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Resourcing Strategy

Coffs Harbour City Council

2022-2026



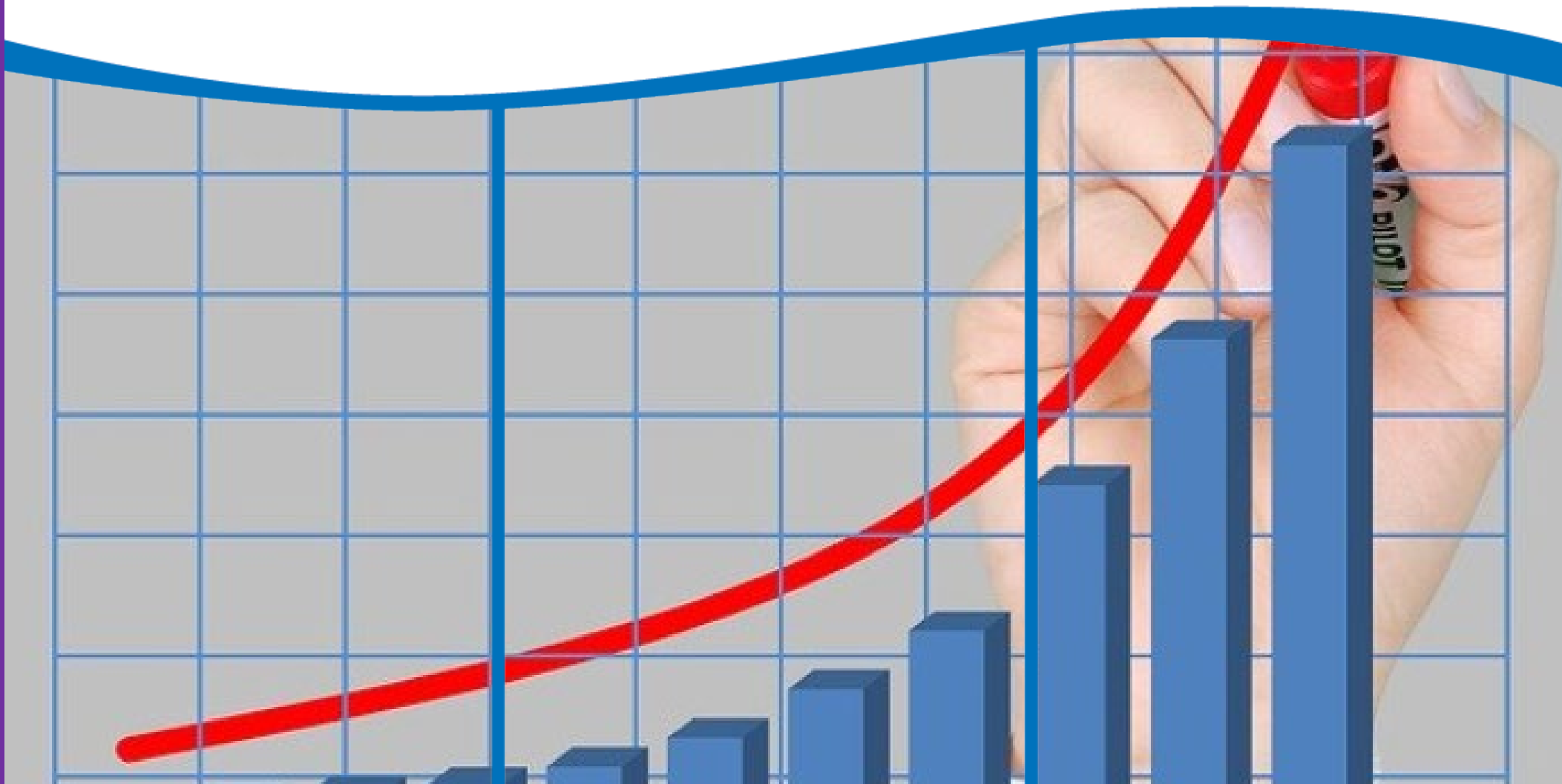
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LONG TERM FINANCIAL PLAN (2022-33)

A Part of Council's Resourcing Strategy





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INTRODUCTION

Councils are required to prepare a ten-year resourcing strategy to identify the resources it needs to implement the community strategic plan. An essential element of the resourcing strategy is that it includes provisions for long term financial planning. The Long Term Financial Plan incorporates the principles and strategies contained within Council's Workforce Strategy and Asset Management Planning. The Long Term Financial Plan is for a period of ten years.

