water and sewerage services

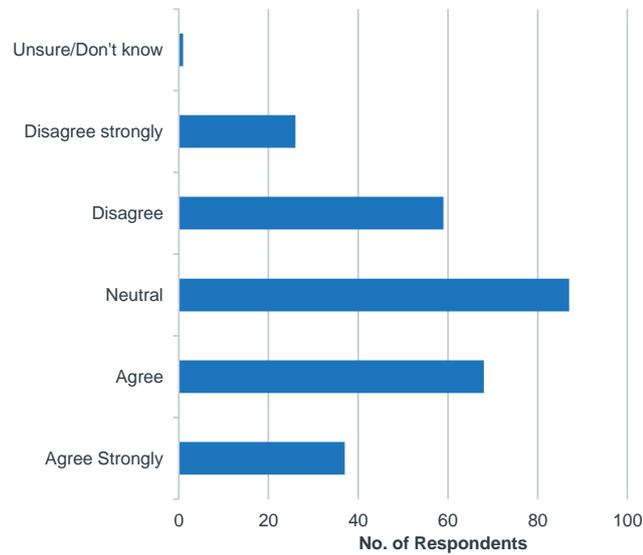


Source – SMRC

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW

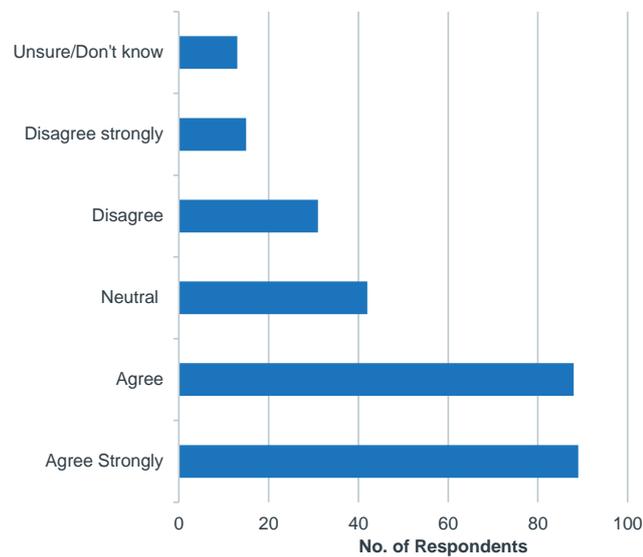


Q14. The Snowy Monaro Regional Council (the Council) needs to allocate additional financial resources to improve parks, gardens and recreational facilities



Source – SMRC

Q15. Snowy Monaro Council has a larger area per capita to maintain than other comparable NSW Councils

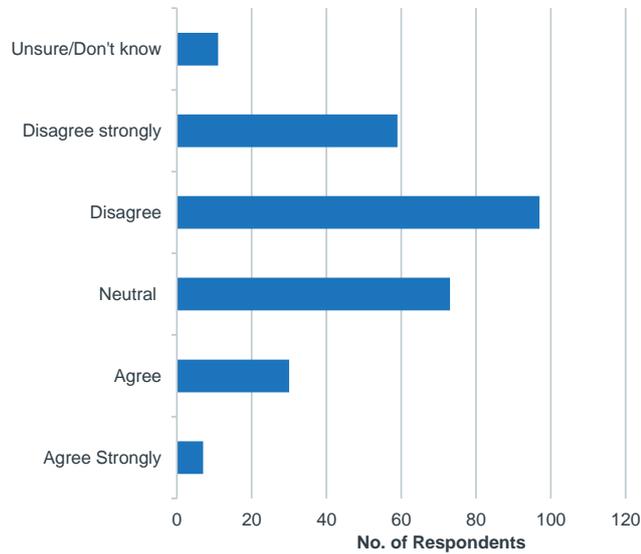


Source – SMRC

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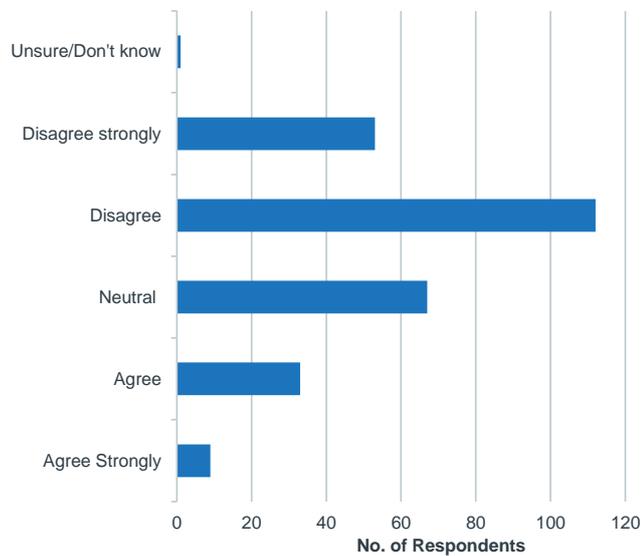


Q16. The Council charges appropriate rates for services and facilities provided



Source – SMRC

Q17. Generally, the service levels provided by the Council have improved in the last five years

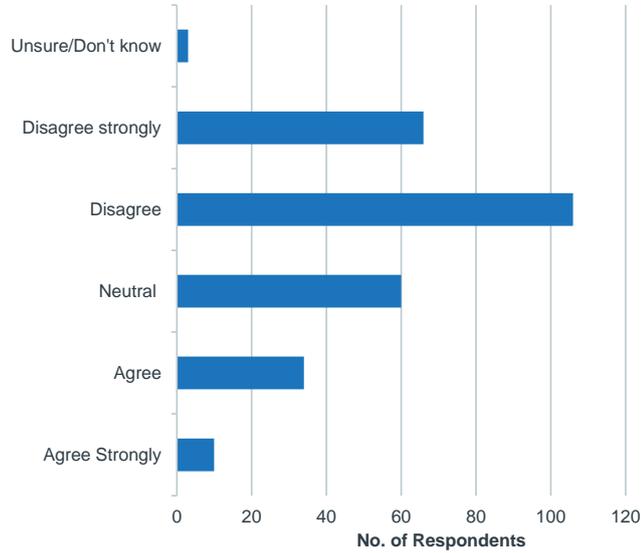


Source – SMRC

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW

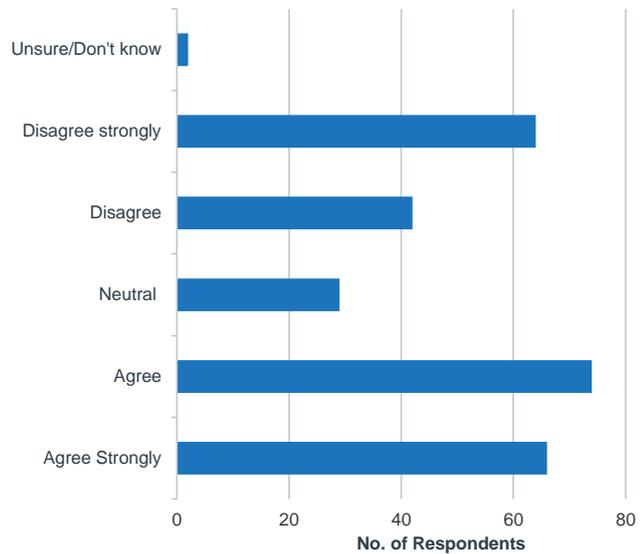


Q18. The Council needs to increase fees and charges for services to achieve additional revenue



Source – SMRC

Q19. I would be willing to pay higher rates if services (such as roads and community facilities) were improved

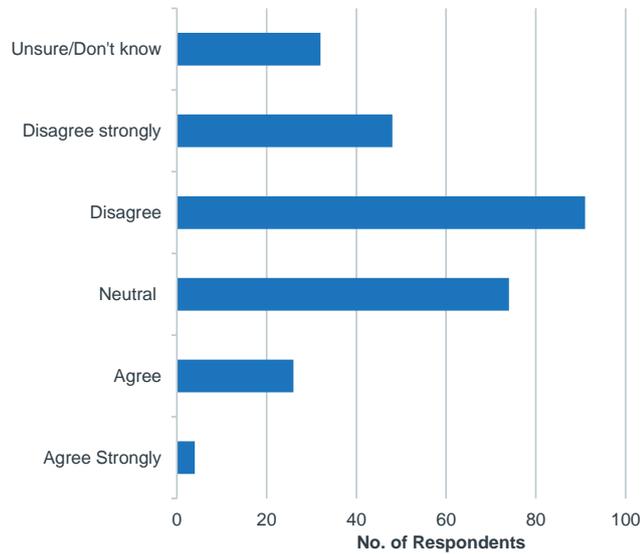


Source – SMRC

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW

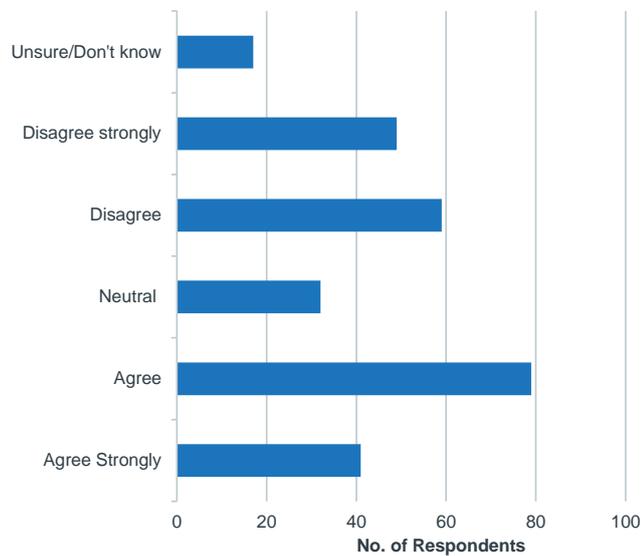


Q20. The Council's financial position is sustainable



Source – SMRC

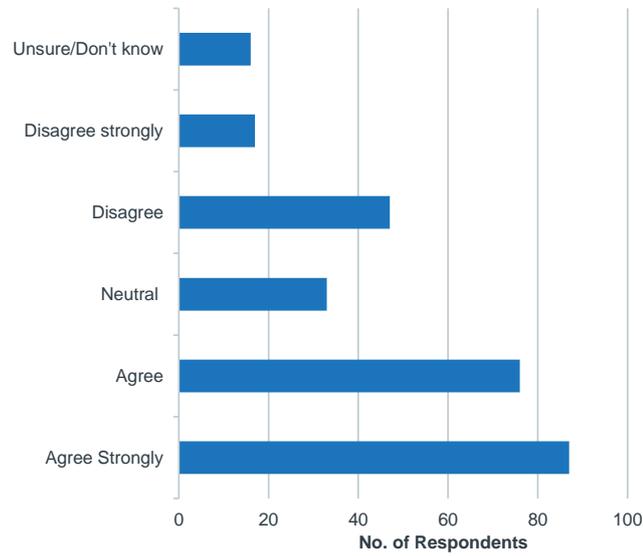
Q21. Lack of revenue is a contributing factor to Council's financial sustainability



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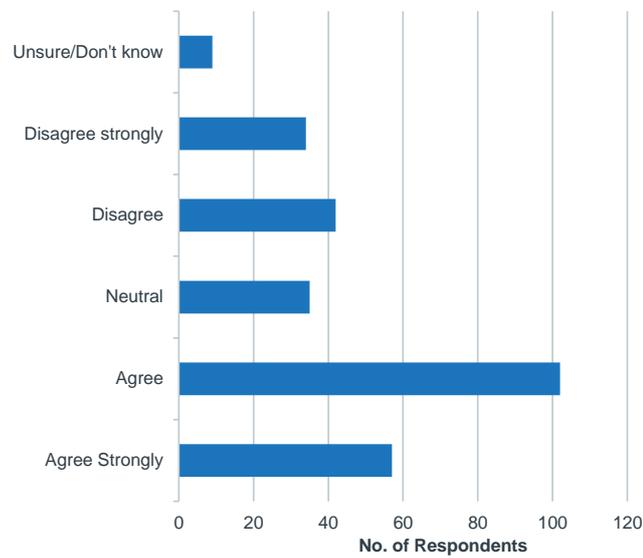


Q22. Council expenditure is a contributing factor to Council's financial sustainability



Source – SMRC

Q23. Additional revenue is required

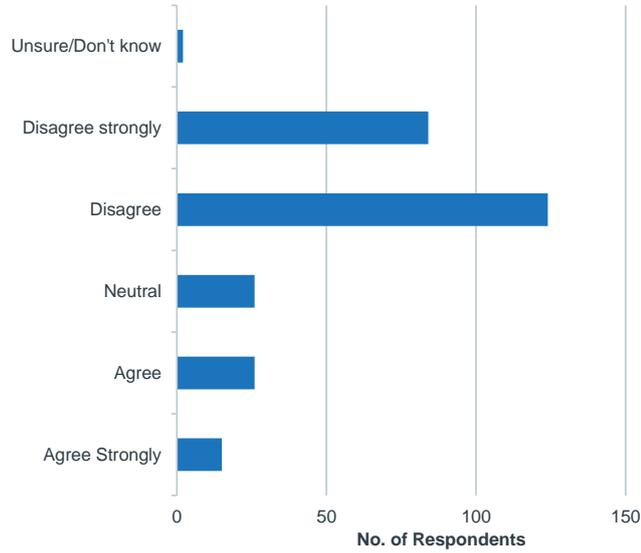


Source – SMRC

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW

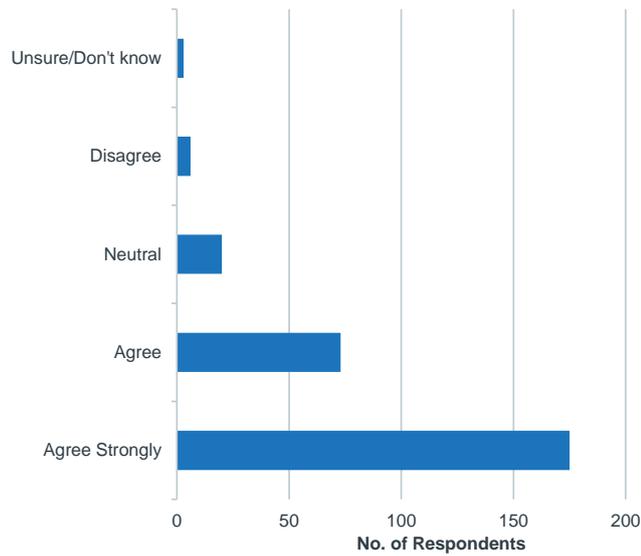


Q24. Reduced service levels is required



Source – SMRC

Q25. Improved productivity is required

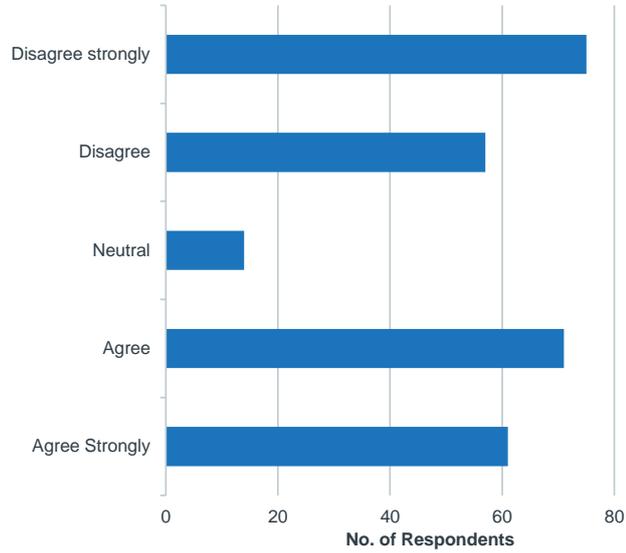


Source – SMRC

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW

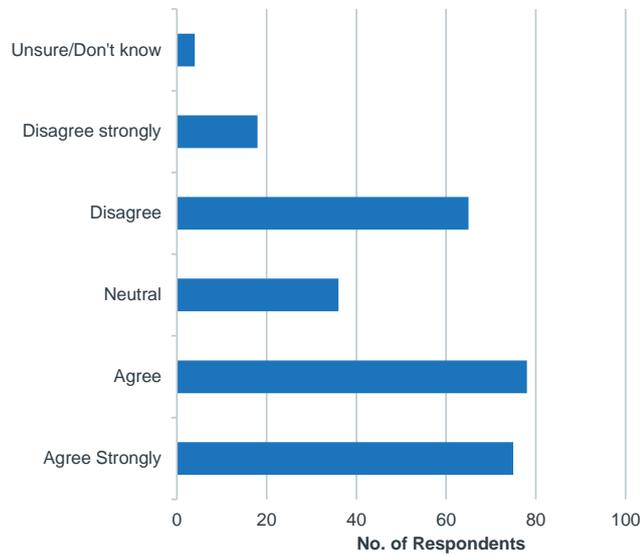


Q26. Increase in rates is required



Source – SMRC

Q27. Reduced operational expenditure is required

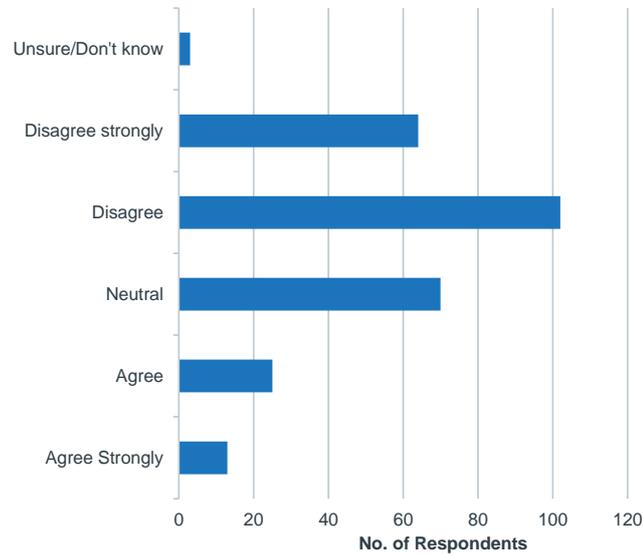


Source – SMRC

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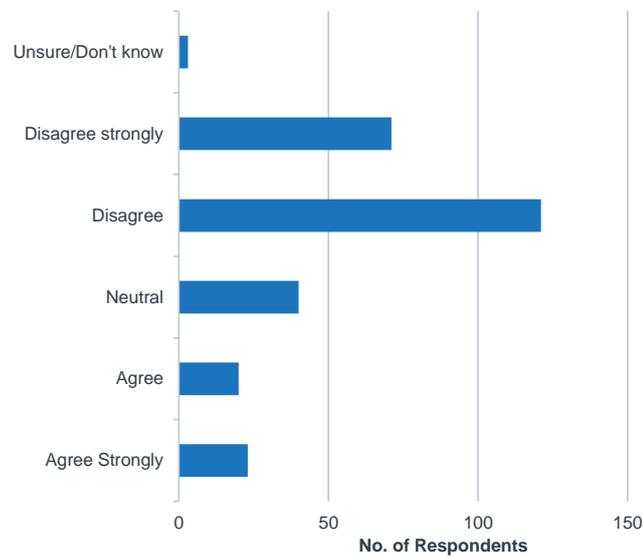


Q28. Increase in fees and charges for services is required



Source – SMRC

Q29. Reducing service levels are required rather than increased rates



Source – SMRC

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



APPENDIX C: BENCHMARKING REPORT

This Benchmarking Report has been prepared to provide an overview of findings arising out of comparing the performance of the Council with similar councils within NSW Office of Local Government Group 4 (Regional Town / City) (Group).

