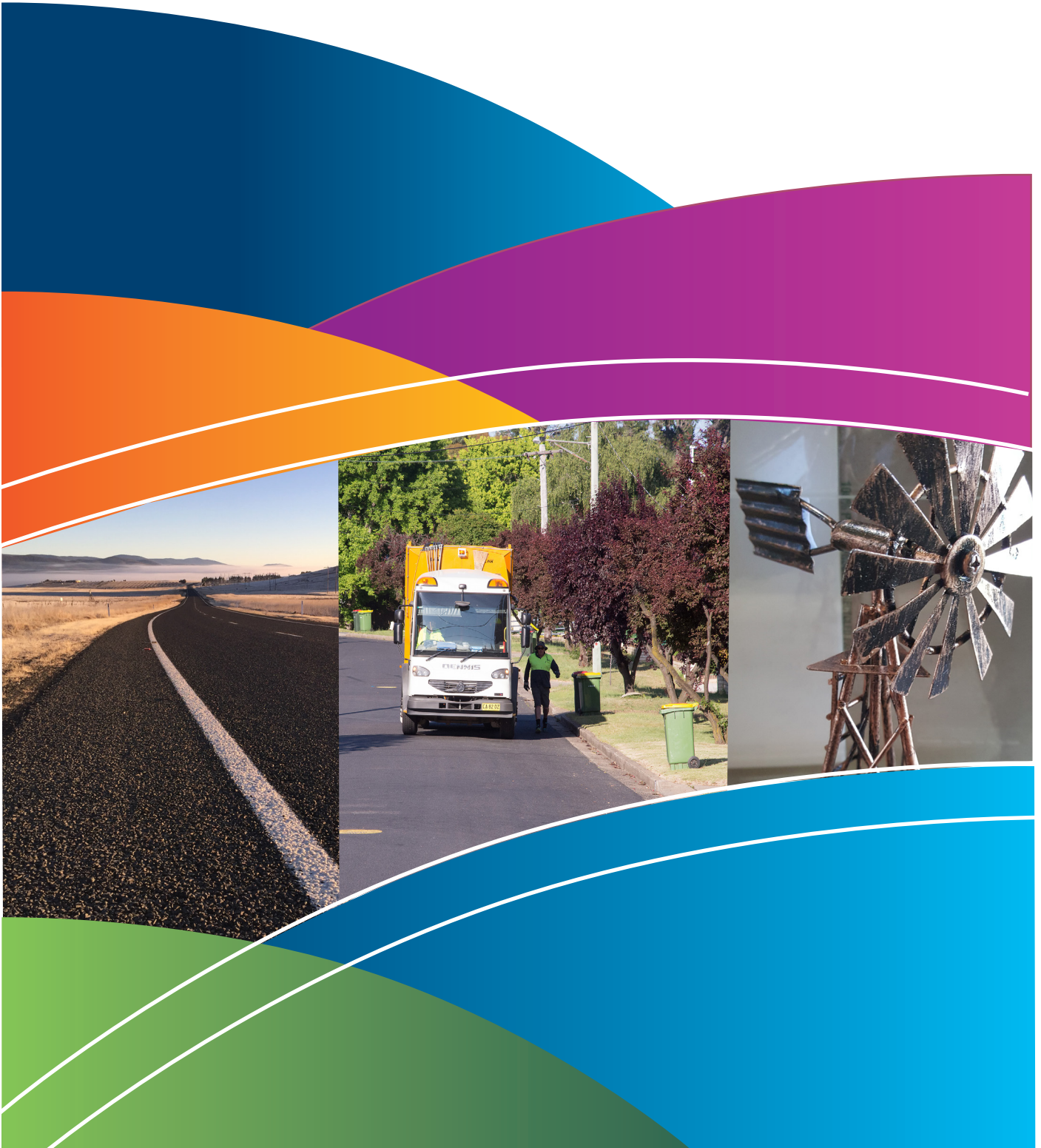


## 2018-28 RESOURCING STRATEGY



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# Executive Summary



Council is required to develop a Resourcing Strategy in accordance with the statutory Integrated Planning and Reporting (IPR) requirements.

The Snowy Monaro 2040 Community Strategic Plan provides a vehicle for expressing the long-term community goals; the Resourcing Strategy details how Council can contribute to achieving these, in terms of the financial, assets, people, technology and communication resources Council has available.

Some strategies identified in the Community Strategic Plan are the responsibility of Council, while others are the responsibility of other levels of government and others rely on input from community groups or individuals.

The Resourcing Strategy addresses the strategies that are the responsibility of Council.

Council's Resourcing Strategy consists of three legislated components:

1. Long Term financial Plan (10 year focus)
2. Asset Management Strategy (10 year focus)
3. Workforce Management Strategy (4 year focus)

Over the next four years Council has an increased focus on implementing new and upgraded technology and software to improve Council's processes and services. As such we have voluntarily added an additional Resourcing Strategy component:

#### 4. Information and Communications Technology Strategy (4 year focus)

Undertaking integrated resource planning over a multiyear lens will ensure Council focuses not only on the short-term actions indicated in the Operational Plan, but also on the medium and long-term goals for the region.



# Message from the General Manager

I am pleased to present Council's Resourcing Strategy.

Developing this component of Council's integrated planning and reporting function is one of the more challenging aspects of the planning framework to prepare; because each component cannot be completed in isolation and takes considerable time to develop, especially the Asset Management Strategy.

For the new Snowy Monaro Regional Council the amalgamation of the three former Councils has added a significant level of complexity as our staff worked to extrapolate, analyse and synthesise data and information across three disparate corporate systems, processes and asset management approaches.

Whilst considerable effort has been taken to deliver a complete holistic view of all the Assets and their condition across the newly formed Council, a small percentage of lack of confidence in the available information's integrity still remains at the point of releasing this Resourcing Strategy.

Over the next 12 months our staff will work together to reduce any current gaps in Asset data knowledge and increase our confidence level. This level of review will provide substantial benefit to the community and provide Council with a holistic view of all Council owned resources.

Our Long Term Financial Plan takes on a new level of detail, and this also has been made more challenging working with three different rating structures and the restrictions placed upon Council by the State Government. Council has provided more clarity about the differing rating structures through maps of any areas with special rating valuations such as CBD areas.

The Long Term Financial Plan is a decision making tool. It is not set in concrete – it is a guide for future action. As such the data in the first year of the Plan is expected to be in much more detail than the 10th year of the Plan. It will be monitored and reviewed during the annual planning process.

Providing quality services and functions can only be achieved through having highly capable employees who are trained and supported to do their work. Council's 4 year Workforce Management Strategy will focus on ensuring our staff have the skills and tools to do their job, work in an environment that delivers job satisfaction and encourages motivation and innovation.

We will be focusing on the retention of staff and providing sound mechanisms to ensure succession planning allows Council not to lose the substantial business knowledge that our valued employees hold. We are striving to build an organisation that works for future generations whilst delivering and planning for services now and into the future.

Information and Communications Technology performs a significant and increasing role in enabling Council to deliver services to the community and improving the operating efficiency of Council. As such Council has voluntarily added a fourth component to the Resourcing Strategy.

Having the right mix of resources enables Council to determine how it can contribute to achieving the Community Outcomes expressed in Snowy Monaro 2040 Community Strategic Plan and to link this with Council's Delivery Program and Operational Plan.

*Joseph G Vescio*  
General Manager





# Integrated Planning and Reporting Framework



## Social Justice Principles

Council's planning and reporting framework is based on four key social justice principles

**Equity** – Decision making is fair and equitable where we prioritise and allocation of resources

**Access** – All people have fair access to services, resources and opportunities to meet their basic needs and improve their quality of life

**Participation** – Everyone has the maximum opportunity to genuinely participate in decisions which affect their lives

**Rights** – Everyone has equal rights and opportunities for everyone to participate in community life

# Integrated Planning and Reporting Framework



Integrated planning and reporting provides council with a framework for translating community priorities and aspirations into operational objectives and tracking progress in delivering on these objectives.

## Key Framework Components

### Snowy Monaro 2040 Community Strategic Plan

Snowy Monaro 2040 Community Strategic Plan (CSP) presents a 20+ year vision for the region. It has been developed following an extensive regional visioning engagement process with the community, input from Federal and State Government agencies and other sources. It details the high level aspirations. Whilst development of the CSP is facilitated by the Council, implementing the Plan is a responsibility of all stakeholders, Council, government departments, private and not for profit organisations.

### Resourcing Strategy

Whilst the Community Strategic Plan provides a vehicle for expressing long-term community aspirations Council needs to know what available resources we have and need to deliver on Council's commitments. This will not be achieved without sufficient resources – time, money, assets and people – to actually carry them out.

### Delivery Program

The Delivery Program is a statement of commitment on how Council can deliver on the community's long-term goals and the principal activities over the term of the Council.

The duration of the Delivery Program therefore aligns to the term of each newly elected Council following Local Government elections.

### Operational Plan

Is a one year 'slice' of the Delivery Program adding more detail and context to the projects, services and initiatives that will be undertaken in one given year.

### Annual Report

The Annual Report is one of the key points of accountability between Council and the community. Published in November each year it provides details on Council's performance.





# About The Resourcing Strategy

The Resourcing Strategy consists of four key components:

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

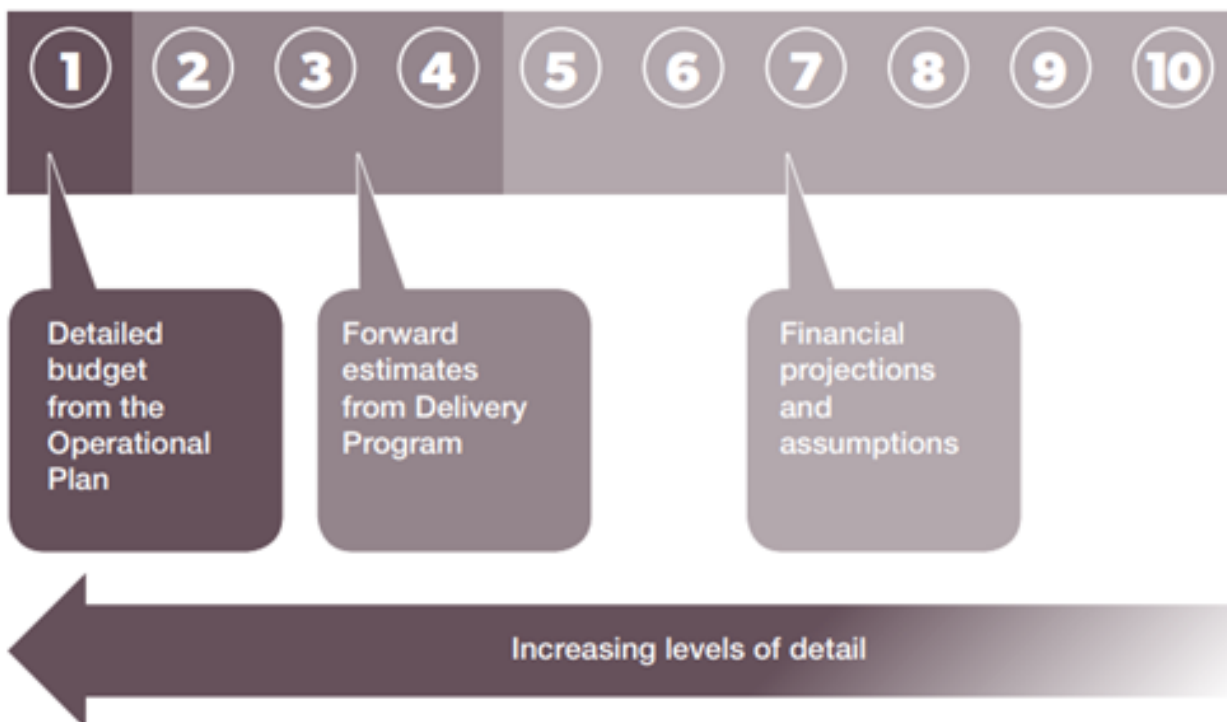
A summary of each is detailed below:

## Long Term Financial Plan

The Long Term Financial Plan is a decision making tool that allows various assumptions and sensitivity analysis to be carried out that will indicate the ability of Council to deliver

cost-effective services to our community into the future, within a framework of financial sustainability. The Long-term Financial Plan provides long-term financial projections and highlights issues which may impact on our future financial sustainability; it helps assess the long-term financial sustainability of present and future service levels; allows various scenarios to be tested with regard to different levels of service delivery; identifies future funding gaps in advance so action can be taken now to address shortfalls in the future, and allows sensitivity testing with regard to various assumptions contained within the Plan. It is within this Plan that the long-term aspirations and goals of our community are tested against financial reality.

### Long-Term Financial Plan – 10 years



## Workforce Management Strategy

The Workforce Management Strategy considers the people and what capabilities, experience and expertise are required to implement Council's Delivery Program and Operational Plan and the long-term goals as expressed in the Snowy Monaro 2040 Community Strategic Plan.

The Workforce Management Strategy spans four years and includes an analysis of Council's workforce requirements and the actions required to deliver objectives, based on the commitments in the Community Strategic Plan and the Delivery Program objectives.

## Asset Management Strategy

Council is the custodian of more than \$1.5 billion of infrastructure, community, operational and commercial assets, which enables services to be delivered to the community.

These assets include roads, waste management centres and landfills, community and recreational facilities, water and sewerage facilities, drains, footpaths, libraries, ovals and parks, administration and aged care facilities and maintenance works depots.

The Asset Management Strategy outlines how Snowy Monaro Regional Council develops and administers community focused and sustainable asset management across the area.

The Asset Management Strategy provides guidance for the planning, construction, maintenance and operation of the assets essential for Council to provide services to the community. The Asset Management Strategy is supported by Asset Management Plans for six different asset categories.

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

## Information and Communications Technology Strategy

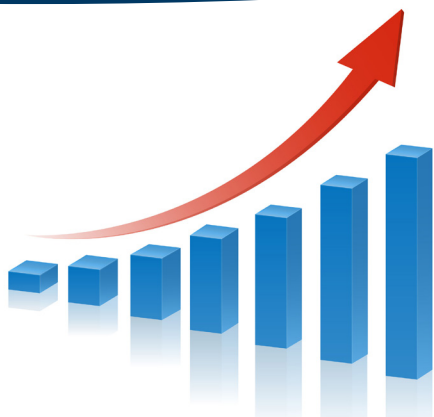
### ICT Strategy Guiding Principles

Simplify	• Business strategy and performance driven
	• Eliminate duplication and wastage
	• Re-use as appropriate and configure not customise
	• Reduce complexity, cost and add value for money
	• Automate for efficiency and effectiveness
Standardise	• Adopt best practice and standards
	• Select relevant technologies
	• Maintain effective and agreed policies, practices and processes
	• Balanced approach – enterprise wide versus functional needs
	• Enterprise Architecture is the framework for standardisation of change
Improve	• Integrated systems where possible
	• Alignment between Business & Architectures and Service & Technology choices
	• Business enablement, collaboration and sharing
	• ICT must meet business objectives

The Information and Communications Technology Strategy supports Council's delivery of the Community's vision through building a connected Community, Improving customer interaction and increasing self-service opportunities.



# Monitoring and Reporting Performance



## Long Term Financial Plan

An intrinsic part of developing the Long Term Financial Plan is how Council will monitor its performance against the Plan. The Office of Local Government has issued a Statement of Performance Measures within the Local Government Code of Accounting Practice and Financial Reporting.

Council will also review the Long Term Financial Plan as part of its annual planning process. A major review will be repeated every four years or in the year following a general local government election, along with the review of the Community Strategic Plan and Delivery Program.

Any major changes at this time will form part of Council's community consultation process.

Council prepares Quarterly Budget Review Statements which present a summary of Council's financial position at the end of each quarter. These are in line with the legislated Code of Accounting Practice. The community can access copies of the Quarterly Budget Review Statements on Council's website as they form part of the Council Meeting Agendas.

More detail on Council's financial management performance can be found in the Annual Report. The Annual Report contains a copy of Council's audited statements.

## Asset Management Strategy

Council reports on the condition of our assets in the annual financial statements in accordance with the Local Government Code of Accounting Practice and Financial Reporting.

Council's achievements in implementing its Asset Management Strategy and Plan is reported to the community in the context of how they support Council in meeting the Snowy Monaro 2040 Community Strategic Plan, Delivery Program and Operational Plan.

One of the key points of accountability and reporting is through Councils' Annual Report. Asset reports are presented in accordance with the requirements set out in the NSW Local Government Act 1993 and Regulations; Code of Accounting Practice and Financial Reporting and Australian Accounting Standards.

## Workforce Management Strategy

Council will undertake regular internal monitoring and evaluation to ensure Council measures; the effectiveness of any strategy implemented. It determines the level of success of different approaches to workforce management initiatives; and incorporates continual monitoring as feedback is received.

Any programs and initiatives undertaken and included as a Delivery Program Objective or Operational Plan Actions for a given year will be reported in progress reports to the community.

## Information and Communications Technology Strategy

Council will monitor the progress of the actions under this plan through its internal reporting system. The ICT Strategy is to be reviewed annually.

# Long Term Financial Plan





## 1 Introduction

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

The Long Term Financial Plan (LTFP) serves as an important tool in Council's strategic planning process. It is a tool to assess the community's aspirations and goals against financial realities. It will be used to inform decision making during the development of the Delivery Program (DP) and the Operational Plan (OP). The LTFP is one component of Council's Resourcing Strategy. It covers a 10 year period from financial year 2019 to 2029.

The LTFP details the projected income and expenditure, balance sheet/s and cash flow statement for the Council for the 10 year period.

The plan also includes the following;

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

The LTFP is updated on an annual basis as part of the development of the Operational Plan. It is reviewed in detail as part of the review of the Community Strategic Plan (CSP) in line with Council election years.

### 1.1 Planning Assumptions

The financial statements that follow have been prepared based on a number of assumptions. Council approaches financial modelling in a conservative manner. Levels of services are assumed to be maintained at the current level consistent with Community expectation as identified in the CSP. See Table 1 below which outlines the assumptions used to prepare the financial statements.

**Table 1: Planning assumptions used to prepare financial statements**

<b>General Rates</b>	Rate pegging is a legislative instrument whereby the maximum percentage increase in annual general rating income for NSW Councils is set by the Independent Pricing and Regulatory Tribunal (IPART). In the base model (Scenario 1) an increase of 2.3% in each year has been applied. In Scenario 2 (Special Rate Variation 1) an increase of 10% above the rate peg estimate of 2.3% has been applied for four consecutive years from 2021 to 2024. In Scenario 3, Special Rate Variation 2 an increase of 5% above the rate peg estimate of 2.3% has been applied for four years from 2021 to 2024.
<b>Annual Charges and User Fees</b>	An annual increase in line with the CPI of 2.5% has been applied to User Fees and Charges (including annual charges) All fees and charges are set at full cost recovery unless otherwise legislated through statute or regulation. Access Charges for the Utilities are in line with existing business plans.
<b>Operating Grants and Subsidies</b>	An annual increase in line with CPI of 2.5% has been applied in each year to the Financial Assistance Grant, all other grants have not had any increase/indexation applied in any year
<b>Interest on Investments</b>	Interest Income has been estimated to increase by 2.5% for 4 years and then 3% for the remaining 6 years.
<b>Employee Costs</b>	Employee Costs have been indexed in line with the Local Government (State) Award increase of 2.5% for each year in the plan.
<b>Materials, Contracts and other Expenses</b>	Materials and Contracts have been indexed in line with the CPI estimate of 2.5% for 4 years and then 3% for the remaining 6 years of the plan.
<b>Capital Expenditure</b>	Capital Expenditure is on average \$22.6 million annually, this is likely to fluctuate when and if grant funding for specific projects is awarded.

## 1.2 Financial Modelling

Council's objective when modelling projected Income and Expenditure is to break-even and maintain existing service levels. This includes funding of asset maintenance and renewal programs to maintain or improve the condition of infrastructure to meet community expectations.

The LTFP models three (3) scenarios with the assumption that service levels will remain the same as currently provided. A summary of the scenarios presented are as follows:

- **Scenario One – Base Case** 2.3% Rate Peg funding **50%** of the General Fund Capital Works Program 2020-2028. Reliance on capital grants to fund additional works, resulting in an average annual operating deficit of \$6,511,000 (excluding capital grants and contributions).

*(Under Section 218CB of the Local Government Act, the Minister of Local Government may make a determination for the purpose of requiring a new council, in levying rates for land, to maintain the rate path last applied for the land by the relevant former council. This determination applies to the levying of rates by the new council for 3 rating years immediately following the rating year for which the relevant proclamation makes provision for the levying of rates. For Snowy Monaro Regional Council this period ends with the rating year 2020, being the first year for which Council could consider an application for a special rate variation.)*

- **Scenario Two – SRV1** 10% ongoing increases above rate peg 2021-2024 funding **80%** of the General Fund Capital Works Program 2020-2028. Reliance on capital grants to fund additional works, reducing the average annual operating deficit to \$1,327,000 (excluding capital grants and contributions).

- **Scenario Three– SRV2** 5% ongoing increases above rate peg 2021-2024 funding **60%** of the General Fund Capital Works Program 2020-2028. Reliance on capital grants to fund additional works, with an anticipated average annual operating deficit (excluding capital grants and contributions) of \$3,982,000.