What is a Long Term Financial Plan?

A long term financial plan can be best described as a financial decision making and problem solving tool. It is the point at which long term community aspirations are tested against financial realities. It consists of modelling expenditure and revenue projections, based on a number of market based and internal assumptions.

The Long Term Financial Plan is a necessary component of Council's resourcing strategy, it includes the financial modelling of actions and strategies contained within Council's asset management planning and workforce plan.

What is the Purpose of this Long Term Financial Plan?

The primary purpose of this Long Term Financial Plan is to facilitate effective financial decision-making which is informed by the short, medium and long term expectations of the community.

This Long Term Financial Plan seeks to answer the following questions:

- Can we survive the financial pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?

The Plan will be an effective tool in modelling the financial impacts of significant growth within the Coffs Harbour Local Government Area. It will identify the additional resources (people, time and finances) required to plan for growth whilst continuing to deliver the services and standard of service our community expects.

The Long Term Financial Plan will be updated annually in line with the statutory Delivery Program and Operational Plan adoption process. Upon adoption of a new Community Strategic Plan every 4 years, a detailed review of the Long Term Financial Plan will be undertaken to ensure it still represents the key directives and service priorities identified in the Community Strategic Plan – MyCoffs.



LONG TERM FINANCIAL SUSTAINABILITY

How do we define Long Term Financial Sustainability?

A financially sustainable Council is one that has the ability to fund ongoing service delivery and the renewal and replacement of assets without incurring excessive debt or rate increases. This definition has been translated into four key financial sustainability principles:

- Council must achieve a fully funded operating position reflecting that Council collects enough revenue to fund operational expenditure, repayment of debt and depreciation,
- Council must maintain sufficient cash reserves to ensure that it can meet its short-term working capital requirements,
- Council must have a fully funded capital program, where the source of funding is identified and secured for both capital renewal and new capital works,
- Council must maintain its asset base, by renewing ageing infrastructure and by ensuring cash reserves are set asides for those works which are yet to be identified.

Funding the life cycle of assets is a major issue for all levels of Government. The Percy Allan Report (released 2006) identified that NSW Councils had an infrastructure renewal backlog of \$6.3 billion and an annual renewal gap of \$500 million. The backlog in asset renewal is a direct result of Councils in NSW not being able to cash

fund depreciation. This means that as assets are consumed, funds are not being put aside to replace the asset at the end of its useful life.

This is not a result of poor management; Councils simply cannot afford to fund depreciation without compromising existing levels of service. This has been further exacerbated by the challenging economic conditions currently being faced by businesses community wide and the Rate Peg being set lower than the prevailing real inflation being experienced by Council's.

How is Long Term Financial Sustainability Measured?

Sustainability Benchmarks

Council's financial sustainability can be measured by numerous benchmarks and a number of years, New South Wales Local Government Sustainability Benchmarks were established which enable consistent reporting across the sector.

These indicators are used as financial health check to monitor the operational liquidity (short term focus), fiscal responsibility (elected term focus) and financial sustainability (long term/intergenerational focus) of the Council.

These ratios (detailed in the following table) are monitored by Council to ensure its long term financial sustainability.



Key Financial Indicator	Council Target
Operating Performance Ratio (Greater than or equal to break even over a three year period)	≥ 0
Own Source Revenue (Greater than 60% average over three years)	$>60\%$
Building and Infrastructure Asset Renewal (Greater than 100% average over three years)	$>100\%$
Infrastructure Backlog Ratio	$<2\%$
Asset Maintenance Ratio (Greater than 100% average over three years)	100%
Debt Service Ratio (Greater than 0% and less than or equal to 20% average over three years)	$>0\%$ and $\leq 20\%$

These benchmarks are reported by Council on an ongoing basis and provide a report card to the community on how the Council is performing against them.