The Table below lists the councils in NSW Office of Local Government Group 4 (Regional Town / City)

NSW Office of Local Government Group 4 (Regional Town / City)

Councils		
• Albury City Council	• Dubbo Regional Council	• Queanbeyan -Palerang Regional Council
• Armidale Regional Council	• Eurobodalla Council	• Richmond Valley Council
• Ballina Council	• Goulburn Mulwaree Council	• Singleton Council
• Bathurst Regional Council	• Griffith Council	• Snowy Monaro Regional Council
• Bega Valley Council	• Kempsey Council	• Tamworth Regional Council
• Broken Hill Council	• Lismore Council	• Wagga Wagga Council
• Byron Council	• Lithgow Council	• Wingecarribee Council
• Cessnock Council	• Mid-Western Council	• Kiama Council
• Clarence Valley Council	• Orange Council	

Source – NSW Office of Local Government.

DESKTOP BENCHMARKING

Desktop benchmarking has been undertaken based on the Time Series Data published by the NSW Office of Local Government. The performance of the Council has been compared to the other Group 4 councils based on several measures and relative performance within these measures:

- Population
- General Rates and associated measures
- Total Operating Revenue
- Total Operating Expenses
- Full Time Equivalents
- Asset Maintenance Expenditure
- Road Length.

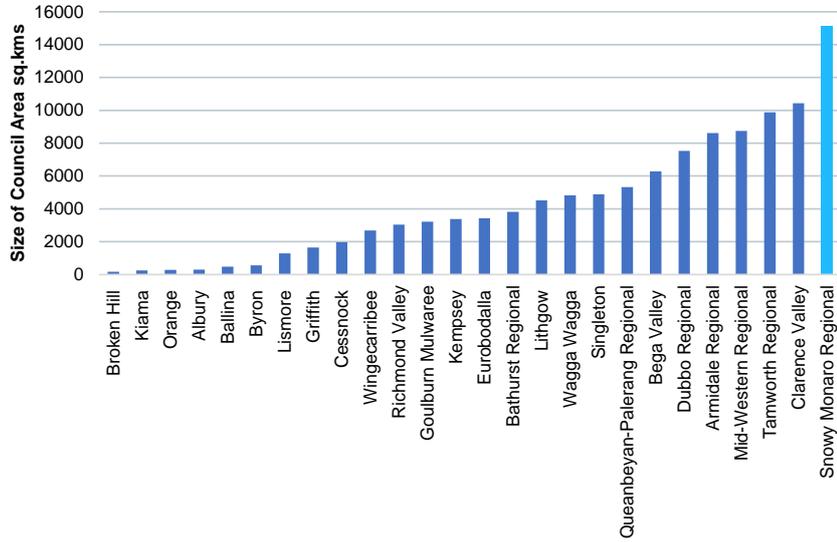
The findings regarding the performance and characteristics of the Council based on the desktop benchmarking are as follows:

- The Council has the largest area of the councils in the Group 4, having 15,164 sq kms. The area of the councils in this Group varies, with Broken Hill Council having the smallest area at 170.1 sq kms.

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



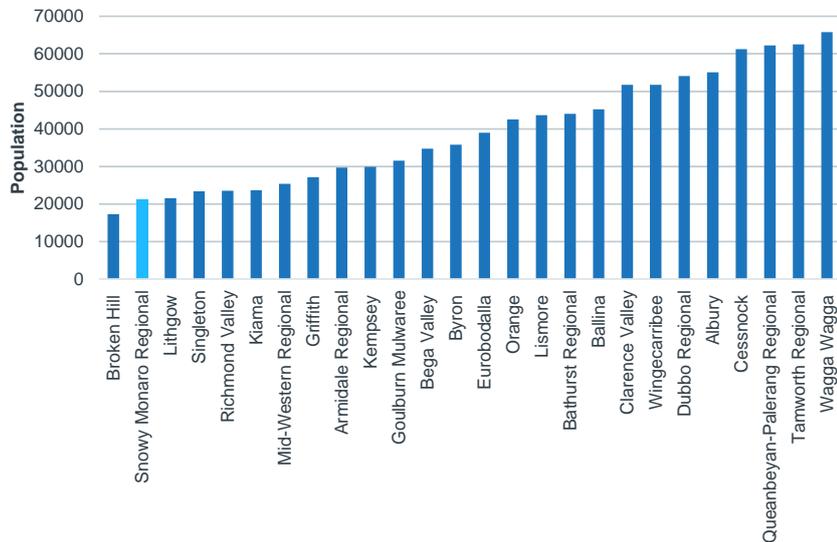
Size of Council Area



Source: OLG Time Series Data (2020/21)

- The Council has the second smallest population of the 26 councils in Group 4. The only council with a smaller population is Broken Hill Council. The Council has a population of 20,997 compared to an average population of 39,357 across the Group.

Population of the Council Area



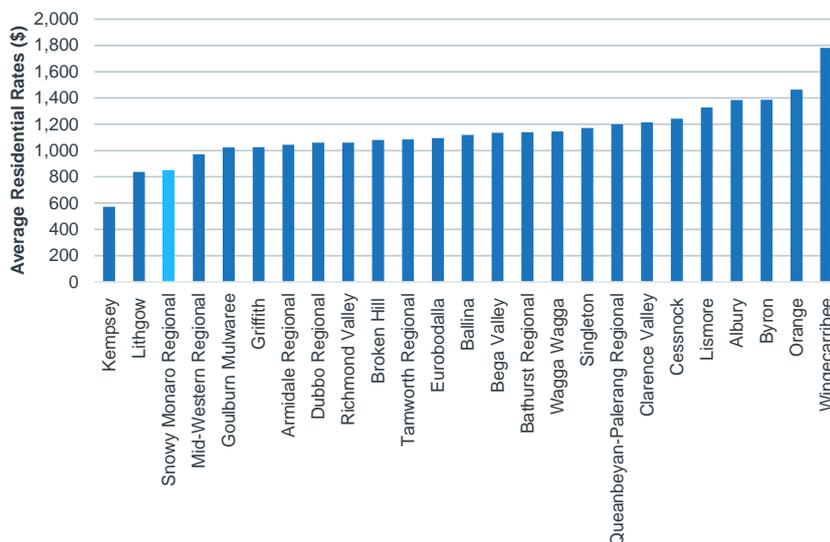
Source: OLG Time Series Data (2020/21)

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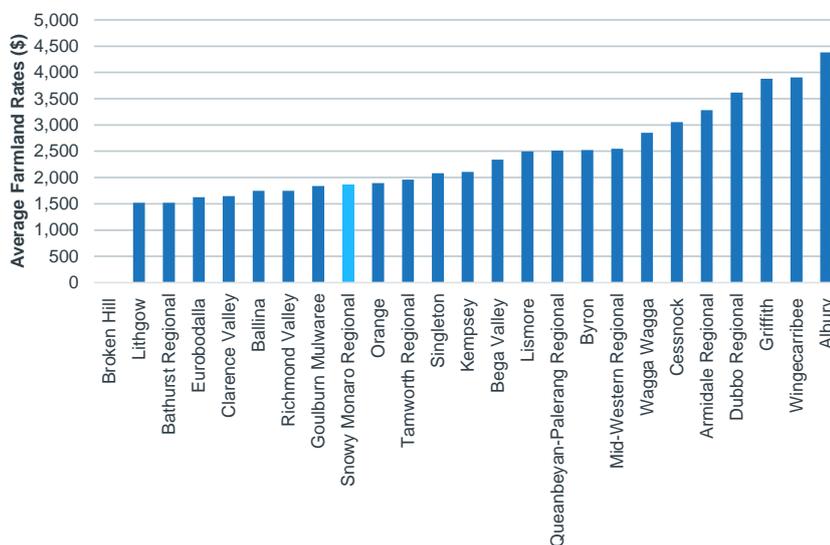
- The Council has the third lowest residential rates, the ninth lowest farmland rates and the third lowest business rates within the Group.

Average Residential Rates



Source: OLG Time Series Data (2020/21)

Average Farmland Rates

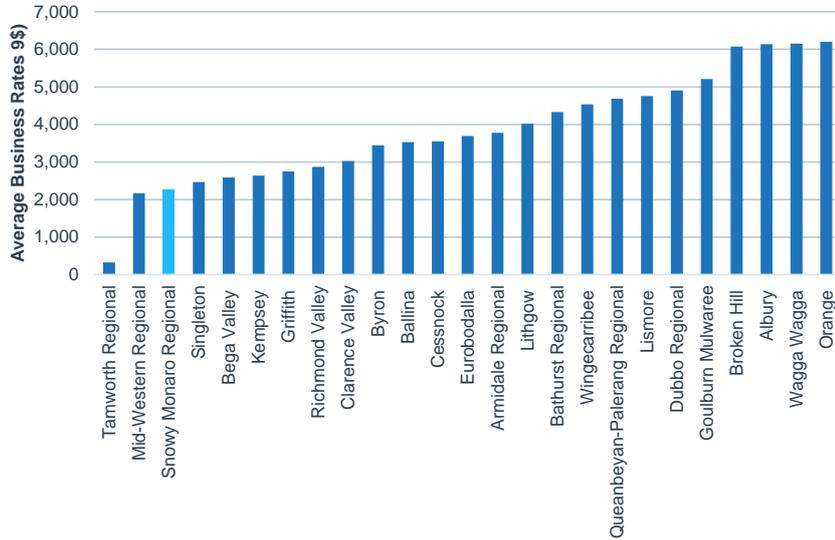


Source: OLG Time Series Data (2020/21)

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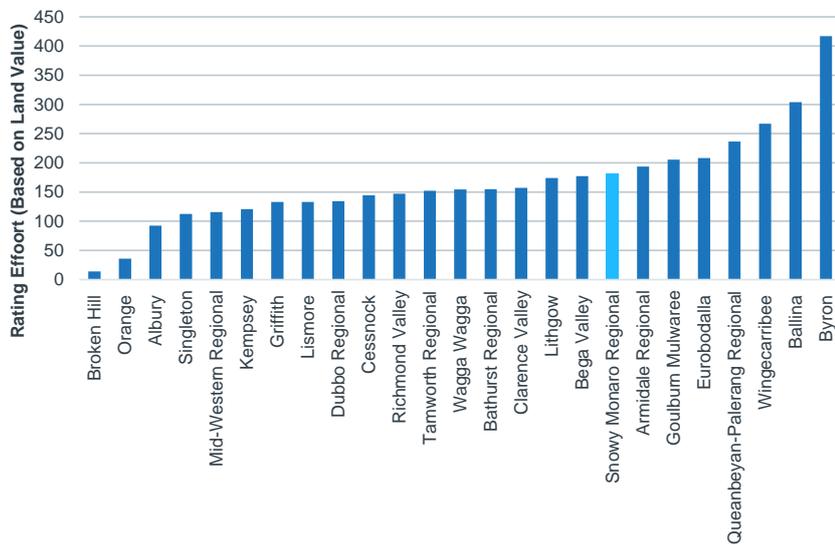
Average Business Rates



Source: OLG Time Series Data (2020/21)

- The rating effort across all the rating categories is the 8th highest ranked among the Group.

Rating Effort (Based on Land Value)



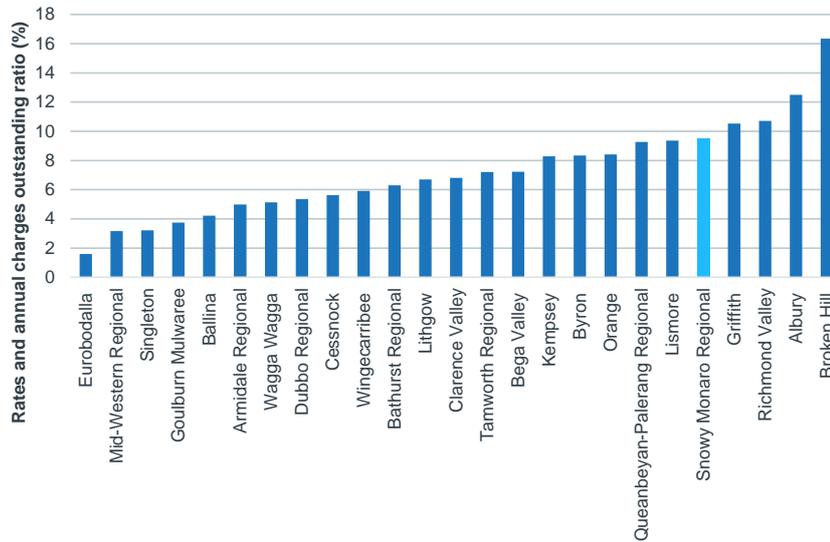
Source: OLG Time Series Data (2020/21)

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- The rates and annual charges outstanding ratio is the 5th highest ranked in the Group.

Rates and Annual Charges Outstanding Ratio



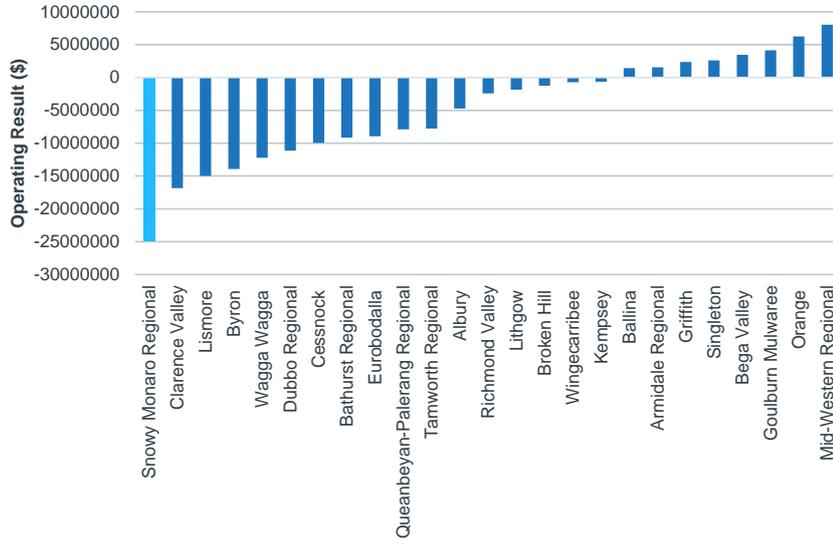
Source: OLG Time Series Data (2020/21)

- Eight of the 26 councils in the group achieved an operating surplus in 2020/21, with the remaining 18 councils all generating an operating deficit. The operating deficits varied from \$0.7 million to \$25 million generated by the Council. The average operating result across the 26 councils in 2020/21 is in the order of \$4.8 million.
- Based on the 2020/21 results, the Council had the largest operating deficit, noting the result included a one-off adjustment of \$11 million for landfill remediation. Excluding this adjustment, the operating result of the Council would have been in the order of \$14 million. This result is the fourth highest operating deficit amongst the Group

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



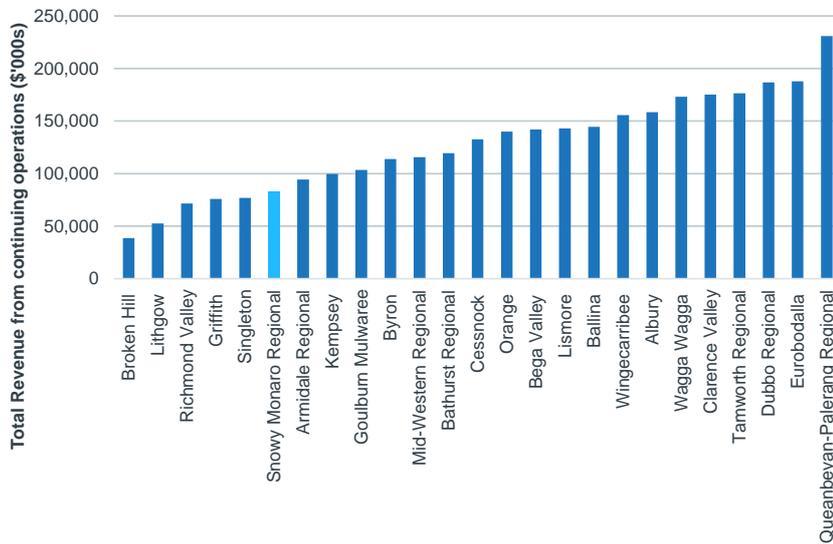
Operating Result 2020/21 Financial Year



Source: OLG Time Series Data (2020/21)

- The total revenue from continuing operations, including capital grants and contributions for the Council is the sixth lowest among the Group. The councils with lower revenue are Singleton, Griffith, Richmond Valley, Lithgow and Broken Hill. It is noted that these councils have similar population levels, indicating that these councils' ability to generate revenue is inherently limited due to a low population base.