### Scenario One – Base Case


The Base Case scenario forecasts revenue and expenditure reflecting current levels of service as outlined, and aligned to the CSP. As is illustrated in the tables following, operating revenue is not adequately covering operating expenses. This scenario results in operating deficits with the estimated accumulated effect of \$65,100,000 deficit over the 10 year period. This indicates that in order to be sustainable Council will need to increase rates as well as find alternative funding sources to continue current service levels.

*(Under Section 508A of the Local Government Act 1993, councils may apply for successive annual percentage increases above the rate peg as set by IPART. This type of percentage increase can be applied for between two and seven years on a permanent basis (that is, the rate base stays at the higher level at the completion of the approved special variation period). Scenarios Two and Three detailed below are based on this provision.)*

### Scenario Two – SRV1

Special Rate Variation 1 forecasts revenue and expenditure reflecting current levels of service as outlined and aligned to the CSP. The purpose of SRV1 is to improve Council's financial sustainability, to reduce the infrastructure backlogs and to fund infrastructure maintenance and renewal. This scenario includes additional general rate income of 10% above an estimated rate peg of 2.3% for four years commencing in the 2021 financial year resulting in an improved result over the 10 year period.





Additional funding will be needed to achieve the planned works, with options for loan borrowings or a reduction in the capital works program needing to be considered in conjunction with the Special Rate Variation.

### **Scenario Three –SRV2**

Special Rate Variation 2 forecasts revenue and expenditure reflecting current levels of service as outlined and aligned to the CSP and also includes additional general revenue of 5% above an estimated rate peg of 2.3%, for four years commencing in the 2021 financial year. The purpose of SRV2 is to improve Council's financial sustainability, to reduce the infrastructure backlogs and to fund infrastructure maintenance and renewal. This scenario also shows improved results but additional funding will be needed to achieve the planned works, with options for loan borrowings or a reduction in the capital works program needing to be considered in conjunction with the Special Rate Variation.

## **1.3 Performance Monitoring**

Council continually monitors its financial performance using a number of methods including:

### **Management Reporting**

Council has in place a monthly Budget Monitoring Report system whereby year to date income and expenditure is compared to the annual budget. This system allows a proactive approach where variances can be identified at the earliest possible time and any necessary action taken.

### **Funds Management Report**

Council is presented with a monthly Funds Management Report which details how we are tracking with our investments, receivables and reserve balances.

### **Quarterly Budget Review Statement**

At the end of each quarter a formal review is undertaken of Council's progress against the annual budget. Variations (both positive and negative) are identified and proposals put to Council for changes to the original adopted budget. This process is carried out in accordance with the Local Government (General) Regulations.

## **1.4 Sensitivity Analysis**

This plan is based on numerous assumptions and forecasts from various sources. Variations in these assumptions will impact on the LTFP. Council will update the plan on an annual basis and make changes to assumptions and forecasts to ensure it is based on the latest available information.

## Snowy Monaro Regional Council - Long Term Financial Plan

Base Case

### CONSOLIDATED

### Income Statement (\$'000)

For the period 1 July 2018 to 30 June 2028

#### Income from Continuing Operations

Rates & Annual Charges  
User Charges & Fees  
Interest & Investment Revenue  
Other Revenues  
Grants and Contributions provided for Operating Purposes  
Grants and Contributions provided for Capital Purposes  
Net gain/(loss) from disposal of assets

#### Total Income From Continuing Operations

#### Expenses from Continuing Operations

Employee Benefits and On-Costs  
Borrowing Costs  
Materials & Contracts  
Depreciation and Amortisation  
Other Expenses

#### Total Expenses From Continuing Operations

#### Net Operating Result for the Year

Net Operating Result for the year before Grants and Contributions provided for Capital Purposes

Operating Plan		Long Term Financial Plan									
		Delivery Program									
Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028		
30,173	30,896	31,636	32,395	33,171	34,047	34,946	35,869	36,818	37,792		
14,129	14,482	14,843	15,215	15,595	16,062	16,544	17,041	17,553	18,079		
1,759	1,371	1,253	1,181	1,178	1,244	1,220	1,143	1,037	902		
1,501	1,539	1,578	1,616	1,657	1,707	1,758	1,810	1,865	1,921		
18,671	19,370	19,631	19,898	20,171	20,507	20,853	21,208	21,574	21,952		
5,617	7,858	8,359	5,758	5,857	5,456	4,355	3,354	2,353	352		
836	1,075	934	1,211	869	1,222	756	984	760	687		
<b>72,686</b>	<b>76,591</b>	<b>78,234</b>	<b>77,274</b>	<b>78,498</b>	<b>80,245</b>	<b>80,432</b>	<b>81,409</b>	<b>81,960</b>	<b>81,685</b>		
29,077	29,796	30,532	31,286	32,061	32,854	33,667	34,501	35,355	36,231		
298	277	324	358	449	523	546	583	569	617		
16,990	17,291	17,351	17,779	18,171	18,695	19,235	19,789	20,360	20,948		
18,547	18,733	18,920	19,108	19,300	19,493	19,688	19,885	20,084	20,286		
8,385	8,586	8,793	9,004	9,220	9,485	9,760	10,042	10,334	10,633		
<b>73,297</b>	<b>74,683</b>	<b>75,920</b>	<b>77,535</b>	<b>79,201</b>	<b>81,050</b>	<b>82,896</b>	<b>84,800</b>	<b>86,702</b>	<b>88,715</b>		
<b>(611)</b>	<b>1,908</b>	<b>2,314</b>	<b>(261)</b>	<b>(703)</b>	<b>(805)</b>	<b>(2,464)</b>	<b>(3,391)</b>	<b>(4,742)</b>	<b>(7,030)</b>		
<b>(6,228)</b>	<b>(5,950)</b>	<b>(6,045)</b>	<b>(6,019)</b>	<b>(6,560)</b>	<b>(6,261)</b>	<b>(6,819)</b>	<b>(6,745)</b>	<b>(7,095)</b>	<b>(7,382)</b>		

Base Case

## GENERAL FUND

### Income Statement (\$'000)

For the period 1 July 2018 to 30 June 2028

#### Income from Continuing Operations

Rates & Annual Charges  
User Charges & Fees  
Interest & Investment Revenue  
Other Revenues  
Grants and Contributions provided for Operating Purposes  
Grants and Contributions provided for Capital Purposes  
Net gain/(loss) from disposal of assets

#### Total Income From Continuing Operations

#### Expenses from Continuing Operations

Employee Benefits and On-Costs  
Borrowing Costs  
Materials & Contracts  
Depreciation and Amortisation  
Other Expenses

#### Total Expenses From Continuing Operations

#### Net Operating Result for the Year

Net Operating Result for the year before Grants and Contributions provided for Capital Purposes

Operating Plan	Long Term Financial Plan									
	Delivery Program									
	Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
	19,922	20,389	20,866	21,356	21,856	22,392	22,942	23,505	24,082	24,674
	7,741	7,934	8,132	8,336	8,544	8,800	9,064	9,336	9,616	9,905
	1,114	837	768	708	690	731	708	662	623	578
	1,469	1,506	1,544	1,582	1,622	1,671	1,721	1,772	1,825	1,880
	18,581	19,278	19,537	19,802	20,073	20,407	20,750	21,103	21,467	21,842
	1,344	35	35	35	35	35	35	35	35	35
	836	1,075	934	1,211	869	1,222	756	984	760	687
	51,007	51,054	51,816	53,030	53,689	55,258	55,976	57,397	58,408	59,601
	26,164	26,810	27,472	28,150	28,846	29,559	30,289	31,038	31,806	32,593
	233	232	207	183	175	173	172	172	172	172
	11,568	11,734	11,655	11,940	12,187	12,531	12,886	13,250	13,625	14,011
	13,193	13,326	13,459	13,593	13,729	13,867	14,005	14,145	14,287	14,430
	6,816	6,978	7,145	7,315	7,489	7,704	7,925	8,153	8,388	8,629
	57,974	59,080	59,938	61,181	62,426	63,834	65,277	66,758	68,278	69,835
	(6,967)	(8,026)	(8,122)	(8,151)	(8,737)	(8,576)	(9,301)	(9,361)	(9,870)	(10,234)
	(8,311)	(8,061)	(8,157)	(8,186)	(8,772)	(8,611)	(9,336)	(9,396)	(9,905)	(10,269)



Base Case

## WATER FUND

### Income Statement (\$'000)

For the period 1 July 2018 to 30 June 2028

#### Income from Continuing Operations

Rates & Annual Charges  
User Charges & Fees  
Interest & Investment Revenue  
Other Revenues  
Grants and Contributions provided for Operating Purposes  
Grants and Contributions provided for Capital Purposes  
Net gain/(loss) from disposal of assets

#### Total Income From Continuing Operations

#### Expenses from Continuing Operations

Employee Benefits and On-Costs  
Borrowing Costs  
Materials & Contracts  
Depreciation and Amortisation  
Other Expenses

#### Total Expenses From Continuing Operations

#### Net Operating Result for the Year

Net Operating Result for the year before Grants and Contributions provided for Capital Purposes

Operating Plan	Long Term Financial Plan									
	Delivery Program									
Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	
2,445	2,506	2,569	2,633	2,699	2,780	2,863	2,949	3,038	3,129	
6,062	6,213	6,368	6,528	6,691	6,891	7,098	7,311	7,531	7,756	
373	323	331	340	343	340	316	263	187	128	
31	32	33	33	34	35	36	37	39	40	
47	48	49	50	51	52	54	55	56	57	
2,123	5,623	6,623	5,523	5,623	5,223	4,123	3,123	2,123	123	
0	0	0	0	0	0	0	0	0	0	
<b>11,081</b>	<b>14,745</b>	<b>15,973</b>	<b>15,107</b>	<b>15,441</b>	<b>15,321</b>	<b>14,490</b>	<b>13,738</b>	<b>12,974</b>	<b>11,233</b>	
1,228	1,259	1,290	1,322	1,355	1,389	1,424	1,460	1,496	1,534	
21	15	9	2	0	0	0	0	0	0	
2,657	2,723	2,791	2,861	2,932	3,020	3,111	3,204	3,300	3,399	
3,283	3,316	3,349	3,382	3,416	3,450	3,485	3,520	3,555	3,591	
875	897	919	942	965	993	1,023	1,053	1,085	1,117	
<b>8,064</b>	<b>8,210</b>	<b>8,358</b>	<b>8,509</b>	<b>8,668</b>	<b>8,852</b>	<b>9,043</b>	<b>9,237</b>	<b>9,436</b>	<b>9,641</b>	
<b>3,017</b>	<b>6,535</b>	<b>7,615</b>	<b>6,598</b>	<b>6,773</b>	<b>6,469</b>	<b>5,447</b>	<b>4,501</b>	<b>3,538</b>	<b>1,592</b>	
<b>894</b>	<b>912</b>	<b>992</b>	<b>1,075</b>	<b>1,150</b>	<b>1,246</b>	<b>1,324</b>	<b>1,378</b>	<b>1,415</b>	<b>1,469</b>	

Base Case

**SEWER FUND**

**Income Statement (\$'000)**

**For the period 1 July 2018 to 30 June 2028**

**Income from Continuing Operations**

Rates & Annual Charges  
User Charges & Fees  
Interest & Investment Revenue  
Other Revenues  
Grants and Contributions provided for Operating Purposes  
Grants and Contributions provided for Capital Purposes  
Net gain/(loss) from disposal of assets

**Total Income From Continuing Operations**

**Expenses from Continuing Operations**

Employee Benefits and On-Costs  
Borrowing Costs  
Materials & Contracts  
Depreciation and Amortisation  
Other Expenses

**Total Expenses From Continuing Operations**

**Net Operating Result for the Year**

Net Operating Result for the year before Grants and Contributions provided for Capital Purposes

Operating Plan	Long Term Financial Plan									
	Delivery Program									
Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	
7,806	8,001	8,201	8,406	8,616	8,875	9,141	9,415	9,698	9,989	
326	335	343	351	360	371	382	394	406	418	
272	211	154	133	145	173	196	218	227	196	
1	1	1	1	1	1	1	1	1	1	
43	44	45	46	47	48	49	50	51	53	
2,150	2,200	1,701	200	199	198	197	196	195	194	
0	0	0	0	0	0	0	0	0	0	
<b>10,598</b>	<b>10,792</b>	<b>10,445</b>	<b>9,137</b>	<b>9,368</b>	<b>9,666</b>	<b>9,966</b>	<b>10,274</b>	<b>10,578</b>	<b>10,851</b>	
1,685	1,727	1,770	1,814	1,860	1,906	1,954	2,003	2,053	2,104	
44	30	108	173	274	350	374	411	397	445	
2,765	2,834	2,905	2,978	3,052	3,144	3,238	3,335	3,435	3,538	
2,071	2,091	2,112	2,133	2,155	2,176	2,198	2,220	2,242	2,265	
694	711	729	747	766	788	812	836	861	887	
<b>7,259</b>	<b>7,393</b>	<b>7,624</b>	<b>7,845</b>	<b>8,107</b>	<b>8,364</b>	<b>8,576</b>	<b>8,805</b>	<b>8,988</b>	<b>9,239</b>	
<b>3,339</b>	<b>3,399</b>	<b>2,821</b>	<b>1,292</b>	<b>1,261</b>	<b>1,302</b>	<b>1,390</b>	<b>1,469</b>	<b>1,590</b>	<b>1,612</b>	
<b>1,189</b>	<b>1,199</b>	<b>1,120</b>	<b>1,092</b>	<b>1,062</b>	<b>1,104</b>	<b>1,193</b>	<b>1,273</b>	<b>1,395</b>	<b>1,418</b>	

## Base Case

## CONSOLIDATED

### Statement of Financial Position (\$'000)

For the period 1 July 2018 to 30 June 2028

	Operating Plan		Long Term Financial Plan									
	Delivery Program		Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash and cash equivalents	39,282	35,790	34,212	36,074	36,149	37,672	37,453	35,632	31,774	27,944		
Receivables	9,437	10,212	10,466	10,151	10,331	10,523	10,489	10,543	10,551	10,377		
Inventories	909	921	917	937	955	979	1,005	1,031	1,057	1,084		
Other	174	177	180	184	187	192	196	200	205	210		
<b>Total Current Assets</b>	<b>49,802</b>	<b>47,100</b>	<b>45,775</b>	<b>47,346</b>	<b>47,622</b>	<b>49,366</b>	<b>49,143</b>	<b>47,406</b>	<b>43,587</b>	<b>39,615</b>		
<b>Non-Current Assets</b>												
Infrastructure, property, plant and equipment	1,168,336	1,172,529	1,177,985	1,178,061	1,180,126	1,179,868	1,178,721	1,178,560	1,177,780	1,176,450		
Intangible assets	382	382	382	382	382	382	382	382	382	382		
<b>Total Non-Current Assets</b>	<b>1,168,718</b>	<b>1,172,911</b>	<b>1,178,367</b>	<b>1,178,443</b>	<b>1,180,508</b>	<b>1,180,250</b>	<b>1,179,103</b>	<b>1,178,942</b>	<b>1,178,162</b>	<b>1,176,832</b>		
<b>TOTAL ASSETS</b>	<b>1,218,520</b>	<b>1,220,011</b>	<b>1,224,142</b>	<b>1,225,789</b>	<b>1,228,130</b>	<b>1,229,616</b>	<b>1,228,246</b>	<b>1,226,348</b>	<b>1,221,749</b>	<b>1,216,447</b>		
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	7,378	7,558	7,744	7,934	8,127	8,365	8,612	8,865	9,125	9,389		
Borrowings	564	557	529	443	709	868	926	1,023	984	1,102		
Provisions	5,233	5,362	5,494	5,630	5,769	5,912	6,058	6,208	6,361	6,519		
<b>Total Current Liabilities</b>	<b>13,175</b>	<b>13,477</b>	<b>13,767</b>	<b>14,007</b>	<b>14,605</b>	<b>15,145</b>	<b>15,596</b>	<b>16,096</b>	<b>16,470</b>	<b>17,010</b>		
<b>Non-Current Liabilities</b>												
Borrowings	1,601	797	2,234	3,817	6,170	7,810	8,335	9,208	8,855	9,915		
Provisions	3,414	3,500	3,587	3,677	3,769	3,882	3,998	4,118	4,242	4,369		
<b>Total Non-Current Liabilities</b>	<b>5,015</b>	<b>4,297</b>	<b>5,821</b>	<b>7,494</b>	<b>9,939</b>	<b>11,692</b>	<b>12,333</b>	<b>13,326</b>	<b>13,097</b>	<b>14,284</b>		
<b>TOTAL LIABILITIES</b>	<b>18,190</b>	<b>17,774</b>	<b>19,588</b>	<b>21,501</b>	<b>24,544</b>	<b>26,837</b>	<b>27,929</b>	<b>29,422</b>	<b>29,567</b>	<b>31,294</b>		
<b>Net Assets</b>	<b>1,200,330</b>	<b>1,202,237</b>	<b>1,204,554</b>	<b>1,204,288</b>	<b>1,203,586</b>	<b>1,202,779</b>	<b>1,200,317</b>	<b>1,196,926</b>	<b>1,192,182</b>	<b>1,185,153</b>		
<b>EQUITY</b>												
Retained earnings	1,185,625	1,187,532	1,189,849	1,189,583	1,188,881	1,188,074	1,185,612	1,182,221	1,177,477	1,170,448		
Revaluation reserves	14,705	14,705	14,705	14,705	14,705	14,705	14,705	14,705	14,705	14,705		
<b>Total Equity</b>	<b>1,200,330</b>	<b>1,202,237</b>	<b>1,204,554</b>	<b>1,204,288</b>	<b>1,203,586</b>	<b>1,202,779</b>	<b>1,200,317</b>	<b>1,196,926</b>	<b>1,192,182</b>	<b>1,185,153</b>		



## Base Case

### GENERAL FUND Statement of Financial Position (\$000) For the period 1 July 2018 to 30 June 2028

#### ASSETS

##### Current Assets

Cash and cash equivalents  
Receivables  
Inventories  
Other

##### Total Current Assets

##### Non-Current Assets

Infrastructure, property, plant and equipment  
Intangible assets

##### Total Non-Current Assets

##### TOTAL ASSETS

#### LIABILITIES

##### Current Liabilities

Payables  
Borrowings  
Provisions

##### Total Current Liabilities

##### Non-Current Liabilities

Borrowings  
Provisions

##### Total Non-Current Liabilities

##### TOTAL LIABILITIES

##### Net Assets

#### EQUITY

Retained earnings  
Revaluation reserves

##### Total Equity

Operating Plan	Long Term Financial Plan									
	Delivery Program									
Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	
27,662	25,636	23,560	22,657	20,762	20,220	18,840	17,679	16,343	14,095	
5,101	5,105	5,182	5,303	5,369	5,526	5,598	5,740	5,841	5,960	
810	821	816	836	853	877	902	928	954	981	
174	177	180	184	187	192	196	200	205	210	
<b>33,747</b>	<b>31,739</b>	<b>29,738</b>	<b>28,980</b>	<b>27,171</b>	<b>26,815</b>	<b>25,536</b>	<b>24,547</b>	<b>23,343</b>	<b>21,246</b>	
972,720	966,752	960,670	953,415	946,884	939,134	931,619	923,768	915,640	908,057	
382	382	382	382	382	382	382	382	382	382	
<b>973,102</b>	<b>967,134</b>	<b>961,052</b>	<b>953,797</b>	<b>947,266</b>	<b>939,516</b>	<b>932,001</b>	<b>924,150</b>	<b>916,022</b>	<b>908,439</b>	
<b>1,006,849</b>	<b>998,873</b>	<b>990,790</b>	<b>982,777</b>	<b>974,437</b>	<b>966,331</b>	<b>957,537</b>	<b>948,697</b>	<b>939,365</b>	<b>929,685</b>	
7,183	7,363	7,547	7,736	7,929	8,167	8,412	8,664	8,924	9,192	
387	412	216	22	23	0	0	0	0	0	
5,233	5,362	5,494	5,630	5,769	5,912	6,058	6,208	6,361	6,519	
<b>12,803</b>	<b>13,137</b>	<b>13,257</b>	<b>13,388</b>	<b>13,721</b>	<b>14,079</b>	<b>14,470</b>	<b>14,872</b>	<b>15,285</b>	<b>15,711</b>	
648	279	109	28	0	0	0	0	0	0	
3,414	3,500	3,587	3,677	3,769	3,882	3,998	4,118	4,242	4,369	
<b>4,062</b>	<b>3,779</b>	<b>3,696</b>	<b>3,705</b>	<b>3,769</b>	<b>3,882</b>	<b>3,998</b>	<b>4,118</b>	<b>4,242</b>	<b>4,369</b>	
<b>16,865</b>	<b>16,916</b>	<b>16,953</b>	<b>17,093</b>	<b>17,490</b>	<b>17,961</b>	<b>18,468</b>	<b>18,990</b>	<b>19,527</b>	<b>20,080</b>	
<b>989,984</b>	<b>981,957</b>	<b>973,837</b>	<b>965,684</b>	<b>956,947</b>	<b>948,370</b>	<b>939,069</b>	<b>929,707</b>	<b>919,838</b>	<b>909,605</b>	
989,984	981,957	973,837	965,684	956,947	948,370	939,069	929,707	919,838	909,605	
0	0	0	0	0	0	0	0	0	0	
<b>989,984</b>	<b>981,957</b>	<b>973,837</b>	<b>965,684</b>	<b>956,947</b>	<b>948,370</b>	<b>939,069</b>	<b>929,707</b>	<b>919,838</b>	<b>909,605</b>	