Level of Service for Assets

The Long Term Financial Plan has numerous scenarios with each scenario based on an asset service level which allows for the Council to transition all funds, General, Water and Sewer, into surplus in the longer term.

Council commits to reviewing current service levels and assets to meet the Community's needs while maintaining and improving Council's financial sustainability.

The following asset-specific strategies/outcomes from the *My Coffs* Plan are impacted by the amount of Council's General Fund asset maintenance and renewal spends:

- We have facilities that support affordable options for people to be active through a wide range of sport and recreation activities.
- Active transport is encouraged through an integrated network of cycleways and footpaths that connect our key spaces.
- We enjoy safe and inclusive community spaces and activities that bring people together
- Safe design of our public realm is a key driver in all planning
- Our key places and spaces are activated to be vibrant and welcoming at all times
- The amenities at our popular destinations are enhanced
- Investment in new tourism product, and event and tourism infrastructure is encouraged
- Our public places and spaces are activated through good planning and design
- Sustainable development enhances the Jetty Foreshores as a landmark destination in Coffs Harbour
- We reflect our beautiful natural setting throughout our built environment
- Our public infrastructure is maintained for its current purpose and for future generations
- Public infrastructure continues to meet our community and business requirements

Infrastructure is planned for the long-term and without imposing an unfair burden on future generations.



LONG TERM FINANCIAL PLAN SCENARIOS

The Base Model (Scenario 1)

Council's Base Model produces financial projections (at both fund and consolidated levels) over the next ten years based on a progression towards a 'Sustainable' level of service for assets and services. The model commences with a Consolidated Net Operating Surplus which continues for all years of the model. The General Fund commences with a Net Operating Deficit in year one with a gradual improvement in the net operating result until it reaches a surplus in the 2027/28 financial year.

This model has formed the financial basis for the Delivery Program 2022/23 – 2025/26 and the Operational Plan 2022/23.

This Financial Model contains the following key assumptions:

- Annual increases in rate revenue ranging from 2.5% to 4% with an Additional Special Variation of 1.8% above the rate peg 0.7% in year 1
- An Additional Special Rate Variation is built into the model in 2026/27 for additional Flood Mitigation work with \$1.5million being forecast to be raised in that year with this indexed as per the rate peg for a period of 10 years at which time the variation would conclude.
- Revenue from annual charges increasing by 1.1% - 4.49% per annum
- Other Revenues increasing by 3% to 3.64%

- Recurrent grant funding capped at (0% - 3%) increase per annum
- Annual increases of 1.92% to 4.24% for salary expenditure
- Operational expenditure increases of between -11.6% to 5.62% per annum with the standard increase being 2%
- Recurrent capital expenditure capped at (0% - 3%) increase per annum
- A set program of capital projects over the initial 4 years with the development of a 10 year rolling program
- Existing Loan repayments (per loan repayment schedules)
- Further productivity improvements through the Continuous Improvement process
- Potential change to service levels upon further review of current service levels

The Lower Rate Peg Model (Scenario 2)

Scenario 2 produces financial projections (at both fund and consolidated levels) over the next ten years based on a progression towards a 'Sustainable' level of service for assets and services over a longer period of time. The model commences with a Consolidated Net Operating Surplus which continues for all years of the model. The General Fund commences with a Net Operating Deficit in year one with a gradual improvement in the net operating result until it reaches a surplus in the 2029/30 financial year.

This Financial Model contains the following key assumptions:

- Annual increases in rate revenue ranging from 0.7% to 4%



- Revenue from annual charges increasing by 1.1% - 4.49% per annum
- Other Revenues increasing by 3% to 3.64%
- Recurrent grant funding capped at (0% - 3%) increase per annum
- Annual increases of 1.92% to 4.24% for salary expenditure
- Operational expenditure increases of between -11.6% to 5.62% per annum with the standard increase being 2%
- Recurrent capital expenditure capped at (0% - 3%) increase per annum
- A set program of capital projects over the initial 4 years with the development of a 10 year rolling program
- Existing Loan repayments (per loan repayment schedules)
- Further productivity improvements through the Continuous Improvement process
- Potential change to service levels upon further review of current service levels

Lower Sewer Charge Model Year 1 (Scenario 3)

Scenario 3 produces financial projections (at both fund and consolidated levels) over the next ten years based on a progression towards a 'Sustainable' level of service for assets and services. The model commences with a Consolidated Net Operating Surplus which continues for all years of the model. The General Fund commences with a Net Operating Deficit in year one with a gradual improvement in the net operating result until it reaches a surplus in the 2027/28 financial year.