Total Revenue from continuing operations

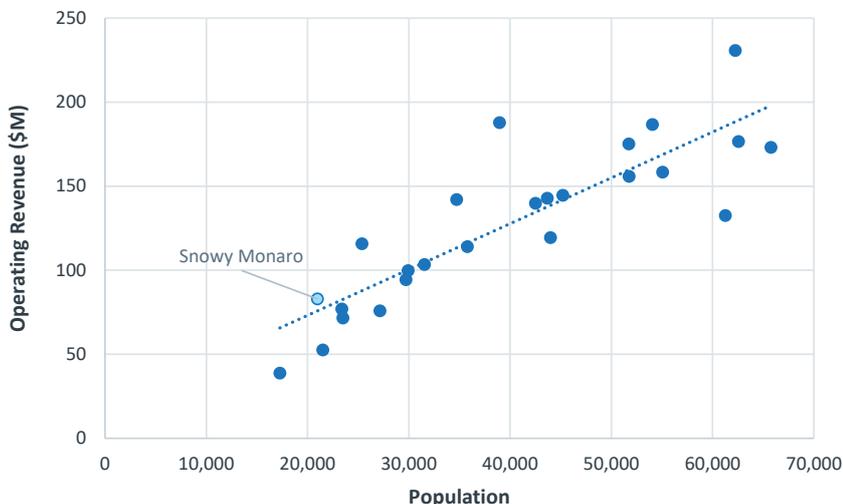


Source: OLG Time Series Data (2020/21)

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



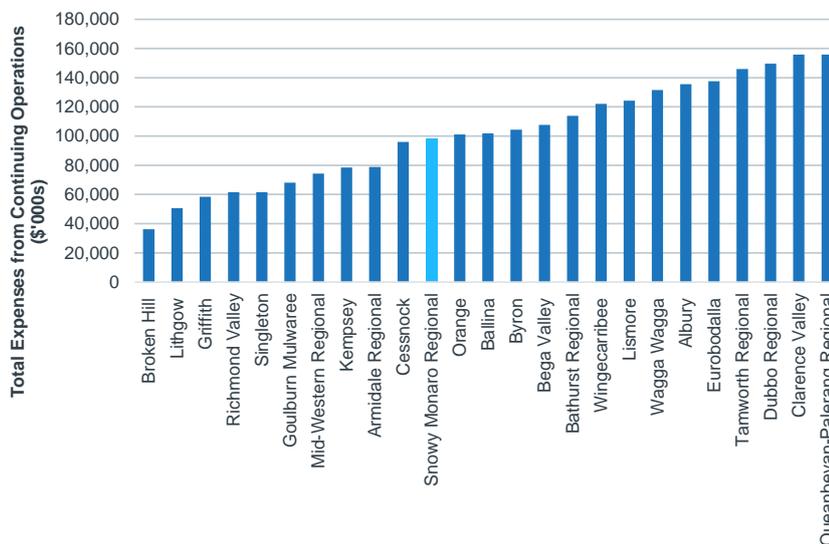
Population vs Total Revenue from continuing operations



Source: OLG Time Series Data (2020/21)

- The total expenses from continuing operations for the Council ranked in the middle of the Group. By comparison total expenses from continuing operations for councils with similar population levels were among the lowest in the Group.
- The total expenses from continuing operations for the Council compared to population are compared to the other councils in the Group.

Total Expenses from continuing operations

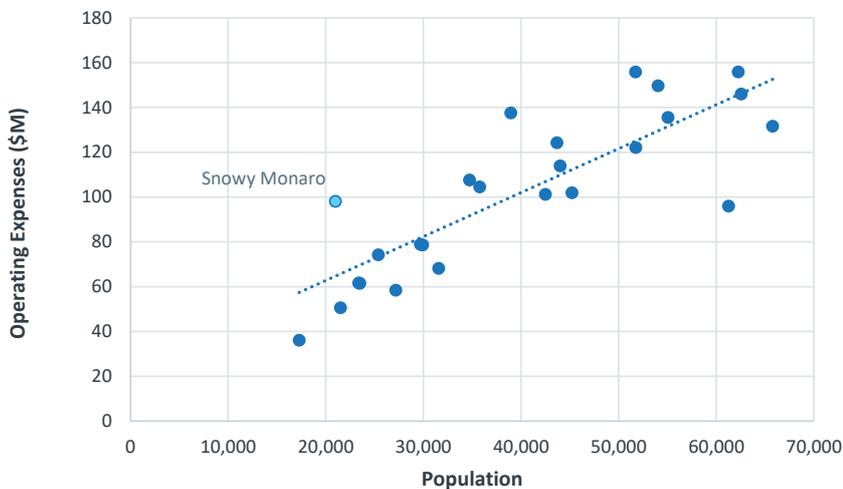


Source: OLG Time Series Data (2020/21)

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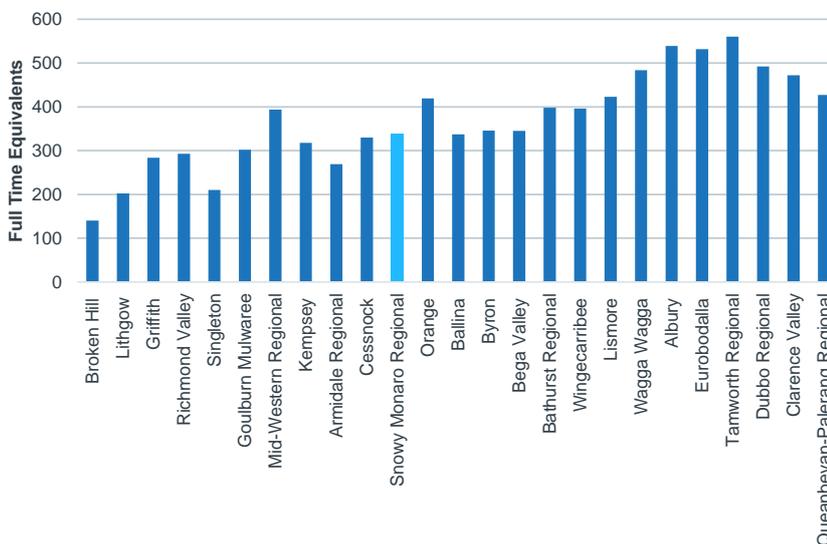
Population vs Total Expenses from continuing operations



Source: OLG Time Series Data (2020/21)

- Full time equivalent staff numbers for the Council ranked 11th among the 26 councils. Full time equivalent staff numbers were high when compared to population, total operating revenue, total operating expenses and road length.

Full Time Equivalents



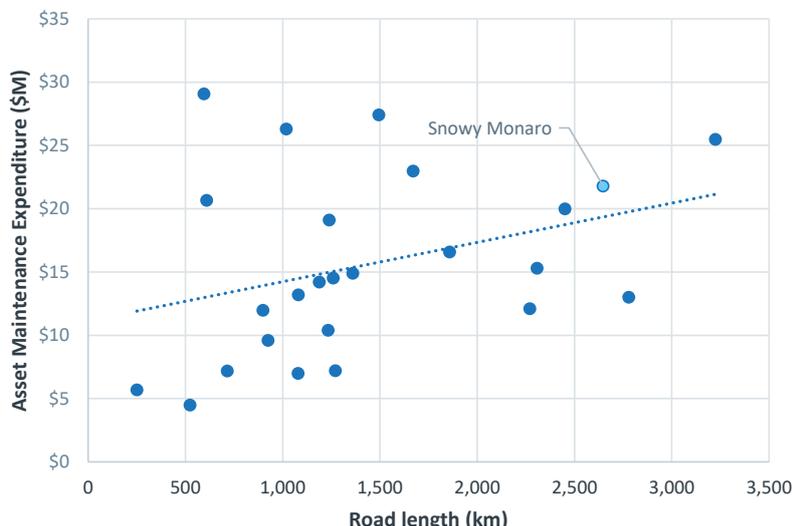
Source: OLG Time Series Data (2020/21)

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- The expenditure of the Council compared to road length is in line with the average amongst the group.

Asset Management Expenditure Vs Road Length



Source: OLG Time Series Data (2020/21)

Whilst the benchmarking above is useful for assessing how Council compares with other similar councils, caution should be exercised when drawing any conclusions based on the observations above. Whilst the councils used for the benchmarking are within the same NSW Office of Local Government Group, there are significant variations regarding population levels and areas services by the councils within this Group. Population and area are two main drivers of the capacity to generate operating revenue and expenditure to deliver services. There also variations in the number and types of services, and service levels delivered by the councils. Services and service levels, as well as service delivery models impact on comparative analysis such as comparisons regarding employee numbers.

SURVEY OF GROUP 4 COUNCILS

To gain a further understanding of financial performance of other Group 4 councils phone interviews were held with several councils that were willing to participate in survey. An invitation to participate in a Financial Sustainability survey was extended to all the 26 Group 4 councils, with the following 11 councils choosing to participate:

Councils participating in the Financial Sustainability Survey

Councils		
• Albury City Council	• Cessnock City Council	• Kiama Council
• Armidale Regional Council	• Dubbo Regional Council	• Mid-Western Regional Council
• Ballina Council	• Goulbourn Mulwaree Council	• Queanbeyan – Palerang Regional Council
• Bathurst Regional Council	• Kempsey Shire Council	• Wagga Wagga City Council

Source: AEC

The participating councils were asked several questions regarding the following:

- Financial sustainability targets adopted in their current Long-Term Financial Plan
- The challenges faced in meeting the key financial sustainability ratios set by the NSW Office of Local Government regarding the operating result
- The challenges faced in meeting the key financial sustainability ratios set by the NSW Office of Local Government regarding the infrastructure assets condition, maintenance and renewal

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- The current service level regarding the sealed and unsealed road networks
- Financial sustainability initiatives pursued and implemented over the last four years, and the success or otherwise of these initiatives in assisting councils to improve their financial performance
- Financial sustainability initiatives planned for the next four years
- Service reviews undertaken over the last four years, and the success or otherwise of these initiatives in assisting councils to improve their financial performance
- Services levels changes implemented over the last 4 years and any changes planned for the next 4 years
- Asset reviews undertaken over the last four years, and the success or otherwise of these initiatives in assisting councils to improve their financial performance
- Asset rationalisation undertaken in the last 4 years or planned to be undertaken over the next four years

A summary of the responses is provided in the Table below:

Summary of survey responses

Issue	Response
Key financial sustainability benchmark – operating result	<ul style="list-style-type: none"> • All the council surveyed are projecting to not meet the operating performance ratio during part or all of the period covered by the adopted Long-Term Financial Plan. • All the councils projecting to not meet the operating performance ratio have identified the need for increased rates revenue through a Special Rate Variation and have built this increase in scenarios within their Long-Term Financial Plan. • Eight of the 12 councils surveyed have indicated they will be applying for a Special Rate Variation to apply from 2023/24 or 2024/25. • All councils indicated that they would need to review their adopted Long – Term Financial Plan considering the anticipated legislated increase in wages and salaries, increasing electricity costs, increases in materials costs due to supply chain issues, wider economic factors resulting in cost pressures for councils.
Key financial sustainability benchmark – infrastructure assets	<ul style="list-style-type: none"> • Most of the councils are not meeting, and are projecting to continue not meeting the backlog, building and infrastructure renewal, and asset maintenance ratios. • Councils impacted by flooding events over the last two years have indicated that the flood events have significantly impacted on their road network. • Historic and projected under investment in assets in the councils is due to the ongoing shortfall in funding as a result of on-going and projected operational deficits.
Main reasons or challenges contributing to the failure to meet the operating result and infrastructure assets benchmark	<ul style="list-style-type: none"> • All councils surveyed identified the rates revenue not keeping up with increases in costs being as the main factor contributing to the projection of not meeting the operating performance ratio. • Most of the councils surveyed have not increased their rates above rate-pegging in recent years. • In councils with lower socio-economic areas, increases in rates have been limited due to the community's capacity to pay. • User fees and charges increases generally limited to CPI increase rather than full cost recovery. • All the councils indicated that they have a large reliance on operating and capital grants. • The increase in depreciation costs has been identified by all the councils as a main factor to the deteriorating operating position. • The depreciation cost has increased significantly for most councils due to asset revaluations mandated by the NSW Office of Local Government • Significant increases in the depreciation cost have also been attributed to new assets created as a result of grant funding from other levels of government. • Increased demand for services, especially for councils experiencing growth and migration to the area due to "tree change" not fully funded through increased rates revenue. • Growing councils are experiencing increased employee costs to support organisational growth



Issue	Response
	<ul style="list-style-type: none"> • COVID has impacted on councils due to reduced user fees and charges, and it is unlikely that pre-COVID levels of activity will return. (e.g., airports) • Some councils have identified having too many community assets such as pools as being a contributor to the challenge of achieving financial sustainability. • All councils are delivering services due to market failure, as a community service obligation at a net cost. • For merged councils, legislation regarding employment in small communities has significantly limited the council to achieve efficiencies through productivity improvements. This has also limited the ability to dispose of assets associated with the place of work for existing employees. The no forced redundancy policy that applied for some years after the 2016 mergers • For merged councils, the rate-freeze period, followed by changes to the normal council term has significantly limited their ability to increase rates revenue through a Special Rate Variation. • For merged councils, they faced the additional costs associated with harmonising service levels across the new formed council.
Financial sustainability initiatives undertaken and their success	<ul style="list-style-type: none"> • Some councils have undertaken organisational reviews, some achieving savings, others increasing costs associated with growing and developing the capacity of the organisation to service growing demand. • Productivity improvements have generally resulted in savings between \$2 million and \$4 million per year. • Initiatives undertaken and implemented successfully include: <ul style="list-style-type: none"> ○ Energy savings (LED retrofits) ○ Review of plant and fleet (e.g., Plant utilisation, review of useful life) ○ Change in delivery models (e.g., bringing contracted services in-house) ○ Property Strategy generating ongoing lease revenue ○ Sale and/or development of Council owned land for residential and industrial purposes ○ Sale of surplus land (e.g., pocket parks) ○ Operation of aquatic centres ○ Review of saleyards ○ Process automation (e.g., customer service and back-office activities) ○ Employment freeze for a period ○ Reduced opening hours of some facilities (e.g., pools and libraries) ○ Insurance review ○ Solar Farm ○ Closure of art gallery ○ Natural staff attrition ○ Procurement savings targets ○ Commercial approach to private works undertaken for NSW Government state roads • Some councils have made a significant improvement in governance and associated processes (e.g. asset management systems, processes and capability) • A council advised that advocacy was being undertaken in regard to regional roads being transferred to the NSW State Government.
Financial sustainability initiatives planned to be undertaken	<ul style="list-style-type: none"> • Most councils are planning to investigate or implement financial sustainability initiatives including: <ul style="list-style-type: none"> ○ Shared services ○ Alternative revenue generation streams ○ Improved asset planning and management ○ Review of current service and service levels ○ Sale and/or development of Council owned land for residential and industrial purposes • Councils have applied a varying commercial approach to business units such as caravan parks, airports, cemeteries, waste management facility, sewer and water.
Service reviews undertaken or planned	<ul style="list-style-type: none"> • All councils have undertaken some level of service and service level review to identify cost savings. • Some councils have reduced service levels especially in the area of child care services.

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Issue	Response
Asset reviews undertaken or planned	<ul style="list-style-type: none"> • Councils with aged care services have identified the need to review the service delivery model, including divestment in these services. One council has already divested. • Most councils have sold surplus land over recent years, with proceeds generally being re-purposed to fund operational expenditure. • Councils do not generally have plans to dispose of any community assets other than surplus land. • One council have rationalised public amenities and playgrounds. • Very few councils have identified the potential for some asset rationalisation. • Some councils have disposed of assets associated with service reviews. • Some councils are looking at re-adaptation of existing buildings to improve alignment with community need. • Some councils looking at disposing of surplus administration buildings.

Source: AEC Interview with Respective Councils



APPENDIX D: LIST OF SERVICE DELIVERY MEASURES

Business Unit	Service Area	Service Delivery	Measure	
Executive Office	Executive Office	Collation and production of Council meeting business papers	85% of Business Papers completed and published on Council's website before the Council meeting 85% of Business Papers available to Councillors Thursday before each Council meeting	
		Support the CEO, Mayor, Councillors and Executive in their day to day activities	The CEO, Mayor and Councillors are supported in their roles 80% satisfaction of internal service through short stakeholder survey annually	
		Provide accurate record of resolutions made at Council meetings	85% of minutes prepared and published on Council's webpage within 10 days 100% of Minutes tables at the next Council meeting for adoption	
		Maintain regulatory registers of Council decisions in accordance with relevant legislation	85% of registers are updated with Council decisions after each Council meeting 100% of statutory reporting completed by due date	
Built and Natural Environment	Biosecurity	Prevent the establishment of new weeds	High risk pathways inspected annually (3309kms of roadside) High risk sites e.g., nurseries, rest areas, camping sites inspected annually (250 sites inspected)	
		Eliminate new weed incursions	100% of State alert weeds reported to NSW Department of Primary Industries within 48hrs 100% of State alert weeds treated and neighboring landowners notified within seven days. 100% of all known and suspected Orange Hawkweed infestation sites inspected and treated fortnightly December to February	
		Minimise the risk posed by widespread weeds on the economy, environment and community	1600 public and private lands inspected annually Review local weed management plans biennially Regional and Local priority weeds treated on roadsides in accordance with Local Weed Management Plans Contractors engaged in three-year contracts awarded, reviewed annually 100% of new Biosecurity Officers are trained in implementation of the Biosecurity Act, 2015 within six months of appointment Pesticide use notification plan reviewed every four years Mean satisfaction score of >3.0 within the Community Satisfaction Survey	
	Building Certification	Assess certificate applications and determined in line with legislative requirements	90% of construction certificate applications are assessed and completed within statutory timeframe 95% of inspections completed within forty-eight hours of booking	
	Development Assessment	Undertake assessment of Development Applications within statutory timeframes	70% of residential development applications processed within forty days 50% of other types of development applications processed within forty days Mean satisfaction score of >3.0 within the Community Satisfaction Survey	
			Provide development advice on planning matters to Councils customers which is informative and within the bounds of statutory requirements	70% within the timeframes stipulated in the customer service charter
			Report to the NSW State Government planning related statistics which provide detail regarding Councils development assessment processes	100% of all planning data is reported to the Department of Planning and Environment within required timeframes

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Business Unit	Service Area	Service Delivery	Measure
		Provide Planning and Related Certificates in accordance with Statutory Requirements	80% of Planning Certificates issues within ten days
		Undertake assessment and provide advice relating to Development Engineering Services provided by Council	70% of s138 applications processed within statutory timeframes 70% advice provided within customer services charter timeframes
	Public Health and Environment	Undertake inspections of food premises to determine compliance with the Food Standards Code	98% of all P1, P2 and P3 food premises are inspected at least once a year
			85% of food businesses with five star scores on doors rating
		Undertake routine water sampling to meeting the Australian Drinking Water Quality Guidelines	100% of required water samples are collected and sent for processing
		Undertake routine inspections of onsite sewage management systems as per adopted program	10% of onsite sewage management systems are inspected each year <25% failure rate of onsite sewage management systems
		Undertake routine inspections of liquid trade waste management systems to ensure compliance with the Liquid Trade Waste Management Guidelines 2021	<25% failure rate of liquid trade waste management systems
		Develop and implement an education program focused on gaining community support to reduce the incidence of illegal dumping	Education program completed and implemented by June 2023 20% reduction in illegal dumping reported.
	Cemeteries	Organise interments and maintain accurate records	Prepare and lodge annual interment activity return to Cemeteries and Crematoria NSW by July of each calendar year.
		Maintain the regions cemeteries	<five complaints per year
	Ranger Services	Respond to straying stock matters and impound when required to ensure that our public roads are kept safe	80% of responses are within enforcement policy
		Undertake companion animal management with the management of microchipping, registration and impoundment of dogs and cats to ensure compliance with the Companion Animals Act 1998	80% of responses are within enforcement policy > 3.24 mean satisfaction score in the annual Community Satisfaction Survey
		Undertake routine parking patrols of the Cooma and Jindabyne CBDs to ensure compliance with the Road Rules 2014	A minimum of two weekly patrols are undertaken of the region's CBDs. 10% of parking infringements issued
	Community Services	Community Facilities	Maintain and operate Council owned pools
Maintain and operate saleyards			Saleyards available 100% of the time.
Maintain and operate truck wash facilities			Truck washes are available 80% of the time.
Community Support Programs		Operate and maintain Council owned Caravan Parks	Caravan Parks remain open for 80% of the time.
		All service streams under the Commonwealth Home Support Program are provided to the community	80% of funding across service outlets maintained.
		Deliver high quality services through community support programs	80% of funding across services outlets maintained.
		Maintain community transport service provision through the ongoing recruitment and retainment of volunteer drivers	Meet 80% of KPIs as set by Transport for NSW
Deliver Youth Services in collaboration with other providers, targeting priorities as identified through the Youth Council	Run holiday programs for a minimum of twenty days per year.		

