

OPERATIONAL PLAN 2023 -2024



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.
The Snowy Monaro is, and always will be, Aboriginal Country.



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Foreword

On behalf of all of us at Council I am pleased to present our 2023-24 Operational Plan. This is one of a suite of critically important documents that lays out our Council's priorities and planned activities for the next twelve months.

Snowy Monaro Regional Council is facing a challenging situation. Following the merger of the three former Councils in 2016, we inherited debt, deficits and incurred substantial costs when bringing together three very different organisations into one. The region was soon after hit by the Black Summer bushfires, then with the COVID-19 pandemic, and an unprecedented and prolonged period of rains and flooding following not long after.

The elected Council and employees will work as a team to address our budgetary deficit and our number one priority is to bring our region's road infrastructure back to a safe, reliable and lasting standard. This Plan is the year one roadmap of our journey to work toward this commitment.

The 2023-24 Operational Plan outlines a positive, proactive and pragmatic way forward for our Council. In the pages that follow, we set out our schedule of projects and works for the coming year – and importantly – the rationale and costing for the initiatives we have chosen to pursue.

This Plan, in conjunction with the Community Strategic Plan and Delivery Program, demonstrates Council's commitment to addressing the challenges that lay before us. It will take time to achieve our aims of a more secure, prosperous and sustainable future for our Council and our region, but with these documents we believe we have laid out a clear way forward to reach these goals.



Councillor Narelle Davis

Mayor

Snowy Monaro Regional Council

Introduction

Snowy Monaro Regional Council (SMRC) has the vision of being a trusted community partner; this involves the organisation being customer-centric, flexible and effective in meeting the community's needs.

This year's Operational Plan outlines what projects and improvement actions we will undertake during the coming 2023/2024 financial year.

The financial sustainability of the Council is strongly considered in the development of this year's Operational Plan. In previous years, Council has been spending more than the revenue coming in, which is not sustainable. Council is making a concerted effort to reduce spending, increase revenue and provide a balanced budget.

IPART has assessed Council's special rate variation application and has determined under section 508A of the Act that:

5. The percentage by which Snowy Monaro Regional Council may increase its general income for the period from year 2023/24 to year 2026/27 (inclusive) is 52.48%, consisting of annual increases as set out in the table below:

Year	Annual increase in general income	Cumulative increase in general income
2023/24	12.25%	12.25%

The outcome of this assessment is a reduction of rating revenue of \$14.4m over the 10-year period from 2023/24 compared to the additional revenue identified in Scenario 2. This will impact the level of investment in asset renewal over the 10 year period.

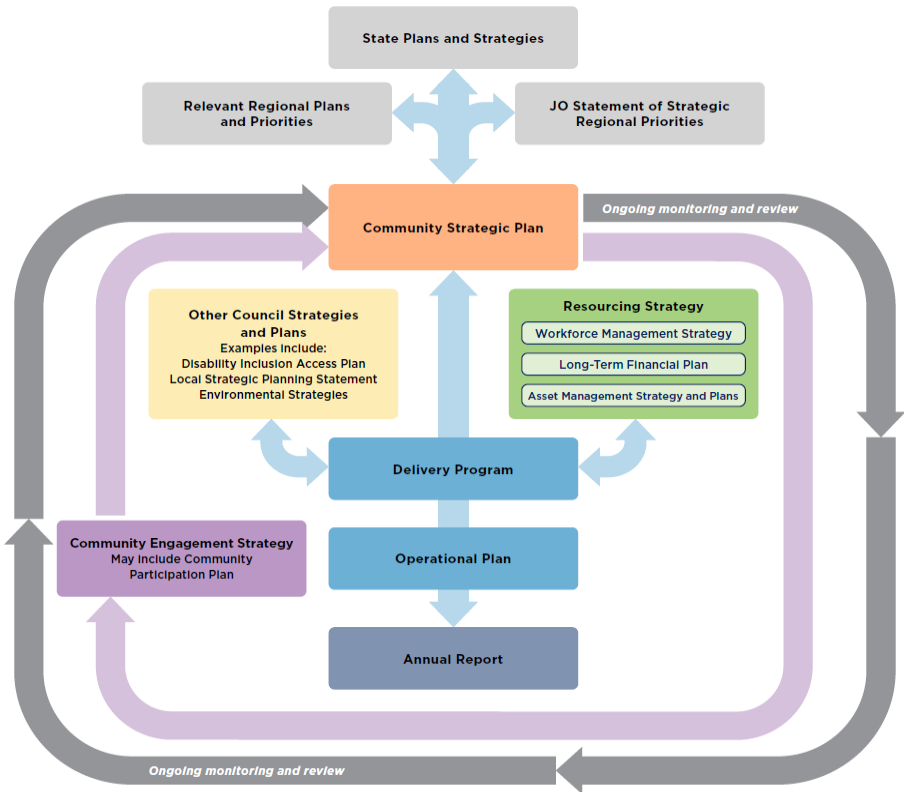
The SRV enables an additional staged investment of \$51.1 million in asset renewal to stabilise the current infrastructure backlog and further renew and maintain our roads and other community assets. Improvements will take longer under this conservative SRV, and there may still be a need for short-term service and facility reductions.

In 2022 Council commissioned a Financial Sustainability Review (FSR). An outcome of the FSR is Council commencing a "Towards Excellence" improvement program. This program will see Council improve maturity across six work streams and develop organisational efficiencies. You will see references to this throughout the document.

The 2023-2024 Operational Plan should be read in conjunction with the revised 2022-26 Delivery Program. The budget and capital works program is included in the Operational Plan, as well as the Revenue Policy.

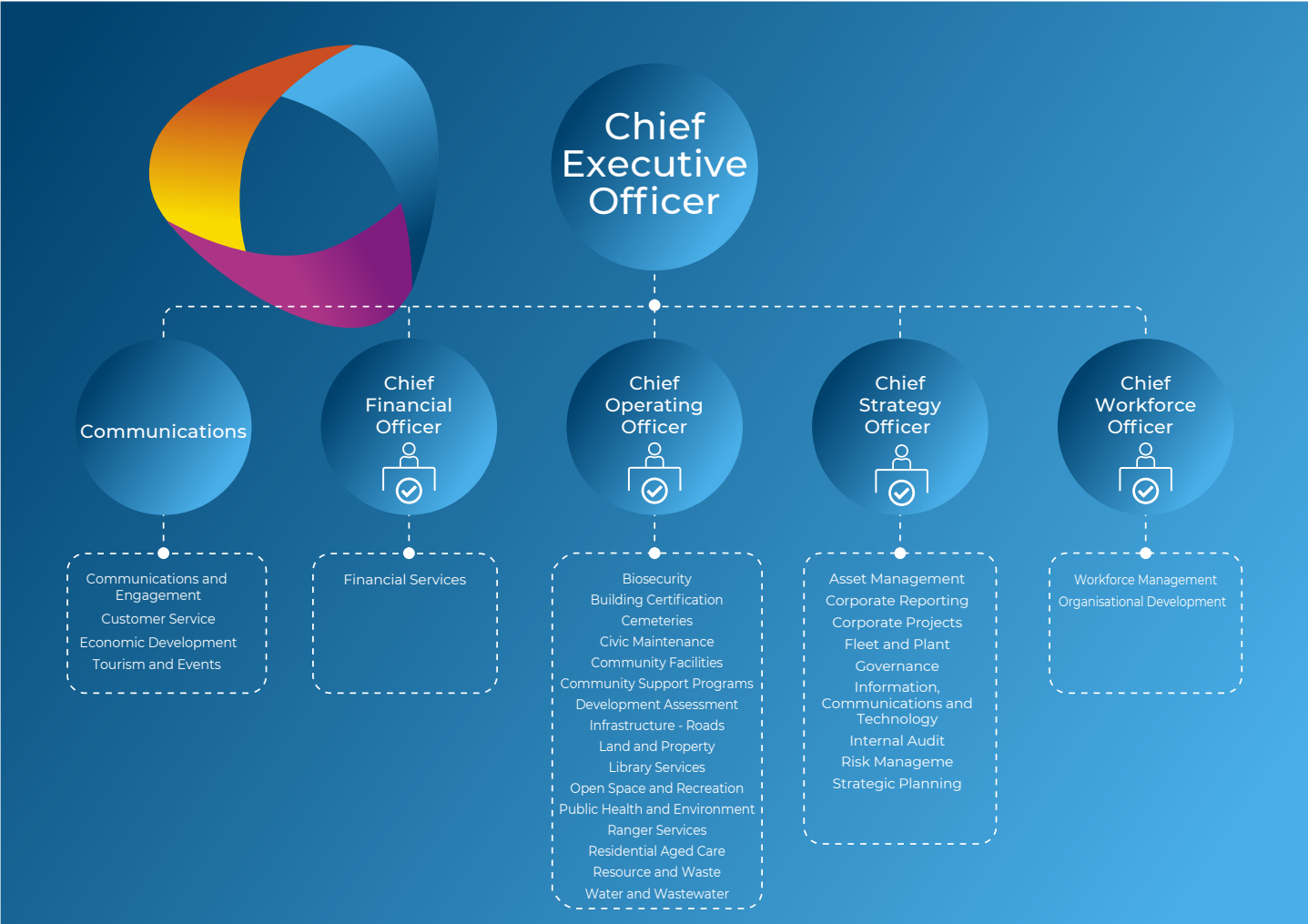
Purpose of the Operational Plan

The Operational Plan (OP) is Council's action plan for achieving the community priorities outline in the Community Strategic Plan (CSP) and Delivery Program (DP). The Delivery Plan is adopted by the Council at the start of its term and revised every 12 months.



Organisation Structure

Council's employees and services are aligned under five portfolios. In this Plan, each service is linked to a responsible officer. The following diagram shows how those services fit within the overall organisation structure.



Our Functions and Services

Council provides a range of functions and services to the community and provides and maintains a range of community assets. Many of these are regulated and while they may be provided by Council, they are delivered on behalf of State Government. For example, the administration of the NSW Companion Animals Act, 1998, which control the management of animal registration and offences under this Act.

The provision of these ongoing functions and services form the considerable basis of what Council delivers to the community, and contributes to the achievement of the desired outcomes expressed in the Snowy Monaro Community Strategic Plan 2042.

Service Structure

Operations

- Built and Natural Environment
- Community Services
- Resource and Waste
- Infrastructure
- Water and Wastewater

Communications

- Engagement
- Economic Development
- Tourism

Finance

- Financial Services

Strategy

- Strategy Development
- Fleet and Plant
- Information and Communication Technology
- Corporate Projects

Workforce

- Workforce Management
- Organisational Development

Context

The Delivery Program and Operational Plan are linked to the key themes, objectives and strategies of the Community Strategic Plan. The five themes represent the community's 20+ year vision for the Snowy Monaro Region.