Base Case

## WATER FUND

### Statement of Financial Position (\$'000)

For the period 1 July 2018 to 30 June 2028

#### ASSETS

##### Current Assets

Cash and cash equivalents

Receivables

Inventories

Other

##### Total Current Assets

##### Non-Current Assets

Infrastructure, property, plant and equipment

Intangible assets

##### Total Non-Current Assets

##### TOTAL ASSETS

#### LIABILITIES

##### Current Liabilities

Payables

Borrowings

Provisions

##### Total Current Liabilities

##### Non-Current Liabilities

Borrowings

Provisions

##### Total Non-Current Liabilities

##### TOTAL LIABILITIES

##### Net Assets

#### EQUITY

Retained earnings

Revaluation reserves

##### Total Equity

Operating Plan	Long Term Financial Plan									
	Delivery Program									
Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
6,006	6,863	8,210	10,370	11,984	13,441	14,070	13,306	12,026	12,550	
2,216	2,949	3,195	3,021	3,088	3,064	2,898	2,748	2,594	2,247	
63	64	64	64	65	65	66	66	66	66	
0	0	0	0	0	0	0	0	0	0	
<b>8,285</b>	<b>9,876</b>	<b>11,469</b>	<b>13,455</b>	<b>15,137</b>	<b>16,570</b>	<b>17,034</b>	<b>16,120</b>	<b>14,686</b>	<b>14,863</b>	
106,427	111,281	117,208	121,742	126,832	131,867	136,853	142,270	147,240	148,652	
0	0	0	0	0	0	0	0	0	0	
<b>106,427</b>	<b>111,281</b>	<b>117,208</b>	<b>121,742</b>	<b>126,832</b>	<b>131,867</b>	<b>136,853</b>	<b>142,270</b>	<b>147,240</b>	<b>148,652</b>	
<b>114,712</b>	<b>121,157</b>	<b>128,677</b>	<b>135,197</b>	<b>141,969</b>	<b>148,437</b>	<b>153,887</b>	<b>158,390</b>	<b>161,926</b>	<b>163,515</b>	
135	135	136	136	136	136	138	139	139	135	
90	96	77	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	0	0	
<b>225</b>	<b>231</b>	<b>213</b>	<b>136</b>	<b>136</b>	<b>136</b>	<b>138</b>	<b>139</b>	<b>139</b>	<b>135</b>	
174	78	0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	0	0	
<b>174</b>	<b>78</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>399</b>	<b>309</b>	<b>213</b>	<b>136</b>	<b>136</b>	<b>136</b>	<b>138</b>	<b>139</b>	<b>139</b>	<b>135</b>	
<b>114,313</b>	<b>120,848</b>	<b>128,464</b>	<b>135,061</b>	<b>141,833</b>	<b>148,301</b>	<b>153,749</b>	<b>158,251</b>	<b>161,787</b>	<b>163,380</b>	
99,608	106,143	113,759	120,356	127,128	133,596	139,044	143,546	147,082	148,675	
14,705	14,705	14,705	14,705	14,705	14,705	14,705	14,705	14,705	14,705	
<b>114,313</b>	<b>120,848</b>	<b>128,464</b>	<b>135,061</b>	<b>141,833</b>	<b>148,301</b>	<b>153,749</b>	<b>158,251</b>	<b>161,787</b>	<b>163,380</b>	

## Base Case

## SEWER FUND

### Statement of Financial Position (\$'000)

For the period 1 July 2018 to 30 June 2028

	Operating Plan		Long Term Financial Plan									
	Delivery Program		Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
<b>ASSETS</b>												
Current Assets												
Cash and cash equivalents	5,614	3,291	2,442	3,047	3,403	4,011	4,543	4,647	3,405	1,299		
Receivables	2,120	2,158	2,089	1,827	1,874	1,933	1,993	2,055	2,116	2,170		
Inventories	36	36	37	37	37	37	37	37	37	37		
Other	0	0	0	0	0	0	0	0	0	0		
<b>Total Current Assets</b>	<b>7,770</b>	<b>5,485</b>	<b>4,568</b>	<b>4,911</b>	<b>5,314</b>	<b>5,981</b>	<b>6,573</b>	<b>6,739</b>	<b>5,558</b>	<b>3,506</b>		
Non-Current Assets												
Infrastructure, property, plant and equipment	89,189	94,496	100,107	102,904	106,410	108,867	110,249	112,522	114,900	119,741		
Intangible assets	0	0	0	0	0	0	0	0	0	0		
<b>Total Non-Current Assets</b>	<b>89,189</b>	<b>94,496</b>	<b>100,107</b>	<b>102,904</b>	<b>106,410</b>	<b>108,867</b>	<b>110,249</b>	<b>112,522</b>	<b>114,900</b>	<b>119,741</b>		
<b>TOTAL ASSETS</b>	<b>96,959</b>	<b>99,981</b>	<b>104,675</b>	<b>107,815</b>	<b>111,724</b>	<b>114,848</b>	<b>116,822</b>	<b>119,261</b>	<b>120,458</b>	<b>123,247</b>		
<b>LIABILITIES</b>												
Current Liabilities												
Payables	60	60	61	62	62	62	62	62	62	62		
Borrowings	87	49	236	421	686	868	926	1,023	984	1,102		
Provisions	0	0	0	0	0	0	0	0	0	0		
<b>Total Current Liabilities</b>	<b>147</b>	<b>109</b>	<b>297</b>	<b>483</b>	<b>748</b>	<b>930</b>	<b>988</b>	<b>1,085</b>	<b>1,046</b>	<b>1,164</b>		
Non-Current Liabilities												
Borrowings	779	440	2,125	3,789	6,170	7,810	8,335	9,208	8,855	9,915		
Provisions	0	0	0	0	0	0	0	0	0	0		
<b>Total Non-Current Liabilities</b>	<b>779</b>	<b>440</b>	<b>2,125</b>	<b>3,789</b>	<b>6,170</b>	<b>7,810</b>	<b>8,335</b>	<b>9,208</b>	<b>8,855</b>	<b>9,915</b>		
<b>TOTAL LIABILITIES</b>	<b>926</b>	<b>549</b>	<b>2,422</b>	<b>4,272</b>	<b>6,918</b>	<b>8,740</b>	<b>9,323</b>	<b>10,293</b>	<b>9,901</b>	<b>11,079</b>		
<b>Net Assets</b>	<b>96,033</b>	<b>99,432</b>	<b>102,253</b>	<b>103,543</b>	<b>104,806</b>	<b>106,108</b>	<b>107,499</b>	<b>108,968</b>	<b>110,557</b>	<b>112,168</b>		
<b>EQUITY</b>												
Retained earnings	96,033	99,432	102,253	103,543	104,806	106,108	107,499	108,968	110,557	112,168		
Revaluation reserves	0	0	0	0	0	0	0	0	0	0		
<b>Total Equity</b>	<b>96,033</b>	<b>99,432</b>	<b>102,253</b>	<b>103,543</b>	<b>104,806</b>	<b>106,108</b>	<b>107,499</b>	<b>108,968</b>	<b>110,557</b>	<b>112,168</b>		



Base Case

## CONSOLIDATED

### Statement of Cash Flows (\$000)

For the period 1 July 2018 to 30 June 2028

#### Cash Flows from Operating Activities

##### Receipts:

Rates & Annual Charges  
User Charges & Fees  
Investment & Interest Revenue Received  
Grants & Contributions  
Other

##### Payments:

Employee Benefits & On-Costs  
Materials & Contracts  
Borrowing Costs  
Other

#### Net Cash provided (or used in) Operating Activities

#### Cash Flows from Investing Activities

##### Receipts:

Sale of Infrastructure, Property, Plant & Equipment

##### Payments:

Purchase of Infrastructure, Property, Plant & Equipment

#### Net Cash provided (or used in) Investing Activities

#### Cash Flows from Financing Activities

##### Receipts:

Borrowings and advances

##### Payments:

Borrowings and advances

#### Net Cash provided (or used in) Financing Activities

#### Net Increase/(Decrease) in Cash & Cash Equivalents

plus: Cash & Cash Equivalents - beginning of year

#### Cash & Cash Equivalents - end of the year

Operating Plan	Long Term Financial Plan									
	Delivery Program									
Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	
30,680	30,741	31,620	32,616	33,090	33,931	34,894	35,786	36,755	37,789	
14,293	14,170	14,735	15,280	15,554	16,046	16,613	17,095	17,622	18,298	
2,012	1,526	1,404	1,332	1,314	1,391	1,366	1,278	1,163	1,021	
24,683	26,936	27,868	25,680	25,978	25,911	25,228	24,543	23,914	22,263	
1,527	1,537	1,574	1,614	1,655	1,702	1,756	1,807	1,862	1,918	
(30,556)	(29,616)	(30,348)	(31,098)	(31,867)	(32,616)	(33,422)	(34,249)	(35,095)	(35,963)	
(16,658)	(17,037)	(17,048)	(17,520)	(17,903)	(18,368)	(18,897)	(19,442)	(20,003)	(20,584)	
(298)	(277)	(324)	(358)	(449)	(523)	(546)	(583)	(569)	(617)	
(8,374)	(8,590)	(8,795)	(9,008)	(9,224)	(9,489)	(9,765)	(10,047)	(10,338)	(10,638)	
17,309	19,390	20,686	18,538	18,148	17,985	17,227	16,188	15,311	13,487	
836	1,075	934	1,211	869	1,222	756	984	760	687	
(40,002)	(23,146)	(24,610)	(19,381)	(21,560)	(19,484)	(18,783)	(19,963)	(19,536)	(19,181)	
(39,166)	(22,071)	(23,676)	(18,170)	(20,691)	(18,262)	(18,027)	(18,979)	(18,776)	(18,494)	
0	0	2,321	2,174	3,005	2,328	1,178	1,641	320	1,953	
(928)	(810)	(911)	(679)	(386)	(528)	(595)	(671)	(712)	(775)	
(928)	(810)	1,410	1,495	2,619	1,800	583	970	(392)	1,178	
(22,785)	(3,491)	(1,580)	1,863	76	1,523	(217)	(1,821)	(3,857)	(3,829)	
62,066	39,281	35,790	34,210	36,073	36,149	37,672	37,455	35,634	31,777	
39,281	35,790	34,210	36,073	36,149	37,672	37,455	35,634	31,777	27,948	

## Base Case

## GENERAL FUND

### Statement of Cash Flows (\$000)

For the period 1 July 2018 to 30 June 2028

#### Cash Flows from Operating Activities

##### Receipts:

Rates & Annual Charges  
User Charges & Fees  
Investment & Interest Revenue Received  
Grants & Contributions  
Other

##### Payments:

Employee Benefits & On-Costs  
Materials & Contracts  
Borrowing Costs  
Other

#### Net Cash provided (or used in) Operating Activities

#### Cash Flows from Investing Activities

##### Receipts:

Sale of Infrastructure, Property, Plant & Equipment

##### Payments:

Purchase of Infrastructure, Property, Plant & Equipment

#### Net Cash provided (or used in) Investing Activities

#### Cash Flows from Financing Activities

##### Receipts:

Borrowings and advances

##### Payments:

Borrowings and advances

#### Net Cash provided (or used in) Financing Activities

#### Net Increase/(Decrease) in Cash & Cash Equivalents

plus: Cash & Cash Equivalents - beginning of year

#### Cash & Cash Equivalents - end of the year

Operating Plan		Long Term Financial Plan									
Delivery Program		Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
		20,263	20,387	20,835	21,306	21,829	22,327	22,912	23,446	24,040	24,624
		7,873	7,933	8,120	8,316	8,533	8,775	9,053	9,313	9,600	9,885
		1,360	1,008	923	852	829	879	851	795	748	694
		20,267	19,311	19,542	19,790	20,083	20,382	20,758	21,085	21,464	21,832
		1,495	1,506	1,541	1,579	1,620	1,666	1,718	1,768	1,822	1,876
		(27,643)	(26,630)	(27,288)	(27,962)	(28,652)	(29,321)	(30,044)	(30,786)	(31,546)	(32,325)
		(11,241)	(11,481)	(11,377)	(11,681)	(11,919)	(12,205)	(12,549)	(12,904)	(13,268)	(13,643)
		(233)	(232)	(207)	(183)	(175)	(173)	(172)	(172)	(172)	(172)
		(6,805)	(6,982)	(7,147)	(7,319)	(7,493)	(7,708)	(7,930)	(8,158)	(8,392)	(8,634)
		5,336	4,820	4,942	4,698	4,655	4,622	4,597	4,387	4,296	4,137
		836	1,075	934	1,211	869	1,222	756	984	760	687
		(23,720)	(7,576)	(7,587)	(6,535)	(7,393)	(6,363)	(6,732)	(6,532)	(6,392)	(7,073)
		(22,884)	(6,501)	(6,653)	(5,324)	(6,524)	(5,141)	(5,976)	(5,548)	(5,632)	(6,386)
		0	0	0	0	0	0	0	0	0	0
		(412)	(344)	(366)	(276)	(26)	(23)	0	0	0	0
		(412)	(344)	(366)	(276)	(26)	(23)	0	0	0	0
		(17,960)	(2,025)	(2,077)	(902)	(1,895)	(542)	(1,379)	(1,161)	(1,336)	(2,249)
		45,623	27,663	25,638	23,561	22,659	20,764	20,222	18,843	17,682	16,346
		27,663	25,638	23,561	22,659	20,764	20,222	18,843	17,682	16,346	14,097

## Base Case

### WATER FUND

#### Statement of Cash Flows (\$000)

For the period 1 July 2018 to 30 June 2028

#### Cash Flows from Operating Activities

##### Receipts:

Rates & Annual Charges  
User Charges & Fees  
Investment & Interest Revenue Received  
Grants & Contributions  
Other

##### Payments:

Employee Benefits & On-Costs  
Materials & Contracts  
Borrowing Costs  
Other

#### Net Cash provided (or used in) Operating Activities

#### Cash Flows from Investing Activities

##### Receipts:

Sale of Infrastructure, Property, Plant & Equipment

##### Payments:

Purchase of Infrastructure, Property, Plant & Equipment

#### Net Cash provided (or used in) Investing Activities

#### Cash Flows from Financing Activities

##### Receipts:

Borrowings and advances

##### Payments:

Borrowings and advances

#### Net Cash provided (or used in) Financing Activities

#### Net Increase/(Decrease) in Cash & Cash Equivalents

plus: Cash & Cash Equivalents - beginning of year

#### Cash & Cash Equivalents - end of the year

Operating Plan	Long Term Financial Plan									
	Delivery Program									
Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	
2,455	2,382	2,529	2,663	2,687	2,784	2,896	2,981	3,073	3,226	
6,087	5,904	6,270	6,602	6,662	6,902	7,180	7,391	7,619	7,997	
375	307	326	344	341	340	320	266	189	132	
2,179	5,389	6,569	5,637	5,650	5,284	4,225	3,213	2,205	186	
31	30	32	34	34	35	37	38	39	41	
(1,228)	(1,259)	(1,290)	(1,322)	(1,355)	(1,389)	(1,424)	(1,460)	(1,496)	(1,534)	
(2,654)	(2,724)	(2,790)	(2,861)	(2,933)	(3,020)	(3,110)	(3,203)	(3,300)	(3,403)	
(21)	(15)	(9)	(2)	0	0	0	0	0	0	
(875)	(897)	(919)	(942)	(965)	(993)	(1,023)	(1,053)	(1,085)	(1,117)	
6,349	9,117	10,718	10,153	10,121	9,943	9,101	8,173	7,244	5,528	
0	0	0	0	0	0	0	0	0	0	
(7,577)	(8,170)	(9,276)	(7,916)	(8,506)	(8,486)	(8,471)	(8,937)	(8,524)	(5,003)	
(7,577)	(8,170)	(9,276)	(7,916)	(8,506)	(8,486)	(8,471)	(8,937)	(8,524)	(5,003)	
0	0	0	0	0	0	0	0	0	0	
(82)	(90)	(96)	(78)	0	0	0	0	0	0	
(82)	(90)	(96)	(78)	0	0	0	0	0	0	
(1,310)	857	1,346	2,159	1,615	1,457	630	(764)	(1,280)	525	
7,316	6,006	6,863	8,209	10,368	11,983	13,440	14,070	13,306	12,026	
6,006	6,863	8,209	10,368	11,983	13,440	14,070	13,306	12,026	12,551	



Base Case

SEWER FUND

Statement of Cash Flows (\$000)

For the period 1 July 2018 to 30 June 2028

Cash Flows from Operating Activities

Receipts:

Rates & Annual Charges

User Charges & Fees

Investment & Interest Revenue Received

Grants & Contributions

Other

Payments:

Employee Benefits & On-Costs

Materials & Contracts

Borrowing Costs

Other

Net Cash provided (or used in) Operating Activities

Cash Flows from Investing Activities

Receipts:

Sale of Infrastructure, Property, Plant & Equipment

Payments:

Purchase of Infrastructure, Property, Plant & Equipment

Net Cash provided (or used in) Investing Activities

Cash Flows from Financing Activities

Receipts:

Borrowings and advances

Payments:

Borrowings and advances

Net Cash provided (or used in) Financing Activities

Net Increase/(Decrease) in Cash & Cash Equivalents

plus: Cash & Cash Equivalents - beginning of year

Cash & Cash Equivalents - end of the year

Operating Plan	Long Term Financial Plan									
	Delivery Program									
Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	
7,962	7,972	8,256	8,647	8,574	8,820	9,086	9,359	9,642	9,939	
333	333	345	362	359	369	380	391	403	416	
277	211	155	136	144	172	195	217	226	195	
2,237	2,236	1,757	253	245	245	245	245	245	245	
1	1	1	1	1	1	1	1	1	1	
(1,685)	(1,727)	(1,770)	(1,814)	(1,860)	(1,906)	(1,954)	(2,003)	(2,053)	(2,104)	
(2,763)	(2,832)	(2,881)	(2,978)	(3,051)	(3,143)	(3,238)	(3,335)	(3,435)	(3,538)	
(44)	(30)	(108)	(173)	(274)	(350)	(374)	(411)	(397)	(445)	
(694)	(711)	(729)	(747)	(766)	(788)	(812)	(836)	(861)	(887)	
5,624	5,453	5,026	3,687	3,372	3,420	3,529	3,628	3,771	3,822	
(8,705)	(7,400)	(7,747)	(4,930)	(5,661)	(4,635)	(3,580)	(4,494)	(4,620)	(7,105)	
(8,705)	(7,400)	(7,747)	(4,930)	(5,661)	(4,635)	(3,580)	(4,494)	(4,620)	(7,105)	
0	0	2,321	2,174	3,005	2,328	1,178	1,641	320	1,953	
(434)	(376)	(449)	(325)	(360)	(505)	(595)	(671)	(712)	(775)	
(434)	(376)	1,872	1,849	2,645	1,823	583	970	(392)	1,178	
(3,515)	(2,323)	(849)	606	356	608	532	104	(1,241)	(2,105)	
9,128	5,613	3,290	2,441	3,047	3,403	4,011	4,543	4,647	3,406	
5,613	3,290	2,441	3,047	3,403	4,011	4,543	4,647	3,406	1,301	

## Special Rate Variation 1

### CONSOLIDATED

### Income Statement (\$'000)

For the period 1 July 2018 to 30 June 2028

#### Income from Continuing Operations

Rates & Annual Charges  
User Charges & Fees  
Interest & Investment Revenue  
Other Revenues  
Grants and Contributions provided for Operating Purposes  
Grants and Contributions provided for Capital Purposes  
Net gain/(loss) from disposal of assets

#### Total Income From Continuing Operations

#### Expenses from Continuing Operations

Employee Benefits and On-Costs  
Borrowing Costs  
Materials & Contracts  
Depreciation and Amortisation  
Other Expenses

#### Total Expenses From Continuing Operations

#### Net Operating Result for the Year

Net Operating Result for the year before Grants and Contributions provided for Capital Purposes