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



Business Unit	Service Area	Service Delivery	Measure
	Library Services	Continuing to promote lifelong learning through the provision of library services across the region	Maintain face to face operation 90% of the time.
	Residential Aged Care	Deliver services to the community through Residential Aged Care in accordance with Aged Care quality standards	Review ACFI every three months
Infrastructure	Roads Infrastructure	Undertake Council's Resealing Program	1/15 of 1000kms or 67kms of the 15 year program is undertaken per year
		Undertake Council's Heavy Patching Program	Extend the expected life of 10% of the road network.
		Undertake Gravel Resheeting	1/15 of road network or 115Kms of the 15 year program is undertaken per year.
		Undertake Gravel Regrading	80% of unsealed network graded each year
		Undertake Reactive Maintenance	Respond to immediate works within 3 weeks of being notified.
		Undertake Footpath renewals	Program completed
		Undertake Kerb and Gutter Renewals	Program completed
		Undertake Rural Culvert Renewals	Program completed
		Undertake Bridge Maintenance	<Five road closures or detours per year 20% of Bridges maintained each year
		Scheduled Transport Infrastructure maintained	Agreement of 70% of engaged local residents Roads maintained to a mean satisfaction score of >2.77 within the annual community satisfaction survey
	Civic Maintenance	Maintain high priority, high use parks, sporting facilities and other grounds	High priority, high use parks, sporting facilities and other grounds are maintained and available for use 80% of the time. >3.61 means satisfaction score within the annual community satisfaction survey
		Maintain amenities throughout the region	80% of Council provided amenities are clean and available within scheduled opening times >3.33 mean satisfaction score within the annual community satisfaction survey
	Land and Property	Operate and maintain Council owned public buildings	Submit required reporting to the Commonwealth, with alignment to DoHA parameters to be maintained for the Snowy River Health Centre
		Policies and procedures for Land Property assets are current	100% policies and procedures completed.
		Maintain engagement with Snowy Hydro Ltd on foreshore management	East Jindabyne Foreshore Management Plan completed. 10% decrease in issues management
Ongoing communication and consult between SMRC and SHL to cohesively enable best management practices for the multiple land holdings of joint interest to both organisations		SMRC and SHL meet on biannual (2/year) basis addressing land management	
Manage Crown Land under Council's care & control, ensuring intended use is in accordance with the Plans of Management (PoMs)		POMs complied with	
Ongoing adjustments to land ownership title and rectifying legacy land matters.		Change forty titles per year	
Resource and Waste		Provision of Resource recovery and waste facility services across the region	> mean score of 3.11 within annual community satisfaction survey 10% increase recyclables collected 10% decrease waste collected
	Operation of Waste facilities, transfer stations and BuyBack Stores (ScrapMart)	100% collection of data, monitoring quantity of recyclable material collected from sites for use in regional arts projects	
	Provision of Resource Recovery and Waste Collection services across the region	5% reduction in number of reported missed bins 5% reduced number of noise complaints 100% new services provided as required.	

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



Business Unit	Service Area	Service Delivery	Measure		
		Environmental Protection Licence (EPL) Annual Reporting	Complete and supply annual returns at the end of each reporting period to the Environmental Protection Authority (EPA)		
		Partner with external stakeholders	100% attendance and contributing to scheduled regional meetings		
Water and Wastewater	Water and Wastewater	Maintain sewage pump stations throughout the region	<3 customer satisfaction rating from the annual customer satisfaction survey 100% compliance in areas that are supplied potable water against the Australian Drinking Water Guidelines		
		Water and wastewater compliance requirements must be met	>3 customer satisfaction rating from the annual customer satisfaction survey 100% compliance in areas that are supplied potable water against the Australian Drinking Water Guidelines		
		Operate and maintain reticulated potable water supplies	>3 customer satisfaction rating from the annual customer satisfaction survey 100% compliance in areas that are supplied potable water against the Australian Drinking Water Guidelines <30 per 100km/year water main breaks per kilometer <50 per 1000 connections/year number of unplanned interruptions per year Average response time <4 hours to water incidents Number of complaints per year <20 per 1,000 connections/year		
			Operate and maintain sewerage systems	Comply with the EPA licence requirements at Adaminaby, Berridale, Boombala, Cooma, Delegate, Jindabyne and Nimmitabel Submit annual return to EPA >3 customer satisfaction rating from the annual customer satisfaction survey Number of repairs and chokes <20 per 100km/year Average response time <4 hours to sewerage incidents Number of water and sewer complaints <50 per 1000 connections/year	
				Participate and collaborate on the revision of the Regional Economic Development Strategy (REDS)	100% attendance at all REDs revision meetings
				Support and encourage local business	Hold business awards biannually Meet with three main chambers of commerce quarterly Provide Economic Development newsletter quarterly
				Provide input into the development of the Snowy Mountains Special Activation Precinct (SAP)	90% of SAP meetings and workshops attended
		Development and implementation of visitor attraction strategies and town beautification	Community satisfaction score of more than 2.36 within annual community satisfaction survey		
		Support key local industries	100% attendance at South East Forestry Hub meetings		
		Tourism product and promotion	Increase visitation by 10% each year Fortnightly publicise local events in region		
Support local events	Minimum 50% of events support fund used each year				
Continue to develop tourism data collection and reporting	Add three more sensors to the network				
Economic Development and Tourism	Economic Development and Tourism	Grow and expand online presence of tourism information and promotion	Review Council tourism websites quarterly for content updates Post new social media content fortnightly Website complete		
		Engage with community and other levels of government to advocate for tourism revenue raising opportunities	Undertake an additional five engagement activities per year.		
		Develop a SMRC Tourism Strategy to support and grow the regions tourism industry to replace Destination Management Plan	SMRC Tourism Strategy developed		

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



Business Unit	Service Area	Service Delivery	Measure			
Engagement	Engagement	Undertake effective issue management to reduce Council's reputation risk	Annual customer satisfaction survey result =>3 An annual internal stakeholder survey to determine level of satisfaction 75% of responses within Customer Charter timeframes			
		Increase awareness and improve engagement by using a full spectrum of channels	Annual customer satisfaction survey result =>3			
		Undertake educational programs to address environmental impacts throughout our region relating to Biosecurity and Waste Management	Annual customer satisfaction survey result =>3 75% of program participants satisfied with educational impact program Ten community event hosted/attended to educate the community on best weed management			
		Provide communication and engagement support to the organisation	An annual internal stakeholder survey to determine level of satisfaction 95% of documents published are in accordance with the style guide.			
Financial Services	Financial Services	Provide financial services to the organisation	Budget, fees & charges and revenue policy adopted by Council following community consultation by 30 June Annual financial statements lodged by 30 October 100% of Quarterly budget review statements presented to Council in November, February and May. Lodgment of FBT, payroll tax, BAS by 30 June 100% of monthly funds management reported to Council monthly Rates and annual charges outstanding ration <= 10%			
			Corporate Projects	Corporate Projects	Deliver internal corporate project management services to the organisation.	70% of projects completed on time and on budget 75% satisfaction rate of internal customers surveyed
					Risk	Risk management practices are administered across the organisation Council's insurance policies are kept up to date, and relevant to the current state and needs of the organisation
			RFS/SES Support Services	RFS/SES Support Services	Administrate NSW Rural Fire Fighting Fund allocations in line with RFS Requirement	100% requests responded to in accordance with Councils Customer Service Charter and Rural Fire Service Level Agreement
					Provide LEMO support to the Local Emergency Management Committee	Administration and supported provided to quarterly meetings
Administer Emergency Services Levy	Quarterly payments made to the agencies in line with contribution assessments					
Fleet and Plant	Fleet and Plant	Capital Works Program - Plant and Vehicle Capital Replacement Program	75% of replacement are undertaken			
		Operate and maintain Councils fleet and plant program	100% of budget constraints maintained 75% of plant and fleet assets available			
Governance	Governance	Delegations Register is maintained and fit for purpose	Delegations register is reviewed quarterly			
		Government Information Public Access (GIPA) applications are processed in accordance with Councils Agency Information Guide and GIPA Act 2009	90% of requests are resolved within adopted timeframes 100% of complaints not completed within timeframes reported to CEO			
		Donations and sponsorships are provided by Council to support activities throughout the region	100% of approved funding is allocated			
		Designated Persons returns are scheduled and managed in accordance with Office of Local Government (OLG) requirements	100% of designated persons returns received			
		Support new Councillors through induction	100% of Councillors are provided with induction training opportunities			
		Revise and maintain Council's Complaint Register to ensure compliance and accurate reporting	100% of Code of Conduct complaints are managed within OLG timeframes and guidelines			

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



Business Unit	Service Area	Service Delivery	Measure
		Section 355 Advisory and Management Committees are managed and supported	100% of committee minutes and recommendations reported to Council
		Records management practices are contemporary and compliant to legislation	75% of Council records are maintained in Council's electronic document records management system (EDRMS) 100% of new staff receive training in records management 10% decrease in volume of hard copy records archived 100% of incoming documents are allocated to the appropriate staff within forty-eight hours.
Information Communications and Technology	Information Communications and Technology	Information and communication systems support the organisation to deliver agile and quality service	System uptime 99.4% - number of hours of unplanned downtime less than one hour per week.
		Provide end-user support services provided to the organisation	90%+ satisfaction at eight or more out of ten 80%+ helpdesk tickets completed within SLA
		Network operations and administration provided to the organisation	Network uptime SLA 99.4% - network infrastructure downtime less than 1 hour per week.
		Telecommunications administration provided to the organisation	Telecommunications system uptime 99.4% - number of hours of unplanned downtime less than 1 hour per week
		GIS system administration provided to the organisation	System uptime 99.4% - number of hours of unplanned downtime less than one hour per week. 80% customer satisfaction rating through internal customer survey
		Four year capital leasing production server and storage hardware replacement program	Production server and storage hardware is replaced.
Internal Audit	Internal Audit	Council's Audit and Risk Improvement Committee (ARIC) meet on a quarterly basis to provide recommendations to service delivery areas of Council to address risks identified, and improvement actions to address these risks. All NSW Local Government Areas must have an Audit and Risk and Improvement Committee to ensure good performance and governance.	ARIC meetings are held quarterly
		Improvement actions are captured at each ARIC meeting with timeframes to ensure completion. This is to ensure actions are completed on time and progress is being made to ensure accountability.	70% of Action from ARIC are completed on time.
Strategy Development	Asset Management	Undertake traffic count program	Fifty traffic counts per year
		Annual review of Asset Management Plans	Each plan reviewed annually
		Review of asset depreciation rates and useful lives	Documented evidence of review completed annually
		Provision of internal survey services to the organisation	90% internal customer satisfaction rate
		Have in place a current long term scheduling plan for asset refurbishment and replacement. This is a ten year plan that is reviewed annually.	Asset refurbishment and replacement plan in place and reviewed annually.
		Develop annual works programs for infrastructure transport	For increased financial savings and improved customer experience Score of >3 in the annual customer satisfaction survey
	Corporate Reporting	Integrated planning and reporting guides long term planning and organisational sustainability	Community Strategic Plan adopted and published Delivery Program is adopted, published and reviewed annually Operational Plan is adopted by Council and reviewed annually.
		Reporting accountability through monthly performance reporting	Performance reports are submitted to Council monthly

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



Business Unit	Service Area	Service Delivery	Measure
		Prepare an Annual Report	Annual Report is adopted by Council and submitted to Office of Local Government prior to 30 November each year.
		Undertake a customer satisfaction survey annually	Council's overall performance - mean score > 2.61 within the annual community satisfaction survey
		Service level statements are developed for the organisation.	Deliver service level statements to complement service statements and to provide transparency and accountability for the service levels provided.
	Strategic Planning	Support the coordination and delivery of events for key annual celebration days such as Women's Week, Seniors Festival, Youth Week, Reconciliation Week, NAIDOC Week, Mental Health Month, International Day of People with Disability.	Assist in the delivery of at least one related event/activity per annum
		Assess planning proposals	100% of planning proposals are assessed within the Local Environmental Plan Making Guidelines
		Provide feedback on State Significant Development (SSD) applications	80% of SSDs provided feedback
		Community development supports and facilitates internal and external committees, including S355 and interagency.	Provide a response to 100% of relevant policy changes
		Provide lobbying and advocacy to government and private operators to retain support and improve local community support services	Review and monitor submissions. Provide a response to 100% of relevant policy changes
		Support community groups to plan and deliver their own events, access grant funding, enable volunteerism.	Assist in the delivery of at least one related event/activity per annum
	Workforce Management	Workforce Management	Provide workforce management services across the organisation
Evaluation of the revised salary system - 85% of self surveyed responses indicate an improved salary system			
85% of employees successful in undertaking new roles through development opportunities			
=> 20 employees completing the leadership development program			
95% of performance reviews completed.			
<20% vacancy rate			
75% of vacant positions recruited within two months			
85% of new employees remain within the organisation =>12 months			
WHS principals guide the organisation			75% of targeted workplace safety inspections undertaken 100% of new employees inducted into WHS <5% of employees reported WHS incidents
Improve organisational development across the organisation			% of change from the 2020 ABEF self-assessment Self-Assessment business Score of >350
Facilitate service reviews as required under S.406 of the Local Government Act 1993	100% service reviews are undertaken and outcomes are reported to Council A plan is implemented to deliver on actions from each service review % of change service through either staff survey or community satisfaction survey.		