Our Community

Our health and wellbeing needs are met through living in an inclusive and safe community, provided with quality services

Community Strategic Plan Objectives

- 1 The relaxed lifestyle and close community feel of the region is retained and enhanced
- 2 Our health allows us to live an enjoyable lifestyle
- 3 Our region's cultural identity is respected and embraced
- 4 We are a safe and caring community

Strategies

- 1.1 Land use planning strategies are developed to support and enhance the town, village and rural lifestyle of the region through balanced development
- 1.2 A wide range of community and cultural events are held
- 1.3 Policing activities are undertaken that keep the community safe
- 2.1 Have in place (and accessible to everyone) quality aged, disability and health services that support our population through all life stages.
- 2.2 Facilities are in place to encourage healthy lifestyles
- 3.1 Retain the region's cultural history
- 3.2 Preserve and protect historically significant sites
- 3.3 Diverse cultures are embraced and shared across the community
- 3.4 The arts community is supported across our region
- 4.1 Organisations are supported and encouraged to foster respect, inclusivity and safety
- 4.2 Proactive crime prevention actions protect the community
- 4.3 Volunteering programs are in place to help those in need in the community
- 4.4 Providing employment, education and social opportunities to encourage young people to stay or move to the region and make it their home



Our Economy

We are a vibrant and prosperous community providing opportunities for growth and learning

Community Strategic Plan Objectives

- 5 Have increased work opportunities available enhanced by innovation
- 6 Improve the affordability of living within the region

Strategies

- 5.1 Improve the value generated from tourism
- 5.2 Identify actions to encourage increased manufacturing
- 5.3 Ensure important agricultural and forestry land is identified and continues to be used for agricultural and forestry production
- 6.1 Have in place land use planning that encourages a mix of housing types to meet demand
- 6.2 Develop high value employment opportunities



Our Environment

Our iconic natural environment and heritage is preserved and enhanced for future generations whilst balancing the needs for regional development and growth

Community Strategic Plan Objectives

- 7 Ensure the natural environment and the ability of the community to enjoy and use this environment is protected
- 8 Have in place land use controls that protect the natural environment landscape including visual and scenic values

Strategies

- 7.1 Monitoring the environmental assets including our air, land and waterways to ensure they are protected
- 7.2 Undertake programs that prevent degradation of the environment
- 7.3 Undertake programs to remediate degraded environmental areas
- 7.4 Implement programs that manage the impacts on vulnerable environments
- 8.1 Develop land use plans so that development is sensitive to the region's natural environment and heritage
- 8.2 Have plans in place so that open spaces and recreation areas minimise environmental impacts and maximise environmental sustainability



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

Community Strategic Plan Objectives

- 9 Our health is supported by fit for purpose infrastructure
- 10 Transport infrastructure allows us to effectively move around the region and beyond as needed
- 11 Telecommunication networks allow us to be connected when and where needed
- 12 We have in place infrastructure that supports our lifestyles

Strategies

- 9.1 Ensure that our hospitals and medical centres are modern and equipped to meet the community's needs
- 9.2 Our water and wastewater infrastructure is well maintained and has capacity to meet the growth across the region
- 9.3 Facilities exist to safely deal with waste from the community
- 10.1 Ensure land use planning provides for appropriate and sustainable transport infrastructure
- 10.2 Have in place current strategic plans for meeting the future transportation needs across the region
- 10.3 Develop and sustainably fund the existing transport infrastructure
- 11.1 Ensure our telecommunication network develops to meet our regions changing needs, growth and provides security through resilient infrastructure
- 12.1 Public buildings and facilities are set up to be accessible to all people
- 12.2 Have in place planning that identifies the infrastructure needed to support the community
- 12.3 Build a network of regional trails and accessible shared pathways
- 12.4 Provide well maintained sporting and leisure facilities



Our Leadership

We have contemporary civic leadership and governance that fosters trust and efficiency

Community Strategic Plan Objectives

- 13 That the community has confidence in leadership
- 14 Our community is informed and engaged to provide transparency in decision making
- 15 That effective strategies are in place to achieve the community strategic plan outcomes.

Strategies

- 13.1 Leadership is visible and accessible to our community
- 13.2 Clear agreed standards are in place and applied about how public services are provided
- 14.1 Community engagement strategies are put in place to effectively consult and engage with stakeholders
- 14.2 A range of consultation mechanisms that facilitate input from the stakeholders are used
- 14.3 Timely and relevant information is communicated to stakeholders on matters impacting on them
- 15.1 Current strategies are in place to manage all major issues facing the community

Reading This Document

The Operational Plan is reviewed annually. It details the specific actions, projects and programs Council will undertake, linking to the strategies outlined in the Delivery Program.

The Operational Plan allocates responsibility and provides a detailed budget for the year.

This Operational Plan has been designed so that you can get a better understanding of the costs of our services and how we are delivering the projects and services we are responsible for.

To do this we have divided the Operational Plan into service areas of Council. Each service area has identified their key activities for the year, as well as the level of service they will deliver with the budget and people they have. If a service area does not have any operational change actions or projects identified in this Operational Plan the service will continue to operate, though won't appear in this document. Information about these services can be located in the Delivery Program.

The services, projects and programs from each service area all directly align to objectives from the Delivery Program, which is Council's commitment to delivering on the priorities and aspirations you told us were important when we developed the Snowy Monaro 2042 Community Strategic Plan.

The following table describes how to interpret the information on the following pages.

Portfolio Budget: The one year budget for the service area as identified in Long Term Financial Plan (LTFP)

Delivery Program Principal Activities: The principal activities undertaken by the service area. This is the link to the Delivery Program.

Actions: The activities or improvement actions to be undertaken outside of routine business

Budget: This is the expected expense for the project

Service Area	Operating Income \$	Operating Expenditure \$	Net Cost \$	Depreciation Included \$
Finance				

Business Unit: Finance

Responsible Manager: Chief Financial Officer

Service Area: Finance

Financial services supports Council in meeting its financial planning and reporting requirements stipulated in the *Local Government Act, 1993* and *Local Government Regulations, 2021*. The Finance Team are also responsible for the preparation of the annual budget, quarterly budget reviews and the accounts payable, accounts receivable, rates and procurement functions.

Delivery Program Principal Activities

- Provide financial services to the organisation

Actions derived from the Financial Sustainability Review are noted as (FSR)

Actions

Activity	Target
Review of budget methodology with move towards activity based budgeting (FSR)	February 2024
Review the oncosting methodology to ensure that current costs are accurately reflected in the services and projects reliant on specific purpose revenue	December 2023
Development and implementation of grant funding policy and procedures with inclusion into the project management framework	June 2024
Review the componentisation and useful life assumptions for the valuation of assets and calculation depreciation (Asset Management Strategy Action #8)	June 2024

Projects 2023/24

Project Name	2023/24 Budget	Target
Special Rate Variation (SRV) Implementation of the Special Rate Variation as adopted by Council	BAU	July 2023
Sale of land for unpaid rates Undertake preparation work to sell land for unpaid rates	BAU	June 2024

Service Area: A brief description of the Service Area

Target: The period for the project to be completed

Target: The period for the project to be completed

Projects: Projects are just that, projects or large bodies of work. Under the title of the project is an explanation of what the project is, why we are completing the project and how it will benefit the community.

Service Area Annual Budget 2023-2024

Service Area	Operating Income \$	Operating Expenditure \$	Net Cost \$	Depreciation Included \$
Asset Management	0	1,115,371	(1,115,371)	1,871
Biosecurity	406,000	1,673,375	(1,267,375)	0
Building Certification	632,500	745,567	(113,067)	0
Cemetery Operations	300,000	272,158	27,842	2,813
Communications and Engagement	0	856,873	(856,873)	0
Community Facilities	751,204	3,385,821	(2,634,617)	1,330,137
Community Services Management	0	387,984	(387,984)	0
Community Support Programs	3,732,088	4,004,762	(272,674)	59,109
Corporate Projects	0	289,121	(289,121)	0
Customer Service	66,000	609,620	(543,620)	0
Development Certification	806,500	1,676,706	(870,206)	0
Economic Development	54,556	411,525	(356,969)	715
Emergency and Fire Service	438,348	2,414,508	(1,976,160)	352,724
Executive Office	0	1,961,860	(1,961,860)	0
Financial Services	76,700	2,729,275	(2,652,575)	26,572
Fleet and Plant	4,355,349	3,446,657	908,692	1,795,299
Governance	255,716	1,086,208	(830,492)	0
ICT	9,000	3,816,681	(3,807,681)	887,999
Infrastructure - Roads	21,109,858	22,714,918	(1,605,060)	9,734,799
Internal Audit	0	120,720	(120,720)	0
Land and Property	1,473,404	3,288,627	(1,815,223)	1,528,713
Library	28,700	1,039,749	(1,011,049)	215,595
Open Space and Recreation	699,000	5,344,445	(4,645,445)	1,767,705
Organisational Development	0	1,318,000	(1,318,000)	0
Public Health and Environment	264,080	906,445	(642,365)	217,545
Ranger Services	254,450	418,518	(164,068)	15,611
Records Management	0	246,840	(246,840)	0
Residential Aged Care	3,525,683	5,242,833	(1,717,150)	621,199
Resource and Waste	9,653,375	8,448,720	1,204,655	1,064,039
Risk Management	0	1,186,450	(1,186,450)	0
Strategic Planning	146,585	1,053,146	(906,561)	0
Tourism and Events	134,340	833,556	(699,216)	41,929
Water and Sewer	19,407,860	19,112,972	294,888	7,918,303
Workforce Management	190,000	2,076,929	(1,886,929)	0
General Purpose Revenue	29,785,943	144,500	29,641,443	0
Total	98,557,239	104,381,440	(5,824,201)	27,582,677

Executive Office

Service Area	Operating Income	Operating Expenditure	Net Cost	Depreciation Included
	\$	\$	\$	\$
Executive Office	0	1,961,860	(1,961,860)	0

Business Unit: Executive Office

Responsible Manager: Chief Executive Officer

Service Area: Executive Office

The Executive Office supports the CEO, Mayor, Councillors and wider Executive Leadership Team by delivering effective and efficient professional administrative services. The Executive Office acts as a primary point of contact by analysing, assessing and prioritising requests, and initiating actions, to facilitate the optimal use of the organisational leaders. The team administers community liaison and event management such as Civic Receptions and Citizenship Ceremonies.

The Executive Office facilitates, motivates and leads the greater administration network to come together, exchange knowledge, share information and add value back into the organisation through their individual service area. The team also facilitates the timely collation and production of Council meeting business papers, taking of minutes and associated reporting.

Delivery Program Principal Activities

- Collation and production of Ordinary and Extraordinary Council meeting business papers and accurate recording of resolutions
- Support the CEO, Mayor and Councillors in their day to day activities
- Maintain regulatory registers of Council decisions in accordance with relevant legislation
- Facilitate citizenship ceremonies

Actions

Action	Target
Increase the level of InfoCouncil skills across the organisation by providing a minimum of 20 employees with InfoCouncil training	December 2023

Projects 2023/24

Project Name	2023/24 Budget	Target
Develop and deliver the Towards Excellence Program* The commencement of embedding a new way of working how our services are provided, through looking at processes, work required and systems to ensure agreed service levels are determined will take place across the organisation	\$1,115,000	June 2024
New Civic Precinct* Stage 1-Feasibility/options analysis for relocation of Council Offices and development of a Civic Precinct. Business case development and comparative estimates for existing office building	\$150,000	July 2023

* Delivered by Corporate Projects



Operations Portfolio

Service Area	Operating Income	Operating Expenditure	Net Cost	Depreciation Included
	\$	\$	\$	\$
Built and Natural Environment	1,857,030	4,016,063	(2,159,033)	235,969
Community Services	4,511,992	8,818,316	(4,306,324)	1,604,841
Development Assessment	806,500	1,676,706	(870,206)	0
Infrastructure	22,583,262	26,003,545	(3,420,283)	11,263,512
Resource and Waste	9,653,375	8,448,720	1,204,655	1,064,039
Water and Wastewater	19,407,860	19,112,972	294,888	7,918,303

Business Unit: Built and Natural Environment

Responsible Manager: Manager Built and Natural Environment

Service Area: Biosecurity

Council has obligations under the Biosecurity Act to protect the economy, environment and community from the negative impacts of weeds. These obligations extend to preventing the introduction of new weeds, eliminating new weed incursions and minimising the impact of widespread weeds on the region's rich environmental and agricultural assets.

The Biosecurity team is appointed to inspect lands for high-risk weeds, to seek compliance from land managers, to educate the community and to control high risk weeds on lands for which Council is responsible.

Delivery Program Principal Activities

- Eliminate new weed incursion
- Minimise the risk posed by widespread weeds on the economy, environment and community
- Educate the community on weeds biosecurity matters

Actions

Action	Target
Review the SMRC Biosecurity Compliance – Council Activities, Vehicles and Machinery Policy	March 2024
Review the SMRC [Biosecurity (Weeds) Enforcement Policy]	March 2024

Service Area: Building Certification

Council's Building Certification team undertakes the assessment, investigation and certification of building works within the Council region to ensure safe, healthy, and compliant building works are developed. Additionally development compliance is administered through the Building Certification team to ensure compliance with acts, regulations, building consents and approvals.

Delivery Program Principal Activities

- Assess certificate applications and determine in line with legislative requirements
- Undertake mandatory inspections of construction certificates and complying development certificates
- Undertake development compliance of unauthorised works
- Administer swimming pool compliance in line with legislation
- Undertaking Councils regulatory role in fire safety of buildings
- Undertakes application, assessment and inspection of plumbing and drainage works

Actions

Action	Target
Develop and implement a summer Pool Safety Program	November 2023
Review the SMRC Enforcement Policy	March 2024

Service Area: Development Assessment

The Development Assessment team is responsible for assessing and determining development applications to ensure compliance with relevant policies and planning instruments.

Delivery Program Principal Activities

- Undertake assessment of Development Applications within statutory timeframes
- Provide planning and related certificates in accordance with statutory requirements
- Undertake assessment and provide advice relating to Development Engineering Services provided by Council
- Provide advice and encourage proactive management of heritage in our local area

Actions

Action	Target
Develop process for assessing and determining subdivision work certificates	June 2024

Service Area: Public Health and Environment

Council's Public Health and Environment team undertakes regular inspections of businesses and properties where there are risks to public health. This includes the assessment of monitoring the region's drinking water supply, food businesses, swimming pools, on-site sewage treatment systems, skin penetration premises, liquid trade waste permits and cooling towers.