This Financial Model contains the following key assumptions:

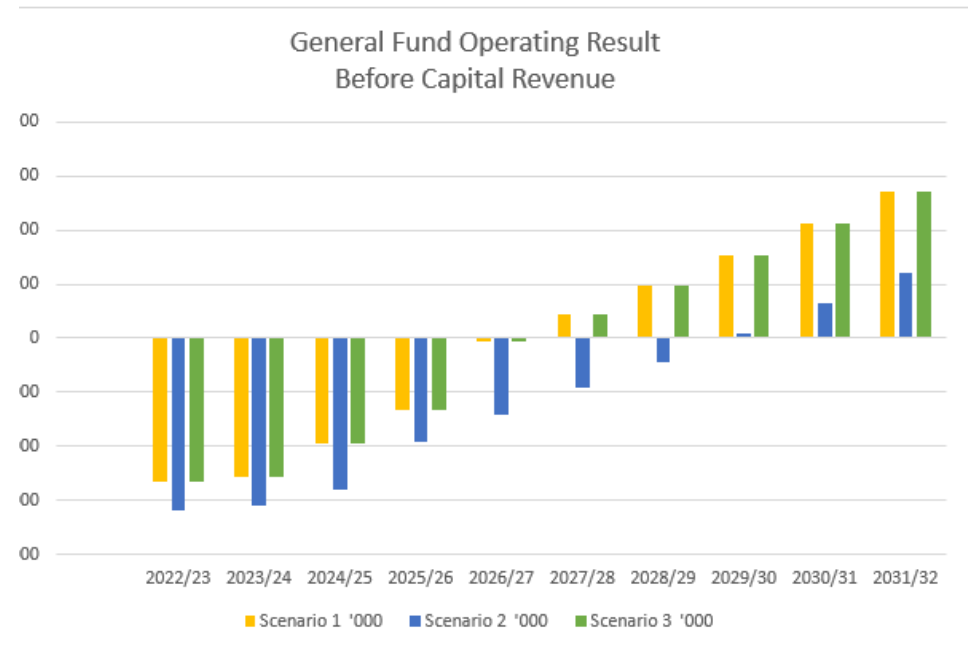
- Annual increases in rate revenue ranging from 2.5% to 4% with an Additional Special Variation of 1.8% above the rate peg 0.7% in year 1
- An Additional Special Rate Variation is built into the model in 2026/27 for additional Flood Mitigation work with \$1.5million being forecast to be raised in that year with this indexed as per the rate peg for a period of 10 years at which time the variation would conclude.
- Sewer Charge increase in year 1 of 1.7% (differing from Scenario 1 where the increase is 4%)
- Revenue from annual charges increasing by 1.1% - 4.49% per annum
- Other Revenues increasing by 3% to 3.64%
- Recurrent grant funding capped at (0% - 3%) increase per annum
- Annual increases of 1.92% to 4.24% for salary expenditure
- Operational expenditure increases of between -11.6% to 5.62% per annum with the standard increase being 2%
- Recurrent capital expenditure capped at (0% - 3%) increase per annum
- A set program of capital projects over the initial 4 years with the development of a 10 year rolling program
- Existing Loan repayments (per loan repayment schedules)
- Further productivity improvements through the Continuous Improvement process
- Potential change to service levels upon further review of current service levels



OPERATING RESULT BEFORE CAPITAL REVENUE

The following shows the Operating results before capital revenue for the General fund over the term of the Long Term Financial Plan for all three scenarios.