Source – SMRC Delivery Program 2022-2026

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



APPENDIX E: 2022-23 NET COST OF SERVICES (BUDGET)

SERVICE	Rates and annual charges	User charges and fees	Grants and contributions provided for operating purposes	Grants and contributions provided for capital purposes	Other revenue items	Total income from continuing operations	Employee benefits and on-costs	Materials and services	Borrowing costs	Depreciation, amortisation and impairment of non-financial assets	Other expenses	Total expenses from continuing operations	Net Operating Result (less capital)
GENERAL FUND													
01000 - Executive Management	0	0	0	0	0	0	1,806,612	-406,430	0	0	86,250	1,486,432	1,486,432
01010 - Elected Members	0	0	0	0	0	0	217,237	-162,360	0	0	368,021	422,898	422,898
01020 - Governance	0	-946	-220,626	0	0	-221,572	329,705	-295,589	0	0	372,170	406,286	184,714
01030 - Business Development	0	0	0	0	0	0	205,571	454,090	0	0	20,641	680,302	680,302
01040 - Risk Management	0	0	0	0	0	0	150,000	-135,966	0	0	562,000	576,034	576,034
01050 - Internal Audit	0	0	0	0	0	0	118,799	65,325	0	0	0	184,124	184,124
01060 - Communications & Public Relations	0	0	0	0	0	0	526,349	30,674	0	0	142,140	699,163	699,163
01070 - Project Management	0	0	0	0	0	0	250,000	16,443	0	0	210	266,653	266,653
01100 - Organisational Services	0	0	0	0	-568,045	-568,045	4,140,814	369	0	0	161,240	4,302,423	3,734,378
01110 - Financial Services	0	-78,050	0	0	-8,200	-86,250	1,087,219	-37,086	0	0	271,250	1,321,383	1,235,133
01120 - Procurement	0	0	0	0	0	0	379,604	-93,027	0	0	1,366	287,943	287,943
01130 - IT Services	0	-8,200	0	0	-60	-8,260	580,632	-405,290	0	674,879	1,867,355	2,717,576	2,709,316
01140 - Records Management	0	0	0	0	0	0	238,561	-46,880	0	0	31,425	223,106	223,106
01150 - Human Resources Management	0	0	0	0	-165,727	-165,727	-2,334,182	35,738	0	0	321,621	-1,976,823	-2,142,550
01180 - Customer Services	0	0	0	0	-73,542	-73,542	478,564	-159,031	0	0	0	319,533	245,991
01200 - Asset Management	0	0	0	0	0	0	378,246	-276,127	0	3,572	7,210	112,901	112,901
01210 - Biosecurity Weeds	0	-11,124	-434,007	0	0	-445,131	425,332	970,783	0	0	12,456	1,408,571	963,440
01220 - Parks, Gardens and Open Spaces	0	-181,475	0	0	-3,677	-185,152	1,627,936	671,242	0	401,140	58,481	2,758,799	2,573,647
01240 - Sportsgrounds & Ovals	0	0	0	0	-17,264	-17,264	0	340,563	0	370,442	65,286	776,291	759,027
01250 - Bridges	0	0	-1,526,895	0	0	-1,526,895	0	496,910	0	1,528,665	3,090	2,028,665	501,770
01300 - Roads Operations	0	-14,891	-8,228,283	0	0	-8,243,174	3,322,809	-493,792	0	0	337,378	3,166,395	-5,076,779
01320 - Urban Streets	0	0	-325,000	0	0	-325,000	0	526,116	0	1,219,347	6,180	1,751,643	1,426,643
01340 - Rural Roads	0	0	-2,500,000	0	0	-2,500,000	0	4,330,758	0	3,960,121	39,820	8,330,699	5,830,699
01350 - Footpaths	0	-10,034	0	0	0	-10,034	0	105,000	0	429,255	0	534,255	524,221
01360 - Regional Roads	0	0	-1,325,000	0	0	-1,325,000	0	480,000	0	1,225,441	0	1,705,441	380,441
01370 - Carparks	0	0	0	0	0	0	0	80,000	0	177,583	0	257,583	257,583
01380 - RMS Main Roads	0	-3,570,947	0	0	0	-3,570,947	0	3,570,947	0	0	0	3,570,947	0
02100 - Stormwater Drainage	0	0	0	0	0	0	0	70,000	0	495,368	0	565,368	565,368

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



SERVICE	Rates and annual charges	User charges and fees	Grants and contributions provided for operating purposes	Grants and contributions provided for capital purposes	Other revenue items	Total income from continuing operations	Employee benefits and on-costs	Materials and services	Borrowing costs	Depreciation, amortisation and impairment of non-financial assets	Other expenses	Total expenses from continuing operations	Net Operating Result (less capital)
02110 - Public Amenities	0	0	0	0	0	0	0	166,343	0	28,849	33,840	229,032	229,032
02190 - Airfields Management	0	0	0	0	0	0	0	147	0	3,540	44	3,731	3,731
02200 - Quarry Operations	0	0	0	0	-152,956	-152,956	0	134,386	0	4,129	64,612	203,127	50,171
02210 - Cemetery Operations	0	-240,927	0	0	-315	-241,242	1,202	169,845	0	3,120	9,812	183,979	-57,263
02220 - Plant Operations	0	-160,232	-1,500	0	-204,846	-366,578	855,412	-2,138,815	0	983,351	406,895	106,843	-259,735
02222 - Plant Operations - Water	0	0	0	0	-110,117	-110,117	1,000	-556,468	0	0	9,270	-546,198	-656,315
02223 - Plant Operations - Waste Water	0	0	0	0	-78,761	-78,761	1,000	-141,104	0	0	10,725	-129,379	-208,140
02224 - Plant Operations - Waste	0	0	0	0	-152,140	-152,140	17,044	-549,501	0	0	19,510	-512,947	-665,087
02225 - Plant Operations-Aged Care	0	0	0	0	0	0	0	2,134	0	0	0	2,134	2,134
02230 - Private Works	0	-115,360	0	0	0	-115,360	0	5,561	0	0	0	5,561	-109,799
02240 - Corporate Administration Buildings	0	0	0	0	-52,427	-52,427	0	231,210	0	158,703	171,509	561,422	508,995
02260 - Buildings - Halls	0	0	0	0	-17,510	-17,510	0	89,669	0	247,406	27,142	364,217	364,707
02280 - Community Buildings	0	-8,858	0	0	0	-8,858	0	29,581	0	3,267	7,529	40,377	31,519
02300 - Saleyards	0	-221,965	0	0	-41,200	-263,165	84,651	98,053	0	105,585	25,674	313,963	50,798
02320 - Depot Buildings	0	0	0	0	0	0	0	200,442	0	57,132	39,564	297,138	297,138
02390 - Property Management Services	0	-8,189	0	0	-365,394	-373,583	580,174	203,430	0	767,653	145,003	1,696,260	1,322,677
02400 - Community Services Management	0	0	0	0	0	0	276,664	13,507	0	0	355	290,526	290,526
02420 - Home Care Packages	0	-62,572	-1,392,467	0	0	-1,455,039	274,994	339,577	0	0	253,606	868,177	-586,862
02430 - Multi-Service Outlet / NDIS Under 65	0	-145,000	-730,000	0	0	-875,000	192,983	648,339	0	0	12,116	853,438	-21,562
02440 - Commonwealth Home Support Programme	0	-189,614	-1,264,093	0	0	-1,453,707	1,368,373	228,154	0	0	103,315	1,699,842	246,135
02450 - Community Transport	0	-96,048	-642,168	0	-15,450	-753,666	404,838	148,843	0	59,821	62,586	676,088	-77,578
02460 - ComPacks	0	-14,000	-50,558	0	0	-64,558	2,965	3,837	0	0	2,988	9,790	-54,768
02470 - Libraries	0	-12,397	-120,819	0	-5,253	-138,469	601,137	97,252	0	103,810	61,784	863,983	725,514
02480 - Youth Services	0	0	-84,975	0	-103	-85,078	161,759	141,571	0	0	12,944	316,274	231,196
02500 - Child Care centres	0	0	0	0	-6,695	-6,695	0	18,678	0	11,997	0	30,675	23,980
02600 - Tourism Operations	0	0	0	0	-25,845	-25,845	553,703	312,931	0	0	136,011	1,002,645	976,800
02610 - Economic Development	0	0	0	0	0	0	261,585	28,425	0	0	34,370	324,380	324,380
02620 - Recreation Planning	0	0	0	0	0	0	108,721	0	0	0	0	108,721	108,721
02650 - Caravan Parks	0	-143,170	0	0	-365,650	-508,820	235,263	48,928	0	173,917	9,448	467,556	-41,264
02700 - Land Development Operations	0	0	0	0	0	0	0	17	0	0	0	17	17
02750 - Swimming Pools	0	-123,600	0	-63,336,927	0	-63,460,527	146,260	720,247	0	331,569	111,595	1,309,671	1,186,071

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



SERVICE	Rates and annual charges	User charges and fees	Grants and contributions provided for operating purposes	Grants and contributions provided for capital purposes	Other revenue items	Total income from continuing operations	Employee benefits and on-costs	Materials and services	Borrowing costs	Depreciation, amortisation and impairment of non-financial assets	Other expenses	Total expenses from continuing operations	Net Operating Result (less capital)
02800 - Development Assessment	0	-630,250	0	0	0	-630,250	1,242,514	208,811	0	0	10,506	1,461,831	831,581
02810 - Ranger Services	0	-108,450	0	0	0	-108,450	249,683	83,791	0	1,576	9,178	344,228	235,778
02820 - Strategic Planning	0	-1,545	0	0	0	-1,545	836,328	356,994	0	0	23,231	1,216,553	1,216,553
02830 - Building Control Services	0	-470,000	0	0	-840	-470,840	718,028	30,159	0	0	10,300	758,487	287,647
02840 - Environmental Health Services	-98,350	-25,000	0	0	0	-123,350	362,447	58,976	0	1,145	22,700	445,268	321,918
02850 - Emergency Management Operations	0	0	-172,000	0	0	-172,000	9,216	3,334	0	0	95,048	107,598	-64,402
02860 - Rural Fire Service RFS	0	0	-452,994	0	0	-452,994	0	379,824	0	107,771	1,153,519	1,641,114	1,188,120
02870 - State Emergency Service	0	0	0	0	0	0	0	4,125	0	10,548	35,848	50,521	50,521
02880 - Community Development	0	0	0	0	0	0	0	2,360	0	0	3,090	5,450	5,450
02890 - Arts and Culture	0	0	0	0	0	0	0	0	0	0	20,600	20,600	20,600
02990 - General Purpose Revenue	-18,036,086	0	-8,259,366	0	-82,400	-26,377,852	0	0	0	0	0	0	-26,377,852
FUND TOTAL	-18,134,436	-6,652,844	-27,730,751	-63,336,927	-2,514,417	-118,369,375	23,477,752	11,556,973	0	13,650,702	7,891,857	56,577,284	1,544,836
WATER FUND													
03200 - Water Supply	-2,916,141	-5,327,992	-10,191	-10,000,000	-371,830	-18,626,154	1,743,801	3,514,563	0	3,213,689	823,606	9,295,659	669,505
FUND TOTAL	-2,916,141	-5,327,992	-10,191	-10,000,000	-371,830	-18,626,154	1,743,801	3,514,563	0	3,213,689	823,606	9,295,659	669,505
SEWER FUND													
03300 - Waste Water Services	-7,119,675	-1,503,783	-8,930	-10,400,000	-208,060	-19,240,448	1,559,739	3,594,913	5,161	2,288,349	660,115	8,108,277	-732,171
03390 - Liquid Trade Waste	-206,000	-17,450	0	0	-15,450	-238,900	254,904	27,324	0	0	3,030	285,258	46,358
FUND TOTAL	-7,325,675	-1,521,233	-8,930	-10,400,000	-223,510	-19,479,348	1,814,643	3,622,237	5,161	2,288,349	663,145	8,393,535	-685,813
WASTE FUND													
03400 - Waste Management	-2,081,245	-3,844,102	-37,480	0	-124,322	-6,087,149	1,789,655	3,087,983	0	836,336	132,460	5,846,434	-240,715
03410 - Domestic Waste Services	-3,533,691	0	0	0	-14,455	-3,548,146	267,717	1,604,001	0	205,760	26,200	2,103,678	-1,444,468
FUND TOTAL	-5,614,936	-3,844,102	-37,480	0	-138,777	-9,635,295	2,057,372	4,691,984	0	1,042,096	158,660	7,950,112	-1,685,183
AGED CARE FUND													
04000 - Yallambee Lodge	0	-154,167	-331,250	-4,493,858	0	-4,979,275	2,475,187	258,191	0	65,620	-33,443	2,765,555	2,280,138
04010 - Snowy River Hostel	0	-360,000	-840,000	0	0	-1,200,000	-1,002,573	862,195	0	48,401	86,205	-5,772	-1,205,772
FUND TOTAL	0	-514,167	-1,171,250	-4,493,858	0	-6,179,275	1,472,614	1,120,386	0	114,021	52,762	2,759,783	1,074,366
OTHER													
19260 - Fn1-Current Provisions	0	0	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	-33,991,188	-17,860,338	-28,958,602	-88,230,785	-3,248,534	-172,289,447	30,566,182	24,506,143	5,161	20,308,857	9,590,030	84,976,373	917,711

Source – SMRC – Council Financial Reporting Tool (BIS)

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



APPENDIX F: HISTORICAL FINANCIAL PERFORMANCE PRIOR TO MERGER

INCOME STATEMENT - CONSOLIDATED	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Income from continuing operations									
Rates and annual charges	25,333	26,590	27,630	27,939	30,281	29,366	31,546	32,443	31,221
User charges and fees	14,944	13,923	12,786	10,771	14,700	15,136	14,133	14,440	15,347
Other revenue	1,930	1,637	2,573	1,971	2,206	1,828	1,784	1,988	1,315
Grants and contributions provided for operating purposes	22,604	17,402	17,452	20,379	32,321	20,724	24,262	29,627	23,236
Grants and contributions provided for capital purposes	4,029	6,099	3,532	4,869	17,864	3,978	6,936	14,343	9,775
Interest and investment revenue	2,370	1,993	1,979	1,671	2,549	2,898	2,590	1,675	1,183
Other income	-	2	41	(16)	-	-	-	892	844
Net gains from the disposal of assets	-	203	-	164	-	89	139	798	-
Rental income	-	-	-	-	-	-	-	-	-
Total income from continuing operations	71,210	67,849	65,993	67,748	99,921	74,019	81,390	96,206	82,921
Expenses from continuing operations									
Employee benefits and on-costs	23,569	24,672	26,013	22,923	31,780	27,486	30,932	33,637	33,425
Materials and services	21,765	19,927	15,902	12,731	19,045	17,051	18,418	25,973	27,464
Borrowing costs	699	596	544	457	524	413	249	79	487
Depreciation, amortisation and impairment of non-financial assets	18,882	19,617	19,604	15,880	20,963	19,880	20,375	20,486	22,039
Other expenses	6,931	7,435	7,064	6,286	11,371	7,690	9,170	2,228	13,950
Net losses from the disposal of assets	488	552	454	213	768	-	-	-	640
Total expenses from continuing operations	72,334	72,799	69,581	58,490	84,451	72,520	79,144	82,403	98,005
Operating result from continuing operations	(1,124)	(4,950)	(3,588)	9,258	15,470	1,499	2,246	13,803	(15,084)
Net operating result for the year before grants and contributions provided for capital purposes	(5,153)	(11,049)	(7,120)	4,389	(2,394)	(2,479)	(4,690)	(540)	(24,859)

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



STATEMENT OF FINANCIAL POSITION - CONSOLIDATED	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS									
Current Assets									
Cash and Cash Equivalents	34,319	22,110	29,982	26,946	11,790	16,259	11,113	6,546	38,008
Investments	4,401	16,500	17,001	20,000	43,984	37,000	19,000	20,000	17,000
Receivables	10,655	7,511	7,321	15,323	10,767	15,006	13,700	13,533	14,927
Inventories	1,228	1,134	1,238	1,111	974	1,570	1,695	1,656	2,397
Other	358	211	87	475	185	255	299	423	560
Total Current Assets	50,961	47,466	55,629	63,855	67,700	70,090	45,807	42,158	72,892
Non-Current Assets									
Investments	5,998	6,002	3,000	4,000	22,000	32,000	58,219	52,000	21,000
Receivables	248	189	167	153	137	123	105	62	36
Inventories	56	56	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	955,685	965,238	1,120,469	1,123,015	1,131,697	1,136,977	1,146,936	1,215,249	1,218,076
Investments accounted for using the equity method	-	455	842	818	-	-	-	-	-
Intangible Assets	350	454	428	413	382	350	350	350	3,745
Right of use assets	-	-	-	-	-	-	-	62	103
Total Non-Current Assets	962,337	972,394	1,124,906	1,128,399	1,154,216	1,169,450	1,205,610	1,267,723	1,242,960
TOTAL ASSETS	1,013,298	1,019,860	1,180,535	1,192,254	1,221,916	1,239,540	1,251,417	1,309,881	1,315,852
LIABILITIES									
Current Liabilities									
Payables	6,258	5,367	6,242	7,665	7,195	10,707	10,254	8,990	9,567
Income received in advance	-	-	-	-	402	196	-	-	-
Contract liabilities	-	-	-	-	-	-	-	4,271	9,090
Lease liabilities	-	-	-	-	-	-	-	49	76
Borrowings	692	838	873	1,076	575	765	490	520	297
Employee benefit provision	-	-	-	-	-	-	-	6,918	6,855
Provisions	4,742	5,153	5,758	5,836	6,712	6,127	6,688	-	-
Total Current Liabilities	11,692	11,358	12,873	14,577	14,884	17,795	17,432	20,748	25,885
Non-Current Liabilities									
Lease liabilities	-	-	1	-	-	-	-	16	38
Payables	-	268	3	-	-	-	-	-	-
Borrowings	5,421	5,530	4,925	4,024	3,445	2,467	875	356	58
Provisions	4,648	4,216	3,437	3,583	3,331	5,294	5,052	19,545	31,107
Total Non-Current Liabilities	10,069	10,014	8,366	7,607	6,776	7,761	5,927	19,917	31,203
TOTAL LIABILITIES	21,761	21,372	21,239	22,184	21,660	25,556	23,359	40,665	57,088
NET ASSETS	991,537	998,488	1,159,296	1,170,070	1,200,256	1,213,984	1,228,058	1,269,216	1,258,764
EQUITY									
Accumulated surplus	413,891	409,394	406,152	415,402	1,185,551	1,187,050	1,189,296	1,184,856	1,169,772
Revaluation reserves	577,257	589,094	753,144	754,668	14,705	26,934	38,543	84,360	88,992
Other reserves	-	-	-	-	-	-	219	-	-
Council equity interest	991,148	998,488	1,159,296	1,170,070	1,200,256	1,213,984	1,228,058	1,269,216	1,258,764
Total equity	991,148	998,488	1,159,296	1,170,070	1,200,256	1,213,984	1,228,058	1,269,216	1,258,764

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



INCOME STATEMENT - GENERAL FUND	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Income from continuing operations									
Rates and annual charges	16,350	17,485	17,534	17,911	18,846	19,070	20,250	21,167	21,667
User charges and fees	12,498	10,111	9,888	6,515	10,266	9,708	8,294	8,367	7,925
Other revenue	1,098	1,004	1,963	1,483	1,720	1,494	1,379	1,322	945
Grants and contributions provided for operating purposes	22,430	17,180	17,341	20,266	32,180	20,812	24,152	25,320	23,142
Grants and contributions provided for capital purposes	3,589	5,798	1,579	1,888	15,999	2,219	5,329	8,429	3,827
Interest and investment revenue	1,578	1,401	1,356	1,161	1,861	2,059	1,527	546	559
Other income	-	-	41	(16)	-	-	-	-	844
Net gains from the disposal of assets	-	219	(23)	174	-	42	135	798	-
Rental income	-	-	-	-	-	-	-	892	-
Total income from continuing operations	57,543	53,198	49,679	49,382	80,872	55,404	61,066	66,841	58,909
Expenses from continuing operations									
Employee benefits and on-costs	21,550	21,821	23,187	20,569	28,489	24,007	27,274	29,231	28,559
Materials and services	18,446	17,570	13,203	9,947	15,754	14,817	15,353	15,486	19,973
Borrowing costs	432	356	331	296	348	288	184	64	478
Depreciation, amortisation and impairment of non-financial assets	14,074	14,733	14,779	11,747	15,761	14,129	14,421	15,420	18,245
Other expenses	4,569	4,351	4,933	3,873	5,047	4,811	5,071	4,831	13,749
Net losses from the disposal of assets	384	(81)	388	91	562	(53)	-	(26)	626
Total expenses from continuing operations	59,455	58,750	56,821	46,523	65,961	57,999	62,303	65,006	81,630
Operating result from continuing operations	(1,912)	(5,552)	(7,142)	2,859	14,911	(2,595)	(1,237)	1,835	(22,721)
Net operating result for the year before grants and contributions provided for capital purposes	(5,501)	(11,350)	(8,721)	971	(1,088)	(4,814)	(6,566)	(6,594)	(26,548)