Delivery Program Principal Activities

- Undertake inspections of food premises to determine compliance with the Food Standards Code
- Undertake routine water sampling to meeting the Drinking Water Quality Guidelines
- Undertake routine inspections of on-site sewage management systems
- Undertake routine inspections of liquid trade waste systems
- Respond to illegal dumping activities. Investigate all reports and arrange for clean-up and removal of waste
- Undertake routine inspections of commercial swimming pools
- Undertake routine inspections of skin penetration premises
- Undertake routine inspections of cooling towers
- Respond to environmental complaints

Actions

Action	Target
Review the Food Safety Compliance and Food Safety Enforcement Policy	March 2024

Projects 2023/24

Project Name	2023/24 Budget	Target
Finalise the backflow prevention policy, procedure and implementation of a strategy for the region The backflow of water can carry contaminants back to the primary water supply system, making the water in it unsafe to drink. The implementation and ongoing maintenance of backflow prevention devices, along with a clear policy and set of procedures will effectively manage this risk.	BAU	June 2024

Service Area: Cemeteries

Council manages a total of 23 cemeteries across the region. Most are in a rural setting and have a history that goes back to the early settlers of the region

Delivery Program Principal Activities

- Organise interments and maintain accurate records
- Maintenance of Council's cemeteries

Projects 2023/24

Project Name	2023/24 Budget	Target
Develop a project plan for the establishment of the new Cooma Cemetery Develop a detailed project plan to progress this project. The plan will take the 2019 concept plan into account and identify project scope, costs, accountabilities and milestones	BAU	June 2024
Commence the development of a Cemetery Management Plan Council is required to develop a Cemetery Management Plan to ensure compliance with the upcoming legislative changes and to become a licensed cemetery operator	BAU	June 2024

Business Unit: Community Services

Responsible Manager: Manager Community Services

Service Area: Community Facilities

Provide and maintain Council owned pools, caravan parks, livestock and saleyard facilities, truck wash, laundromat and community halls.

Delivery Program Principal Activities

- Maintain and operate Council owned swimming pools
- Maintain and operate livestock and saleyard facilities
- Maintain and operate truck wash facilities
- Operate and maintain Council owned caravan parks and campgrounds
- Maintain and operate community halls
- Maintain and operate Cooma Regional Sports Hall

Actions

Action	Target
Develop and review policies and procedures for caravan parks and campgrounds	December 2023
Seek an external provider for the operation of livestock yards in Bombala	December 2023
Seek an external provider for the operation of livestock yards in Cooma	June 2024

Projects 2023/24

Project Name	2023/24 Budget	Target
Bombala Swimming Pool upgrades - Stage 1* Detailed design and construction to upgrade water treatment facilities to meet required Australian Standards	\$2,572,870	June 2024
Complete Bombala Apex Caravan Park - Upgrades* Resolve inadequate power supply	\$47,280	June 2024
Cooma Regional Sports Hall* Completion of planning and design for a three-court indoor sports hall and synthetic athletics track and field located at Monaro High School and Snowy Oval. Construction of the indoor sports facility will be complete as stage one of the project by April 2023	\$3,750,000	October 2023
Cooma Swimming Pool upgrades - Stage 1* Detailed design and construction to upgrade water treatment facilities to meet required Australian standards	\$2,581,409	June 2024
Delegate School of Arts* This construction project will see improvements to amenities, storm water and drainage	\$360,110	June 2024
Jindabyne Holiday Park Upgrades* Extend existing sullage system to annual caravan sites	\$270,000	December 2023
Refurbishment of the Jindabyne Pool* This project will see replacement of plant and roof refurbishment of the Jindabyne Pool, providing critical upgrades to this recreation facility	\$500,000	September 2023
Strengthening Communities Safer Places * Undertake key reparation and upgrade works across community halls identified as community refuges	\$722,792	June 2024

* Delivered by Corporate Projects

Service Area: Community Support Programs

Community Support Programs provide the region with a range of services that support community members to remain independent in their own homes. Programs include the Commonwealth Home Support Programme, Community Transport, Home Care Packages and National Disability Insurance Scheme.

The Youth Services team sit within this area and work to provide a strategic roadmap to the region as well as deliver operational programs during school holiday periods.

Delivery Program Principal Activities

- Deliver Commonwealth Home Support Programme (CHSP) and Home Care Packages in accordance with Aged Care Quality Standards
- Provide community transport services to the region
- Deliver Youth Services in collaboration with other providers, targeting priorities as identified through the Youth Council
- Maintain governance in the delivery of community services

Actions

Action	Target
Introduce a mobile youth hub 'Ryder Trailer' into the region	December 2023

Projects 2023/24

Project Name	2023/24 Budget	Target
Review Youth Strategy 2023-27 To undertake a review of the current strategy, including preparation of a new Youth Strategy	BAU	June 2024
Review service delivery options for Council Commonwealth Home Support Programme (CHSP), Home Care Packages and Community Transport To explore options to improve how Council delivers these services under the current regulatory regime and the new Support at Home Program	BAU	June 2024

Service Area: Library Services

Libraries provide communities with the opportunity to embrace life-long learning through up to date resources that encourage growth and development. Council provides library services in Bombala, Cooma and Jindabyne, including remote and outreach through the Mobile Library

Delivery Program Principal Activities

- Provide library services across the region

Actions

Action	Target
Review the Library Strategy	June 2024

Service Area: Residential Aged Care

Residential Aged Care continues to be delivered to a high standard, whilst Council pursues divestment.

Delivery Program Principal Activities

- Provide Residential Aged Care in accordance with Aged Care Quality Standards

Actions

Nil improvement actions for this year

Projects 2023/24

Project Name	2023/24 Budget	Target
Divestment of Residential Aged Care To proceed with the divestment of Residential Aged Care	BAU	June 2024
Fire services and general upgrades for aged care facilities* To improve Fire Services (upgrades) for Snowy River Hostel and Yallambee Lodge	\$497,733	June 2024
Yallambee Lodge new section of facility* To improve and provide additional facilities at Yallambee Lodge. The construction of this facility will see an additional sixteen beds added to the existing facility	\$2,845,202	June 2024

* Delivered by Corporate Projects

Business Unit: Infrastructure

Responsible Manager: Manager Infrastructure

Service Area: Roads Infrastructure

The Road Infrastructure team is responsible for repairing, maintaining and upgrading the wider transport network across the region and for working with the community to provide safe passage and lasting benefit to all who visit the Snowy Monaro.

Delivery Program Principal Activities

- Undertake Council's resealing program
- Undertake Council's heavy patching program
- Undertake gravel resheeting
- Undertake gravel regrading
- Undertake reactive maintenance
- Undertake bridge maintenance

Actions derived from the Financial Sustainability Review are noted as (FSR)

Actions

Action	Target
Undertake consultation to determine service level for the transport network (FSR)	February 2024 Subject to Towards Excellence Program
Develop a Bridge Maintenance Program	August 2023

Projects 2023/24

Project Name	2023/24 Budget	Target
Adaminaby long vehicle and truck parking* Long Vehicle and Truck Parking constructed in the township of Adaminaby. This is to drive economic benefit to the town by facilitating safe stopping places for caravan, trucks and other long vehicles in close proximity to town	\$895,504	June 2024
Adaminaby street improvements* Improvements to local streets including sealing, kerb and gutter, footpaths and drainage	\$608,239	June 2024
Bobeyan Road upgrade* This major State funded project will see Bobeyan Rd upgraded, providing an alternative entry route to the region and upgraded access for residents	\$10,102,612	June 2024
Berridale beautification (drainage)* Undertaking drainage and landscaping works between Bolton and Park Street, Berridale Funded under Stronger Country Communities Round 5, this project will see much needed upgrades to reduce flooding in the main street of Berridale	\$1,064,209	June 2024
Construction of new access road segment EOC Polo Flat, Cooma Construction new access road segment to enable future progression of the Emergency Operations Centre at Polo Flat in Cooma	\$500,000	June 2024
Country Passenger Transport Infrastructure Grants Scheme - Bus shelter at Avonside Road/ Kosciuszko Road, Jindabyne Construction of a local bus shelter under the CPTIGS grant scheme to improve accessibility and increase the use of passenger transport across country areas	\$10,752.85	June 2024
Country Passenger Transport Infrastructure Grants Scheme - Bus shelter at Bright Street, Bombala Construction of a local bus shelter under the CPTIGS grant scheme to improve accessibility and increase the use of passenger transport across country areas	BAU	June 2024

* Delivered by Corporate Projects

Project Name	2023/24 Budget	Target
Country Passenger Transport Infrastructure Grants Scheme - Bus shelter at Bombala Street, Nimmitabel Construction of a local bus shelter under the CPTIGS grant scheme to improve accessibility and increase the use of passenger transport across country areas	BAU	June 2024
Country Passenger Transport Infrastructure Grants Scheme - Bus shelter at Eucumbene Road/Kosciuszko Road, Kalkite Construction of a local bus shelter under the CPTIGS grant scheme to improve accessibility and increase the use of passenger transport across country areas	BAU	June 2024
Country Passenger Transport Infrastructure Grants Scheme - Bus shelter at Hilltop Road/Kosciuszko Road, Jindabyne Construction of a local bus shelter under the CPTIGS grant scheme to improve accessibility and increase the use of passenger transport across country areas	\$10,752.85	June 2024
Country Passenger Transport Infrastructure Grants Scheme - Bus shelter at Jerrara Drive, East Jindabyne Construction of a local bus shelter under the CPTIGS grant scheme to improve accessibility and increase the use of passenger transport across country areas	BAU	June 2024
Country Passenger Transport Infrastructure Grants Scheme - Bus shelter at Mittagang Road, Cooma North Public School Construction of a local bus shelter under the CPTIGS grant scheme to improve accessibility and increase the use of passenger transport across country areas	BAU	June 2024
Country Passenger Transport Infrastructure Grants Scheme - Bus shelter at Mittagang Road, Monaro High School, Cooma Construction of a local bus shelter under the CPTIGS grant scheme to improve accessibility and increase the use of passenger transport across country areas	BAU	June 2024
Deliver externally funded projects through Transport for NSW and RMCC Agreement Council will work closely with TfNSW to deliver maintenance and construction projects on the state roads within the region	\$2,050,000	June 2024
Fixing Country Bridges Program 2A - Cambalong 2 Bridge, Cambalong Road Cambalong - last stage of completion of construction with the bridge open to traffic* Capital upgrades to assets within the Region under the Fixing Country Bridges grant program to improve the quality of the transport network	\$1,112,139	June 2024
Fixing Country Bridges Program 2A - Cambalong Bridge, Cambalong Road Palarang - full stages of construction* Council to undertake capital upgrades to assets within the Region under the Fixing Country Bridges grant program to improve the quality of the transport network	\$2,962,553	June 2024
Fixing Country Bridges Round 2A - Darbys Gully Bridge, Old Bombala Road, Nimmitabel Capital upgrades to assets within the Region under the Fixing Country Bridges grant program to improve the quality of the transport network	\$378,400	June 2024
Fixing Country Bridges Round 2A – Black Flat Bridge, Black Flat Road, Williamsdale* Capital upgrades to assets within the Region under the Fixing Country Bridges grant program to improve the quality of the transport network	\$335,386	June 2024
Fixing Country Bridges 2A - Redcliffe Bridge, Cambalong Road, Palarang* Capital upgrades to assets within the Region under the Fixing Country Bridges grant program to improve the quality of the transport network	\$315,121	June 2024
Fixing Country Bridges Round 2B - Killarny Bridge replacement* Capital upgrades to assets within the Region under the Fixing Country Bridges grant program to improve the quality of the transport network	\$477,037	June 2024
Fixing Country Bridges Round 2B - Matong Creek Bridge replacement* Capital upgrades to assets within the Region under the Fixing Country Bridges grant program to improve the quality of the transport network	\$1,806,002	June 2024
Fixing Country Bridges Round 2B - Rossy's Creek Bridge* Capital upgrades to assets within the Region under the Fixing Country Bridges grant program to improve the quality of the transport network	\$1,583,836	June 2024
Fixing Local Roads Round 2 - Avonside Road - sealing Council to undertake capital upgrades to assets within the Region under the Fixing Local Roads grant program to improve the quality of the transport network. This also provides State funds into the local economy	\$1,049,501	June 2024