Operating Plan	Long Term Financial Plan									
	Delivery Program									
Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	
30,173	30,896	33,230	35,815	38,680	41,940	43,020	44,129	45,268	46,436	
14,129	14,482	14,843	15,215	15,595	16,062	16,544	17,041	17,553	18,079	
1,759	1,376	1,167	1,027	1,001	1,064	1,160	1,211	1,246	1,267	
1,501	1,539	1,578	1,616	1,657	1,707	1,758	1,810	1,865	1,921	
18,671	19,370	19,631	19,898	20,171	20,507	20,853	21,208	21,574	21,952	
5,617	7,858	8,359	5,758	5,857	5,456	4,355	3,354	2,353	352	
836	1,075	934	1,211	869	1,222	756	984	760	687	
<b>72,686</b>	<b>76,596</b>	<b>79,742</b>	<b>80,540</b>	<b>83,830</b>	<b>87,958</b>	<b>88,446</b>	<b>89,737</b>	<b>90,619</b>	<b>90,694</b>	
29,077	29,796	30,532	31,286	32,061	32,854	33,667	34,501	35,355	36,231	
298	277	324	358	449	523	546	583	569	617	
16,990	17,291	17,351	17,779	18,171	18,695	19,235	19,789	20,360	20,948	
18,547	18,733	18,920	19,108	19,300	19,493	19,688	19,885	20,084	20,286	
8,385	8,586	8,793	9,004	9,220	9,485	9,760	10,042	10,334	10,633	
<b>73,297</b>	<b>74,683</b>	<b>75,920</b>	<b>77,535</b>	<b>79,201</b>	<b>81,050</b>	<b>82,896</b>	<b>84,800</b>	<b>86,702</b>	<b>88,715</b>	
<b>(611)</b>	<b>1,913</b>	<b>3,822</b>	<b>3,005</b>	<b>4,629</b>	<b>6,908</b>	<b>5,550</b>	<b>4,937</b>	<b>3,917</b>	<b>1,979</b>	
<b>(6,228)</b>	<b>(5,945)</b>	<b>(4,537)</b>	<b>(2,753)</b>	<b>(1,228)</b>	<b>1,452</b>	<b>1,195</b>	<b>1,583</b>	<b>1,564</b>	<b>1,627</b>	

Special Rate Variation 1

GENERAL FUND

Income Statement (\$'000)

For the period 1 July 2018 to 30 June 2028

Income from Continuing Operations

Rates & Annual Charges  
User Charges & Fees  
Interest & Investment Revenue  
Other Revenues  
Grants and Contributions provided for Operating Purposes  
Grants and Contributions provided for Capital Purposes  
Net gain/(loss) from disposal of assets

Total Income From Continuing Operations

Expenses from Continuing Operations

Employee Benefits and On-Costs  
Borrowing Costs  
Materials & Contracts  
Depreciation and Amortisation  
Other Expenses

Total Expenses From Continuing Operations

Net Operating Result for the Year

Net Operating Result for the year before Grants and Contributions provided for Capital Purposes

Water and Sewer excluded - No change from base case

Operating Plan	Long Term Financial Plan									
	Delivery Program									
Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
19,922	20,389	22,460	24,776	27,365	30,285	31,016	31,765	32,532	33,318	
7,741	7,934	8,132	8,336	8,544	8,800	9,064	9,336	9,616	9,905	
1,114	842	682	554	513	551	648	730	832	943	
1,469	1,506	1,544	1,582	1,622	1,671	1,721	1,772	1,825	1,880	
18,581	19,278	19,537	19,802	20,073	20,407	20,750	21,103	21,467	21,842	
1,344	35	35	35	35	35	35	35	35	35	
836	1,075	934	1,211	869	1,222	756	984	760	687	
51,007	51,059	53,324	56,296	59,021	62,971	63,990	65,725	67,067	68,610	
26,164	26,810	27,472	28,150	28,846	29,559	30,289	31,038	31,806	32,593	
233	232	207	183	175	173	172	172	172	172	
11,568	11,734	11,655	11,940	12,187	12,531	12,886	13,250	13,625	14,011	
13,193	13,326	13,459	13,593	13,729	13,867	14,005	14,145	14,287	14,430	
6,816	6,978	7,145	7,315	7,489	7,704	7,925	8,153	8,388	8,629	
57,974	59,080	59,938	61,181	62,426	63,834	65,277	66,758	68,278	69,835	
(6,967)	(8,021)	(6,614)	(4,885)	(3,405)	(863)	(1,287)	(1,033)	(1,211)	(1,225)	
(8,311)	(8,056)	(6,649)	(4,920)	(3,440)	(898)	(1,322)	(1,068)	(1,246)	(1,260)	



Special Rate Variation 1

**CONSOLIDATED**  
**Statement of Financial Position (\$'000)**  
**For the period 1 July 2018 to 30 June 2028**

	Operating Plan		Long Term Financial Plan									
	Delivery Program		Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
<b>ASSETS</b>												
Current Assets												
Cash and cash equivalents	39,282	31,250	26,460	27,459		28,188	33,331		37,045	39,613	40,590	41,563
Receivables	9,437	10,213	10,616	10,477		10,864	11,294		11,290	11,376	11,417	11,278
Inventories	909	921	917	937		955	979		1,005	1,031	1,057	1,084
Other	174	177	180	184		187	192		196	200	205	210
<b>Total Current Assets</b>	<b>49,802</b>	<b>42,561</b>	<b>38,173</b>	<b>39,057</b>		<b>40,194</b>	<b>45,796</b>		<b>49,536</b>	<b>52,220</b>	<b>53,269</b>	<b>54,135</b>
Non-Current Assets												
Infrastructure, property, plant and equipment	1,168,336	1,177,074	1,187,100	1,191,129		1,197,666	1,201,263		1,204,167	1,207,913	1,210,925	1,213,765
Intangible assets	382	382	382	382		382	382		382	382	382	382
<b>Total Non-Current Assets</b>	<b>1,168,718</b>	<b>1,177,456</b>	<b>1,187,482</b>	<b>1,191,511</b>		<b>1,198,048</b>	<b>1,201,645</b>		<b>1,204,549</b>	<b>1,208,295</b>	<b>1,211,307</b>	<b>1,214,147</b>
<b>TOTAL ASSETS</b>	<b>1,218,520</b>	<b>1,220,017</b>	<b>1,225,655</b>	<b>1,230,568</b>		<b>1,238,242</b>	<b>1,247,441</b>		<b>1,254,085</b>	<b>1,260,515</b>	<b>1,264,576</b>	<b>1,268,282</b>
<b>LIABILITIES</b>												
Current Liabilities												
Payables	7,378	7,558	7,744	7,934		8,127	8,365		8,612	8,865	9,125	9,389
Borrowings	564	557	529	443		709	868		926	1,023	984	1,102
Provisions	5,233	5,362	5,494	5,630		5,769	5,912		6,058	6,208	6,361	6,519
<b>Total Current Liabilities</b>	<b>13,175</b>	<b>13,477</b>	<b>13,767</b>	<b>14,007</b>		<b>14,605</b>	<b>15,145</b>		<b>15,596</b>	<b>16,096</b>	<b>16,470</b>	<b>17,010</b>
Non-Current Liabilities												
Borrowings	1,601	797	2,234	3,817		6,170	7,810		8,335	9,208	8,855	9,915
Provisions	3,414	3,500	3,587	3,677		3,769	3,882		3,998	4,118	4,242	4,369
<b>Total Non-Current Liabilities</b>	<b>5,015</b>	<b>4,297</b>	<b>5,821</b>	<b>7,494</b>		<b>9,939</b>	<b>11,692</b>		<b>12,333</b>	<b>13,326</b>	<b>13,097</b>	<b>14,284</b>
<b>TOTAL LIABILITIES</b>	<b>18,190</b>	<b>17,774</b>	<b>19,588</b>	<b>21,501</b>		<b>24,544</b>	<b>26,837</b>		<b>27,929</b>	<b>29,422</b>	<b>29,567</b>	<b>31,294</b>
<b>Net Assets</b>	<b>1,200,330</b>	<b>1,202,243</b>	<b>1,206,067</b>	<b>1,209,067</b>		<b>1,213,698</b>	<b>1,220,604</b>		<b>1,226,156</b>	<b>1,231,093</b>	<b>1,235,009</b>	<b>1,236,988</b>
<b>EQUITY</b>												
Retained earnings	1,185,625	1,187,538	1,191,362	1,194,362		1,198,993	1,205,899		1,211,451	1,216,388	1,220,304	1,222,283
Revaluation reserves	14,705	14,705	14,705	14,705		14,705	14,705		14,705	14,705	14,705	14,705
<b>Total Equity</b>	<b>1,200,330</b>	<b>1,202,243</b>	<b>1,206,067</b>	<b>1,209,067</b>		<b>1,213,698</b>	<b>1,220,604</b>		<b>1,226,156</b>	<b>1,231,093</b>	<b>1,235,009</b>	<b>1,236,988</b>

**Special Rate Variation 1**  
**GENERAL FUND**

**Statement of Financial Position (\$000)**

**For the period 1 July 2018 to 30 June 2028**

	Operating Plan		Long Term Financial Plan									
	Delivery Program		Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash and cash equivalents	27,662	21,096	15,808	14,042	12,801	15,879	18,432	21,661	25,159	27,714		
Receivables	5,101	5,106	5,332	5,629	5,902	6,297	6,399	6,573	6,707	6,861		
Inventories	810	821	816	836	853	877	902	928	954	981		
Other	174	177	180	184	187	192	196	200	205	210		
<b>Total Current Assets</b>	<b>33,747</b>	<b>27,200</b>	<b>22,136</b>	<b>20,691</b>	<b>19,743</b>	<b>23,245</b>	<b>25,929</b>	<b>29,362</b>	<b>33,025</b>	<b>35,766</b>		
<b>Non-Current Assets</b>												
Infrastructure, property, plant and equipment	972,720	971,297	969,785	966,483	964,424	960,529	957,065	953,120	948,785	945,372		
Intangible assets	382	382	382	382	382	382	382	382	382	382		
<b>Total Non-Current Assets</b>	<b>973,102</b>	<b>971,679</b>	<b>970,167</b>	<b>966,865</b>	<b>964,806</b>	<b>960,911</b>	<b>957,447</b>	<b>953,502</b>	<b>949,167</b>	<b>945,754</b>		
<b>TOTAL ASSETS</b>	<b>1,006,849</b>	<b>998,879</b>	<b>992,303</b>	<b>987,556</b>	<b>984,549</b>	<b>984,156</b>	<b>983,376</b>	<b>982,864</b>	<b>982,192</b>	<b>981,520</b>		
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	7,183	7,363	7,547	7,736	7,929	8,167	8,412	8,664	8,924	9,192		
Borrowings	387	412	216	22	23	0	0	0	0	0		
Provisions	5,233	5,362	5,494	5,630	5,769	5,912	6,058	6,208	6,361	6,519		
<b>Total Current Liabilities</b>	<b>12,803</b>	<b>13,137</b>	<b>13,257</b>	<b>13,388</b>	<b>13,721</b>	<b>14,079</b>	<b>14,470</b>	<b>14,872</b>	<b>15,285</b>	<b>15,711</b>		
<b>Non-Current Liabilities</b>												
Borrowings	648	279	109	28	0	0	0	0	0	0		
Provisions	3,414	3,500	3,587	3,677	3,769	3,882	3,998	4,118	4,242	4,369		
<b>Total Non-Current Liabilities</b>	<b>4,062</b>	<b>3,779</b>	<b>3,696</b>	<b>3,705</b>	<b>3,769</b>	<b>3,882</b>	<b>3,998</b>	<b>4,118</b>	<b>4,242</b>	<b>4,369</b>		
<b>TOTAL LIABILITIES</b>	<b>16,865</b>	<b>16,916</b>	<b>16,953</b>	<b>17,093</b>	<b>17,490</b>	<b>17,961</b>	<b>18,468</b>	<b>18,990</b>	<b>19,527</b>	<b>20,080</b>		
<b>Net Assets</b>	<b>989,984</b>	<b>981,963</b>	<b>975,350</b>	<b>970,463</b>	<b>967,059</b>	<b>966,195</b>	<b>964,908</b>	<b>963,874</b>	<b>962,665</b>	<b>961,440</b>		
<b>EQUITY</b>												
Retained earnings	989,984	981,963	975,350	970,463	967,059	966,195	964,908	963,874	962,665	961,440		
Revaluation reserves	0	0	0	0	0	0	0	0	0	0		
<b>Total Equity</b>	<b>989,984</b>	<b>981,963</b>	<b>975,350</b>	<b>970,463</b>	<b>967,059</b>	<b>966,195</b>	<b>964,908</b>	<b>963,874</b>	<b>962,665</b>	<b>961,440</b>		

*Water and Sewer excluded - No change from base case*

Special Rate Variation 1

**CONSOLIDATED**

**Statement of Cash Flows (\$'000)**

**For the period 1 July 2018 to 30 June 2028**

**Cash Flows from Operating Activities**

**Receipts:**

Rates & Annual Charges

User Charges & Fees

Investment & Interest Revenue Received

Grants & Contributions

Other

**Payments:**

Employee Benefits & On-Costs

Materials & Contracts

Borrowing Costs

Other

**Net Cash provided (or used in) Operating Activities**

**Cash Flows from Investing Activities**

**Receipts:**

Sale of Infrastructure, Property, Plant & Equipment

**Payments:**

Purchase of Infrastructure, Property, Plant & Equipment

**Net Cash provided (or used in) Investing Activities**

**Cash Flows from Financing Activities**

**Receipts:**

Borrowings and advances

**Payments:**

Borrowings and advances

**Net Cash provided (or used in) Financing Activities**

**Net Increase/(Decrease) in Cash & Cash Equivalents**

plus: Cash & Cash Equivalents - beginning of year

**Cash & Cash Equivalents - end of the year**

Operating Plan	Long Term Financial Plan									
	Delivery Program									
	Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
	30,680	30,741	32,384	34,246	35,672	37,547	38,639	39,615	40,674	41,797
	14,293	14,170	14,723	15,267	15,540	16,031	16,611	17,094	17,620	18,296
	2,012	1,532	1,391	1,308	1,298	1,423	1,497	1,512	1,508	1,485
	24,683	26,936	27,839	25,650	25,945	25,877	25,224	24,540	23,910	22,260
	1,527	1,537	1,572	1,611	1,652	1,699	1,756	1,807	1,862	1,918
	(30,556)	(29,616)	(30,348)	(31,098)	(31,867)	(32,616)	(33,422)	(34,249)	(35,095)	(35,963)
	(16,658)	(17,037)	(17,048)	(17,520)	(17,903)	(18,368)	(18,897)	(19,442)	(20,003)	(20,584)
	(298)	(277)	(324)	(358)	(449)	(523)	(546)	(583)	(569)	(617)
	(8,374)	(8,590)	(8,795)	(9,008)	(9,224)	(9,489)	(9,765)	(10,047)	(10,338)	(10,638)
	17,309	19,396	21,394	20,098	20,664	21,581	21,097	20,247	19,569	17,954
	836	1,075	934	1,211	869	1,222	756	984	760	687
	(40,002)	(24,661)	(26,127)	(20,688)	(23,039)	(20,756)	(20,130)	(21,270)	(20,814)	(20,595)
	(39,166)	(23,586)	(25,193)	(19,477)	(22,170)	(19,534)	(19,374)	(20,286)	(20,054)	(19,908)
	0	0	2,321	2,174	3,005	2,328	1,178	1,641	320	1,953
	(928)	(810)	(911)	(679)	(386)	(528)	(595)	(671)	(712)	(775)
	(928)	(810)	1,410	1,495	2,619	1,800	583	970	(392)	1,178
	(22,785)	(5,000)	(2,389)	2,116	1,113	3,847	2,306	931	(877)	(776)
	62,066	39,281	34,281	31,892	34,008	35,121	38,968	41,274	42,205	41,328
	39,281	34,281	31,892	34,008	35,121	38,968	41,274	42,205	41,328	40,552

Special Rate Variation 1

GENERAL FUND

Statement of Cash Flows (\$000)

For the period 1 July 2018 to 30 June 2028

Cash Flows from Operating Activities

Receipts:

Rates & Annual Charges

User Charges & Fees

Investment & Interest Revenue Received

Grants & Contributions

Other

Payments:

Employee Benefits & On-Costs

Materials & Contracts

Borrowing Costs

Other

Net Cash provided (or used in) Operating Activities

Cash Flows from Investing Activities

Receipts:

Sale of Infrastructure, Property, Plant & Equipment

Payments:

Purchase of Infrastructure, Property, Plant & Equipment

Net Cash provided (or used in) Investing Activities

Cash Flows from Financing Activities

Receipts:

Borrowings and advances

Payments:

Borrowings and advances

Net Cash provided (or used in) Financing Activities

Net Increase/(Decrease) in Cash & Cash Equivalents

plus: Cash & Cash Equivalents - beginning of year

Cash & Cash Equivalents - end of the year

Water and Sewer excluded - No change from base case

Operating Plan	Long Term Financial Plan									
	Delivery Program									
Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	
20,263	20,387	21,599	22,936	24,411	25,943	26,657	27,275	27,959	28,632	
7,873	7,933	8,108	8,303	8,519	8,760	9,051	9,312	9,598	9,883	
1,360	1,014	910	828	813	911	982	1,029	1,093	1,158	
20,267	19,311	19,513	19,760	20,050	20,348	20,754	21,082	21,460	21,829	
1,495	1,506	1,539	1,576	1,617	1,663	1,718	1,768	1,822	1,876	
(27,643)	(26,630)	(27,288)	(27,962)	(28,652)	(29,321)	(30,044)	(30,786)	(31,546)	(32,325)	
(11,241)	(11,481)	(11,377)	(11,681)	(11,919)	(12,205)	(12,549)	(12,904)	(13,268)	(13,643)	
(233)	(232)	(207)	(183)	(175)	(173)	(172)	(172)	(172)	(172)	
(6,805)	(6,982)	(7,147)	(7,319)	(7,493)	(7,708)	(7,930)	(8,158)	(8,392)	(8,634)	
5,336	4,826	5,650	6,258	7,171	8,218	8,467	8,446	8,554	8,604	
836	1,075	934	1,211	869	1,222	756	984	760	687	
(23,720)	(9,091)	(9,104)	(7,842)	(8,872)	(7,635)	(8,079)	(7,839)	(7,670)	(8,487)	
(22,884)	(8,016)	(8,170)	(6,631)	(8,003)	(6,413)	(7,323)	(6,855)	(6,910)	(7,800)	
0	0	0	0	0	0	0	0	0	0	
(412)	(344)	(366)	(276)	(26)	(23)	0	0	0	0	
(412)	(344)	(366)	(276)	(26)	(23)	0	0	0	0	
(17,960)	(3,534)	(2,886)	(649)	(858)	1,782	1,144	1,591	1,644	804	
45,623	27,663	24,129	21,243	20,594	19,736	21,518	22,662	24,253	25,897	
27,663	24,129	21,243	20,594	19,736	21,518	22,662	24,253	25,897	26,701	



Special Rate Variation 2

CONSOLIDATED

Income Statement (\$'000)

For the period 1 July 2018 to 30 June 2028

Income from Continuing Operations

Rates & Annual Charges  
User Charges & Fees  
Interest & Investment Revenue  
Other Revenues  
Grants and Contributions provided for Operating Purposes  
Grants and Contributions provided for Capital Purposes  
Net gain/(loss) from disposal of assets

Total Income From Continuing Operations

Expenses from Continuing Operations

Employee Benefits and On-Costs  
Borrowing Costs  
Materials & Contracts  
Depreciation and Amortisation  
Other Expenses

Total Expenses From Continuing Operations

Net Operating Result for the Year

Net Operating Result for the year before Grants and Contributions provided for Capital Purposes

Operating Plan	Long Term Financial Plan									
	Delivery Program									
Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	
30,173	30,896	32,433	34,065	35,797	37,718	38,701	39,711	40,749	41,813	
14,129	14,482	14,843	15,215	15,595	16,062	16,544	17,041	17,553	18,079	
1,759	1,376	1,243	1,162	1,165	1,272	1,330	1,338	1,324	1,289	
1,501	1,539	1,578	1,616	1,657	1,707	1,758	1,810	1,865	1,921	
18,671	19,370	19,631	19,898	20,171	20,507	20,853	21,208	21,574	21,952	
5,617	7,858	8,359	5,758	5,857	5,456	4,355	3,354	2,353	352	
836	1,075	934	1,211	869	1,222	756	984	760	687	
72,686	76,596	79,021	78,925	81,111	83,944	84,297	85,446	86,178	86,093	
29,077	29,796	30,532	31,286	32,061	32,854	33,667	34,501	35,355	36,231	
298	277	324	358	449	523	546	583	569	617	
16,990	17,291	17,351	17,779	18,171	18,695	19,235	19,789	20,360	20,948	
18,547	18,733	18,920	19,108	19,300	19,493	19,688	19,885	20,084	20,286	
8,385	8,586	8,793	9,004	9,220	9,485	9,760	10,042	10,334	10,633	
73,297	74,683	75,920	77,535	79,201	81,050	82,896	84,800	86,702	88,715	
(611)	1,913	3,101	1,390	1,910	2,894	1,401	646	(524)	(2,622)	
(6,228)	(5,945)	(5,258)	(4,368)	(3,947)	(2,562)	(2,954)	(2,708)	(2,877)	(2,974)	

## Special Rate Variation 2

### GENERAL FUND

#### Income Statement (\$'000)

For the period 1 July 2018 to 30 June 2028

#### Income from Continuing Operations

Rates & Annual Charges  
User Charges & Fees  
Interest & Investment Revenue  
Other Revenues  
Grants and Contributions provided for Operating Purposes  
Grants and Contributions provided for Capital Purposes  
Net gain/(loss) from disposal of assets

#### Total Income From Continuing Operations

#### Expenses from Continuing Operations

Employee Benefits and On-Costs  
Borrowing Costs  
Materials & Contracts  
Depreciation and Amortisation  
Other Expenses