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



STATEMENT OF FINANCIAL POSITION - GENERAL FUND	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
ASSETS									
Current Assets									
Cash and Cash Equivalents	21,157	12,060	17,680	13,874	7,445	14,210	5,959	5,091	16,566
Investments	2,501	11,664	10,777	12,010	27,769	17,877	10,189	6,728	7,357
Receivables	7,759	4,701	4,214	9,731	5,961	8,291	8,129	7,790	7,182
Inventories	1,105	1,046	1,154	1,019	878	1,570	1,695	1,656	2,397
Other	358	211	87	448	185	257	301	423	560
Total Current Assets	32,880	29,682	33,912	37,082	42,238	42,205	26,273	21,688	34,062
Non-Current Assets									
Investments	4,998	3,502	500	1,000	13,890	19,024	31,321	23,245	9,088
Receivables	46	-	-	-	-	-	-	-	-
Inventories	56	56	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	802,836	809,519	962,987	963,019	961,259	967,680	965,862	1,029,131	1,036,186
Investments accounted for using the equity method	-	-	842	818	-	-	-	-	-
Intangible Assets	350	454	428	413	382	350	350	350	3,745
Right of use assets	-	-	-	-	-	-	-	62	103
Total Non-Current Assets	808,286	813,531	964,757	965,250	975,531	987,054	997,533	1,052,788	1,049,122
TOTAL ASSETS	841,166	843,213	998,669	1,002,332	1,017,769	1,029,259	1,023,806	1,074,476	1,083,184
LIABILITIES									
Current Liabilities									
Payables	6,053	5,147	5,736	7,391	7,008	10,619	10,140	8,955	9,224
Income received in advance	-	-	-	-	402	196	-	-	-
Contract liabilities	-	-	-	-	-	-	-	11,435	9,090
Lease liabilities	-	-	-	-	-	-	-	49	76
Borrowings	271	399	406	490	377	356	400	424	220
Employee benefit provision	-	-	-	-	-	-	-	-	6,855
Provisions	4,335	4,820	5,419	5,480	6,712	6,127	6,688	6,918	-
Total Current Liabilities	10,659	10,366	11,561	13,361	14,499	17,298	17,228	27,781	25,465
Non-Current Liabilities									
Lease liabilities	-	-	1	-	-	-	-	16	38
Payables	-	2	3	-	-	-	-	-	-
Borrowings	2,246	2,672	2,266	1,864	1,483	1,099	701	278	58
Provisions	4,640	4,205	3,423	3,572	3,331	5,294	5,052	19,545	31,107
Total Non-Current Liabilities	6,886	6,879	5,693	5,436	4,814	6,393	5,753	19,839	31,203
TOTAL LIABILITIES	17,545	17,245	17,254	18,797	19,313	23,691	22,981	47,620	56,668
NET ASSETS	823,621	825,968	981,415	983,535	998,456	1,005,568	1,000,825	1,026,856	1,026,516
EQUITY									
Accumulated surplus	326,648	321,252	314,911	317,762	998,456	995,865	994,626	978,218	962,662
Revaluation reserves	496,973	504,716	666,504	665,773	-	9,703	5,980	48,638	63,854
Other reserves	-	-	-	-	-	-	219	-	-
Council equity interest	823,621	825,968	981,415	983,535	998,456	1,005,568	1,000,825	1,026,856	1,026,516
Total equity	823,621	825,968	981,415	983,535	998,456	1,005,568	1,000,825	1,026,856	1,026,516

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



INCOME STATEMENT - WATER FUND	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Income from continuing operations									
Rates and annual charges	3,126	3,212	3,378	3,300	3,768	2,516	2,736	2,730	2,725
User charges and fees	3,142	3,390	3,106	3,559	4,120	5,074	5,693	5,982	5,881
Other revenue	441	233	307	301	289	190	238	290	11
Grants and contributions provided for operating purposes	99	178	57	59	88	37	57	58	92
Grants and contributions provided for capital purposes	125	234	1,707	2,803	1,468	1,317	585	1,117	774
Interest and investment revenue	313	260	289	231	326	401	498	547	315
Other income	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	(1)	-	7	12	-	46	-	-	-
Rental income	-	-	-	-	-	-	-	-	-
Total income from continuing operations	7,245	7,507	8,851	10,265	10,059	9,581	9,807	10,724	9,798
Expenses from continuing operations									
Employee benefits and on-costs	1,097	1,621	1,547	1,294	1,802	1,696	1,866	2,227	2,581
Materials and services	1,784	1,285	1,255	1,057	1,448	1,056	1,301	1,642	3,202
Borrowing costs	50	44	40	31	35	26	21	15	9
Depreciation, amortisation and impairment of non-financial assets	2,331	2,363	2,336	1,935	2,409	3,348	3,462	2,825	2,252
Other expenses	1,590	1,638	1,493	1,190	1,846	1,552	2,090	2,025	168
Net losses from the disposal of assets	90	107	38	119	166	50	24	21	10
Total expenses from continuing operations	6,942	7,058	6,709	5,626	7,706	7,728	8,764	8,755	8,222
Operating result from continuing operations	303	449	2,142	4,639	2,353	1,853	1,043	1,969	1,576
Net operating result for the year before grants and contributions provided for capital purposes	178	215	435	1,836	885	536	458	852	802

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



STATEMENT OF FINANCIAL POSITION - WATER FUND	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
ASSETS									
Current Assets									
Cash and Cash Equivalents	6,385	4,904	5,811	5,036	2,024	942	2,464	747	12,782
Investments	600	1,979	3,162	4,059	7,557	8,790	4,212	6,885	5,749
Receivables	1,404	1,318	1,530	2,855	2,262	3,637	3,014	2,967	3,608
Inventories	66	55	56	64	61	-	-	-	-
Other	-	-	-	14	-	(2)	(2)	-	-
Total Current Assets	8,455	8,256	10,559	12,028	11,904	13,367	9,688	10,599	22,139
Non-Current Assets									
Investments	-	1,500	1,000	2,000	3,780	5,965	12,859	14,917	7,101
Infrastructure, Property, Plant & Equipment	74,983	75,913	77,661	80,319	95,315	94,938	94,107	95,041	94,871
Total Non-Current Assets	74,983	77,413	78,661	82,319	99,095	100,903	106,966	109,958	101,972
TOTAL ASSETS	83,438	85,669	89,220	94,347	110,999	114,270	116,654	120,557	124,111
LIABILITIES									
Current Liabilities									
Payables	280	68	398	169	130	72	98	32	340
Borrowings	70	65	70	92	79	85	90	96	77
Provisions	187	214	244	265	-	-	-	-	-
Total Current Liabilities	537	347	712	526	209	157	188	128	417
Non-Current Liabilities									
Borrowings	636	571	502	428	349	264	174	78	-
Provisions	7	5	9	7	-	-	-	-	-
Total Non-Current Liabilities	643	576	511	435	349	264	174	78	-
TOTAL LIABILITIES	1,180	923	1,223	961	558	421	362	206	417
NET ASSETS	82,258	84,746	87,997	93,386	110,441	113,849	116,292	120,351	123,694
EQUITY									
Accumulated surplus	42,605	43,102	45,244	49,883	95,736	97,589	98,632	100,601	102,175
Revaluation reserves	39,653	41,644	42,753	43,503	14,705	16,260	17,660	19,750	21,519
Council equity interest	82,258	84,746	87,997	93,386	110,441	113,849	116,292	120,351	123,694
Total equity	82,258	84,746	87,997	93,386	110,441	113,849	116,292	120,351	123,694

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



INCOME STATEMENT - SEWER FUND	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Income from continuing operations									
Rates and annual charges	5,857	6,363	6,738	6,728	7,667	7,612	8,560	8,546	6,829
User charges and fees	284	422	420	381	314	354	146	91	1,541
Other revenue	391	400	303	187	197	144	167	376	359
Grants and contributions provided for operating purposes	75	44	54	54	53	43	53	51	2
Grants and contributions provided for capital purposes	315	67	246	178	397	442	1,022	1,831	5,174
Interest and investment revenue	479	332	334	279	362	438	565	582	309
Other income	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	2	12	16	(22)	-	1	28	-	-
Rental income	-	-	-	-	-	-	-	-	-
Total income from continuing operations	7,403	7,640	8,111	7,785	8,990	9,034	10,541	11,477	14,214
Expenses from continuing operations									
Employee benefits and on-costs	977	1,230	1,279	1,060	1,489	1,783	1,792	2,179	2,285
Materials and services	1,855	1,542	1,464	1,411	1,843	1,178	1,764	2,099	4,289
Borrowing costs	217	196	173	130	141	99	44	-	-
Depreciation, amortisation and impairment of non-financial assets	2,477	2,521	2,489	2,198	2,793	2,403	2,492	2,241	1,542
Other expenses	1,432	1,446	1,266	1,223	4,478	1,327	2,009	2,118	33
Net losses from the disposal of assets	15	554	28	3	40	3	-	5	4
Total expenses from continuing operations	6,973	7,489	6,699	6,025	10,784	6,793	8,101	8,642	8,153
Operating result from continuing operations	430	151	1,412	1,760	(1,794)	2,241	2,440	2,835	6,061
Net operating result for the year before grants and contributions provided for capital purposes	115	84	1,166	1,582	(2,191)	1,799	1,418	1,004	887

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



STATEMENT OF FINANCIAL POSITION - SEWER FUND	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
ASSETS									
Current Assets									
Cash and Cash Equivalents	6,777	5,146	6,491	8,036	2,321	1,107	2,690	708	8,660
Investments	1,300	2,857	3,062	3,931	8,658	10,333	4,599	6,387	3,894
Receivables	1,492	1,492	1,577	2,737	2,544	3,078	2,557	2,776	4,137
Inventories	57	33	28	28	35	-	-	-	-
Other	-	-	-	13	-	-	-	-	-
Total Current Assets	9,626	9,528	11,158	14,745	13,558	14,518	9,846	9,871	16,691
Non-Current Assets									
Investments	1,000	1,000	1,500	1,000	4,330	7,011	14,039	13,838	4,811
Receivables	202	189	167	153	137	123	105	62	36
Infrastructure, Property, Plant & Equipment	77,931	79,806	79,821	79,677	75,123	74,359	74,144	78,254	87,019
Total Non-Current Assets	79,133	80,995	81,488	80,830	79,590	81,493	88,288	92,154	91,866
TOTAL ASSETS	88,759	90,523	92,646	95,575	93,148	96,011	98,134	102,025	108,557
LIABILITIES									
Current Liabilities									
Payables	218	150	108	105	57	16	16	3	3
Borrowings	351	374	397	494	119	324	-	-	-
Provisions	220	119	95	91	-	-	-	-	-
Total Current Liabilities	789	643	600	690	176	340	16	3	3
Non-Current Liabilities									
Borrowings	2,929	2,555	2,157	1,732	1,613	1,104	-	-	-
Provisions	-	6	5	4	-	-	-	-	-
Total Non-Current Liabilities	2,929	2,561	2,162	1,736	1,613	1,104	-	-	-
TOTAL LIABILITIES	3,718	3,204	2,762	2,426	1,789	1,444	16	3	3
NET ASSETS	85,041	87,319	89,884	93,149	91,359	94,567	98,118	102,022	108,554
EQUITY									
Accumulated surplus	44,410	44,585	45,997	47,757	91,359	93,596	96,038	98,873	104,935
Revaluation reserves	40,631	42,734	43,887	45,392	-	971	2,080	3,149	3,619
Council equity interest	85,041	87,319	89,884	93,149	91,359	94,567	98,118	102,022	108,554
Total equity	85,041	87,319	89,884	93,149	91,359	94,567	98,118	102,022	108,554

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



APPENDIX G: NSW OFFICE OF LOCAL GOVERNMENT – FINANCIAL SUSTAINABILITY INDICATORS

Ratio	Purpose	Benchmark
Operating performance ratio	This ratio measures Council's achievement of containing operating expenditure within operating revenue.	> 0.00%
Own source operating revenue	This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.	> 60.00%
Unrestricted current ratio	To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.	> 1.50x
Debt service current ratio	This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.	> 2.00x
Rates and annual charges outstanding percentage	To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.	< 10.00%
Cash expense cover ratio	This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.	> 3.00 months
Buildings and infrastructure renewals ratio	To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.	>= 100.00%
Infrastructure backlog ratio	This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.	< 2.00%
Asset maintenance ratio	Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.	> 100.00%
Cost to bring assets to agreed service level	This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.	N/A



APPENDIX H: REVISED LONG-TERM FINANCIAL PROJECTIONS - ASSUMPTIONS

Asset Group	Useful life	WOL cost
Bridges	100	1.00%
Buildings Non-specialised	50	5.00%
Buildings Specialised	50	5.00%
ICT Replacement	5	5.00%
Land Improvements - Depreciable	100	0.00%
Office Equipment	10	1.00%
Other Open Space Recreation	40	1.00%
Other Structures	10	1.00%
Plant & Equipment (incl Fleet	10	10.00%
Resource and Waste	10	1.00%
Roads	50	1.00%
Stormwater	50	1.00%
Wastewater	50	2.00%
Water	50	2.00%
Water Supply Network	50	2.00%

New Loans	Detail
Term	20 years
Interest Rate	5.50%

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Indexation										
Revenue										
Residential, Commercial & Farmland Rates		4.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Non Domestic Waste charges		3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other User Charges and Fees		3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Sundry Income		3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Recurrent Grants		3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Water Supply Charges		5.00%	5.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Sewer Charges		5.00%	5.00%	5.00%	5.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Pensioner rebates		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Stormwater management charges		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Domestic waste charges		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Information Provision		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Planning Assessment Fees		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Interest income		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Investment Property Income		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Expenditure										
Salaries and Related Costs		4.60%	3.25%	3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Superannuation - Defined Benefits		3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Non Salary Related Employee Costs		3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Insurance		3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Admin Costs		3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials and Services		3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Street Lighting		5.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Gas Charges		5.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Electricity		10.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Growth										
Revenue										
Residential and Commercial Rates		1.23%	1.23%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Waste charges		1.23%	1.23%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Water charges		1.23%	1.23%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Sewer charges		1.23%	1.23%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Farmland Rates		1.23%	1.23%	1.23%	1.23%	1.23%	1.23%	1.23%	1.23%	1.23%
Pensioner Rebates and Write Offs		1.23%	1.23%	1.23%	1.23%	1.23%	1.23%	1.23%	1.23%	1.23%
Other User Charges and Fees		1.23%	1.23%	1.23%	1.23%	1.23%	1.23%	1.23%	1.23%	1.23%
Recurrent Grants		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Stormwater management charges		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Lease Fees		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Facility, Equipment & Hall Hire		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Fuel Rebates		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Interest income		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Investment Property Income		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Sundry Income		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Sundry Income		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Expenditure										
Salaries and Related Costs		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Superannuation - Defined Benefits		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Non Salary Related Employee Costs		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Insurance		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Admin Costs		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Electricity, Gas and Lighting		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



APPENDIX I: REVISED LONG-TERM FINANCIAL PLAN - STATEMENTS

Income Statement – Consolidated

AEC Developed Forecast - Income Statement	DRAFT	BUDGET	FORWARD PLAN								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from continuing operations											
Rates and annual charges	32,709	33,991	35,726	37,244	38,986	40,817	42,510	44,276	46,118	48,037	50,039
User charges and fees	15,568	17,860	18,265	19,122	19,965	20,846	21,720	22,631	23,581	24,571	25,604
Other revenue	3,282	529	553	573	593	614	636	659	683	707	733
Grants and contributions provided for operating purposes	31,151	28,958	21,365	21,899	22,447	23,008	23,583	24,173	24,777	25,397	26,032
Grants and contributions provided for capital purposes	22,514	88,231	125,992	71,316	32,893	4,295	5,552	4,224	6,116	9,278	4,315
Interest and investment revenue	1,036	1,289	1,296	1,303	1,309	1,317	1,324	1,332	1,339	1,347	1,355
Other income	990	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	-	357	369	379	388	398	407	417	428	438	449
Rental income	-	1,075	1,115	1,146	1,177	1,209	1,243	1,277	1,312	1,348	1,385
Total income from continuing operations	107,250	172,290	204,681	152,982	117,758	92,504	96,975	98,989	104,354	111,123	109,912
Expenses from continuing operations											
Employee benefits and on-costs	33,182	30,567	30,855	32,281	33,868	35,126	36,429	37,780	39,181	40,631	42,136
Materials and services	32,655	25,823	25,735	27,260	28,171	28,807	29,463	30,138	30,833	31,548	32,284
Borrowing costs	266	5	11	300	291	282	272	262	251	240	228
Depreciation, amortisation and impairment of non-financial assets	19,655	20,309	24,095	26,580	27,682	28,213	28,759	29,317	29,889	30,476	31,076
Other expenses	1,625	9,590	9,977	10,228	10,487	10,749	11,018	11,294	11,576	11,865	12,162
Net losses from the disposal of assets	818	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	88,201	86,294	90,673	96,649	100,499	103,177	105,941	108,791	111,730	114,760	117,886
Operating result from continuing operations	19,049	85,996	114,008	56,333	17,259	(10,673)	(8,966)	(9,802)	(7,376)	(3,637)	(7,974)
Net operating result for the year before grants and contributions provided for capital purposes	(3,465)	(2,235)	(11,984)	(14,983)	(15,634)	(14,968)	(14,518)	(14,026)	(13,492)	(12,915)	(12,289)