Project Name	2023/24 Budget	Target
Fixing Local Roads Round 2 - Maffra Road - resealing Council to undertake capital upgrades to assets within the Region under the Fixing Local Roads grant program to improve the quality of the transport network. This also provides State funds into the local economy	\$1,272,764	June 2024
Fixing Local Roads Round 3 - upgrade of Dry Plains Road Council to undertake capital upgrades to assets within the Region under the Fixing Local Roads grant program to improve the quality of the transport network. This also provides State funds into the local economy	\$1,494,082	June 2024
Fixing Local Roads Round 3 - upgrade of Mila Road Council to undertake capital upgrades to assets within the Region under the Fixing Local Roads grant program to improve the quality of the transport network. This also provides State funds into the local economy	\$2,002,577	June 2024
Fixing Local Roads Round 3 – upgrade of Shannons Flat Road Council to undertake capital upgrades to assets within the Region under the Fixing Local Roads grant program to improve the quality of the transport network. This also provides State funds into the local economy	\$1,035,527	June 2024
Roads to Recovery – Eucumbene Cove stormwater upgrade Council to undertake capital upgrades to assets within the Region under the Roads To Recovery grant program to improve the quality of the transport network. This also provides Federal funds into the local economy	BAU	November 2023
Roads to Recovery – Rainbow Drive stormwater upgrade Council to undertake capital upgrades to assets within the Region under the Roads To Recovery grant program to improve the quality of the transport network. This also provides Federal funds into the local economy	BAU	November 2023
Ryrie Street Michelago extension* Replacement/upgrade of critical bridge infrastructure	\$992,386	June 2024

* Delivered by Corporate Projects

Service Area: Civic Maintenance

The Civic Maintenance team is responsible for the maintenance of civic infrastructure including parks, gardens, sporting grounds, public facility buildings and playgrounds

Delivery Program Principal Activities

- Maintain high priority, high use parks, sporting facilities, trails and other grounds
- Maintain amenities throughout the region
- Undertake playground inspection program

Actions

Action	Target
Investigate funding streams for ongoing maintenance of Mountain Bike Trails	April 2024
Top dress two priority ovals	June 2024

Projects 2023/24

Project Name	2023/24 Budget	Target
'Big Trout' restoration in Adaminaby * Restoration of the 'Big Trout' and surrounds in Adaminaby	\$318,054	June 2024
Bombala Sporting Facilities upgrades* This project will see additional amenities, dedicated referee spaces and seating installed at the Bombala Showground/Sportsground	\$616,105	June 2024
Completion of the Bombala Exhibition Hall, CWA Room upgrades Electrical upgrade to Exhibition Hall, CWA Building and stables	BAU	July 2023
Cooma North Ridge - Community Place for Space* (Delivered by Corporate Projects for Civic Maintenance and Friends of North Ridge Reserve) SMRC is supporting the community group to provide upgrades to public amenities including path construction and parking	\$19,547	June 2024
Cooma Showground electrical upgrades to external electrical infrastructure - Phase 2 NSW Showgrounds To upgrade external electrical infrastructure at the Cooma Showground	\$167,500	June 2024
Combating antisocial behaviour and activating spaces under the NSW Graffiti Management Grant Installation of new sun solar path lights for safety between Thredbo Terrace and Munyang Streets Jindabyne and anti graffiti coating applied to frequently vandalised public amenity sites	\$35,000	June 2024
Completion Bombala Showground Upgrades Undertake electrical and fire safety upgrades to the Bombala Showground	BAU	June 2024
Jindabyne Skate Park upgrade* Funded under the Bushfire Local Economic Recovery Fund, this project will see the refurbishment – detailed design and construction - of the Jindabyne Skate Park, to incorporate better facilities for all levels of ability and improved lighting and landscaping	\$1,160,429	June 2024
Jindabyne Town Centre improvements* Funded under the Stronger Communities Fund, the town centre toilet block will be demolished and replaced and property owner discussions will commence to progress replacement of the pavers in the Town Centre	\$TBD	June 2024
Lake Jindabyne Shared Trail* Funded through RESTART NSW (Infrastructure Program), this project sees additional trails and trail upgrades delivered to connect Creel Bay to East of Jindabyne. This project includes the development of the Regional Trails Masterplan, all planning elements (DA applications) and trail construction	\$8,066,837	June 2024
Upgrades to Cooma Showground toilet block under the Crown Reserves Improvement Fund (CRIF) To demolish and replace the toilet block at Cooma Showground	\$148,200	June 2024

* Delivered by Corporate Projects

Service Area: Land and Property

Management of Council's Land and Property inclusive of lease agreements, operational buildings, native title, aboriginal land claim, crown land, land acquisition and divestment.

Delivery Program Principal Activities

- Operate and maintain Snowy River Health Centre in accordance with DoHA requirements
- Maintain Council buildings and sites within the Land and Property service
- Deal with land title matters

Actions

Action	Target
Procedures for Aboriginal Culture & Heritage and Native Title are developed	April 2024
Prepare a project plan for the streamlining of access to public and operational sites	December 2023

Projects 2023/24

Project Name	2023/24 Budget	Target
Complete the Bombala Caretaker Cottage* Renovation of the Caretakers Cottage	BAU	June 2024
Delegate Preschool renewal of drainage systems* Crown Reserve Improvement Funds are supporting critical infrastructure maintenance upgrades	\$88,159	June 2024
Implement Plans of Management (PoMs) for the Crown Reserves for which Council is the identified Crown Land Manager To provide strategic planning and governance for the management and use of community land in Council's care and control	BAU	March 2024

* Delivered by Corporate Projects

Business Unit: Resource and Waste Services

Responsible Manager: Manager Resource & Waste Services

Service Area: Resource and Waste Services

Reducing the recycling gap and waste to landfill, and delivering a cost effective waste service that meets the needs of the community

Delivery Program Principal Activities

- Provision of resource recovery and waste facility services across the region such as operation of waste facilities, transfer stations and buyback stores (ScrapMart)
- Provision of resource recovery and waste collection services across the region

Actions

Action	Target
Prepare a business case for the provision of bulky waste services to pensioners, disabled people and concession holders who may find transport of bulky waste to landfill less accessible (Action from Snowy Monaro Waste Strategy)	June 2024
Prepare plan and commence conversion of one Transfer Station to Bank Of Bin Model (Action from Snowy Monaro Waste Strategy)	May 2024
Develop project plan for the roll out of Food Organic and Garden Organic (FOGO) kerbside service to remainder of SMRC kerbside residential properties	June 2024

Projects 2023/24

Project Name	2023/24 Budget	Target
Commence rehabilitation of legacy landfill site – Bibbenluke* Capping and rehabilitation of legacy landfill sites are a priority action within Snowy Monaro Waste Strategy	\$28,000	June 2024
Commence rehabilitation of legacy landfill site – Cathcart* Capping and rehabilitation of legacy landfill sites are a priority action within Snowy Monaro Waste Strategy	\$30,000	June 2024
Commence rehabilitation of legacy landfill site – Dalgety* Capping and rehabilitation of legacy landfill sites are a priority action within Snowy Monaro Waste Strategy	\$37,500	June 2024
Commence rehabilitation of legacy landfill site – Maffra Old Cooma Tip* Capping and rehabilitation of legacy landfill sites are a priority action within Snowy Monaro Waste Strategy - design	\$5,000	June 2024
Commence rehabilitation of legacy landfill site – Old Dry Plains Rd* Capping and rehabilitation of legacy landfill sites are a priority action within Snowy Monaro Waste Strategy - design	\$5,000	June 2024
Cooma Compost Facility* Finalise the design, obtain approvals and prepare detailed plan for delivery	\$88,000	June 2024
Cooma Landfill upgrade* Commence planning for installation of two new weighbridge's, a new weighbridge office and a new sorting shed, to sort material before landfill	\$500,000	June 2024
Delegate Landfill cap and close* Capping and closure of the Delegate Landfill	\$15,000	June 2024
Jindabyne Resource Recovery Centre (detailed design, funding and procurement)* Design and construction of a new Resource Recovery Centre to more effectively, efficiently, and sustainably process and transfer waste	\$9,064,000	June 2024
Street furniture and recycle bins Purchase of street furniture made from recycled materials and purchase of recycling bins	\$31,400	June 2024

* Delivered by Corporate Projects

Service Area: Water and Wastewater

Responsible Manager: Manager Water Wastewater Operations

The Water and Wastewater Operations team are responsible for the daily maintenance and operations of the water and wastewater services in the region in a viable and cost-effective manner, while abiding by NSW State Government policies, environmental legislation and licence requirements.

Delivery Program Principal Activities

- Operate and maintain reticulated potable water supplies
- Operate and maintain sewerage systems

Actions

Action	Target
Improved efficiencies in scheduling and tasks	May 2024
Improve Customer Request Management (CRM) linkages to Assets	September 2023

Projects 2023/24 - Water

Project Name	2023/24 Budget	Target
Construction of Bombala and Delegate Water Treatment Plants Construction of a Water Treatment Plant at Delegate and a new Water Treatment Plant at Bombala	\$9,000,000	June 2024
Cooma Snowy Reservoir design and construction - commencement Design and construction of a new distribution water reservoir at Cooma to increase the towns water capacity	\$200,000	June 2024
Cooma Water Treatment Plant electrical upgrade design/implementation - commencement Renewal of 11kV switchboard for the treated water delivery pumps at Cooma Water Treatment Plant	\$75,000	June 2024
Cooma Water Treatment Plant inlet and outlet flow meters Installation of compliant flow meters for raw and treated water flows for Cooma Water Treatment Plant	\$200,000	June 2024
Cooma Water Treatment Plant raw water pump and variable speed drive upgrade Upgrade to the variable speed drive and raw water pump	\$300,000	June 2024
Cooma Water Treatment Plant raw water pump intake design Design of raw water intake and pump station at Cooma Water Treatment Plant	\$300,000	June 2024
Raw Water Pump Station Replacement Program Renewals program for raw water pump stations	\$250,000	June 2024
SCADA replacement - water Telemetry and Supervisory Control and Data Acquisition (SCADA) systems updated to current standards	\$250,000	June 2024
Water Mains Replacement Program Capital works program to replace water mains	\$2,000,000	June 2024

Project Name	2023/24 Budget	Target
Weir and fishway at Murrumbidgee River - commencement New weir and fishway to be implemented at the Murrumbidgee River, Cooma to increase and secure the towns water supply	\$1,750,000	June 2024

Projects 2023/24 - Wastewater

Project Name	2023/24 Budget	Target
Berridale Sewage Treatment Plant options study and upgrade - commencement Options study to increase the existing capacity of Berridale Sewage Treatment Plant and implementation of the outcomes of the study	\$200,000	June 2024
Bombala Mahratta Timor Street pump station upgrade New sewage pump station to be installed along the western side of the Bombala River. This pump station is the final stage of the Bombala Sewage Treatment Plant and pump station upgrade project	\$617,141	June 2024
Completion Adaminaby Sewage Treatment Plant – construction Augmentation of existing plant to meet EPA requirements	BAU	June 2024
Cooma North rising main condition assessment and design Non-destructive assessment of existing asset and design based on outcomes of assessment	\$200,000	June 2024
East Jindabyne sewer pump station 6 wet well pumps 1 and 2 replacement Project to renew the mechanical equipment in East Jindabyne sewage pump station pumps and upgrade electrical no-flow protection	\$50,000	June 2024
Jindabyne sewer pump station 4 refurbishment Refurbishment of pumps and equipment in Jindabyne Sewage Pump Station 4	\$400,000	June 2024
Jindabyne sewer reconstruction (Clyde St and Kosciuszko Rd) Construction of new sewer line to remove from under existing buildings	\$234,012	June 2024
Kalkite Sewage Treatment Plant upgrade Augmentation of existing plant to cope with future developments	\$1,000,000	June 2024
Myack Creek Berridale sewer crossing Renewal of exposed sewer main crossing Myack Creek	\$300,000	June 2024
SCADA replacement – wastewater Telemetry and SCADA systems updated to current standards	\$125,000	June 2024
Sewer Main Replacement Program Capital works program to replace sewer mains	\$1,000,000	June 2024
Sewerage Pump Station Replacement Program Capital works program to replace sewer pump station equipment	\$250,000	June 2024



Communications

Business Unit: Communications

Responsible Manager: Coordinator Economic Development

Service Area	Operating Income \$	Operating Expenditure \$	Net Cost \$	Depreciation Included \$
Economic Development and Tourism	54,556	411,525	(356,969)	715
Engagement	66,000	1,466,493	(1,400,493)	0

Service Area: Economic Development and Tourism

The Economic Development and Tourism team works to grow the local economy and general prosperity of the region, particularly for local business. Their routine responsibilities include liaison with local business, tourism promotion including operating two Visitor Centres, supporting local events, economic and tourism data collection and monitoring.