#### Total Expenses From Continuing Operations

#### Net Operating Result for the Year

Net Operating Result for the year before Grants and Contributions provided for Capital Purposes

Water and Sewer excluded - No change from base case

Operating Plan	Long Term Financial Plan									
	Delivery Program									
Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
19,922	20,389	21,663	23,026	24,482	26,063	26,697	27,347	28,013	28,695	
7,741	7,934	8,132	8,336	8,544	8,800	9,064	9,336	9,616	9,905	
1,114	842	758	689	677	759	818	857	910	965	
1,469	1,506	1,544	1,582	1,622	1,671	1,721	1,772	1,825	1,880	
18,581	19,278	19,537	19,802	20,073	20,407	20,750	21,103	21,467	21,842	
1,344	35	35	35	35	35	35	35	35	35	
836	1,075	934	1,211	869	1,222	756	984	760	687	
51,007	51,059	52,603	54,681	56,302	58,957	59,841	61,434	62,626	64,009	
26,164	26,810	27,472	28,150	28,846	29,559	30,289	31,038	31,806	32,593	
233	232	207	183	175	173	172	172	172	172	
11,568	11,734	11,655	11,940	12,187	12,531	12,886	13,250	13,625	14,011	
13,193	13,326	13,459	13,593	13,729	13,867	14,005	14,145	14,287	14,430	
6,816	6,978	7,145	7,315	7,489	7,704	7,925	8,153	8,388	8,629	
57,974	59,080	59,938	61,181	62,426	63,834	65,277	66,758	68,278	69,835	
(6,967)	(8,021)	(7,335)	(6,500)	(6,124)	(4,877)	(5,436)	(5,324)	(5,652)	(5,826)	
(8,311)	(8,056)	(7,370)	(6,535)	(6,159)	(4,912)	(5,471)	(5,359)	(5,687)	(5,861)	

**CONSOLIDATED****Statement of Financial Position (\$000)****For the period 1 July 2018 to 30 June 2028**

	Operating Plan		Long Term Financial Plan									
	Delivery Program		Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash and cash equivalents	39,282	34,280	31,892	34,007	35,118	38,965	41,270	42,200	41,322	40,544		
Receivables	9,437	10,213	10,544	10,316	10,592	10,893	10,875	10,946	10,973	10,818		
Inventories	909	921	917	937	955	979	1,005	1,031	1,057	1,084		
Other	174	177	180	184	187	192	196	200	205	210		
<b>Total Current Assets</b>	<b>49,802</b>	<b>45,591</b>	<b>43,533</b>	<b>45,444</b>	<b>46,852</b>	<b>51,029</b>	<b>53,346</b>	<b>54,377</b>	<b>53,557</b>	<b>52,656</b>		
<b>Non-Current Assets</b>												
Infrastructure, property, plant and equipment	1,168,336	1,174,044	1,181,019	1,182,406	1,185,953	1,186,962	1,187,139	1,188,247	1,188,685	1,188,691		
Intangible assets	382	382	382	382	382	382	382	382	382	382		
<b>Total Non-Current Assets</b>	<b>1,168,718</b>	<b>1,174,426</b>	<b>1,181,401</b>	<b>1,182,788</b>	<b>1,186,335</b>	<b>1,187,344</b>	<b>1,187,521</b>	<b>1,188,629</b>	<b>1,189,067</b>	<b>1,189,073</b>		
<b>TOTAL ASSETS</b>	<b>1,218,520</b>	<b>1,220,017</b>	<b>1,224,934</b>	<b>1,228,232</b>	<b>1,233,187</b>	<b>1,238,373</b>	<b>1,240,867</b>	<b>1,243,006</b>	<b>1,242,624</b>	<b>1,241,729</b>		
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	7,378	7,558	7,744	7,934	8,127	8,365	8,612	8,865	9,125	9,389		
Borrowings	564	557	529	443	709	868	926	1,023	984	1,102		
Provisions	5,233	5,362	5,494	5,630	5,769	5,912	6,058	6,208	6,361	6,519		
<b>Total Current Liabilities</b>	<b>13,175</b>	<b>13,477</b>	<b>13,767</b>	<b>14,007</b>	<b>14,605</b>	<b>15,145</b>	<b>15,596</b>	<b>16,096</b>	<b>16,470</b>	<b>17,010</b>		
<b>Non-Current Liabilities</b>												
Borrowings	1,601	797	2,234	3,817	6,170	7,810	8,335	9,208	8,855	9,915		
Provisions	3,414	3,500	3,587	3,677	3,769	3,882	3,998	4,118	4,242	4,369		
<b>Total Non-Current Liabilities</b>	<b>5,015</b>	<b>4,297</b>	<b>5,821</b>	<b>7,494</b>	<b>9,939</b>	<b>11,692</b>	<b>12,333</b>	<b>13,326</b>	<b>13,097</b>	<b>14,284</b>		
<b>TOTAL LIABILITIES</b>	<b>18,190</b>	<b>17,774</b>	<b>19,588</b>	<b>21,501</b>	<b>24,544</b>	<b>26,837</b>	<b>27,929</b>	<b>29,422</b>	<b>29,567</b>	<b>31,294</b>		
<b>Net Assets</b>	<b>1,200,330</b>	<b>1,202,243</b>	<b>1,205,346</b>	<b>1,206,731</b>	<b>1,208,643</b>	<b>1,211,536</b>	<b>1,212,938</b>	<b>1,213,584</b>	<b>1,213,057</b>	<b>1,210,435</b>		
<b>EQUITY</b>												
Retained earnings	1,185,625	1,187,538	1,190,641	1,192,026	1,193,938	1,196,831	1,198,233	1,198,879	1,198,352	1,195,730		
Revaluation reserves	14,705	14,705	14,705	14,705	14,705	14,705	14,705	14,705	14,705	14,705		
<b>Total Equity</b>	<b>1,200,330</b>	<b>1,202,243</b>	<b>1,205,346</b>	<b>1,206,731</b>	<b>1,208,643</b>	<b>1,211,536</b>	<b>1,212,938</b>	<b>1,213,584</b>	<b>1,213,057</b>	<b>1,210,435</b>		

Special Rate Variation 2

**GENERAL FUND**

**Statement of Financial Position (\$'000)**

**For the period 1 July 2018 to 30 June 2028**

**ASSETS**

**Current Assets**

Cash and cash equivalents

Receivables

Inventories

Other

**Total Current Assets**

**Non-Current Assets**

Infrastructure, property, plant and equipment

Intangible assets

**Total Non-Current Assets**

**TOTAL ASSETS**

**LIABILITIES**

**Current Liabilities**

Payables

Borrowings

Provisions

**Total Current Liabilities**

**Non-Current Liabilities**

Borrowings

Provisions

**Total Non-Current Liabilities**

**TOTAL LIABILITIES**

**Net Assets**

**EQUITY**

Retained earnings

Revaluation reserves

**Total Equity**

**Water and Sewer excluded - No change from base case**

Operating Plan	Delivery Program		Long Term Financial Plan									
	Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028		
	27,662	24,126	21,240	20,590	19,731	21,513	22,657	24,248	25,891	26,695		
	5,101	5,106	5,260	5,468	5,630	5,896	5,984	6,143	6,263	6,401		
	810	821	816	836	853	877	902	928	954	981		
	174	177	180	184	187	192	196	200	205	210		
	<b>33,747</b>	<b>30,230</b>	<b>27,496</b>	<b>27,078</b>	<b>26,401</b>	<b>28,478</b>	<b>29,739</b>	<b>31,519</b>	<b>33,313</b>	<b>34,287</b>		
	972,720	968,267	963,704	957,760	952,711	946,228	940,037	933,454	926,545	920,298		
	382	382	382	382	382	382	382	382	382	382		
	<b>973,102</b>	<b>968,649</b>	<b>964,086</b>	<b>958,142</b>	<b>953,093</b>	<b>946,610</b>	<b>940,419</b>	<b>933,836</b>	<b>926,927</b>	<b>920,680</b>		
	<b>1,006,849</b>	<b>998,879</b>	<b>991,582</b>	<b>985,220</b>	<b>979,494</b>	<b>975,088</b>	<b>970,158</b>	<b>965,355</b>	<b>960,240</b>	<b>954,967</b>		
	7,183	7,363	7,547	7,736	7,929	8,167	8,412	8,664	8,924	9,192		
	387	412	216	22	23	0	0	0	0	0		
	5,233	5,362	5,494	5,630	5,769	5,912	6,058	6,208	6,361	6,519		
	<b>12,803</b>	<b>13,137</b>	<b>13,257</b>	<b>13,388</b>	<b>13,721</b>	<b>14,079</b>	<b>14,470</b>	<b>14,872</b>	<b>15,285</b>	<b>15,711</b>		
	648	279	109	28	0	0	0	0	0	0		
	3,414	3,500	3,587	3,677	3,769	3,882	3,998	4,118	4,242	4,369		
	<b>4,062</b>	<b>3,779</b>	<b>3,696</b>	<b>3,705</b>	<b>3,769</b>	<b>3,882</b>	<b>3,998</b>	<b>4,118</b>	<b>4,242</b>	<b>4,369</b>		
	<b>16,865</b>	<b>16,916</b>	<b>16,953</b>	<b>17,093</b>	<b>17,490</b>	<b>17,961</b>	<b>18,468</b>	<b>18,990</b>	<b>19,527</b>	<b>20,080</b>		
	<b>989,984</b>	<b>981,963</b>	<b>974,629</b>	<b>968,127</b>	<b>962,004</b>	<b>957,127</b>	<b>951,690</b>	<b>946,365</b>	<b>940,713</b>	<b>934,887</b>		
	989,984	981,963	974,629	968,127	962,004	957,127	951,690	946,365	940,713	934,887		
	0	0	0	0	0	0	0	0	0	0		
	<b>989,984</b>	<b>981,963</b>	<b>974,629</b>	<b>968,127</b>	<b>962,004</b>	<b>957,127</b>	<b>951,690</b>	<b>946,365</b>	<b>940,713</b>	<b>934,887</b>		



Special Rate Variation 2

**CONSOLIDATED**

**Statement of Cash Flows (\$000)**

**For the period 1 July 2018 to 30 June 2028**

**Cash Flows from Operating Activities**

**Receipts:**

Rates & Annual Charges  
User Charges & Fees  
Investment & Interest Revenue Received  
Grants & Contributions  
Other

**Payments:**

Employee Benefits & On-Costs  
Materials & Contracts  
Borrowing Costs  
Other

**Net Cash provided (or used in) Operating Activities**

**Cash Flows from Investing Activities**

**Receipts:**

Sale of Infrastructure, Property, Plant & Equipment

**Payments:**

Purchase of Infrastructure, Property, Plant & Equipment

**Net Cash provided (or used in) Investing Activities**

**Cash Flows from Financing Activities**

**Receipts:**

Borrowings and advances

**Payments:**

Borrowings and advances

**Net Cash provided (or used in) Financing Activities**

**Net Increase/(Decrease) in Cash & Cash Equivalents**

plus: Cash & Cash Equivalents - beginning of year

**Cash & Cash Equivalents - end of the year**

Operating Plan	Long Term Financial Plan									
	Delivery Program									
Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	
30,681	30,741	32,383	34,247	35,671	37,548	38,639	39,614	40,675	41,797	
14,293	14,171	14,723	15,268	15,539	16,030	16,610	17,094	17,621	18,295	
2,012	1,531	1,391	1,308	1,298	1,423	1,497	1,511	1,507	1,485	
24,682	26,936	27,840	25,650	25,943	25,876	25,223	24,540	23,910	22,261	
1,526	1,537	1,573	1,610	1,652	1,699	1,756	1,806	1,862	1,918	
(30,556)	(29,616)	(30,348)	(31,097)	(31,868)	(32,616)	(33,422)	(34,249)	(35,095)	(35,963)	
(16,659)	(17,035)	(17,050)	(17,520)	(17,903)	(18,367)	(18,898)	(19,442)	(20,002)	(20,584)	
(298)	(277)	(324)	(358)	(449)	(523)	(546)	(583)	(569)	(617)	
(8,374)	(8,589)	(8,796)	(9,008)	(9,223)	(9,490)	(9,764)	(10,046)	(10,339)	(10,638)	
17,308	19,400	21,392	20,100	20,660	21,580	21,095	20,245	19,570	17,954	
836	1,075	934	1,211	869	1,222	756	984	760	687	
(40,002)	(24,661)	(26,128)	(20,688)	(23,038)	(20,756)	(20,129)	(21,270)	(20,814)	(20,595)	
(39,166)	(23,586)	(25,194)	(19,477)	(22,169)	(19,534)	(19,373)	(20,286)	(20,054)	(19,908)	
0	0	2,321	2,174	3,005	2,328	1,178	1,641	320	1,953	
(928)	(811)	(912)	(677)	(386)	(529)	(595)	(671)	(712)	(775)	
(928)	(811)	1,409	1,497	2,619	1,799	583	970	(392)	1,178	
(22,786)	(4,997)	(2,392)	2,120	1,110	3,845	2,304	929	(876)	(776)	
62,066	39,280	34,283	31,891	34,011	35,121	38,967	41,271	42,200	41,325	
39,280	34,283	31,891	34,011	35,121	38,967	41,271	42,200	41,325	40,549	

Special Rate Variation 2

GENERAL FUND

Statement of Cash Flows (\$'000)

For the period 1 July 2018 to 30 June 2028

Cash Flows from Operating Activities

Receipts:

Rates & Annual Charges

User Charges & Fees

Investment & Interest Revenue Received

Grants & Contributions

Other

Payments:

Employee Benefits & On-Costs

Materials & Contracts

Borrowing Costs

Other

Net Cash provided (or used in) Operating Activities

Cash Flows from Investing Activities

Receipts:

Sale of Infrastructure, Property, Plant & Equipment

Payments:

Purchase of Infrastructure, Property, Plant & Equipment

Net Cash provided (or used in) Investing Activities

Cash Flows from Financing Activities

Receipts:

Borrowings and advances

Payments:

Borrowings and advances

Net Cash provided (or used in) Financing Activities

Net Increase/(Decrease) in Cash & Cash Equivalents

plus: Cash & Cash Equivalents - beginning of year

Cash & Cash Equivalents - end of the year

Water and Sewer excluded - No change from base case

Operating Plan	Long Term Financial Plan									
	Delivery Program									
	Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
	20,263	20,387	21,598	22,936	24,410	25,943	26,657	27,275	27,959	28,632
	7,874	7,933	8,108	8,304	8,519	8,759	9,051	9,311	9,597	9,883
	1,360	1,014	910	827	813	911	982	1,029	1,092	1,158
	20,267	19,311	19,514	19,760	20,049	20,348	20,754	21,082	21,460	21,829
	1,494	1,506	1,539	1,576	1,617	1,663	1,718	1,767	1,821	1,876
	(27,643)	(26,630)	(27,288)	(27,961)	(28,653)	(29,321)	(30,044)	(30,786)	(31,546)	(32,325)
	(11,242)	(11,479)	(11,379)	(11,681)	(11,919)	(12,204)	(12,550)	(12,904)	(13,267)	(13,643)
	(233)	(232)	(207)	(183)	(175)	(173)	(172)	(172)	(172)	(172)
	(6,805)	(6,981)	(7,148)	(7,319)	(7,492)	(7,709)	(7,929)	(8,157)	(8,393)	(8,634)
	5,335	4,829	5,647	6,259	7,170	8,217	8,468	8,446	8,552	8,605
	836	1,075	934	1,211	869	1,222	756	984	760	687
	(23,720)	(9,091)	(9,104)	(7,842)	(8,872)	(7,635)	(8,079)	(7,839)	(7,670)	(8,487)
	(22,884)	(8,016)	(8,170)	(6,631)	(8,003)	(6,413)	(7,323)	(6,855)	(6,910)	(7,800)
	0	0	0	0	0	0	0	0	0	0
	(413)	(344)	(366)	(275)	(27)	(23)	0	0	0	0
	(413)	(344)	(366)	(275)	(27)	(23)	0	0	0	0
	(17,962)	(3,531)	(2,889)	(647)	(860)	1,781	1,145	1,591	1,642	805
	45,623	27,660	24,129	21,240	20,593	19,733	21,514	22,659	24,250	25,892
	27,660	24,129	21,240	20,593	19,733	21,514	22,659	24,250	25,892	26,697

# Asset Management Strategy



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Strategic Objectives .....	41	Asset Management Planning.....	51
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# Asset Management Strategy



## 1. Introduction

Asset management describes the process by which Council manages physical assets to meet the current and future levels of service for our community. The NSW Integrated Planning & Reporting Framework requires all Councils to adopt an Asset Management Strategy that is supported by an Asset Management Policy and Asset Management Plans.

The International Infrastructure Management Manual defines asset management as “the combination of management, financial, economic, engineering, and other practices applied to physical assets with the objective of providing the required level of service in the most cost-effective manner”.

In implementing its Asset Management Strategy, Council must ensure that strong consideration is given to appropriate funding of ongoing operational and maintenance costs whenever new capital projects are being evaluated, especially while there is a demonstrated backlog of assets in poor and very poor condition due to lack of funding.

This Asset Management Strategy, is based on the best current available information. The strategy will be reviewed and updated once the infrastructure assets owned by the three previous Councils are consolidated into a single asset register.

The Asset Management Strategy provides an overview of the:

- Current status of asset management
- Desired status and,
- Strategies to achieve the desired status

The actions arising out of this Asset Management Strategy are:

- Selection and implementation of a suitable business system for Council that effectively integrates the finance, assets, mapping and customer request management functions
- Creation of a robust and accurate asset register that serves as a ‘single source of truth’ for decision making
- Progress the maturity of asset management planning from ‘core’ to ‘advanced’ level
- Identify critical assets in each category and develop plans to manage the associated risk
- Improve the quality of asset condition data
- Develop formal asset acquisition criteria to ensure that the source of funding for ongoing operations and maintenance is clearly identified
- Review and refine levels of service to match community expectations, within constraints of available funding
- Review useful lives of assets to ensure documented useful lives are realistic



# Asset Management Strategy



## 2. Asset Management Policy

Council's adopted Asset Management Policy (in September 2016) establishes guidelines for the implementation a consistent asset management processes throughout Council. The Asset Management Policy is attached as an appendix to this document.

## 4. Asset Condition Summary

The overall condition of Council's assets are summarised in the table below:

Asset Condition Summary*					
	Excellent	Good	Average	Poor	Very Poor
By replacement value	\$659,573,000	\$270,951,000	\$407,201,000	\$174,957,000	\$35,611,000
By percentage	42.6%	17.5%	26.3%	11.3%	2.3%

\* This summary is based on current best available data as at April 2018. Asset condition data is of variable quality, and will be improved as Council continues to evaluate asset condition. The figures above are broken down into more detail in Section 9 of this document.

## 3. Strategic Goals

Council's asset management strategic goals are:

- Over the long term, to move overall asset condition to "average" or above
- To meet community expectations and reduce risk

# Asset Management Strategy



## 5. Strategic Objectives

Strategic objectives are grouped into Community Objectives (which describe the desired outcome from the point of view of the community) and Technical Objectives (which describe the desired outcomes from the point of view of Council's Technical staff)

### 5.1 Community Objectives

- 1 Council assets provide the services expected by the community, to the extent possible with available funding
- 2 Capital projects are carefully evaluated to ensure future generations are not unduly burdened with the cost of maintaining these assets
- 3 Assets are well managed, to ensure that the community gets value for money

### 5.2 Technical Objectives



- 4 Levels of Service provided align with objectives of Community Strategic Plan and community expectations
- 5 Asset Management Plans cover all Council assets and identify critical assets in each category

- 6 Appropriate management of assets in conditions 4 (poor) and 5 (very poor)
- 7 Asset Management Plans progress from the core approach to the advanced approach, following guidelines of the International Infrastructure Management Manual
- 8 Critical assets are managed with appropriate risk management strategies
- 9 Quality of Asset Condition data is improved
- 10 Asset registers are reviewed and verified on an ongoing basis to ensure accuracy and completeness
- 11 Asset useful lives are reviewed for appropriateness
- 12 Asset acquisition is done with awareness of lifecycle cost
- 13 Assets are owned and maintained only as long as they are required to provide a service to the community
- 14 Asset and Financial systems are seamlessly integrated to provide accurate and timely exchange of information between the systems

# Asset Management Strategy

## 5.3 How the Asset Management Strategy relates to Snowy Monaro 2040 Community Strategic Plan

The table below shows how the key themes and strategies in the Community Strategic Plan link to the Asset Management Plans for each asset category.