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



Balance Sheet – Consolidated

AEC Developed Forecast – Statement Of Financial Position	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
	DRAFT	BUDGET	FORWARD PLAN								
ASSETS											
Current Assets											
Cash and Cash Equivalents	47,494	35,564	68,029	57,845	53,149	49,213	38,555	32,449	27,021	15,654	16,807
Investments	19,000	39,000	-	-	-	-	-	-	-	-	-
Receivables	19,136	19,136	19,136	19,136	19,136	19,136	19,136	19,136	19,136	19,136	19,136
Inventories	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313
Contract assets and contract cost assets	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153
Other	703	703	703	703	703	703	703	703	703	703	703
Total Current Assets	92,799	100,869	94,334	84,150	79,454	75,518	64,860	58,754	53,326	41,959	43,112
Non-Current Assets											
Investments	20,000	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,346,776	1,444,821	1,565,347	1,637,011	1,658,800	1,651,888	1,653,396	1,649,506	1,647,353	1,654,867	1,645,512
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251
Right of use assets	53	53	53	53	53	53	53	53	53	53	53
Total Non-Current Assets	1,370,080	1,448,125	1,568,651	1,640,315	1,662,104	1,655,192	1,656,700	1,652,810	1,650,657	1,658,171	1,648,816
TOTAL ASSETS	1,462,879	1,548,994	1,662,985	1,724,465	1,741,558	1,730,710	1,721,560	1,711,564	1,703,983	1,700,130	1,691,928
LIABILITIES											
Current Liabilities											
Payables	17,130	17,130	17,130	17,130	17,130	17,130	17,130	17,130	17,130	17,130	17,130
Income received in advance	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	19,904	19,904	19,904	19,904	19,904	19,904	19,904	19,904	19,904	19,904	19,904

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



AEC Developed Forecast – Statement Of Financial Position	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
	DRAFT	BUDGET	FORWARD PLAN								
Lease liabilities	23	23	23	23	23	23	23	23	23	23	23
Borrowings	27	17	5	166	175	184	194	205	216	228	241
Employee benefit provision	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Provisions	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	44,084	44,074	44,062	44,223	44,232	44,241	44,251	44,262	44,273	44,285	44,298
Non-Current Liabilities											
Lease liabilities	33	33	33	33	33	33	33	33	33	33	33
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	12	141	136	5,123	4,948	4,764	4,570	4,365	4,148	3,920	3,679
Provisions	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390
Total Non-Current Liabilities	29,435	29,564	29,559	34,546	34,371	34,187	33,993	33,788	33,571	33,343	33,102
TOTAL LIABILITIES	73,519	73,638	73,621	78,769	78,603	78,428	78,244	78,050	77,844	77,628	77,400
NET ASSETS	1,389,360	1,475,356	1,589,364	1,645,696	1,662,955	1,652,282	1,643,316	1,633,514	1,626,139	1,622,502	1,614,528
EQUITY											
Accumulated surplus	1,188,821	1,274,817	1,388,825	1,445,158	1,462,417	1,451,744	1,442,778	1,432,976	1,425,600	1,421,963	1,413,989
Revaluation reserves	200,539	200,539	200,539	200,539	200,539	200,539	200,539	200,539	200,539	200,539	200,539
Other reserves	-	-	-	-	-	-	-	-	-	-	-
Council equity interest	1,389,360	1,475,356	1,589,364	1,645,697	1,662,956	1,652,283	1,643,317	1,633,515	1,626,139	1,622,502	1,614,528
Total equity	1,389,360	1,475,356	1,589,364	1,645,697	1,662,956	1,652,283	1,643,317	1,633,515	1,626,139	1,622,502	1,614,528

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



Cash Flow Statement – Consolidated

AEC Developed Forecast - Statement of Cash Flows	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	DRAFT	BUDGET	FORWARD PLAN								
Cash Flows from operating activities											
<i>Receipts:</i>											
Rates and annual charges	33,113	33,991	35,726	37,244	38,986	40,817	42,510	44,276	46,118	48,037	50,039
User charges and fees	15,753	17,860	18,265	19,122	19,965	20,846	21,720	22,631	23,581	24,571	25,604
Investment and interest revenue received	1,185	1,289	1,296	1,303	1,309	1,317	1,324	1,332	1,339	1,347	1,355
Grants and contributions	56,672	117,189	54,155	32,639	30,906	27,303	29,135	28,397	30,893	34,675	30,347
Bonds, deposits and retention amounts received	12	-	-	-	-	-	-	-	-	-	-
Other	9,615	1,961	2,037	2,098	2,158	2,221	2,286	2,353	2,423	2,493	2,567
<i>Payments:</i>											
Employee benefits and on-costs	(32,958)	(30,567)	(30,855)	(32,281)	(33,868)	(35,126)	(36,429)	(37,780)	(39,181)	(40,631)	(42,136)
Materials and services	(28,157)	(25,823)	(25,735)	(27,260)	(28,171)	(28,807)	(29,463)	(30,138)	(30,833)	(31,548)	(32,284)
Borrowing costs	(18)	(5)	(11)	(300)	(291)	(282)	(272)	(262)	(251)	(240)	(228)
Bonds, deposits and retention amounts refunded	-	-	-	-	-	-	-	-	-	-	-
Other	(4,328)	(9,590)	(9,977)	(10,228)	(10,487)	(10,749)	(11,018)	(11,294)	(11,576)	(11,865)	(12,162)
Net cash provided (or used in) operating activities	50,889	106,305	44,901	22,337	20,507	17,540	19,793	19,515	22,513	26,839	23,102
Cash Flows from investing activities											
Sale of investments	9,000	-	39,000	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant and equipment	1,728	-	1,347	1,054	1,452	486	875	1,854	1,373	1,037	521
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-
Purchase of investment securities	(10,000)	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(41,737)	(118,354)	(52,767)	(38,722)	(26,489)	(21,787)	(31,142)	(27,281)	(29,109)	(39,027)	(22,242)
Purchase of intangible assets	-	-	-	-	-	-	-	-	-	-	-
Purchase of real estate assets	-	-	-	-	-	-	-	-	-	-	-
Deferred debtors and advances made	-	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	(41,009)	(118,354)	(12,420)	(37,668)	(25,037)	(21,301)	(30,267)	(25,427)	(27,736)	(37,990)	(21,721)

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



AEC Developed Forecast - Statement of Cash Flows	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
	DRAFT	BUDGET	FORWARD PLAN								
Cash Flows from financing activities											
New Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	-	150	-	5,304	-	-	-	-	-	-	-
Repayment of borrowings and advances	(316)	(31)	(17)	(157)	(166)	(175)	(184)	(194)	(205)	(216)	(228)
Principal component of lease payments	(78)	-	-	-	-	-	-	-	-	-	-
Repayment of Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) financing activities	(394)	119	(17)	5,147	(166)	(175)	(184)	(194)	(205)	(216)	(228)
Net increase/(decrease) in cash and cash equivalents	9,486	(11,930)	32,464	(10,184)	(4,696)	(3,936)	(10,658)	(6,106)	(5,428)	(11,367)	1,153
Cash and cash equivalents - beginning of year	38,008	47,494	35,564	68,028	57,844	53,148	49,212	38,554	32,448	27,020	15,653
Cash and cash equivalents - end of the year	47,494	35,564	68,028	57,844	53,148	49,212	38,554	32,448	27,020	15,653	16,806
Investments on hand - end of year	39,000	39,000	-	-	-	-	-	-	-	-	-
Total cash, cash equivalents and investments	86,494	74,564	68,028	57,844	53,148	49,212	38,554	32,448	27,020	15,653	16,806

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



Income Statement – General Fund

INCOME STATEMENT - GENERAL FUND	DRAFT	BUDGET	FORWARD PLAN								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from continuing operations											
Rates and annual charges	22,892	23,749	24,845	25,686	26,703	27,762	28,865	30,014	31,211	32,457	33,755
User charges and fees	9,280	11,011	10,991	11,399	11,854	12,327	12,819	13,331	13,864	14,418	14,995
Other revenue	3,133	529	553	573	593	614	636	659	683	707	733
Grants and contributions provided for operating purposes	31,151	28,939	21,365	21,899	22,447	23,008	23,583	24,173	24,777	25,397	26,032
Grants and contributions provided for capital purposes	20,428	67,831	36,156	68,075	30,659	1,428	1,460	1,767	1,777	1,734	1,605
Interest and investment revenue	639	693	698	702	706	711	715	720	724	729	734
Other income	990	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	-	168	173	178	182	187	191	196	201	206	211
Rental income	-	1,075	1,115	1,146	1,177	1,209	1,243	1,277	1,312	1,348	1,385
Total income from continuing operations	88,513	133,995	95,896	129,658	94,321	67,246	69,512	72,137	74,549	76,996	79,450
Expenses from continuing operations											
Employee benefits and on-costs	28,720	27,006	27,092	28,356	29,763	30,874	32,025	33,219	34,457	35,739	37,069
Materials and services	24,098	19,384	16,823	18,181	18,921	19,383	19,859	20,350	20,856	21,378	21,916
Borrowing costs	265	-	8	300	291	282	272	262	251	240	228
Depreciation, amortisation and impairment of non-financial assets	15,865	14,807	16,818	19,177	20,150	20,549	20,959	21,379	21,809	22,250	22,701
Other expenses	1,604	8,083	8,349	8,560	8,777	8,996	9,221	9,452	9,688	9,930	10,179
Net losses from the disposal of assets	824	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	71,376	69,280	69,090	74,574	77,902	80,084	82,336	84,662	87,061	89,537	92,093
Operating result from continuing operations	17,137	64,715	26,806	55,084	16,419	(12,838)	(12,824)	(12,525)	(12,512)	(12,541)	(12,643)
Net operating result for the year before grants and contributions provided for capital purposes	(3,291)	(3,116)	(9,350)	(12,991)	(14,240)	(14,266)	(14,284)	(14,292)	(14,289)	(14,275)	(14,248)

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



Balance Sheet – General Fund

STATEMENT OF FINANCIAL POSITION - GENERAL FUND	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	DRAFT	BUDGET	FORWARD PLAN								
ASSETS											
Current Assets											
Cash and Cash Equivalents	16,683	3,925	33,313	25,586	19,471	14,915	6,891	(2,102)	(7,992)	(13,391)	(17,104)
Investments	15,353	35,353	-	-	-	-	-	-	-	-	-
Receivables	11,298	11,298	11,298	11,298	11,298	11,298	11,298	11,298	11,298	11,298	11,298
Inventories	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313
Contract assets and contract cost assets	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153
Other	703	703	703	703	703	703	703	703	703	703	703
Total Current Assets	50,503	57,745	51,780	44,053	37,938	33,382	25,358	16,365	10,475	5,076	1,363
Non-Current Assets											
Investments	20,000	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,080,514	1,158,106	1,190,860	1,258,818	1,281,186	1,272,729	1,267,745	1,264,019	1,257,192	1,249,834	1,240,676
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251
Right of use assets	53	53	53	53	53	53	53	53	53	53	53
Total Non-Current Assets	1,103,818	1,161,410	1,194,164	1,262,122	1,284,490	1,276,033	1,271,049	1,267,323	1,260,496	1,253,138	1,243,980
TOTAL ASSETS	1,154,321	1,219,155	1,245,944	1,306,175	1,322,428	1,309,415	1,296,407	1,283,688	1,270,971	1,258,214	1,245,343
LIABILITIES											
Current Liabilities											
Payables	16,790	16,790	16,790	16,790	16,790	16,790	16,790	16,790	16,790	16,790	16,790
Income received in advance	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	19,904	19,904	19,904	19,904	19,904	19,904	19,904	19,904	19,904	19,904	19,904

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



STATEMENT OF FINANCIAL POSITION - GENERAL FUND	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	DRAFT	BUDGET	FORWARD PLAN								
Lease liabilities	23	23	23	23	23	23	23	23	23	23	23
Borrowings	27	17	5	166	175	184	194	205	216	228	241
Employee benefit provision	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Provisions	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	43,744	43,734	43,722	43,883	43,892	43,901	43,911	43,922	43,933	43,945	43,958
Non-Current Liabilities											
Lease liabilities	33	33	33	33	33	33	33	33	33	33	33
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	12	141	136	5,123	4,948	4,764	4,570	4,365	4,148	3,920	3,679
Provisions	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390
Total Non-Current Liabilities	29,435	29,564	29,559	34,546	34,371	34,187	33,993	33,788	33,571	33,343	33,102
TOTAL LIABILITIES	73,179	73,298	73,281	78,429	78,263	78,088	77,904	77,710	77,504	77,288	77,060
NET ASSETS	1,081,142	1,145,857	1,172,663	1,227,746	1,244,165	1,231,327	1,218,503	1,205,978	1,193,467	1,180,926	1,168,283
EQUITY											
Accumulated surplus	979,803	1,044,518	1,071,324	1,126,408	1,142,827	1,129,989	1,117,165	1,104,640	1,092,128	1,079,587	1,066,944
Revaluation reserves	101,339	101,339	101,339	101,339	101,339	101,339	101,339	101,339	101,339	101,339	101,339
Other reserves	-	-	-	-	-	-	-	-	-	-	-
Council equity interest	1,081,142	1,145,857	1,172,663	1,227,747	1,244,166	1,231,328	1,218,504	1,205,979	1,193,467	1,180,926	1,168,283
Total equity	1,081,142	1,145,857	1,172,663	1,227,747	1,244,166	1,231,328	1,218,504	1,205,979	1,193,467	1,180,926	1,168,283

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



Cash Flow Statement – General Fund

STATEMENT OF CASH FLOWS - GENERAL	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	DRAFT	BUDGET	FORWARD PLAN								
Cash Flows from operating activities											
<i>Receipts:</i>											
Rates and annual charges		23,749	24,845	25,686	26,703	27,762	28,865	30,014	31,211	32,457	33,755
User charges and fees		11,011	10,991	11,399	11,854	12,327	12,819	13,331	13,864	14,418	14,995
Investment and interest revenue received		693	698	702	706	711	715	720	724	729	734
Grants and contributions		96,770	46,571	29,398	28,672	24,436	25,043	25,940	26,554	27,131	27,637
Bonds, deposits and retention amounts received		-	-	-	-	-	-	-	-	-	-
Other		1,772	1,841	1,897	1,952	2,010	2,070	2,132	2,196	2,261	2,329
<i>Payments:</i>											
Employee benefits and on-costs		(27,006)	(27,092)	(28,356)	(29,763)	(30,874)	(32,025)	(33,219)	(34,457)	(35,739)	(37,069)
Materials and services		(19,384)	(16,823)	(18,181)	(18,921)	(19,383)	(19,859)	(20,350)	(20,856)	(21,378)	(21,916)
Borrowing costs		-	(8)	(300)	(291)	(282)	(272)	(262)	(251)	(240)	(228)
Bonds, deposits and retention amounts refunded		-	-	-	-	-	-	-	-	-	-
Other		(8,083)	(8,349)	(8,560)	(8,777)	(8,996)	(9,221)	(9,452)	(9,688)	(9,930)	(10,179)
Net cash provided (or used in) operating activities	-	79,522	32,674	13,685	12,135	7,711	8,135	8,854	9,297	9,709	10,058
Cash Flows from investing activities											
<i>Receipts:</i>											
Sale of investments		-	35,353	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant and equipment		-	1,125	960	1,337	464	697	1,513	1,319	912	503
Deferred Debtors Receipts		-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>											
Purchase of investment securities		-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant and equipment		(92,399)	(39,747)	(27,519)	(19,421)	(12,556)	(16,672)	(19,166)	(16,301)	(15,804)	(14,046)
Purchase of intangible assets		-	-	-	-	-	-	-	-	-	-
Purchase of real estate assets		-	-	-	-	-	-	-	-	-	-
Deferred debtors and advances made		-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	-	(92,399)	(3,269)	(26,559)	(18,084)	(12,092)	(15,975)	(17,653)	(14,982)	(14,892)	(13,543)

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



STATEMENT OF CASH FLOWS - GENERAL	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	DRAFT	BUDGET	FORWARD PLAN								
Cash Flows from financing activities											
<i>Receipts:</i>											
New Residential Accommodation Bonds		-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings		150	-	5,304	-	-	-	-	-	-	-
<i>Payments:</i>											
Repayment of borrowings and advances		(31)	(17)	(157)	(166)	(175)	(184)	(194)	(205)	(216)	(228)
Principal component of lease payments		-	-	-	-	-	-	-	-	-	-
Repayment of Residential Accommodation Bonds		-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) financing activities	-	119	(17)	5,147	(166)	(175)	(184)	(194)	(205)	(216)	(228)
Net increase/(decrease) in cash and cash equivalents	-	(12,758)	29,388	(7,727)	(6,115)	(4,556)	(8,024)	(8,993)	(5,890)	(5,399)	(3,713)
Cash and cash equivalents - beginning of year		16,683	3,925	33,313	25,586	19,471	14,915	6,891	(2,102)	(7,992)	(13,391)
Cash and cash equivalents - end of the year	16,683	3,925	33,313	25,586	19,471	14,915	6,891	(2,102)	(7,992)	(13,391)	(17,104)
Investments on hand - end of year	35,353	35,353	-	-	-	-	-	-	-	-	-
Total cash, cash equivalents and investments	52,036	39,278	33,313	25,586	19,471	14,915	6,891	(2,102)	(7,992)	(13,391)	(17,104)

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



Income Statement – Water Fund

INCOME STATEMENT - WATER FUND	DRAFT	BUDGET	FORWARD PLAN								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from continuing operations											
Rates and annual charges	2,814	2,916	3,100	3,295	3,445	3,601	3,764	3,935	4,114	4,300	4,495
User charges and fees	4,717	5,328	5,659	6,009	6,279	6,561	6,855	7,163	7,484	7,820	8,172
Other revenue	90	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	-	10	-	-	-	-	-	-	-	-	-
Grants and contributions provided for capital purposes	1,524	10,000	40,453	1,534	1,268	1,310	1,348	1,392	1,437	1,484	1,532
Interest and investment revenue	265	372	372	373	373	374	374	375	375	376	376
Other income	-	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	12	110	114	117	120	123	126	129	132	135	139
Rental income	-	-	-	-	-	-	-	-	-	-	-
Total income from continuing operations	9,422	18,736	49,698	11,328	11,485	11,969	12,467	12,994	13,542	14,115	14,714
Expenses from continuing operations											
Employee benefits and on-costs	2,388	1,745	1,846	1,928	2,018	2,093	2,170	2,250	2,333	2,418	2,507
Materials and services	3,141	2,958	4,111	4,188	4,266	4,346	4,429	4,513	4,600	4,689	4,780
Borrowing costs	1	-	-	-	-	-	-	-	-	-	-
Depreciation, amortisation and impairment of non-financial assets	2,244	3,214	3,710	3,777	3,845	3,915	3,987	4,060	4,135	4,212	4,291
Other expenses	21	833	898	920	943	967	991	1,016	1,041	1,067	1,094
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	7,795	8,750	10,565	10,813	11,072	11,321	11,577	11,839	12,109	12,386	12,672
Operating result from continuing operations	1,627	9,986	39,133	515	413	648	890	1,155	1,433	1,729	2,042
Net operating result for the year before grants and contributions provided for capital purposes	103	(14)	(1,320)	(1,019)	(855)	(662)	(458)	(237)	(4)	245	510