The team also maintains relationships with other government agencies operating in the economic development, business support and/or tourism subject areas, including in relation to the Snowy Mountain Special Activation Precinct (SAP).

Delivery Program Principal Activities

- Support and encourage local business
- Provide input into the development of the Snowy Mountains SAP
- Support key local industries
- Tourism product and promotion and support of local events

Actions derived from the Financial Sustainability Review are noted as (FSR)

Actions

Action	Target
Write a discussion paper on revenue raising opportunities from tourists	March 2024
Develop content and direction for Councils tourism website	June 2024
Investigate Planet Ark's Wood Encouragement Policy (recommendation from Softwoods Study)	December 2023
Identify opportunities for Council to grow own source revenue streams through SAP implementation and report findings to Council (FSR)	June 2024
Develop a plan to identify and measure increased employment opportunities from the SAP (FSR)	June 2024

Projects 2023/24

Project Name	2023/24 Budget	Target
Investment Attraction Strategy Continue to develop the Economic Development and Investment Attraction Strategy that targets realisation benefits from major regional developments and supply chains (e.g. SAP) locally to the Council area	BAU	June 2024
CBD Activation Plans Determine and undertake the next CBD Activation Plan to guide the future direction of the area	BAU	June 2024
Monaro Rail Trail – trail development plan for stage 2 and reports for stage 1a Trail Development Plan (TDP) for Stage 2 to be completed in 2023/24. Along with a biodiversity and biosecurity report being developed for Stage 1a	\$204,000	June 2024
Finalise the SMRC Tourism Strategy The current Destination Management Plan (DMP) ends in 2024. A new SMRC Tourism Strategy will plan for building and managing the visitor economy for our region	BAU	June 2024
Polo Flat Masterplan and Industry Study The Polo Flat Masterplan and Industry Study will look in detail at industry and market trends, the future of Polo Flat and its market competitiveness, as well as planning aspects	\$227,000	June 2024

Service Area: Engagement

Responsible Manager: Coordinator Engagement

The Communications and Engagement team ensures Council has two-way mechanisms in place so our community and stakeholders are informed of relevant information, and to encourage them to be involved in the region's community planning and decision making.

This is achieved through targeted distribution of Council news and information, customer service, community education, engagement activities and collating input from the community and stakeholders

Delivery Program Principal Activities

- Provide customer service front desk and after hours service
- Undertake educational programs in relation to waste management
- Provide Service NSW access to the Bombala community
- Inform the community on relevant Council matters

Actions

Action	Target
Roll-out Community Engagement Strategy across the organisation	December 2023
Review Customer Service Charter in alignment with the Towards Excellence Program	June 2024
Harmonisation of procedures for Customer Service Offices	June 2024
Finalise Waste Education Action Plan and prioritise actions	October 2023
Engage with Cooma community on FOGO education principles	April 2024

Projects 2023/24

Project Name	2023/24 Budget	Target
Undertake Disaster Risk Reduction Fund Community Preparedness Project A coordinated program of co-designed holistic planning workshops, to support Snowy Monaro communities to identify natural disaster risks, collaborate to develop placed-based solutions for mitigating impacts, and build the capacity for ongoing community-led action	\$177,754	June 2024



Bombala River Reserve

Finance Portfolio

Service Area	Operating Income	Operating Expenditure	Net Cost	Depreciation Included
	\$	\$	\$	\$
Finance	76,700	2,729,275	(2,652,575)	26,572

Business Unit: Finance

Responsible Manager: Chief Financial Officer

Service Area: Finance

Financial Services supports Council in meeting its financial planning and reporting requirements stipulated in the *Local Government Act, 1993* and *Local Government Regulations, 2021*. The Finance team are also responsible for the preparation of the annual budget, quarterly budget reviews and the accounts payable, accounts receivable, rates and procurement functions.

Delivery Program Principal Activities

- Provide financial services to the organisation

Actions derived from the Financial Sustainability Review are noted as (FSR)

Actions

Action	Target
Review of budget methodology with move towards activity based budgeting (FSR)	February 2024
Review the on-costing methodology to ensure that current costs are accurately reflected in the services and projects reliant on specific purpose revenue	December 2023
Development and implementation of grant funding policy and procedures with inclusion into the project management framework	June 2024
Review the componentisation and useful life assumptions for the valuation of assets and calculation depreciation (Asset Management Strategy Action #8)	June 2024

Projects 2023/24

Project Name	2023/24 Budget	Target
Special Rate Variation (SRV) Implementation of the Special Rate Variation as adopted by Council	BAU	July 2023
Sale of land for unpaid rates Undertake preparation work to sell land for unpaid rates	BAU	June 2024
Building Better Finance Environmental Loans Develop a process for the successful roll out of Building Better Finance Environmental Loans	BAU	June 2024
Develop Long Term Financial Plans for the Water, Wastewater and Waste funds Develop Long Term Financial Plans for the Water, Wastewater and Waste funds to ensure financial sustainability	BAU	June 2024



Strategy Portfolio

Service Area	Operating Income \$	Operating Expenditure \$	Net Cost \$	Depreciation Included \$
Corporate Projects	0	289,121	(289,121)	0
Fleet and Plant	4,355,349	3,446,657	908,692	1,795,299
ICT	9,000	3,816,681	(3,807,681)	887,999
Governance	255,716	1,086,208	(830,492)	0
Internal Audit	0	120,720	(120,720)	0
Risk/RFS/SES	438,348	3,600,958	(3,162,610)	352,724
Strategy Development	146,585	2,168,517	(2,021,932)	1,871

Business Unit: Corporate Projects

Responsible Manager: Manager Corporate Projects

Corporate Projects is the project management specialist area in Council and provide project management including a structured, effective and consistent approach for program and project assurance and grant funding to the organisation.

Corporate Projects are delivering 30 projects throughout the 2023-2024 Operational Plan.

Projects that are being delivered by the Corporate Projects team are listed in the relevant service area and are identified by an asterisks (*).

Delivery Program Principal Activities

- Deliver internal corporate management services to the organisation

Actions

Action	Target
All relevant staff trained in Council's Project Management Framework	June 2024
Project Management Framework included in formal induction process	September 2023

Projects 2023/24

Project Name	2023/24 Budget	Target
Support Regional Growth and Development NSW to deliver critical projects within the SAP Program To undertake projects and provide support to the Jindabyne Special Activation Plan	When identified and approved	June 2024
Uniting Church Jindabyne - Bushfire Recovery Fund Project (Delivered on behalf of the Uniting Church, Jindabyne) Provision of project management and construction services supervision to the Uniting Church, Jindabyne, under the Bushfire Recovery Fund Project for community benefit	(35,000) Fee for service	June 2024
Stronger communities fund Identify remaining funds available and determine use of the funds	When identified and approved	September 2023

Business Unit: Fleet and Plant

Responsible Manager: Manager Fleet and Plant

Fleet and Plant services is an essential component of all Council operations ensuring employees are supported by access to safe, efficient and appropriate plant, fleet & equipment to meet service function requirements. Fleet and Plant services also maintains the Rural Fire Service Red Fleet

Delivery Program Principal Activities

- Capital Works Program - Plant and Vehicle Capital Replacement Program
- Operate and maintain Council's Fleet and Plant Program

Actions

Action	Target
Pilot program undertaken in conjunction with NSW Department of Infrastructure on implementation of Telematics	June 2024

Projects 2023/24

Project Name	2023/24 Budget	Target
Improve information on utilisation of plant and fleet Implement systems that provide better data on where and how plant and fleet is being utilised to provide information on what is required as well as support assessment of operational processes	BAU	June 2024

Business Unit: Governance

Responsible Manager: Coordinator Governance

A service to guide collaboration, elected officials and to meet legislative requirements through policy, including GIPA, privacy and complaint management. Council's Governance team also facilitates the Boco Rock Community Enhancement Fund and donations and sponsorship applications.

The Governance team holds the position of Public Officer, to assist the community to access information and deal with community requests and submissions.

Delivery Program Principal Activities

- Government Information Public Access (GIPA) applications are processed in accordance with Council's Agency Information Guide and GIPA Act, 2009
- Donations and sponsorships are provided by Council to support activities throughout the region
- Designated Persons returns are scheduled and managed in accordance with Office of Local Government (OLG) requirements
- Maintain Council's Code of Conduct Complaint Register to ensure compliance and accurate reporting
- Section 355 Advisory and Management Committees are managed and supported
- Maintain a compliant Records Management System

Actions

Action	Target
Develop GIPA Framework to improve our response to information requests	June 2024
Develop a Section 355 Advisory and Management Committee procedure to provide clear reporting and clear direction to Council	April 2024
Develop a Records Management Training Framework	June 2024
Review of outdated Fraud Prevention Procedure, Statement of Business Ethics and Public Interest Disclosures (Audit Management Letter #13)	October 2023

Projects 2023/24

Project Name	2023/24 Budget	Target
Develop a framework for policies and procedures to support the organisation Continue to develop a policy and procedure framework to support the organisation and meet legislative and operational objectives	BAU	June 2024
Develop a Compliance Register To develop a Compliance Register to monitor key legislative requirements (Audit Management Letter #12)	BAU	June 2024

Business Unit: Information and Communication Technology

Responsible Manager: Coordinator Information and Communications Technology

The Information and Communication Technology (ICT) service supports and maintains all hardware, software, communications technology and GIS systems required by all services of Council to enable service and function delivery to its constituents, government and private organisations.

Delivery Program Principal Activities

- Provide Information and communication systems to support the organisation
- Provide end user support services to the organisation
- ICT security management

Actions

Action	Target
Scope the cyber security managed detection and response project to determine organisational need	September 2023
Develop end-user support helpdesk feedback tool	December 2023
Annual disaster recovery test to confirm the redundant data protection systems are able to support Council during disaster events	March 2024
Implementation of recommendations of the cyber security review	April 2024
Cyber security awareness training solution implementation project	June 2024
Implement immutable backup solution	June 2024
Move towards compliance under the NSW Digital Mandatory 25 Cyber Security Policy	June 2024

Projects 2023/24

Project Name	2023/24 Budget	Target
Capital Hardware Replacement Program – Disaster Recovery Undertake the capital leasing disaster recovery site server and storage hardware replacement program	\$70,000	April 2024
Conversion of Council GIS Geocentric Datum to GDA2020 Convert all Council geocentric data from GDA94 to GDA2020 to correct coordinate displacement due to tectonic plate movement	\$18,000	June 2024
Implementation of cyber security managed detection and response project Cyber security managed detection and response provides warrantied 24/7/365 protection against cyber-attack, addressing 11 of the Mandatory 25 requirements	\$125,000	September 2023
Review fit for purpose applications Undertake a review of InfoCouncil to determine fit for purpose and implement recommendations	BAU	June 2024

Business Unit: Strategy Development

Responsible Manager: Coordinator Strategic Development

Service Area: Asset Management

The Asset Management team is responsible for strategic asset planning, administration of Council's asset management system, maintenance of Council's asset register and valuation of Council assets. The team also undertakes road traffic counts.

Delivery Program Principal Activities

- Undertake Traffic Count Program
- Annual review of Asset Management Plans
- Review of asset depreciation rates and useful lives
- Provide accurate Asset Management information

Actions

Action	Target
Assess where infrastructure renewal and upgrade is to occur in relation to the SAP to determine financial benefit to Council and the Community (FSR)	June 2024
Establish an Assets Advisory Group (Assets Management Strategy Action #4)	December 2023
Develop a program to improve the quality of asset condition data (Asset Management Strategy Action #14)	June 2024

Projects 2023/24

Project Name	2023/24 Budget	Target
Condition assessment of the road network Regular condition assessment of the road network provides data on how the road condition changes over time and assists with planning of remediation and renewal activities	\$300,000	June 2024

Service Area: Corporate Reporting

The Corporate Reporting team support the preparation and reporting of Council's Integrated Planning and Reporting suite, including the Annual Report and reporting outcomes to Council and the Community.