	<b>ENVIRONMENT</b>
<b>Community Strategies</b> <ul style="list-style-type: none"> <li>• Our natural environment is protected and sustainable</li> <li>• Our built infrastructure is attractive and fit for purpose</li> <li>• Our community is connected through efficient transportation networks, technology and communication services</li> </ul>	<b>Outcome Statement</b> <i><b>Our iconic environment and heritage is preserved and enhanced for future generations whilst balancing the needs for regional development and growth</b></i>
	<b>LEADERSHIP</b>
<b>Community Strategies</b> <ul style="list-style-type: none"> <li>• Our council is strategic in its planning, decision making and resource allocation</li> <li>• Our council delivers best value to the community</li> <li>• Our community is informed and engaged in decision making</li> </ul>	<b>Outcome Statement</b> <i><b>We have contemporary civic leadership and governance that fosters trust and efficiency</b></i>



# Asset Management Strategy

## 6. Asset Management Plans

Council's Asset Management Plans use the IPWEA NAMS PLUS format. Asset Management Plans have been prepared for the following asset categories:

- Water
- Wastewater
- Transport
- Fleet and Plant
- Buildings
- Parks and Recreation

Asset Management Plans define service levels and projected renewals for each asset class. These plans are intended to be living documents that evolve and improve with updated information on the state of our assets and as priorities change.

## 7. Finance

Please see the Long Term Financial Plan for information on expenditure on assets.

## 8. Review

The Asset Management Strategy is reviewed annually to provide input into Council's Operational Plan. A major review is undertaken every four years to provide input into the Delivery Program.

## 9. Asset Condition Status

Table 1 below shows the percentage of assets at the different condition levels for each category of assets.

**Table 1 – Summary of Asset Condition**

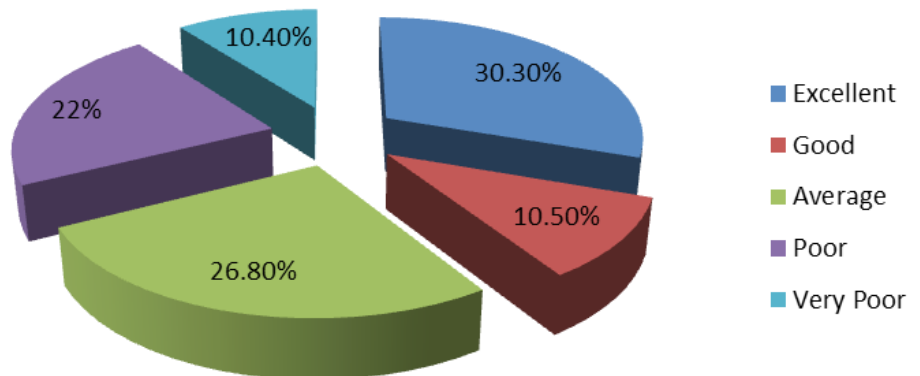
Asset Category	Estimated percentage (by replacement value) of Asset Stock at each condition level*				
	Excellent	Good	Average	Poor	Very Poor
Buildings	30.3%	10.5%	26.8%	22%	10.4%
Other Structures	28.2%	23.1%	38.2%	7.0%	3.5%
Sealed Roads	15.7%	30.8%	43.5%	10%	0%
Unsealed Roads	15.5%	15.4%	46.8%	19.5%	2.8%
Bridges	12.0%	32.3%	43.9%	4.3%	7.5%
Footpaths	14.1%	24.3%	19.5%	41.5%	0.6%
Other Road Assets	9.5%	47.7%	36.2%	6.2%	0.4%
Bulk Earthworks	98.2%	0.4%	1.4%	0%	0%
Water Supply Network	11.9%	17.5%	38.1%	31.9%	0.6%
Sewerage Network	13.3%	33.9%	32.0%	14.0%	6.8%
Stormwater Drainage	6.6%	61.2%	8.6%	17.2%	6.4%
Swimming Pools	12.8%	3.7%	79.1%	3.4%	1.0%
Other Recreation Assets	4.4%	27.5%	46.4%	19.4%	2.3%

*\*Condition data has been arrived at through a variety of means, including recent direct inspection, previous inspection, inspection of representative samples, and interpolation from asset age. Data quality will be improved in future revisions of this document when adequate resources can be allocated for condition data collection.*

# Asset Management Strategy

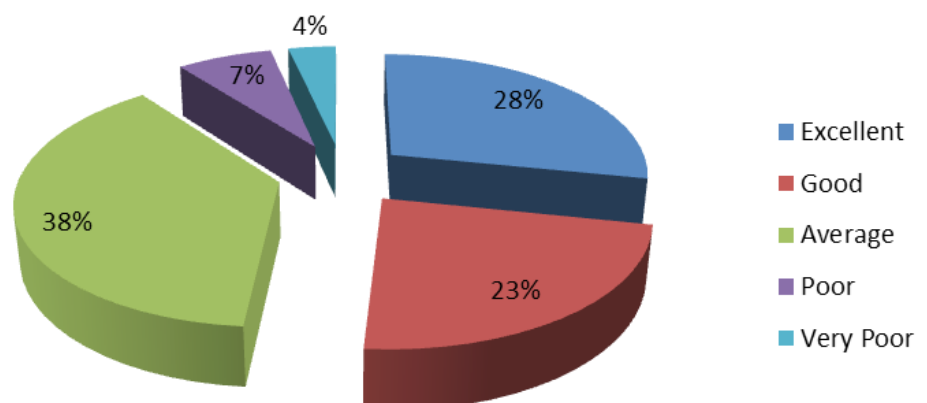
The asset condition summarised in the above table can be seen in graphical form, broken down by percentage and replacement value, in the charts below:

## Condition of Buildings



	Excellent	Good	Average	Poor	Very Poor
By replacement value (\$000)	\$ 26,199	\$ 9,079	\$ 23,173	\$ 19,022	\$ 8,992
By percentage	30.30%	10.50%	26.80%	22%	10.40%

## Condition of Other Structures

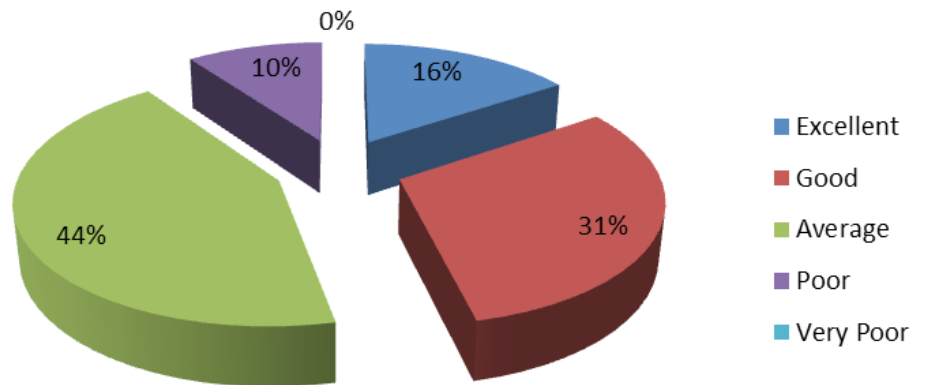


	Excellent	Good	Average	Poor	Very Poor
By replacement value (\$000)	\$ 4,097	\$ 3,356	\$ 5,550	\$ 1,017	\$ 508
By percentage	28%	23%	38%	7%	4%



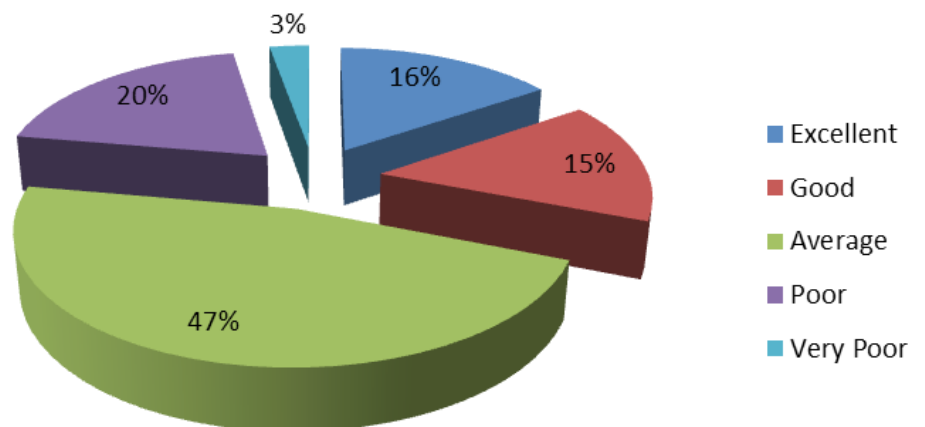
# Asset Management Strategy

## Condition of Sealed Roads



	Excellent	Good	Average	Poor	Very Poor
By replacement value (\$000)	\$ 31,443	\$ 61,684	\$ 87,118	\$ 20,027	\$ -
By percentage	16%	31%	44%	10%	0%

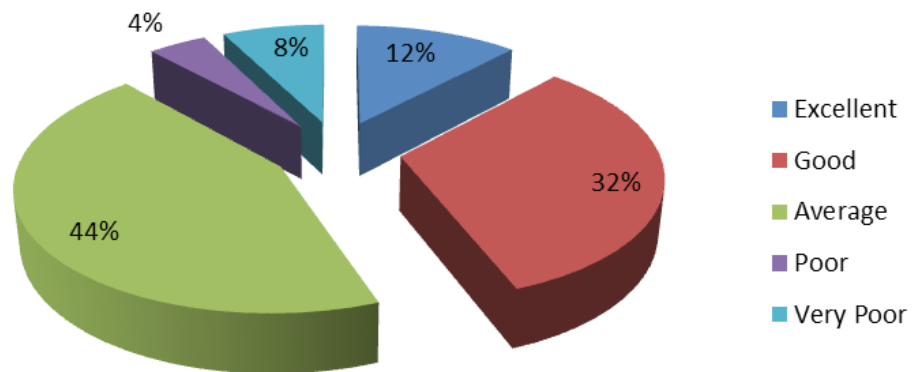
## Condition of Unsealed Roads



	Excellent	Good	Average	Poor	Very Poor
By replacement value (\$000)	\$ 24,871	\$ 24,711	\$ 75,095	\$ 31,290	\$ 4,493
By percentage	16%	15%	47%	20%	3%

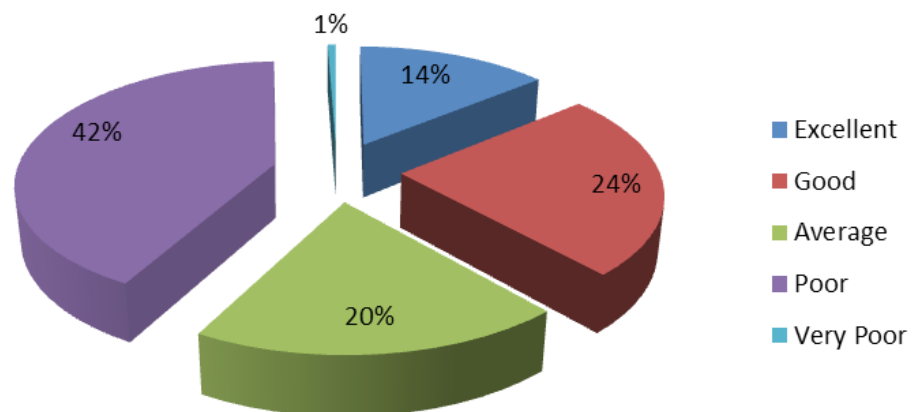
# Asset Management Strategy

## Condition of Bridges



	Excellent	Good	Average	Poor	Very Poor
By replacement value (\$000)	\$ 13,578	\$ 36,549	\$ 49,675	\$ 4,866	\$ 8,487
By percentage	12%	32%	44%	4%	8%

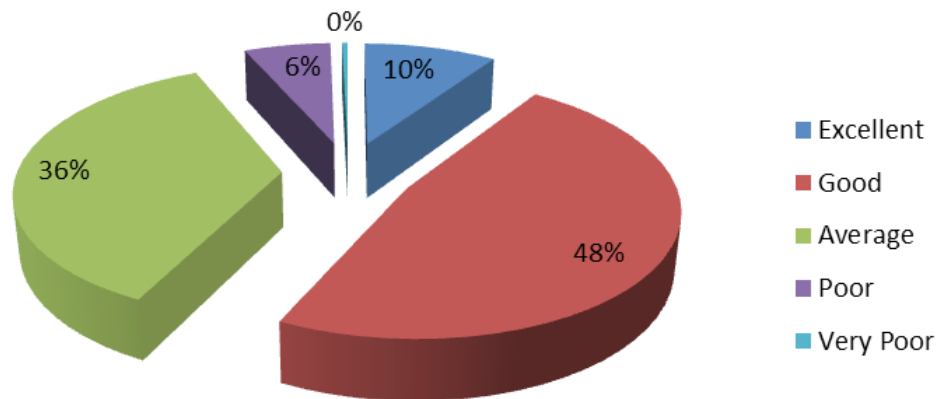
## Condition of Footpaths



	Excellent	Good	Average	Poor	Very Poor
By replacement value (\$000)	\$ 2,346	\$ 4,043	\$ 3,244	\$ 6,904	\$ 100
By percentage	14%	24%	20%	42%	1%

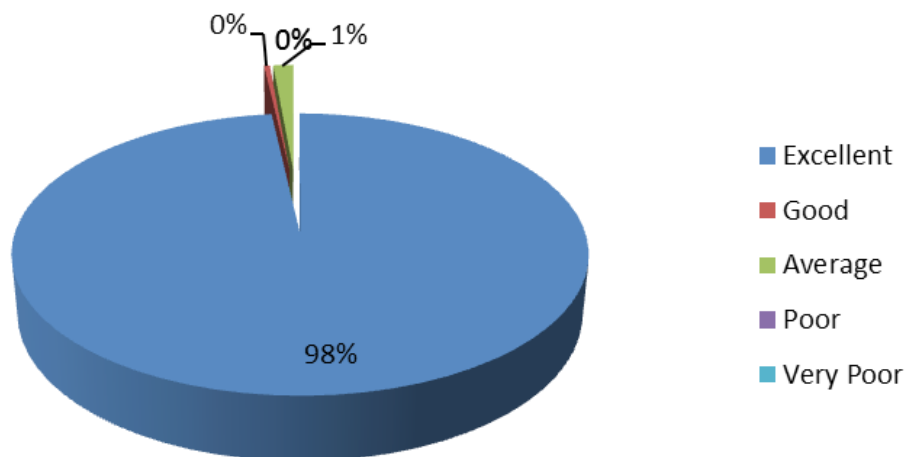
# Asset Management Strategy

## Condition of Other Road Assets



	Excellent	Good	Average	Poor	Very Poor
By replacement value (\$000)	\$ 5,509	\$ 27,662	\$ 20,993	\$ 3,595	\$ 232
By percentage	10%	48%	36%	6%	0%

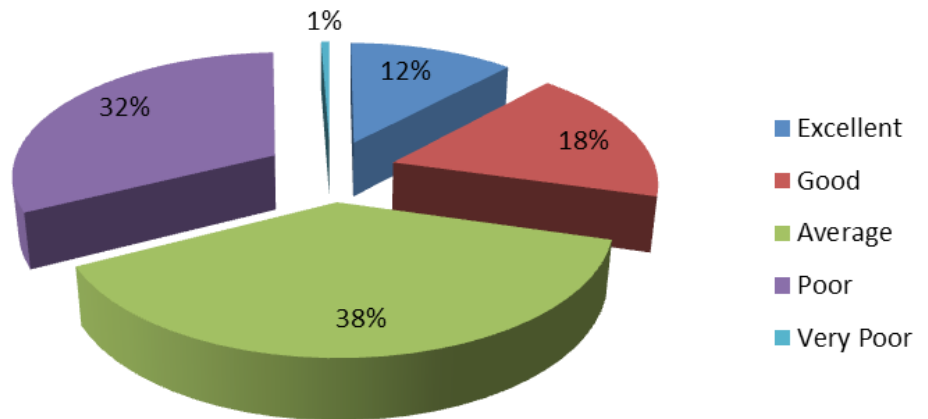
## Condition of Bulk Earthworks



	Excellent	Good	Average	Poor	Very Poor
By replacement value (\$000)	\$ 506,321	\$ 2,062	\$ 7,218	\$ -	\$ -
By percentage	98%	0%	1%	0%	0%

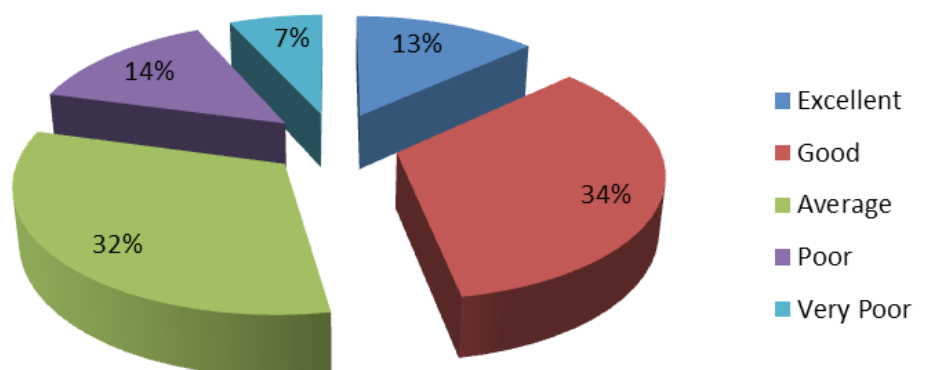
# Asset Management Strategy

## Condition of Water Supply Network



	Excellent	Good	Average	Poor	Very Poor
By replacement value (\$000)	\$ 23,350	\$ 34,339	\$ 74,761	\$ 62,595	\$ 1,177
By percentage	12%	18%	38%	32%	1%

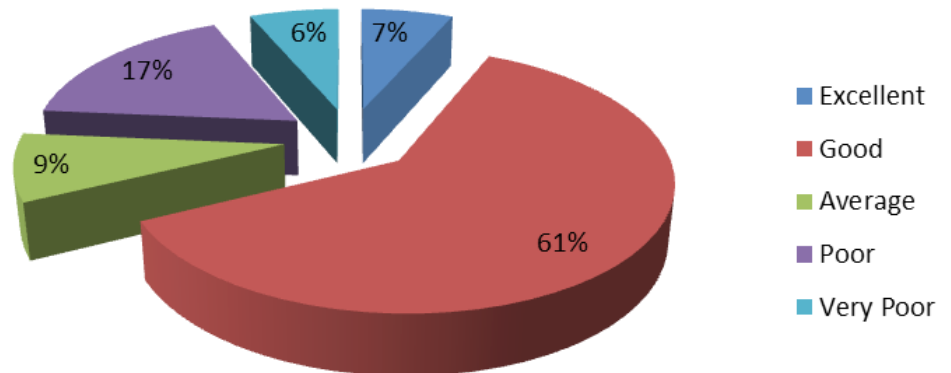
## Condition of Sewerage Network



	Excellent	Good	Average	Poor	Very Poor
By replacement value (\$000)	\$ 18,212	\$ 46,420	\$ 43,819	\$ 19,171	\$ 9,311
By percentage	13%	34%	32%	14%	7%

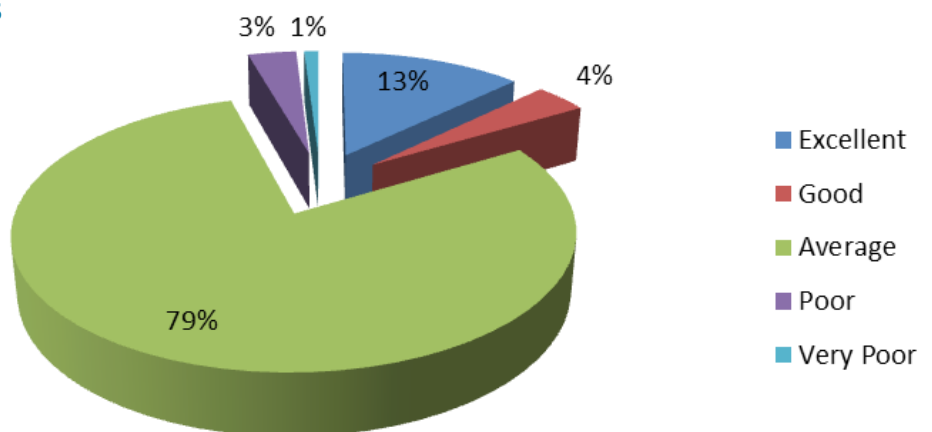
# Asset Management Strategy

## Condition of Storm Water Drainage



	Excellent	Good	Average	Poor	Very Poor
By replacement value (\$000)	\$ 2,072	\$ 19,210	\$ 2,699	\$ 5,399	\$ 2,009
By percentage	7%	61%	9%	17%	6%

## Condition of Swimming Pools

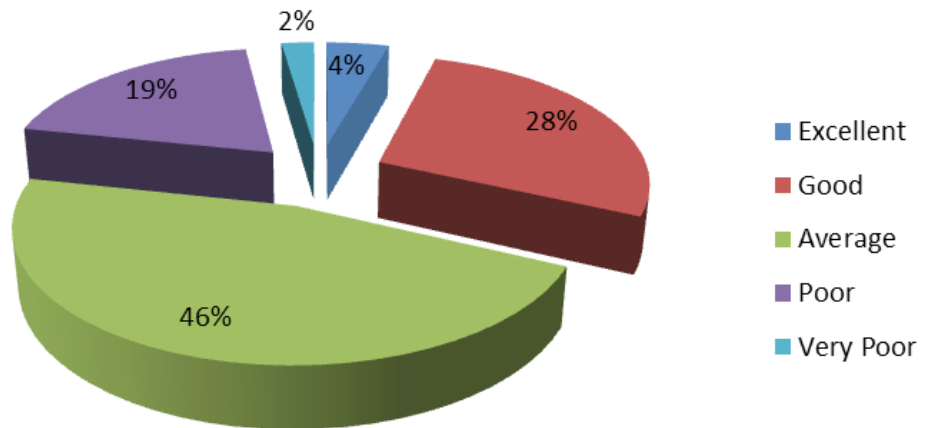


	Excellent	Good	Average	Poor	Very Poor
By replacement value (\$000)	\$ 1,746	\$ 505	\$ 10,792	\$ 464	\$ 136
By percentage	13%	4%	79%	3%	1%



# Asset Management Strategy

## Condition of Other Recreational Assets



	Excellent	Good	Average	Poor	Very Poor
By replacement value (\$000)	\$ 220	\$ 1,374	\$ 2,319	\$ 969	\$ 115
By percentage	4%	28%	46%	19%	2%



# Asset Management Strategy

## 10. Critical Assets

Critical assets where known are identified in the individual Asset Management Plans. This information will improve in future revisions of asset documents.