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



Balance Sheet – Water Fund

STATEMENT OF FINANCIAL POSITION - WATER FUND	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
	DRAFT	BUDGET	FORWARD PLAN								
ASSETS											
Current Assets											
Cash and Cash Equivalents	23,054	22,116	24,701	24,578	24,262	24,088	24,206	24,640	25,161	25,968	26,942
Investments	3,647	3,647	-	-	-	-	-	-	-	-	-
Receivables	3,746	3,746	3,746	3,746	3,746	3,746	3,746	3,746	3,746	3,746	3,746
Inventories	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	30,447	29,509	28,447	28,324	28,008	27,834	27,952	28,386	28,907	29,714	30,688
Non-Current Assets											
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	155,685	166,609	206,804	207,442	208,171	208,993	209,765	210,486	211,398	212,320	213,388
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	155,685	166,609	206,804	207,442	208,171	208,993	209,765	210,486	211,398	212,320	213,388
TOTAL ASSETS	186,132	196,118	235,251	235,766	236,179	236,827	237,717	238,872	240,305	242,034	244,076
LIABILITIES											
Current Liabilities											
Payables	340	340	340	340	340	340	340	340	340	340	340
Income received in advance	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Employee benefit provision	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	340										

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



STATEMENT OF FINANCIAL POSITION	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
- WATER FUND	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	DRAFT	BUDGET	FORWARD PLAN								
Non-Current Liabilities											
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	340										
NET ASSETS	185,792	195,778	234,911	235,426	235,839	236,487	237,377	238,532	239,965	241,694	243,736
EQUITY											
Accumulated surplus	103,801	113,787	152,920	153,435	153,848	154,496	155,386	156,541	157,974	159,703	161,745
Revaluation reserves	81,991	81,991	81,991	81,991	81,991	81,991	81,991	81,991	81,991	81,991	81,991
Other reserves	-	-	-	-	-	-	-	-	-	-	-
Council equity interest	185,792	195,778	234,911	235,426	235,839	236,487	237,377	238,532	239,965	241,694	243,736
Total equity	185,792	195,778	234,911	235,426	235,839	236,487	237,377	238,532	239,965	241,694	243,736

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



Cash Flow Statement – Water Fund

STATEMENT OF CASH FLOWS - WATER	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	DRAFT	BUDGET	FORWARD PLAN								
Cash Flows from operating activities											
<i>Receipts:</i>											
Rates and annual charges		2,916	3,100	3,295	3,445	3,601	3,764	3,935	4,114	4,300	4,495
User charges and fees		5,328	5,659	6,009	6,279	6,561	6,855	7,163	7,484	7,820	8,172
Investment and interest revenue received		372	372	373	373	374	374	375	375	376	376
Grants and contributions		10,010	6,505	1,534	1,268	1,310	1,348	1,392	1,437	1,484	1,532
Bonds, deposits and retention amounts received		-	-	-	-	-	-	-	-	-	-
Other		110	114	117	120	123	126	129	132	135	139
<i>Payments:</i>											
Employee benefits and on-costs		(1,745)	(1,846)	(1,928)	(2,018)	(2,093)	(2,170)	(2,250)	(2,333)	(2,418)	(2,507)
Materials and services		(2,958)	(4,111)	(4,188)	(4,266)	(4,346)	(4,429)	(4,513)	(4,600)	(4,689)	(4,780)
Borrowing costs		-	-	-	-	-	-	-	-	-	-
Bonds, deposits and retention amounts refunded		-	-	-	-	-	-	-	-	-	-
Other		(833)	(898)	(920)	(943)	(967)	(991)	(1,016)	(1,041)	(1,067)	(1,094)
Net cash provided (or used in) operating activities	-	13,200	8,895	4,292	4,258	4,563	4,877	5,215	5,568	5,941	6,333
Cash Flows from investing activities											
<i>Receipts:</i>											
Sale of investments		-	3,647	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant and equipment		-	134	94	47	-	96	196	54	95	-
Deferred Debtors Receipts		-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>											
Purchase of investment securities		-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant and equipment		(14,138)	(10,091)	(4,509)	(4,621)	(4,737)	(4,855)	(4,977)	(5,101)	(5,229)	(5,359)
Purchase of intangible assets		-	-	-	-	-	-	-	-	-	-
Purchase of real estate assets		-	-	-	-	-	-	-	-	-	-
Deferred debtors and advances made		-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	-	(14,138)	(6,310)	(4,415)	(4,574)	(4,737)	(4,759)	(4,781)	(5,047)	(5,134)	(5,359)

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



STATEMENT OF CASH FLOWS - WATER	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	DRAFT	BUDGET	FORWARD PLAN								
Cash Flows from financing activities											
<i>Receipts:</i>											
New Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>											
Repayment of borrowings and advances	-	-	-	-	-	-	-	-	-	-	-
Principal component of lease payments	-	-	-	-	-	-	-	-	-	-	-
Repayment of Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) financing activities	-	-	-	-	-	-	-	-	-	-	-
Net increase/(decrease) in cash and cash equivalents	-	(938)	2,585	(123)	(316)	(174)	118	434	521	807	974
Cash and cash equivalents - beginning of year		23,054	22,116	24,701	24,578	24,262	24,088	24,206	24,640	25,161	25,968
Cash and cash equivalents - end of the year	23,054	22,116	24,701	24,578	24,262	24,088	24,206	24,640	25,161	25,968	26,942
Investments on hand - end of year	3,647	3,647	-	-	-	-	-	-	-	-	-
Total cash, cash equivalents and investments	26,701	25,763	24,701	24,578	24,262	24,088	24,206	24,640	25,161	25,968	26,942

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



Income Statement – Sewer Fund

INCOME STATEMENT - SEWER FUND	DRAFT	BUDGET	FORWARD PLAN								
	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
Income from continuing operations											
Rates and annual charges	7,003	7,326	7,781	8,263	8,838	9,454	9,881	10,327	10,793	11,280	11,789
User charges and fees	1,571	1,521	1,615	1,714	1,832	1,958	2,046	2,137	2,233	2,333	2,437
Other revenue	59	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	-	9	-	-	-	-	-	-	-	-	-
Grants and contributions provided for capital purposes	562	10,400	49,383	1,707	966	1,557	2,744	1,065	2,902	6,060	1,178
Interest and investment revenue	132	224	226	228	230	232	235	237	240	242	245
Other income	-	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	-	79	82	84	86	88	90	92	95	97	99
Rental income	-	-	-	-	-	-	-	-	-	-	-
Total income from continuing operations	9,327	19,559	59,087	11,996	11,952	13,289	14,996	13,858	16,263	20,012	15,748
Expenses from continuing operations											
Employee benefits and on-costs	2,074	1,816	1,917	1,997	2,087	2,159	2,234	2,311	2,391	2,474	2,560
Materials and services	5,416	3,481	4,801	4,891	4,984	5,078	5,175	5,275	5,377	5,481	5,588
Borrowing costs	-	5	3	-	-	-	-	-	-	-	-
Depreciation, amortisation and impairment of non-financial assets	1,546	2,288	3,567	3,626	3,687	3,749	3,813	3,878	3,945	4,014	4,084
Other expenses	-	674	730	748	767	786	806	826	847	868	889
Net losses from the disposal of assets	6	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	9,042	8,264	11,018	11,262	11,525	11,772	12,028	12,290	12,560	12,837	13,121
Operating result from continuing operations	285	11,295	48,069	734	427	1,517	2,968	1,568	3,703	7,175	2,627
Net operating result for the year before grants and contributions provided for capital purposes	(277)	895	(1,314)	(973)	(539)	(40)	224	503	801	1,115	1,449

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



Balance Sheet – Sewer Fund

STATEMENT OF FINANCIAL POSITION - SEWER FUND	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	DRAFT	BUDGET	FORWARD PLAN								
ASSETS											
Current Assets											
Cash and Cash Equivalents	7,757	9,523	10,015	7,681	9,416	10,210	7,458	9,911	9,852	3,077	6,969
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	4,092	4,092	4,092	4,092	4,092	4,092	4,092	4,092	4,092	4,092	4,092
Inventories	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	11,849	13,615	14,107	11,773	13,508	14,302	11,550	14,003	13,944	7,169	11,061
Non-Current Assets											
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	110,577	120,106	167,683	170,751	169,443	170,166	175,886	175,001	178,763	192,713	191,448
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	110,577	120,106	167,683	170,751	169,443	170,166	175,886	175,001	178,763	192,713	191,448
TOTAL ASSETS	122,426	133,721	181,790	182,524	182,951	184,468	187,436	189,004	192,707	199,882	202,509
LIABILITIES											
Current Liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Employee benefit provision	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-										

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



STATEMENT OF FINANCIAL POSITION - SEWER FUND	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
	DRAFT	BUDGET	FORWARD PLAN								
Non-Current Liabilities											
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	-	-	-	-	-	-	-	-	-	-	-
NET ASSETS	122,426	133,721	181,790	182,524	182,951	184,468	187,436	189,004	192,707	199,882	202,509
EQUITY											
Accumulated surplus	105,217	116,512	164,581	165,315	165,742	167,259	170,227	171,795	175,498	182,673	185,300
Revaluation reserves	17,209	17,209	17,209	17,209	17,209	17,209	17,209	17,209	17,209	17,209	17,209
Other reserves	-	-	-	-	-	-	-	-	-	-	-
Council equity interest	122,426	133,721	181,790	182,524	182,951	184,468	187,436	189,004	192,707	199,882	202,509
Total equity	122,426	133,721	181,790	182,524	182,951	184,468	187,436	189,004	192,707	199,882	202,509

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



Cash Flow Statement – Sewer Fund

STATEMENT OF CASH FLOWS - SEWER	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	DRAFT	BUDGET	FORWARD PLAN								
Cash Flows from operating activities											
<i>Receipts:</i>											
Rates and annual charges		7,326	7,781	8,263	8,838	9,454	9,881	10,327	10,793	11,280	11,789
User charges and fees		1,521	1,615	1,714	1,832	1,958	2,046	2,137	2,233	2,333	2,437
Investment and interest revenue received		224	226	228	230	232	235	237	240	242	245
Grants and contributions		10,409	1,080	1,707	966	1,557	2,744	1,065	2,902	6,060	1,178
Bonds, deposits and retention amounts received		-	-	-	-	-	-	-	-	-	-
Other		79	82	84	86	88	90	92	95	97	99
<i>Payments:</i>											
Employee benefits and on-costs		(1,816)	(1,917)	(1,997)	(2,087)	(2,159)	(2,234)	(2,311)	(2,391)	(2,474)	(2,560)
Materials and services		(3,481)	(4,801)	(4,891)	(4,984)	(5,078)	(5,175)	(5,275)	(5,377)	(5,481)	(5,588)
Borrowing costs		(5)	(3)	-	-	-	-	-	-	-	-
Bonds, deposits and retention amounts refunded		-	-	-	-	-	-	-	-	-	-
Other		(674)	(730)	(748)	(767)	(786)	(806)	(826)	(847)	(868)	(889)
Net cash provided (or used in) operating activities	-	13,583	3,333	4,360	4,114	5,266	6,781	5,446	7,648	11,189	6,711
Cash Flows from investing activities											
<i>Receipts:</i>											
Sale of investments		-	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant and equipment		-	88	-	68	22	82	145	-	30	18
Deferred Debtors Receipts		-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>											
Purchase of investment securities		-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant and equipment		(11,817)	(2,929)	(6,694)	(2,447)	(4,494)	(9,615)	(3,138)	(7,707)	(17,994)	(2,837)
Purchase of intangible assets		-	-	-	-	-	-	-	-	-	-
Purchase of real estate assets		-	-	-	-	-	-	-	-	-	-
Deferred debtors and advances made		-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	-	(11,817)	(2,841)	(6,694)	(2,379)	(4,472)	(9,533)	(2,993)	(7,707)	(17,964)	(2,819)

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



STATEMENT OF CASH FLOWS - SEWER	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	DRAFT	BUDGET	FORWARD PLAN								
Cash Flows from financing activities											
<i>Receipts:</i>											
New Residential Accommodation Bonds		-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings		-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>											
Repayment of borrowings and advances		-	-	-	-	-	-	-	-	-	-
Principal component of lease payments		-	-	-	-	-	-	-	-	-	-
Repayment of Residential Accommodation Bonds		-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) financing activities	-	-	-	-	-	-	-	-	-	-	-
Net increase/(decrease) in cash and cash equivalents	-	1,766	492	(2,334)	1,735	794	(2,752)	2,453	(59)	(6,775)	3,892
Cash and cash equivalents - beginning of year		7,757	9,523	10,015	7,681	9,416	10,210	7,458	9,911	9,852	3,077
Cash and cash equivalents - end of the year	7,757	9,523	10,015	7,681	9,416	10,210	7,458	9,911	9,852	3,077	6,969
Investments on hand - end of year	-	-	-	-	-	-	-	-	-	-	-
Total cash, cash equivalents and investments	7,757	9,523	10,015	7,681	9,416	10,210	7,458	9,911	9,852	3,077	6,969

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



APPENDIX J: LTFP KEY FINANCIAL PERFORMANCE INDICATORS

Indicator	Target	Fund	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Local Government Industry Indicators												
Operating Performance Ratio	Greater than 0%	Consolidated	-3.10%	-15.77%	-18.90%	-18.97%	-17.50%	-16.40%	-15.31%	-14.23%	-13.17%	-12.11%
		General	-4.98%	-15.99%	-21.45%	-22.72%	-22.02%	-21.33%	-20.65%	-19.97%	-19.29%	-18.62%
		Water	-1.44%	-15.70%	-11.74%	-9.66%	-7.45%	-5.31%	-3.19%	-1.14%	0.88%	2.84%
		Sewer	8.99%	-14.51%	-10.36%	-5.73%	-1.10%	1.10%	3.24%	5.32%	7.35%	9.33%
Own Source Operating Revenue Ratio	Greater than 60%	Consolidated	31.84%	27.88%	38.92%	52.85%	70.36%	69.83%	71.19%	70.27%	68.67%	72.28%
		General	27.69%	39.91%	30.51%	43.59%	63.56%	63.87%	63.94%	64.28%	64.67%	65.12%
		Water	46.26%	18.42%	86.32%	88.84%	88.94%	89.08%	89.18%	89.28%	89.38%	89.49%
		Sewer	46.57%	16.31%	85.67%	91.86%	88.21%	81.59%	92.26%	82.05%	69.57%	92.47%
Unrestricted Current Ratio	Greater than 1.5	Consolidated	0.83	0.67	0.47	0.31	0.17	-0.03	-0.22	-0.41	-0.66	-0.76
		General	0.90	0.74	0.55	0.40	0.28	0.11	-0.10	-0.25	-0.38	-0.47
		Water	9.80	10.72	11.57	11.70	11.70	12.48	14.14	15.09	15.85	15.86
		Sewer	No Current Liabilities									
Debt Service Cover Ratio	Greater than 2.0	Consolidated	2,913.14	4,879.25	178.09	94.91	34.86	39.79	39.08	45.55	54.94	46.64
		General	2,525.13	1,693.44	159.60	77.05	13.82	14.70	16.19	17.07	17.88	18.56
		Water	No Debt									
		Sewer	2,700.80	17,184.67	No Debt							
Debt Service Ratio	Less than 15%	Consolidated	0.0%	0.0%	0.6%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.4%
		General	0.0%	0.0%	0.8%	0.7%	0.7%	0.7%	0.7%	0.6%	0.6%	0.6%
		Water	No Debt									
		Sewer	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

SNOWY MONARO REGIONAL COUNCIL – FINANCIAL SUSTAINABILITY REVIEW



Indicator	Target	Fund	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Infrastructure Asset Performance Indicators												
Infrastructure Renewals Ratio	Greater than 100%	Consolidated	222.07%	173.91%	117.45%	93.73%	102.34%	128.10%	99.59%	120.91%	167.58%	91.18%
		General	309.93%	185.27%	77.26%	77.62%	74.93%	74.75%	82.27%	81.20%	78.69%	74.04%
		Water	40.76%	165.31%	165.31%	165.31%	165.31%	165.31%	165.31%	165.31%	165.31%	165.31%
		Sewer	8.74%	123.66%	275.75%	98.32%	176.19%	367.78%	117.09%	280.59%	639.14%	98.32%
Infrastructure Backlog Ratio	Less than 2%	Consolidated	11.72%	11.72%	11.72%	11.72%	11.72%	11.72%	11.72%	11.72%	11.72%	11.72%
		General	4.35%	4.35%	4.35%	4.35%	4.35%	4.35%	4.35%	4.35%	4.35%	4.35%
		Water	48.20%	48.20%	48.20%	48.20%	48.20%	48.20%	48.20%	48.20%	48.20%	48.20%
		Sewer	28.90%	28.90%	28.90%	28.90%	28.90%	28.90%	28.90%	28.90%	28.90%	28.90%
Asset Maintenance Ratio	Greater than 1x	Consolidated	0.57	0.57	0.57	0.57	0.57	0.57	0.57	0.57	0.57	0.57
		General	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66
		Water	0.34	0.34	0.34	0.34	0.34	0.34	0.34	0.34	0.34	0.34
		Sewer	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71
Cost to bring assets to agreed service level	No Benchmark	Consolidated	7.78%	7.78%	7.78%	7.78%	7.78%	7.78%	7.78%	7.78%	7.78%	7.78%
		General	3.19%	3.19%	3.19%	3.19%	3.19%	3.19%	3.19%	3.19%	3.19%	3.19%
		Water	21.90%	21.90%	21.90%	21.90%	21.90%	21.90%	21.90%	21.90%	21.90%	21.90%
		Sewer	15.75%	15.75%	15.75%	15.75%	15.75%	15.75%	15.75%	15.75%	15.75%	15.75%

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OUTCOME DRIVEN