Delivery Program Principal Activities

- Develop the 2042 Snowy Monaro Community Strategic Plan in line with Integrated Planning and Reporting guidelines to ensure long term planning and organisational sustainability
- Annual review of the Delivery Program is undertaken, to ensure it aligns with the CSP
- Co-ordinate preparation of an Operational Plan that identifies the projects and activities that will be undertaken in the following 12 months to achieve the commitments made in the Delivery Program
- Prepare an Annual Report for the community highlighting Council's progress against the Delivery Program
- Prepare the State of the Region Report
- Report accountability through monthly performance reporting
- Undertake a customer satisfaction survey annually

Actions

Action	Target
Undertake internal survey in relation to development of Council's corporate planning suite and organisational performance reporting to ensure continuous improvement	October 2023
Completion of process mapping procedures for the development of the Delivery Program and Operational Plan	June 2024

Service Area: Strategic Planning

The Strategic Planning team are responsible for the long-term planning of our urban and rural land including but not limited to environmental, recreational and community/social needs. The Strategic Planning team are in the process of undertaking a comprehensive review of the land use planning framework for the whole LGA.

Delivery Program Principal Activities

- 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
- Assess planning proposals
- Provide feedback on State Significant Development (SSD) applications
- Community development supports and facilitates internal and external committees, including S355 and interagency
- Support community groups to plan and deliver their own events, access grant funding and enable volunteerism
- Strategies are developed to manage major issues facing the community

Projects 2023/24

Project Name	2023/24 Budget	Target
Completion of Arts and Culture Strategy The significance of arts and culture within the Snowy Monaro region is not only the economic benefit of the creative industries, but also the social and personal benefits that participation and engagement in the arts provides An Arts and Culture Strategy should seek to guide and promote Arts and Culture across the Snowy Monaro Region along with providing strategic objectives and actions to Council and the community	BAU	June 2024
Comprehensive Local Environmental Plan – stage 4 Stage 4 of the comprehensive LEP process includes revision of the draft plan, finalisation and implementation The new LEP will bring three different planning schemes into one, providing increased simplicity for all users of the system and implementation of local environmental planning policy	\$130,000	June 2024
Development of the Integrated Water Cycle Management (IWCM) Strategy – stage 2 Integrated Water Cycle Management (IWCM) recognises the social, economic and environmental objectives of water in our communities. Stage 2 of the IWCM project involves a detailed investigation into water security in Cooma and Bombala and consideration of options to address water supply challenges for these communities	\$600,000	June 2024
Finalise and exhibit the Draft Disability Inclusion Action Plan (DIAP) The Plan will consider ways to improve inclusive practice within each of Council's functions across the four key areas of focus set out in the Disability Inclusion Action Planning Guidelines (2015). These are: developing positive community attitudes and behaviours; creating liveable communities, supporting access to meaningful employment and improving access to services through better systems and processes	\$50,000	June 2024
Finalise Infrastructure Study for Berridale and Kalkite Development and growth must be supported by appropriate infrastructure capacity. Identifying capacity constraint in road, water, wastewater and electricity infrastructure early is vital to ensure suitable planning for growth and development of towns and villages across the region. Berridale and Kalkite are two towns which have been growing quickly and are expected to continue to grow. An infrastructure study will identify infrastructure constraints and provide recommendations for upgrades	\$140,000	June 2024

Project Name	2023/24 Budget	Target
Finalise the Reconciliation Action Plan - reflect stage <p>A Reconciliation Action Plan (RAP) is a formal statement of commitment to reconciliation and is an opportunity for us to sustainably and strategically take meaningful action to advance reconciliation</p> <p>For Snowy Monaro Regional Council, the commitment to creating a Reflect RAP means understanding our current relationships with Aboriginal and Torres Strait Islander stakeholders, scoping and improving our relationships with Aboriginal and Torres Strait Islander stakeholders, deciding on our vision for reconciliation, and exploring our sphere of influence. Based around the core pillars of relationships, respect and opportunities, the development and implementation of a Reflect RAP will facilitate provide tangible and substantive benefits for Aboriginal and Torres Strait Islander peoples, increasing economic equity and supporting First Nations self-determination</p> <p>This project has strong internal support and is seen as a step in the right direction towards local and national reconciliation</p>	BAU	June 2024
Heritage Strategy - review <p>The purpose of this document is to set out a Heritage Strategy to be used by Council to provide direction for heritage management, and to link it to wider strategic and organisation planning. This Heritage Strategy is based on relevant NSW Government guidelines and recommendations and is developed in consultation with the local community. Council's adopted Heritage Strategy is due for review in the 2023/24 financial year</p>	BAU	June 2024
Preparation of an Active Transport Strategy <p>An Active Transport Strategy is a comprehensive strategic and action plan to develop pedestrian policies and build pedestrian and cycling facilities. The Strategy aims to co-ordinate investment in safe, convenient and connected pedestrian routes. The Strategy includes a pedestrian access and mobility plan (PAMP) which provides a framework for developing pedestrian routes or areas identified by the community as important for enhanced, sustainable safety, convenience and mobility</p>	\$50,000	June 2024
Prepare parking gap analysis report for Cooma CBD <p>Undertake surveys of parking usage and capacity in Cooma's CBD. Identify gaps in regards to parking provisions and make recommendations to Council</p>	BAU	June 2024
Review Local Infrastructure Contributions Plans (LICP) <p>Review current Local Infrastructure Contributions Plans Across Snowy Monaro and work with the Department of Planning and Regional Growth Development Corporation on amendments where appropriate</p>	BAU	June 2024
Work with NSW Department of Planning and Environment (DPE) to prepare a Development Control Plan for Jindabyne <p>The Development Control Plan (DCP) provides detailed planning and design guidelines to support the planning controls in the Local Environmental Plan developed by Council. The DCP provides vital design and character guidance for development along with controls to protect and enhance the environment</p>	BAU	June 2024



Cooma Creek

Workforce Management Portfolio

Service Area	Operating Income \$	Operating Expenditure \$	Net Cost \$	Depreciation Included \$
Workforce Management	190,000	3,394,929	(3,204,929)	0

Business Unit: Workforce Management

Responsible Manager: Chief Workforce Officer

Service Area: Workforce Management

Workforce Management focuses on 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, engaged workforce and enhancing performance ensuring we are all accountable for our work and the way in which it is delivered to the benefit of our community.

Delivery Program Principal Activities

- Provide workforce management services across the organisation
- Provide support and guidance to the organisation so that it can deliver a safe and healthy workplace
- Facilitate service reviews as required under s406 of the *Local Government Act, 1993*, in accordance with Council's Service Review Program

Actions derived from the Workforce Management Strategy are noted as (WMS Action)

Actions derived from the Financial Sustainability Review are noted as (FSR)

Actions

Action	Target
Service review program is to be completed outlining which service reviews are to be undertaken within the next four years	October 2023
The Information and Communication Technology service review is undertaken and outcomes are reported to Council	June 2024
Process Management Framework: Develop and implement a framework for effectively capturing, mapping, analysing and improving business processes	June 2024
Workplace safety targets are integrated into Performance Management Plans	June 2024
Undertake an employee skills gap analysis to determine learning and development opportunities (WMS Action #3.4)	December 2023
Skills audit conducted to identify critical roles (WMS Action #1.4)	October 2023
A training and development plan is developed for each identified critical role and managed through the Performance Management Framework (WMS Action #1.4)	March 2024
Establish a training and development program aimed at improving the leadership and management of assets (Asset Management Plan Action #7)	December 2023
Develop an 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 (WMS Action #2.4)	December 2023
Establish a regular communication process for engaging staff (WMS Action #2.5)	September 2023
Develop an Employee Value Proposition Strategy as an effective way of communicating that Council is an employer of choice (WMS Action #2.7)	June 2024
Review Council's induction program to include topics to build a culture of diversity and inclusion (MWS Action #2.8)	August 2023
Draft a reward and recognition framework (WMS Action #2.10)	June 2024
Conduct a strategic review of services and service levels (FSR)	June 2024
Develop peer support mechanisms including a Coaching Program, Mentorship Program and identify mentors (FSR)	May 2024



Capital Expenditure Schedule 2023-2024

Projects				Source of Funds				
Asset Group	Portfolio	23/24 Carry Over	Project Description	Total Project Value 2023/24 \$	Reserves \$	Grants/ Contributions \$	Borrowings \$	General Fund \$
Information and Communications Technology								
Office Equipment	Strategy Portfolio	No	Server and Storage Hardware Replacement (Lease)	301,055	0	0	0	301,055
Fleet and Plant								
Plant and Equipment	Strategy Portfolio	No	General Fund Fleet Replacements	2,786,619	0	1,017,916	0	1,768,703
Plant and Equipment	Strategy Portfolio	No	Water Fleet Replacements	300,549	0	90,752	0	209,797
Plant and Equipment	Strategy Portfolio	No	Wastewater Fleet Replacements	200,839	0	85,246	0	115,593
Plant and Equipment	Strategy Portfolio	No	Waste Fleet Replacements	1,199,390	0	102,896	830,500	265,994
Community Facilities								
Buildings Non-Specialised	Operations Portfolio	Yes	Bombala Caravan Park Upgrades	47,280	47,280	0	0	0
Other Open Space Recreation	Operations Portfolio	Yes	Bombala Swimming Pool Upgrades	2,572,870	104,736	2,075,941	0	392,193
Buildings Specialised	Operations Portfolio	Yes	Cooma Regional Sports Hall	3,750,000	0	3,750,000	0	0
Other Open Space Recreation	Operations Portfolio	Yes	Cooma Swimming Pool Upgrade	2,581,409	(924)	1,961,461		620,872
Buildings Non-Specialised	Operations Portfolio	Yes	Delegate Preschool Renewal of Drainage Systems	88,159	88,159	0	0	0
Buildings Non-Specialised	Operations Portfolio	Yes	Delegate School of Arts works	360,110	44,748	315,362	0	0
Buildings Non-Specialised	Operations Portfolio	Yes	Jindabyne Holiday Park upgrades*	270,000	0	270,000	0	0
Other Open Space Recreation	Operations Portfolio	Yes	Refurbishment of the Jindabyne Swimming Pool	500,000	0	500,000	0	0

Capital Expenditure Schedule 2023-2024

Projects				Source of Funds				
Asset Group	Portfolio	23/24 Carry Over	Project Description	Total Project Value 2023/24 \$	Reserves \$	Grants/ Contributions \$	Borrowings \$	General Fund \$
Buildings Non-Specialised	Operations Portfolio	Yes	Strengthening Communities Safer Places	722,792	0	722,792	0	0
General								
Library Books	Operations Portfolio	No	Local Priority Grant (LPG) Library Resources	19,000	0	19,000	0	0
Library Books	Operations Portfolio	No	Monaro Regional Library Book Purchases - Capital	99,109	0	99,109	0	0
Open Space and Recreation								
Other Open Space Recreation	Operations Portfolio	No	'Big Trout' restoration in Adaminaby*	318,054	0	318,054	0	0
Buildings Non-Specialised	Operations Portfolio	No	Bombala Showground Upgrades and Sporting Facility Improvements	616,105	(10,400)	626,505	0	0
Other Open Space Recreation	Operations Portfolio	Yes	Combating antisocial behaviour and activating spaces under the NSW Graffiti Management Grant	35,000	0	35,000	0	0
Other Open Space Recreation	Operations Portfolio	Yes	Cooma North Ridge Walking Tracks Community Place for Space	19,547	(51,009)	70,556	0	0
Buildings Non-Specialised	Operations Portfolio	Yes	Cooma Showground Electrical Upgrades to External Electrical Infrastructure - Phase 2 NSW Showgrounds	167,550	0	167,500	0	0
Other Open Space Recreation	Operations Portfolio	Yes	Combating antisocial behaviour and activating spaces under the NSW Graffiti Management Grant	35,000	0	35,000	0	0
Other Open Space Recreation	Operations Portfolio	Yes	Jindabyne Shared Trail - Restart funding (Regional Growth Environment Tourism Fund)	8,066,837	51,780	8,015,057	0	0
Other Open Space Recreation	Operations Portfolio	Yes	Jindabyne Skate Park Upgrade	1,160,429	(12,951)	1,173,380	0	0
Buildings Non-Specialised	Operations Portfolio	No	Upgrades to Cooma Showground toilet block under the Crown Reserves Improvement Fund (CRIF)*	148,200	0	148,200	0	0
Infrastructure								
Bridges	Operations Portfolio	Yes	Fixing Country Bridges - Black Flat Bridge, Black Flat Rd, Williamsdale	335,386	0	335,386	0	0