## 11. Asset Management Planning

The current and desired status of Council's Asset Management Planning is summarised in Table 2 following.

**Table 2 – Current Status of Asset Management Planning**

Focus Area	Current Status	Desired Status	Required Actions	Indicator of Achievement	Target Date
1. System Integration	Asset data currently resides in three separate systems	Single business system in place with effective integration between assets, financial, GIS and CRM modules	Successful selection and implementation of a suitable system	Asset and financial information does not need to be manually reconciled at the end of the financial year	Dec 2019
2. Asset Register	Three separate asset registers of unknown accuracy and currency	Accurate asset register that serves as a 'single source of truth'	Existing asset registers combined into a single register and audited for accuracy, completeness and currency	Asset register provides consistent and accurate data when interrogated	June 2019
3. Maturity of Asset Management Plans	Plans are all at 'core' level, prepared using a top-down approach, with focus at a 'network' level	Plans at an 'advanced' level, prepared on a bottom-up basis, with focus on individual assets	Draw up improvement program to upgrade Asset Management Plans to advanced level	All Asset Management Plans are at an advanced level	Dec 2020
4. Identification of Critical Assets	Critical assets for water and wastewater identified and risk management strategies documented	Critical assets identified for all asset classes and appropriate risk management strategies formulated	Identify critical assets in each asset class and develop risk management plans to manage these critical assets	All asset plans identify critical assets and indicate risk management strategies to manage these critical assets	Dec 2020

# Asset Management Strategy

Focus Area	Current Status	Desired Status	Required Actions	Indicator of Achievement	Target Date
5. Asset Condition Data	Variable quality and adequacy of asset condition data, based on: <ul style="list-style-type: none"> <li>• recent inspection</li> <li>• past inspection</li> <li>• inspection of representative sample</li> <li>• interpolation from asset age and useful life</li> </ul>	Up-to-date asset condition data based on appropriately scheduled condition inspections	Determine required levels of inspection for each asset class  Develop inspection regime  Allocate sufficient resources to perform required inspections	All asset condition data is based on outcome of asset condition inspections carried out at specified frequency	June 2022
6. Asset Acquisition Criteria	Focus is mainly on capital cost of acquiring asset, although lifecycle aspects are beginning to be looked at	Use of lifecycle cost calculations in assessing any planned acquisition of assets	Develop suitable templates which ensure all anticipated costs during asset lifecycle are factored into the calculation, and that a conscious decision is made on how the cost of providing the service will be funded	No new assets are acquired without a formal assessment of lifecycle cost and identification of source of funding for ongoing operation	Dec 2019

# Asset Management Strategy

Focus Area	Current Status	Desired Status	Required Actions	Indicator of Achievement	Target Date
7. Levels of Service	Asset Management Plans document existing levels of service, with only limited inputs from community	Levels of service aligned with community expectations as articulated in the Community Strategic Plan	For each asset category, develop the linkage between given levels of service, and the cost of delivering this level of service. Establish dialogue with community to determine what level of service the community is willing to accept within available funding	All levels of service have been determined in consultation with the community, and can be delivered with the available funds	Dec 2020
8. Service Centric Provision of Assets	Main focus is on maintenance of existing asset stock. Some initiatives to rationalise asset portfolio to better meet service needs of community	Recognition that assets only exist to provide a required service to the community, and that if the need no longer exists, then the asset is no longer necessary	Asset portfolio reviewed at regular intervals to identify assets that are no longer required to provide a service to the community	Ongoing process	Ongoing process
9. Useful Lives of Assets	Useful lives of assets based on a combination of historical information and industry standard data	Documented asset useful lives that accurately reflect experience on the ground, in specific conditions within the Region	Systematic and planned review of useful lives in consultation with staff with best knowledge of asset performance in local conditions	All useful lives documented in the Asset Management System match with the situation on the ground	Dec 2022

# Asset Management Policy

## ASSET MANAGEMENT POLICY

<b>Title of Policy</b>	<b>Policy 210 – Asset Management</b>		
<b>Responsible Department</b>	All Council Services	<b>Document Register ID</b>	250.2016.210.1
<b>Policy Owner</b>	Assets Manager	<b>Review Date</b>	October 2019
<b>Date of Council Meeting</b>	28/09/2016	<b>Resolution Number</b>	159/16
<b>Legislation, Australian Standards, Code of Practice</b>	Local Government Act 1993 Regulations under the Act		
<b>Aim</b>	To set guidelines for implementing consistent asset management processes throughout Snowy Monaro Regional Council		

### 1. Objective:

To ensure adequate provision is made for the long term replacement and maintenance of major assets by:

- Ensuring that Council's services and infrastructure are provided in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment
- Safeguarding Council assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets
- Creating an environment where all Council employees take an integral part in overall management of Council assets by creating and sustaining asset management awareness throughout the Council
- Meeting legislative requirements for asset management
- Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated
- Demonstrating transparent and responsible asset management processes that align with demonstrated best practice

### 2. Policy:

- Council is committed to implementing a systematic asset management methodology in order to apply appropriate asset management best practices across all areas of Council. This includes ensuring that assets are planned, created, operated, maintained, renewed and disposed of in accordance with Council's priorities for service delivery
- Asset management practices impact directly on the core business of Council and appropriate asset management is required to achieve our strategic service delivery objectives
- Asset management relates directly to the Community Strategic Plan and its goals and strategies
- A strategic approach to asset management will ensure that Council delivers the highest appropriate level of service through its assets. This will provide positive impact on:
  - Members of the public and staff
  - Council's financial position
  - The ability of Council to deliver the expected level of service and infrastructure
  - The political environment in which Council operates, and
  - The legal liabilities of Council



# Asset Management Policy

## 3. Principles:

- A consistent Asset Management Strategy must exist for implementing systematic asset management and appropriate asset management best-practice throughout all services of Council
- All relevant legislative requirements together with political, social and economic environments are to be taken into account in asset management
- Asset management principles will be integrated within existing planning and operational processes
- An inspection regime will be used as part of asset management to ensure agreed service levels are maintained and to identify asset renewal priorities
- Asset renewals required to meet agreed service levels and identified in Infrastructure and Asset Management Plans will be fully funded in the annual budget estimates
- Service levels agreed through the budget process and defined in Infrastructure and Asset Management Plans will be fully funded in the annual budget estimates
- Asset renewal plans will be prioritised and implemented progressively based on agreed service levels and the effectiveness of the current assets to provide that level of service
- Systematic and cyclic reviews will be applied to all asset classes and are to ensure that the assets are managed, valued and depreciated in accordance with appropriate best practice and applicable Australian Standards. Asset valuations will be performed as detailed in the Asset Valuation Procedure

- All asset acquisitions and disposals will be performed in accordance with the Asset Acquisition, Modification and Disposal Procedure. Developer built assets will be brought into the system as detailed in the Developer Built Assets Procedure
- Future lifecycle costs will be reported and considered in all decisions relating to new services and assets and upgrading of existing services and assets
- Future service levels will be determined in consultation with the community

## 4. Responsibility:

Councillors are responsible for adopting the policy and ensuring that sufficient resources are applied to manage the assets.

The General Manager has overall responsibility for developing an Asset Management Strategy, plans and procedures and reporting the status and effectiveness of asset management within Council.

## 5. Review Date:

This policy has a life of 4 years.

Documentation	
250.2016.#.1	Asset Valuation Procedure
250.2016.#.1	Asset Acquisition, Modification and Disposal Procedure
250.2016.#.1	Developer Built Assets Procedure

## Variation

Council reserves the right to review, vary or revoke this policy and should be reviewed periodically to ensure it is relevant and appropriate.

# Workforce Management Strategy



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# Workforce Management Strategy



## 1. Message from the General Manager and Mayor

We are pleased to present Council's Workforce Management Strategy.

Council's Integrated Planning and Reporting Framework, of which workforce management forms a part, establishes a roadmap to deliver our services to the community and to improve Council's long term community planning and asset management as well as streamline the reporting process to the community.

Integration of the Community Strategic Plan, Delivery Program and Operational Plan, along with Council's Resourcing Strategy (Long Term Financial Plan, Workforce Management Strategy, Asset Management Plan & Information and Communications Technology Strategy) is essential for meaningful planning. Sound planning assists Council to provide ratepayers with the best level of service we can.

It is an exciting time for the Snowy Monaro region with the prospect of major infrastructure projects such as the new Snowy Hydro expansion and Council projects. This Strategy will assist Council to meet the challenges and opportunities presented to us and embrace these changes for the benefit of our community.

Council is committed to delivering a program of work that aligns to the Community Strategic Plan. However to deliver Council's work program each year as detailed in the Annual Operational Plan we need the most appropriate resources. One of our most valued resources is the committed and skilled employees who work for Council.

This Workforce Management Strategy will assist Council to plan that we have the right people, at the right time, with the right skills, doing the right jobs.

To ensure Council is an organisation that strives for excellence and where people want to work, requires a commitment across all levels of management. This Strategy is a living document to guide our decision making. We will be reviewing the Strategy on a regular basis to ensure that it adapts to the changing environment and to any feedback we may receive from our employees and the community.

This plan derives its inspiration from our corporate Vision and Values.

John Rooney  
Mayor

Joseph Vescio  
General Manager

# Workforce Management Strategy

## 2. Introduction

The Workforce Management Strategy (WMS) contributes to the important task of the talent management of its employees. This means having the right number of people with the right skills and experience in the right job at the right time to meet the operational requirements from year to year.

The strategy ensures Council has the people best able to inform its strategic direction, develop innovative approaches to complex issues and develop and maintain partnerships. This will assist Council to deliver appropriate services and engage productively with the local community and report back on achievements.

By adopting a strategic approach to workforce planning, a number of aims and statutory requirements will be addressed through a series of actions detailed in Section 8 of this document.

## 3. What is a Workforce Management Strategy?

At Snowy Monaro Regional Council our most important resources are our people, so it's important to regularly review our workforce against our strategic objectives to ensure we have the capacity now and in the future to deliver services and support to our community.

Workforce management planning ensures that Council has the right jobs, the right people with the right skills at the right time. It supports the achievement of goals detailed in Council's Delivery and Operational Plan which is informed by the Community Strategic Plan.

Council delivers a diverse range of services which presents a number of challenges including:

- Attracting and retaining skilled employees
- Growing community expectations of Council
- Technological advancements
- Skill shortages
- Ageing workforce issues

To meet these challenges the strategies identified in this plan will focus on the following:

- Promoting Council as an employer of choice
- Corporate Training
- Work Health and Safety
- Employee engagement
- Organisational structure
- Succession planning



# Workforce Management Strategy

## 4. Our Corporate Vision and Values

**Solutionary** – We inspire others by best practice and inventive problem resolution that delivers revolutionary changes and quality outcomes for our customers and our community

**Together** – We collaborate and work together in a harmonious and well organised way to support organisational initiatives

**Accountable** – We own and take responsibility for our decisions and actions that are evidence based and justifiable, and we do what we say

**Innovative** – We constantly seek continuous improvement and use creative thinking to look for new ways of doing things, embracing and introducing new and advanced and original ideas, products, methods and systems

**Caring** – Our service culture is based on caring, displaying kindness and concern for each other and our community and being proud of what we do and deliver

Council's Vision and Values were developed following workshops with the Executive Leadership Team, managers and employees representing all areas of our organisation.

The values are embedded in Council's recruitment and selection processes to ensure that successful candidates demonstrate an ability to adapt and commit to uphold the values during their employment. The values also provide a foundation for our performance review systems so behaviours can be monitored.



## 5. Social Justice Principles and Key Directions

The WMS establishes linkages with the Social Justice Principles and Key Themes in the Council's Community Strategic Plan.

### Social Justice Principles

**Equity** – Decision making is fair and equitable where we prioritise and allocate resources

**Access** – All people have fair access to services, resources and opportunities to meet their basic needs and improve their quality of life

**Participation** – Everyone has the maximum opportunity to genuinely participate in decisions which affect their lives

**Rights** – Everyone has equal rights and opportunities to participate in community life

### Key Themes

	<b>Community</b> Our communities are welcoming, inclusive and safe; our lifestyle needs are actively considered and planned for; and opportunities exist to enhance our health and social wellbeing
	<b>Economy</b> We are a vibrant and prosperous community providing opportunities for growth and learning
	<b>Environment</b> Our iconic natural environment and heritage is preserved and enhanced for future generations whilst balancing the needs for regional development and growth
	<b>Leadership</b> We have contemporary civic leadership and governance that fosters trust and efficiency



# Workforce Management Strategy

## 6. Profile of Our Region

The profile of our region is based on data gathered from the 2016 Census.

The population of our region is 20,218, comprising of 10,453 (51.7%) males and 9,765 (48.3%) females.

The median age is 43.1, the largest age bracket being 0 to 14 (17.1%), followed by 45 – 54 (15.1%). The population over 65 is 19.2% (compared to 16% according to 2011 census). The number of people drawing disability support pension has gone down marginally from 800 (3.9%) in 2011 to 753 (3.65%) in 2016. The percentage of people born overseas is 22.7%.

The region continues to have a strong employment profile. The number of people working in some form of employment has gone up from 9,798 in 2011 to 10,201 in 2016, with most people being employed locally in over 2,500 local businesses. The Accommodation and Food Service industry is the largest employer in the region, followed by Local Government Administration.

According to the 2016 data, the median household income per week in the region has gone up from \$967 in 2011 to \$1200. The regional economy is worth \$1.09 billion. Because the region relies heavily on tourism, it is highly susceptible to the changes in the industry and the environment. Initiatives to promote the region as a tourist destination year round are expected to grow this sector, and consequently the local economy. It is also expected that the recent introduction of daily flights to Sydney from the regional airport in Cooma will increase tourism traffic and make the region more accessible.

## 7. Our Workforce Environment

### a) External Environment

#### *Politico-Legal*

Lack of autonomy and the fact that power is conferred (and limited) by statute has shaped the political environment of local government. The Federal Government also exercises significant influence over local government through the federal-state cooperative arrangements and funding programs.

The expansion in local government's services to the community has not been matched by a commensurate increase in revenue. Main reasons for local government's financial stress are cost shifting from other levels of government to local government, growing community expectations and a constrained ability to raise revenue.

To construct and maintain public infrastructure remains one of our most resource-intensive challenges. We must not only extend the life of existing assets, but also plan and pay for new infrastructure, within our resources, that meets the needs of the community and our many visitors. Our workforce must be shaped to fit within this challenging environment.

A focus on continuous improvement will enable us to increase the productivity of our assets, be innovative, prudently adopt new technology and invest in the creativity of our people.

# Workforce Management Strategy

## Economic

Key economic indicators include:

- **CPI:** While CPI rose by 1.8% over the 12 months to the September quarter in 2017, this was marginally less than in the increase over the 12 months to the June quarter in 2017 which was at 1.9%
- **Unemployment Rate:** Unemployment rate has stayed steady in the last 5 years ending October 2017 at 5.4%.
- **Online Job Advertisements:** Online Job Advertisements increased 5% in October 2017 and have now risen for 12 consecutive months for the first time since March 2011

## Ecological

Climate change, environmental sustainability and energy efficiency will particularly affect local government.

It will result in a range of legislative requirements, policy imperatives and community expectations that impact the sector. Climate change has direct service implications on local government. Bushfires, storms, droughts and heatwaves influence councils' services to the community.

Key ecological issues, specific to the region are maintaining a unique and sensitive local environment, issues relating to land use and issues relating to the control of noxious weeds. We will need to look at renewable energy opportunities and reducing energy consumption so as to minimise our carbon footprint.

Council has established a Green Team, which is a working group of employees from across Council departments and a community representative who meet once a month to look at innovative ways in which Council can provide leadership on issues of environmental sustainability.

Council provides education, prevention, monitoring of health standards, regulation, and promotion of health and environmental awareness. It protects public health and the environment by working with the community to reduce risks associated with: vegetation and weeds, asbestos, companion animals, water quality, swimming pools, parking, camping, noise pollution, air pollution and food safety.

## Sociological

Australian Government Department of Jobs and Small Business reveals the following about the labour market:

- The long term structural shift in employment towards services industries is projected to continue over the coming five years
- Solid employment growth is projected for Accommodation and Food Services, an industry paramount in our region

2016 Census reveals the following about pattern of employment nationally:

- Percentage of part-time employees increased from 28.7% in 2011 to 30.4% in 2016
- At June 2016, the median age of the Australian population (the age at which half the population is older and half is younger) was 38 years, up from 37 years in 2011
- With an increase in 'active ageing', and growing flexibility in how we transition from paid work to retirement, many older people are participating in community activities and the workforce for longer. In 2014-15, the average age at which Australians aged 45 years and over intended to retire was 65.1 years, up from 62.3 years in 2004-05, with almost one-quarter (22.6%) not intending to retire until the age of 70 years or older.

# Workforce Management Strategy

Key sociological issues specific to the region include the need to maintain health, education, employment and support services to meet identified community needs, maintaining viability and identity of small localities and villages. The availability of expanded health, ageing and youth services were identified as being of particular importance in the future. Attracting and retaining young families in the area by ensuring suitable support services e.g. long day care, increased mobile preschool visits is considered vital to service community expectation. This is particularly important with the Snowy Hydro plans for expansion.

## Technological

Technology and information are significant factors in local government delivering more effective, customer-centric services and facilitating more flexible work practices. One of the issues facing all employers, not only local government, is the fast pace at which technology advances. It is anticipated that soft skill intensive occupations will make up almost two-thirds of the workforce in the future. Awareness of the latest capabilities and applications of technology is an ongoing challenge for councils who seek greater opportunities to share information or collaborate in decision making.

The impact of technology on workforce skills requirements is also considerable, with most employees' roles now requiring some interface with technology. Councils are requiring employees with higher level skills and qualifications in specialist IT areas and basic IT skills in all roles.

## Employment Market

The Governmental Skills Australia (GSA) Environmental Scan 2015 identified that following occupations in the Local Government sector will be in greater demand:

- Urban/Town Planners
- Environmental Health Officers
- Water Treatment/Sewerage Treatment Operators
- Surveyors
- Engineers
- Community/Customer Service Roles
- Aged Care Employees
- Accounting/Finance Roles
- Senior Management/CEO Roles

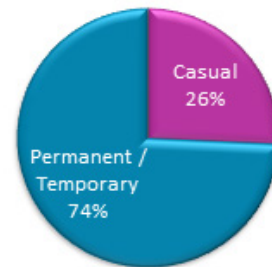


# Workforce Management Strategy

## b) Internal Environment

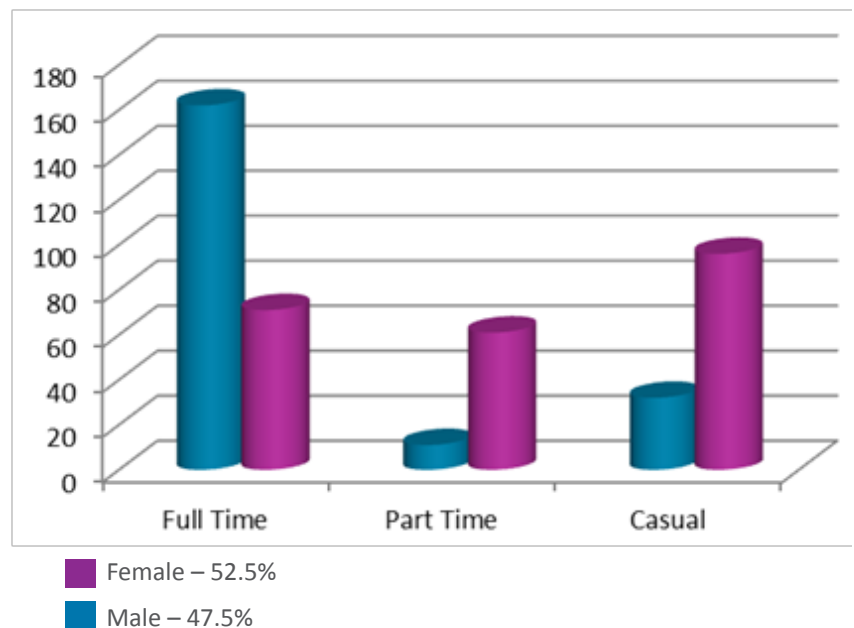
### Workforce Analysis

Snowy Monaro Regional Council is a mid-sized regional council. As at 31 March 2018, Council employed approximately 312 permanent, contract, trainee and temporary positions across a diverse range of occupations and locations. We also employ over 100 casual workers.