Capital Expenditure Schedule 2023-2024

Projects				Source of Funds				
Asset Group	Portfolio	23/24 Carry Over	Project Description	Total Project Value 2023/24 \$	Reserves \$	Grants/ Contributions \$	Borrowings \$	General Fund \$
Bridges	Operations Portfolio	Yes	Fixing Country Bridges - Cambalong Bridge, Cambalong Rd, Cambalong	2,962,553	1,145,421	1,817,132	0	0
Bridges	Operations Portfolio	Yes	Fixing Country Bridges - Cambalong 2 Bridge, Cambalong Rd, Palarang	1,122,139	238,856	883,283	0	0
Bridges	Operations Portfolio	Yes	Fixing Country Bridges - Darbys Gully Bridge, Old Bombala Rd, Nimmitabel	378,400	0	378,400	0	0
Bridges	Operations Portfolio	No	Fixing Country Bridges - Killarney Bridge Replacement Tayfield Road	477,037	0	477,037	0	0
Bridges	Operations Portfolio	No	Fixing Country Bridges - Matong Creek Bridge Replacement Matong Road	1,860,002	0	1,860,002	0	0
Bridges	Operations Portfolio	Yes	Fixing Country Bridges - Redcliffe Bridge - Cambalong Road, Palarang	315,121	43,414	271,707	0	0
Bridges	Operations Portfolio	No	Fixing Country Bridges - Rossys Creek Bridge Replacement Corrowong Road	1,583,836	0	1,583,836	0	0
Roads	Operations Portfolio	Yes	Adaminaby long vehicle and truck parking	985,504	0	985,504	0	0
Roads	Operations Portfolio	No	Avonside Road Sealing Construction	1,049,501	0	1,049,501	0	144,876
Roads	Operations Portfolio	Yes	BLERF Grant 0592 - Adaminaby Streets Improvement (Baker Denison Lucas Unnamed Streets - Footpaths Roads	608,239	(4,101)	612,340	0	0
Roads	Operations Portfolio	Yes	Berridale Beautification (drainage)	1,064,209	844,367	219,842	0	0
Roads	Operations Portfolio	Yes	Bobeyan Road Upgrade Sealing Adaminaby to ACT Border	10,102,612	5,102,612	5,000,000	0	0
Roads	Operations Portfolio	Yes	Construction of new access road segment EOC Polo Flat, Cooma	500,000 ¹	0	0	0	500,000 ¹
Roads	Operations Portfolio	Yes	Country Passenger Transport Infrastructure Grants Scheme - Bus shelter at Hilltop Road/Kosciuszko Road, Jindabyne	10,752.85	0	10,752.85		0
Roads	Operations Portfolio	Yes	Country Passenger Transport Infrastructure Grants Scheme - Bus shelter at Avonside Road/Kosciuszko Road, Jindabyne	10,752.85	0	10,752.85	0	0
Roads	Operations Portfolio	No	Delivery of externally funded projects through Transport for NSW and RMCC Agreement	2,050,000	0	2,050,000	0	0

¹Funded by sale of land

Capital Expenditure Schedule 2023-2024

Projects				Source of Funds				
Asset Group	Portfolio	23/24 Carry Over	Project Description	Total Project Value 2023/24 \$	Reserves \$	Grants/ Contributions \$	Borrowings \$	General Fund \$
Roads	Operations Portfolio	No	Dry Plains Rd upgrade	1,494,082	0	1,494,082	0	0
Roads	Operations Portfolio	No	Maffra Road Resealing	1,272,764	0	1,272,764	0	0
Roads	Operations Portfolio	No	Mila Road upgrade	2,002,577	0	2,002,577	0	278,413
Roads	Operations Portfolio	Yes	Ryrie Street Michelago Extension	992,386	402,986	589,400	0	1,765,259
Roads	Operations Portfolio	No	Shannons Flat Road Reconstruction and Seal 7.83km	1,035,527	0	1,035,527	0	145,267
Residential Aged Care								
Buildings Specialised	Operations Portfolio	Yes	Yallambee Lodge ACAR Round 2 Fire Services Upgrade	497,733	0	497,733	0	0
Buildings Specialised	Operations Portfolio	Yes	Yallambee Lodge New Section of Facility	2,845,202	345,202	2,500,000	0	0
Resource and Waste								
Resource and Waste	Operations Portfolio	No	Bibbenluke Legacy Landfill Remediation	28,000	0	0	0	28,000
Resource and Waste	Operations Portfolio	No	Cathcart Legacy Landfill Remediation	30,000	0	0	0	30,000
Resource and Waste	Operations Portfolio	No	Cooma Compost Facility	88,000	0	0	0	88,000
Resource and Waste	Operations Portfolio	No	Cooma Landfill Upgrade	500,000	0	0	0	500,000
Resource and Waste	Operations Portfolio	No	Dalgety Legacy Landfill Remediation	37,500	0	0	0	37,500
Resource and Waste	Operations Portfolio	No	Delegate Landfill Upgrade	15,000	0	0	0	15,000
Resource and Waste	Operations Portfolio	No	Jindabyne Resource Recovery Centre	9,064,000	0	0	9,064,000	0

Capital Expenditure Schedule 2023-2024

Projects				Source of Funds				
Asset Group	Portfolio	23/24 Carry Over	Project Description	Total Project Value 2023/24 \$	Reserves \$	Grants/ Contributions \$	Borrowings \$	General Fund \$
Resource and Waste	Operations Portfolio	No	Maffra Old Cooma Tip Legacy Landfill Remediation	5,000	0	0	0	5,000
Resource and Waste	Operations Portfolio	No	Old Dry Plains Rd Legacy Landfill Remediation	5,000	0	0	0	5,000
Resource and Waste	Operations Portfolio	No	Street Furniture and Recycle Bins Purchases	31,400	0	0	0	31,400
Water and Wastewater								
Water	Operations Portfolio	Yes	All Water Schemes Telemetry Remote Sites	50,000	0	0	0	50,000
Water	Operations Portfolio	No	Cooma Snowy Reservoir Design and Construction	200,000	100,000	0	0	100,000
Water	Operations Portfolio	No	Cooma Water Treatment Plant Raw Water intake design	300,000	150,000	0	0	150,000
Water	Operations Portfolio	No	Weir and fishway at Murrumbidgee River	1,750,000	875,000	0	0	875,000
Water	Operations Portfolio	No	Cooma WTP Electrical Upgrade Design/Implementation	75,000	0	0	0	75,000
Water	Operations Portfolio	Yes	Cooma Water Treatment Plant raw water pump and variable speed drive upgrade	\$300,000	0	0	0	300,000
Water	Operations Portfolio	No	Cooma WTP Inlet and Outlet Flowmeters	200,000	100,000	0	0	100,000
Water	Operations Portfolio	Yes	Delegate & Bombala Water Treatment Plant Upgrade	9,000,000	0	9,000,000	0	0
Water	Operations Portfolio	No	Raw Water Pump Station Replacement Program	250,000	0	0	0	250,000
Water	Operations Portfolio	No	SCADA replacement and renewals - water	250,000	0	0	0	250,000
Water	Operations Portfolio	No	Water Mains Replacement Program (TBD)	2,000,000	0	0	0	2,000,000

Capital Expenditure Schedule 2023-2024

Projects				Source of Funds				
Asset Group	Portfolio	23/24 Carry Over	Project Description	Total Project Value 2023/24 \$	Reserves \$	Grants/ Contributions \$	Borrowings \$	General Fund \$
Wastewater	Operations Portfolio	No	Jindabyne Sewage Pump Station 4 Refurbish	400,000	0	0	0	400,000
Wastewater	Operations Portfolio	No	SCADA replacement and renewals - wastewater	125,000	0	0	0	125,000
Wastewater	Operations Portfolio	No	Berridale Sewage Treatment Plant options study and upgrade	200,000	100,000	0	0	100,000
Wastewater	Operations Portfolio	Yes	Bombala Timor Street Pump Station Upgrade	617,141	0	0	0	617,141
Wastewater	Operations Portfolio	No	Cooma North Sewage Pump Station Rising Main	200,000	0	0	0	200,000
Wastewater	Operations Portfolio	No	East Jindabyne Sewage Pump Station 6 Wet Well Pumps 1 and 2 Replacement	50,000	0	0	0	50,000
Wastewater	Operations Portfolio	Yes	Jindabyne Reconstruction EA3 to CB6 (Clyde St and Kosciuszko Rd)	234,012	0	0	0	234,012
Wastewater	Operations Portfolio	Yes	Kalkite Sewage Treatment Plant Augmentation	1,000,000	0	1,000,000	0	0
Wastewater	Operations Portfolio	No	Myack Creek, Berridale sewer crossing	300,000	0	0	0	300,000
Wastewater	Operations Portfolio	No	Sewer Main Network replacement program	1,000,000	1,000,000	0	0	0
Wastewater	Operations Portfolio	No	Sewage Pump Station replacement program	250,000	0	0	0	250,000
Asset Renewals								
Buildings Non-Specialised	Operations Portfolio	No	Land and Property renewal (TBD)	200,000	0	200,000	0	0
Buildings Non-Specialised	Operations Portfolio	No	Parks Civic renewal (TBD)	200,000	0	200,000	0	0
Footpaths	Operations Portfolio	No	Footpaths renewal (TBD)	144,876	0	0	0	144,876
Other Open Space Recreation	Operations Portfolio	No	Adaminaby Swimming Pool upgrades	229,060	0	0	0	229,060

Capital Expenditure Schedule 2023-2024

Projects				Source of Funds				
Asset Group	Portfolio	23/24 Carry Over	Project Description	Total Project Value 2023/24 \$	Reserves \$	Grants/ Contributions \$	Borrowings \$	General Fund \$
Other Open Space Recreation	Operations Portfolio	No	Berridale Swimming Pool upgrades	25,658	0	0	0	25,658
Other Open Space Recreation	Operations Portfolio	No	Bombala Swimming Pool Improvements	25,658	0	0	0	25,658
Other Open Space Recreation	Operations Portfolio	No	Cooma Swimming Pool Improvements	15,000	0	0	0	15,000
Bridges	Operations Portfolio	No	Bridges Regional Roads (TBD)	500,000	0	500,000	0	0
Roads	Operations Portfolio	No	Heavy Patching Regional Roads renewal (TBD)	278,413	0	0	0	278,413
Roads	Operations Portfolio	No	Heavy Patching Rural Roads renewal (TBD)	1,765,259	0	0	0	1,765,259
Roads	Operations Portfolio	No	Heavy Patching Urban Roads renewal (TBD)	145,267	0	0	0	145,267
Roads	Operations Portfolio	No	Kerb and Gutter renewal (TBD)	305,081	0	0	0	305,081
Roads	Operations Portfolio	No	Reseal Regional Roads renewal (TBD)	503,231	0	160,000	0	343,231
Roads	Operations Portfolio	No	Reseal Rural Roads renewal (TBD)	919,853	0	0	0	919,853
Roads	Operations Portfolio	No	Reseal Urban Roads renewal (TBD)	452,567	0	0	0	452,567
Roads	Operations Portfolio	No	Resheeting Regional Roads renewal (TBD)	150,508	0	0	0	150,508
Roads	Operations Portfolio	No	Resheeting Rural Roads renewal (TBD)	2,627,653	0	0	0	2,627,653
Roads	Operations Portfolio	No	Resheeting Urban Roads renewal (TBD)	85,340	0	0	0	85,340
Roads	Operations Portfolio	No	Transport Infrastructure renewal (TBD)	3,751,140	834,136	240,000	0	2,677,004
Stormwater	Operations Portfolio	No	Stormwater - renewal (TBD)	300,000	0	0	0	300,000