### Gender Profile

Council aims, wherever practicable, to provide flexible working arrangements for employees that balance organisational requirements with an employee's personal needs. The chart to the right provides the breakdown of work patterns by gender. It is evident that females make up a larger percentage of the part-time and casual pools.



### Generational Spread

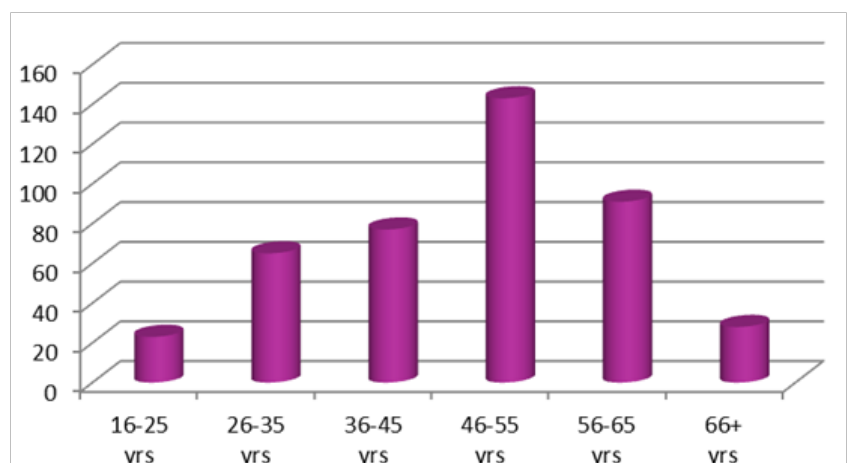
The generational spread illustrates which age group employees fit into, this is reflected in the chart to the right. This information will inform succession planning.

Long term succession planning is required immediately to address the largest demographic; the 46-55 year age group.

Our workforce generational spread indicates that we should start focusing on attracting younger employees to Council so we can develop skills internally and promote employees into vacant positions.

Professional development for the younger demographic will ensure that succession plans are addressed strategically.

This will be reflected in our recruitment strategies and our internal training and development strategies.



### Length of Service

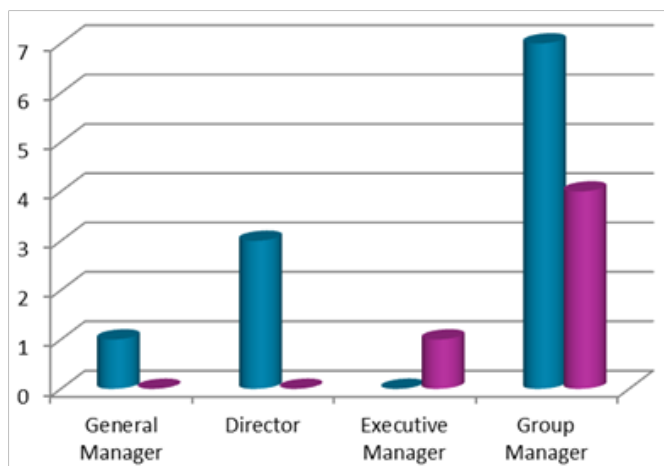
The average length of service for employees is 8 years; male employees (10 years), female employees (6 years).



# Workforce Management Strategy

## Representation of Females in Senior Management

The percentage of females in senior positions at Council is 36%. This is slightly less than percentage of females in senior management roles in the Australian Public Service 39%.



## Equal Employment Opportunity

Council is committed to the development of a culture that is supportive of employment equity and diversity principles. Council promotes management policies and practices that reflect and respect the social and cultural diversity contained within the sector and the community, and support the NSW Government goals of:

- A workplace culture displaying fair practices and behaviours; and
- Improved employment access and participation for Equal Employment Opportunity (EEO) groups



*Council is focused on becoming an employer of choice*



# Workforce Management Strategy

## 8. Strategies and Actions

### 1. Promoting Council as an Employer of Choice

SMRC faces many of the same attraction and retention challenges of most Regional NSW councils. With skills shortages present across the country, attracting employees, especially skilled employees and professionals, to regional areas is particularly difficult.

One of the main attraction points to the region is its scenic beauty and it's offering of a flexible, active lifestyle outside of work. As with many regional NSW Councils, we have the advantage of being able to provide flexible working arrangements to attract employees. As a region, we also benefit from affordable housing, with an average rental price of \$200 per week or a median house price of \$285,000.

Another challenge facing local councils in attracting and retaining good employees is its reputation. Councils are often not considered employers of choice, but rather a place of employment that provides little or no opportunity for development. There is a lack of knowledge around the broad range of careers that council can provide. This makes it difficult to attract talented employees, in particular younger employees who are looking to develop their careers.

Becoming an Employer of Choice requires a strategic approach which includes:

- Challenging and rewarding career opportunities
- Flexible working conditions
- Employees are included in decision making and understand how their work assists in achieving goals
- Attraction and retention strategies
- Ongoing training and professional development opportunities

### Actions:

1. Create an environment of opportunity through succession planning/career planning
2. Create a culture that rewards people emotionally and meets professional expectations
3. Provide competitive and flexible remuneration and benefits packaging in-line with the Local Government (State) Award
4. Develop relationships with Country Universities Centre Snowy Monaro and TAFE to attract skilled trainees, apprentices and cadets
5. Promote employee development
6. Consider family relocation in advertising packages and include key information about location employment market for spouses and schools
7. Promote a work/life balance



# Workforce Management Strategy

## 2. Corporate Training

In any organisation it is essential to have the right mix of capabilities to ensure optimum service delivery. As per the requirements of the Local Government State Award, the People and Culture team will develop an annual Corporate Training Plan. The Plan will address development needs on corporate, departmental and individual levels.

A range of methods will be used to inform the training plan which include:

- Employee and manager identifying training requirements and opportunities at the annual performance review
- Identification of critical and/or aspirational succession planning opportunities
- Monitoring the need for compliance training and scheduling training to ensure currency of required licences and/or certificates
- Identification of suitable employees when professional development opportunities arise at short notice
- Maintaining accreditation for professionals through Continuing Professional Development (CPD) training
- Requirements and commitments to Trainee, Cadet and Apprenticeship programs
- Work Health and Safety requirements

### Actions:

8. Create a blended learning culture that combines on the job learning with formal training
9. Ensure organisational training requirements and professional development opportunities are considered when determining budget allocations
10. Compile and use performance review data to identify areas of need and inform training plans

11. Update and maintain training registers to ensure the need for compliance training is monitored
12. Monitor Work Health and Safety legislation and keep up to date with training and licencing requirements

## 3. Work Health and Safety

Identified in Council's Delivery Plan is our commitment to provide a work place that ensures the health, safety and wellbeing of employees is maintained through the management of potential risks.

We believe that:

- Safety is vital in everything we do
- All safety incidents are preventable
- All workplace hazards can be managed and controlled on the basis of risk
- Everyone is responsible for work, health and safety
- Good safety values bring good business results

Our goal is to continue strengthening Council's health and safety culture by implementing a framework that will establish our duty of care to our people, create a risk free environment and help everyone understand their responsibilities in order to maintain a safe and healthy working

# Workforce Management Strategy

environment.

## Actions:

13. Develop a Work Health Safety Framework

## 4. Employee Engagement

Our most important asset is our people and in order for Council to achieve its goals we need to ensure that our employees are engaged and productive. In addition to the Vision and Values programs, Council will assess the engagement of its workforce through employee surveys. The results of the surveys will provide insight to inform plans to address specific issues and emerging trends.

## Actions:

14. Ensure a job satisfaction assessment is included in the annual performance review

15. Conduct a comprehensive bi-annual employee survey

## 5. Organisational Structure

Assessment of the organisational structure should occur on a cyclic basis to support the outcomes required of the Delivery and Operational Plan and include:

- Detailed business process mapping that provides evidence of service levels and operational delivery requirements
- Identifying strategies that will optimise the workforce mix and identification of risks and opportunities
- Regular review of position descriptions to ensure they are an accurate reflection of the responsibilities and expectations of the role

## Actions:

16. Facilitate an effective performance review

system that captures training needs and includes the review of position descriptions

## 6. Succession Planning

Succession planning will assist to mitigate the risks associated with attrition and an ageing workforce.

The criticality of any position may be determined in a number of ways:

- The position enables a function of Council that must be carried out
- The position requires a specific skill set and attributes that may be difficult to replace
- Critical corporate knowledge is held solely by an individual in a particular position
- The likelihood of losing critical skills and knowledge through attrition

This information is gathered from position descriptions and during the performance review process.

An effective tool for succession planning for the ageing workforce is the use of phased retirement plans.

## Actions:

17. Identify critical workforce positions and develop a pool of potential successors
18. Enable a culture that supports knowledge transfer and employee development
19. Implement a framework that identifies the competency requirements of critical positions, assesses potential candidates and develops required competencies through planned learning and development initiatives
20. Identify suitable employees to undertake higher duties
21. Professional development and learning opportunities provided to employees

# Workforce Management Strategy

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# Information and Communications Technology Strategy



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# Information and Communications Technology Strategy

## 1. Purpose

This document details a four year Information and Communications Technology (ICT) Strategy that supports the vision and objectives of Council. Utilising a three guiding principles approach of simply, standardise and improve the strategy places customers front of mind by leveraging innovative and effective technology solutions to:

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

### 1.1 Optimise Service Delivery

Simplify business operations and standardise technology operating platforms to drive business efficiency. This will be achieved by:

- Simplifying IT architecture and topology
- Improving productivity

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

## 2. Vision and Values

The vision for the Council's ICT Department is to become an outputs focused customer service organisation utilising technology to enhance service delivery.

Step one must result in a system that can support and grow with the transformation.

## 3. Guiding principles

ICT Strategy Guiding Principles	
Simplify	• Business Strategy and Performance driven
	• Eliminate duplication and wastage
	• Re-use as appropriate and configure not customise
	• Reduce complexity, cost and add value for money
	• Automate for efficiency and effectiveness
Standardise	• Adopt best practice and standards
	• Select relevant technologies
	• Maintain effective and agreed policies, practices and processes
	• Balanced approach – enterprise wide versus functional needs
	• Enterprise Architecture is the framework for standardisation of change
Improve	• Integrated systems where possible
	• Alignment between Business & Architectures and Service & Technology choices
	• Business enablement, collaboration and sharing
	• ICT must meet business objectives

# Information and Communications Technology Strategy

## 4. Key Success Factors

Key Success Factor	Description	Measure
Strategic Alignment	Strategic planning is critical to an effective technology governance framework. Strategy alignment allows for: <ul style="list-style-type: none"> <li>Improved decision making</li> <li>Setting of priorities</li> </ul>	All ICT Strategy elements line up with the business strategy
Governance Framework	A governance framework is required to manage expectations and ensure best practice methodology. Processes supporting governance framework include: <ul style="list-style-type: none"> <li>Management hierarchy</li> <li>Project management</li> <li>Business analysis <ul style="list-style-type: none"> <li>Business intelligence</li> <li>Key performance</li> </ul> </li> <li>Capacity planning</li> <li>Resource management</li> <li>Risk management</li> <li>Value delivery</li> </ul> Council intends to align IT business decisions with the International Standard ISO 38500, Governance of IT	The ICT governance framework integrates and aligns with Council's business directions
Transparency	<ul style="list-style-type: none"> <li>Engage business partners to determine priorities</li> <li>Communicate priorities organisation-wide</li> <li>Be transparent - avoid surprises</li> </ul>	<ul style="list-style-type: none"> <li>ICT Project Program is published</li> </ul>
Partnership	Take a partnership approach with our customers - the business: <ul style="list-style-type: none"> <li>ICT plays many roles as a key enabler to the business – strategic, operational &amp; support</li> <li>Ultimately, the success of ICT is based on the success of its customer base</li> <li>Must know all lines of business; know our customer</li> </ul>	<ul style="list-style-type: none"> <li>Operational Level Agreements with key business partners. Review on an annual basis</li> <li>ICT is integrated into corporate business cases</li> </ul>
Risk and Compliance Framework	<ul style="list-style-type: none"> <li>Compliance and risk management pressures will influence prioritisation</li> </ul>	<ul style="list-style-type: none"> <li>Integrate risk management into the decision making process</li> </ul>

# Information and Communications Technology Strategy

## 5. Information Architecture

Information architecture is the information system and application requirements of the organisation to enable the maintenance of data and the provision of information to users and other stakeholders.

The principles of Information Architecture is:

- To adopt and implement a single technology platform where feasible
- To implement high levels of systems integration, achieved through consolidation of systems and standardisation
- To maintain up-to-date versions of systems and applications by adopting a guiding principle of implementing upgrades within two versions of the latest vendor release to maintain currency
- To migrate on premise ICT infrastructure towards a cloud based architecture
- To migrate to a managed services provider subject to cost/benefit analysis and risk assessment

The strategy for core operational systems, non-core operational systems and corporate strategic systems follows in Sections 5.1, 5.2, and 5.3 respectively.

### 5.1 Applications - Core Operational Systems

The strategy for core operational systems is to adopt and implement a single technology platform.

Core Operational Systems are those applications that are delivered within the product suite of the approved enterprise strategic platform.

### 5.2 Applications - Non-Core Operational Systems

For Council's non-core applications, the Strategy is to maintain and support these throughout the four-year strategy period or until such time as a non-core operational system can be provisioned within the product suite of the approved enterprise strategic platform.

Determinations around the continuity, replacement or consolidation of a non-core applications will be made on a case-by-case basis and will involve the function or service area owners in the final decision making process.

### 5.3 Applications – Corporate Strategic Systems

Council objectives and goals may identify the need for additional corporate strategic management systems to assist in reaching or achieving those objectives and goals. These systems may include:

- Corporate Performance Management
- Enterprise Risk Management
- Portfolio, Project and Program Management
- Business Intelligence and Analytics
- Financial Planning and Budgeting
- Customer Relationship Management

The strategic solutions will need to be business driven and cost justified with appropriate funding assigned. Where a business need is identified for the requirement of additional strategic management solutions, appropriate funding will need to be assigned and the single solution, single vendor principle should be applied where feasible.

# Information and Communications Technology Strategy

## 6. Computing

### 6.1 Data Centre

The Data Centre Strategy is to be read in conjunction with the Cloud Computing section.

The strategy is to maintain high availability of ICT infrastructure located on premise. This will include security, cooling, power, redundancy, network communications and monitoring for both primary and secondary data sites with high resiliency levels.

### 6.2 Cloud Computing

The Cloud Computing Strategy is to transform existing on premise ICT infrastructure towards hosted “as-a-Service” (aaS) solutions. The current ICT production infrastructure consists of new server storage hardware with the remaining Disaster Recovery infrastructure reaching end of life in the first half of 2018.

### 6.3 Desktop Computing

The Desktop Computing Strategy focuses on continuously improving the Standard Operating Environment (SOE) which delivers a consistent, fully capable configuration providing all applications and resources required by staff.

The SOE is centrally managed and can be distributed to users allowing control over installation of approved applications and distribution to authorised persons on any operating system and device.

Software compatibility requirements will be reduced by mandating web based access to all new systems. Existing systems vendors will be strongly encouraged to implement web based applications.

The Mobility Strategy will be closely aligned to ensure portability and continuity of existing systems from desktops to mobile devices.

### 6.4 Mobility

The Mobility Strategy is to enable a consistent and efficient user experience across any device, from any location with full access to capabilities for all corporate systems and resources.

All applications and electronic forms being designed for mobile devices will be platform agnostic, feature rich, and will adapt to variable screen sizes and resolutions.

New and existing vendors will be encouraged to support Council’s mobility requirements through mobile device applications or web based application interfaces.

### 6.5 Telecommunications

The Telecommunications Strategy is to achieve the best value to the organisation by utilising the latest technologies and developing usage policies. Our telecommunications facilities will be maintained with high availability and security to ensure reliable and secure data transmissions.

To achieve an appropriate level of reliability and performance, consideration must be given to the engagement of top tier telecommunication providers.

### 6.6 Service Delivery – ITIL – IT Service Management Framework

The ICT Strategy supports the principles of world class technology standards including the IT Infrastructure Library (ITIL) service management framework.

ITIL describes processes, procedures, tasks, and checklists that can be applied when establishing alignment with the Council’s Strategy, delivering value, and maintaining a minimum level of competency.

### 6.7 User Support

The aim is to provide a high level of service support, availability and quality outcomes to users within service level agreements.

# Information and Communications Technology Strategy

## 7. Operating Model

The overarching Strategy for the Operating Model is to deliver a sustainable ICT service capability.

### 7.1 Operations Management

The Strategy monitors and controls ICT and underlying infrastructure. The Operations Management Strategy is to automate and execute the day-to-day routine tasks related to the operation of infrastructure components and applications.

Operations Management is supported by detailed and documented Standard Operating Procedures.

### 7.2 Capacity Management

The Capacity Management Strategy is to ensure that our infrastructure can deliver the agreed service level targets in a cost effective efficient manner.

Capacity Management will consider all resources including people, processes and tools required to deliver the service, and plans for short, medium and long term business requirements.

This Strategy is designed to be a first step process in the building of projects including capital and operating expenditure budgets for each financial year.

### 7.3 Incident and Request Management

Categorisation and prioritisation of requests is essential to ensure customers receive the appropriate levels of service in order that they can meet their business needs.

The aim is to establish an ITIL framework maturity level baseline to reach level 3.0 rating indicating achieving of alignment with the business needs by financial year 2020/21.

### 7.4 Problem Management

ICT will manage the lifecycle of all problems to prevent incidents from recurring and to minimise the impact of incidents that cannot be prevented.

Proactive problem management will be implemented to prevent incidents from occurring through preventative maintenance tasks and problem detection systems to improve stability and capability of services.

### 7.5 Change Management

Proactive system change management is essential to reduce the risk of incidents and service interruptions.

Any change to ICT systems that potentially impacts on users will require a Change Request that will be reviewed and assessed by ICT and, if approved, scheduled at the most appropriate date and time. All change requests will need to align with strategic direction.

### 7.6 Business Relationship Management

The Business Relationship Management Strategy is to develop closer ties with business partners, such that ICT is consulted in the first instance for business projects where there is a technology related component that needs to be delivered.

The role of ICT is to assess technology solutions, based on clear business requirements and make recommendations to the business on the most suitable solution that will fit into the enterprise architecture framework and meet the business needs.

### 7.7 Operational Level Agreements (OLA)

The purpose of Operational Level Agreements is to achieve high valued, efficient and effective partnerships with key internal business partners.

Agreements will be developed to determine service and support requirements that vary from our default service levels. The agreements will detail meeting schedules, service and support levels, escalation paths and any remediation plans.



# Information and Communications Technology Strategy

## 7.8 Service Continuity Management

Service Continuity Management defines and plans all measures and processes for unpredicted events of disaster. This includes both unplanned service interruptions and disasters. Regular testing and analysis of vulnerabilities, threats and risks will provide confirmation of appropriate protection strategies.

The ICT Risk Management Plan which incorporates Business Continuity Planning and Disaster Recovery Planning will be integrated into Council's Corporate Risk Management processes and plans.

## 7.9 Collaboration

The Collaboration Strategy is to enable employees to be more productive and effective, through collaboration tools.

New technologies will be leveraged to deliver an integrated collaboration platform that is available on any device. The Strategy includes the rationalisation of existing collaboration tools.

## 7.10 Project Management

Project management requires deliberate planning and action to create the conditions for success and put in place the strategy, leadership, goals, process, skills, systems, issue resolution, and structure to direct and exploit the dynamic nature of project work.

Working smarter on projects is an enabler to meet strategic and operational challenges. ICT will embrace the Project Management Framework which is applied to ICT related projects.

## 7.11 Performance Metrics

Performance Metrics will be developed once consolidation of platforms has been established, at which point Council will have a baseline from which benchmarking of performance can begin.

## 7.12 Budget

Budget development will be driven by business needs with input from two areas of operation.

## ICT Infrastructure

- Annual Maintenance and operation costs
- Life Cycle Management

## Business Drivers

- Cater to the needs of the business as identified in strategic and operational plans of the specific business areas.

## 8. Information Security

The Information Security Strategy is to ensure that the appropriate security standards are defined, measured, tested and achieved.

Security standards will be determined through Council's risk management process and will detail the governance, frameworks and processes required to achieve compliance.

Information Security Standards are in development and address the obligations and requirements for all Council staff. Scheduled implementation of the standards has been completed.

## 9. Vendor Management

The Vendor Management Strategy is to create long term relationships over short term gains and marginal cost savings. The relationship that council has with its vendors must be managed as a partnership rather than a user/supplier.

Rationalisation of vendors is a priority with a single solution, single vendor approach preferred over a 'Best of Breed' approach. This reduces the number of vendors and allows Council to focus on stronger vendor relationships.

Other benefits of a long term vendor relationship include trust, preferential treatment and access to expert knowledge. Leveraging off vendors will significantly enhance and improve the product or service, and may give council a competitive advantage.



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