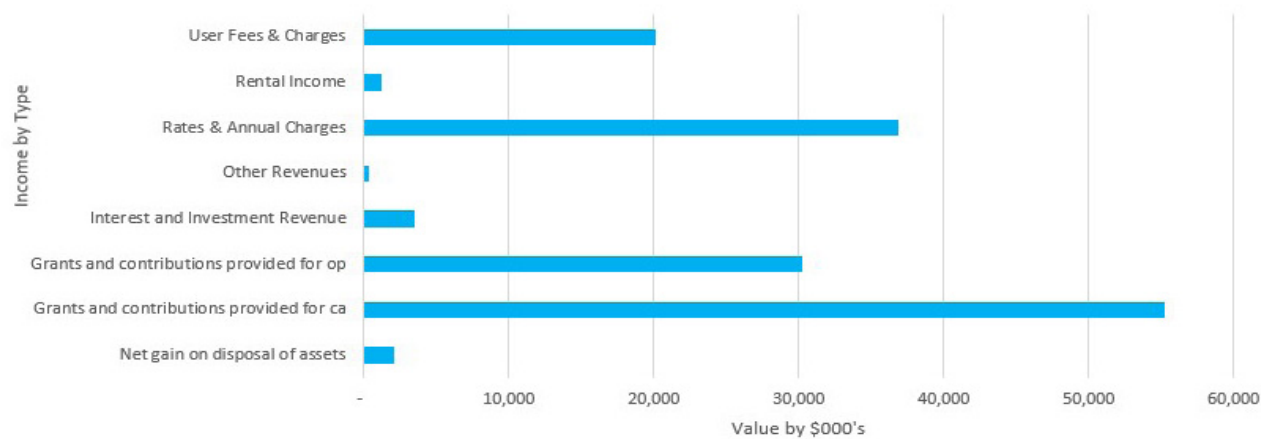
Norris Park, Cooma

Budget Summary 2023-24

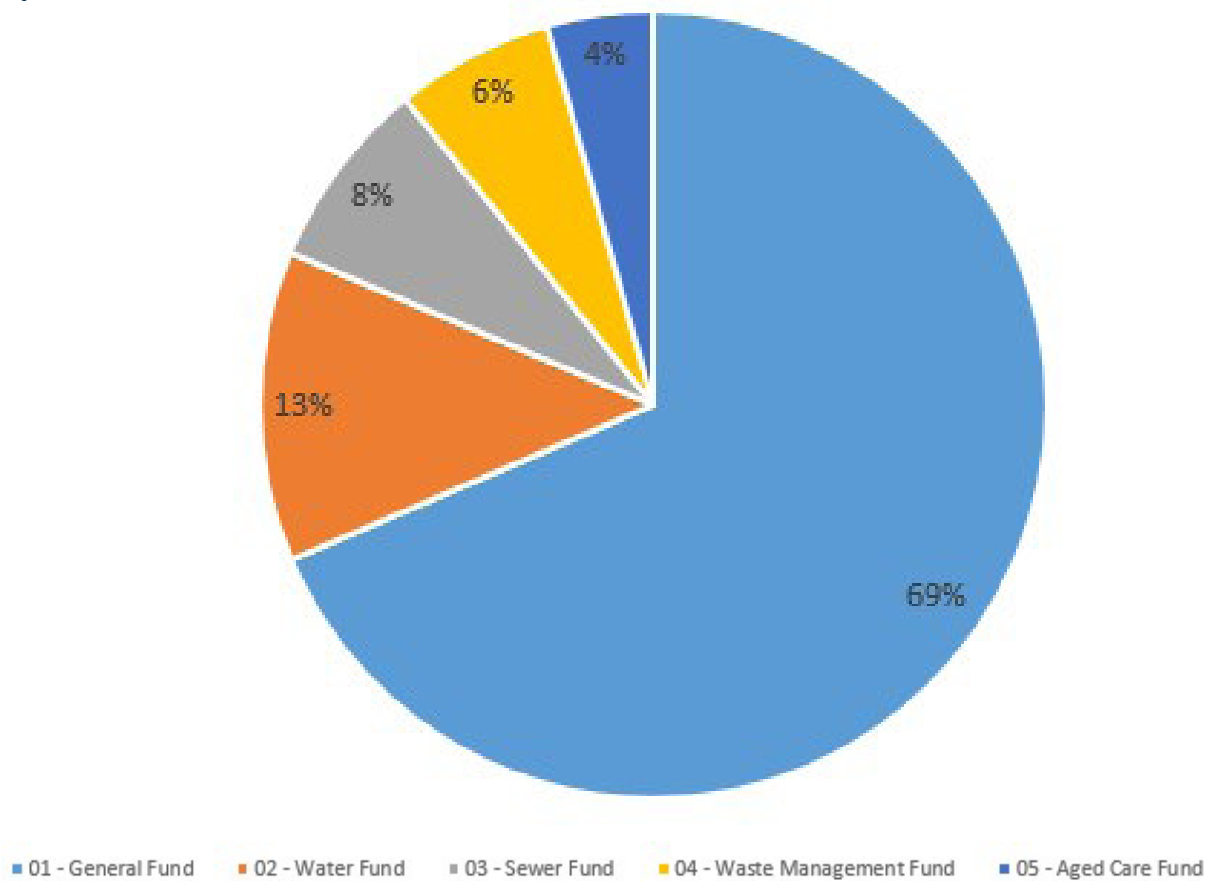
Projected Income

Total Projected Income:

Income by source



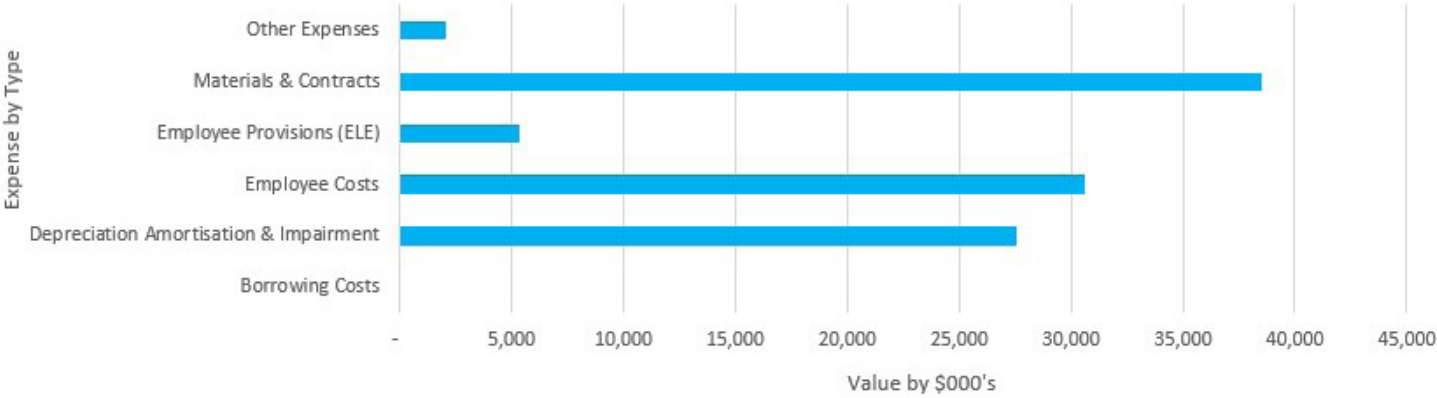
Income by fund



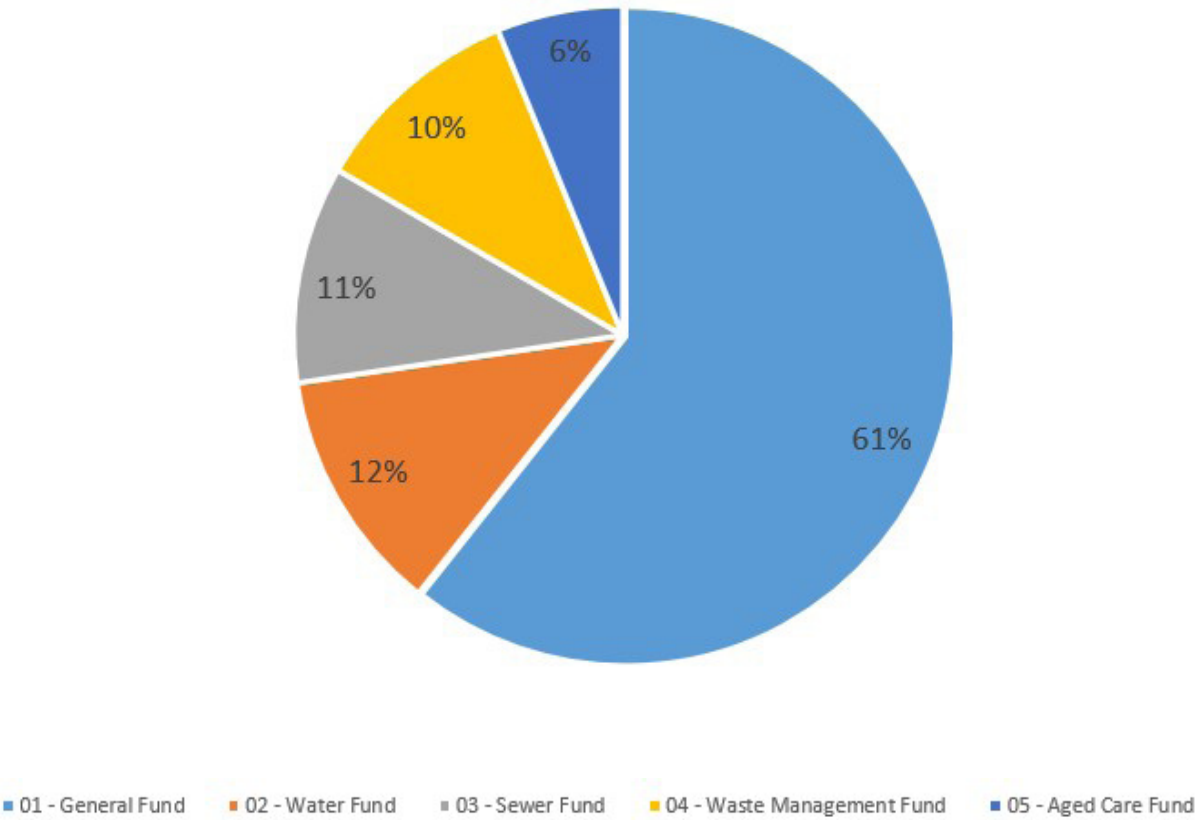
Projected Operating Expenditure

Total Estimated Operating Expenditure:

Expense by type



Expense by fund



Income Statement by Fund

Income Statement 2023-24 (\$000)	Statement Note	Consolidated	General	Aged Care	Water	Sewer	Waste
Rates & Annual Charges	B2-1	36,936	20,183	0	2,916	7,482	6,356
User Fees & Charges	B2-2	20,166	8,437	1,221	5,300	2,307	2,901
Other Revenues	B2-3	391	199	0	0	0	192
Capital Grants & Contributions	B2-4	55,682	41,384	2,998	9,700	1,600	0
Operating Grants & Contributions	B2-4	29,889	27,629	2,158	53	49	0
Interest & Investment Revenue	B2-5	3,562	1,940	147	1,059	212	204
Rental Income	B2-6	1,276	1,276	0	0	0	0
Net proceeds from the disposal of assets	B4-1	2,060	1,782	0	91	85	103
Total income from continuing operations		149,962	102,830	6,524	19,119	11,735	9,756

Employee Costs	B3-1	36,013	26,093	2,980	2,237	2,257	2,447
Materials & Contracts	B3-2	34,805	15,226	2,617	5,026	5,365	6,571
Borrowing Costs	B3-3	0	0	0	0	0	0
Depreciation Amortisation & Impairment	B3-4	27,583	17,558	621	4,811	3,107	1,485
Other Expenses	B3-5	2,101	2,101	0	0	0	0
Total expenses from continuing operations		100,502	60,978	6,218	12,074	10,729	10,503

Net income/(loss) from continuing operations		49,460	41,852	306	7,045	1,006	(747)
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Net Operating result before grants & contributions provided for capital purposes		(6,222)	468	(2,692)	(2,655)	(594)	(747)
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Cashflow Summary by Fund

Cashflow Summary 2023-24 (\$000)	Consolidated	General	Aged Care	Water	Sewer	Waste
operating activities	77,626	58,545	1,255	12,935	4,221	670
Investing activities	(94,605)	(63,654)	(1,255)	(14,305)	(4,492)	(10,900)
Financing activities	9,953	(17)	0	0	0	9,970
Net increase/(decrease) in cash and cash equivalents	(7,026)	(5,126)	0	(1,370)	(271)	(260)

Add : cash and cash equivalent - beginning of year	52,027	23,454	(7,038)	20,233	5,073	(1,570)
Add : investments- beginning of year	36,054	21,874	11,520	3,647	0	10,533
Cash, Cash equivalents and Investments - start of the year	88,081	45,328	4,482	23,880	5,073	8,963

Cash and cash equivalents - end of the year	31,038	18,328	(9,126)	18,863	4,803	(1,830)
Add: investments - end of the year	50,017	21,874	13,963	3,647	0	10,533
Cash, Cash equivalents and Investments - end of the year	81,055	40,202	4,837	22,510	4,803	8,703

Representing:						
- External Restrictions	63,247	28,010	4,431	22,510	4,803	3,493
- Internal Restrictions	13,627	8,011	406	0	0	5,210
- Unrestricted	4,181	4,181	0	0	0	0
	81,055	40,202	4,837	22,510	4,803	8,703

Revenue Policy and Fees and Charges

As part of the Operational Plan development, Council considers its Revenue Policy and sets the level of rates and annual charges as well as the various fees and charges that will be applied to raise revenue to fund the services and activities provided. This information is provided in separate documents for ease of access and can be found on our website.

Attached to this document is an official version printed by Council, also available on Council's website via www.snowymonaro.nsw.gov.au/Council/Integrated-Planning-and-Reporting

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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