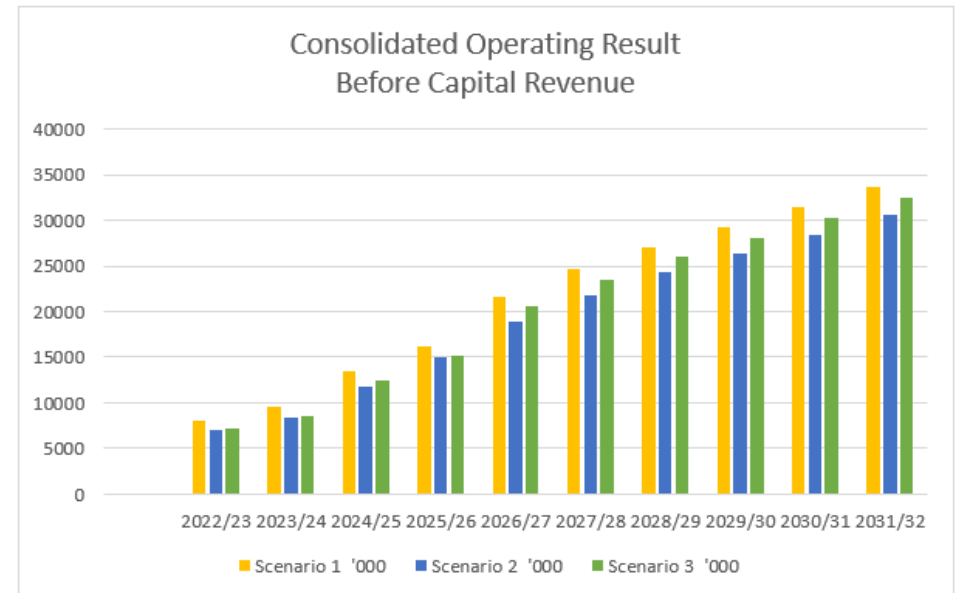
General Fund Operating Result Before Capital Revenue	Scenario 1 '000	Scenario 2 '000	Scenario 3 '000
2022/23	(5,321)	(6,372)	(5,321)
2023/24	(5,145)	(6,224)	(5,145)
2024/25	(3,878)	(5,598)	(3,878)
2025/26	(2,650)	(3,814)	(2,650)
2026/27	(127)	(2,820)	(127)
2027/28	902	(1,859)	902
2028/29	1,964	(865)	1,964
2029/30	3,083	183	3,083
2030/31	4,247	1,275	4,247
2031/32	5,453	2,406	5,453





The following shows the Operating results before capital revenue for the three Consolidated Funds over the term of the Long Term Financial Plan for all three scenarios.

Consolidated Operating Result Before Capital Revenue	Scenario 1 '000	Scenario 2 '000	Scenario 3 '000
2022/23	8,020	6,969	7,133
2023/24	9,502	8,423	8,573
2024/25	13,506	11,786	12,521
2025/26	16,131	14,967	15,109
2026/27	21,562	18,869	20,514
2027/28	24,602	21,842	23,528
2028/29	27,079	24,249	25,978
2029/30	29,206	26,306	28,078
2030/31	31,409	28,436	30,252
2031/32	33,684	30,637	32,499





ADDITIONAL ITEMS THAT DIFFER FROM PREVIOUS LTFP

The following is a list of expenditure and revenue items which differ from the previous LTFP which can provide further context to why the Council is forecasting General Fund deficits under all three scenarios until at least 2027/28. Should Council not have had to build these into the current LTFP it would be in surplus in the 2023/24 financial year.

Additional Costs Over and Above previous Long Term Financial Plan

Wiigulga Sports Complex	975,000
Animal Shelter	221,000
Regional Sports Hub	335,000
Jetty Foreshore Maintenance	350,000
Coffs Harbour Boat Ramp Park Maintenance	20,000
Additional Lifeguard Service Jetty Beach	45,000
Additional Service Level and New Pools	945,000
Additional Service Level Library and YAM	310,000
Total increased expenditure	3,201,000

Lower Revenue Below Previous Long Term Financial Plan

Lower Parking Fine Revenue	100,000
Lower than predicted Rate Peg over last three years	1,500,000
Total lower revenue	1,600,000
Total Impact on Operating Position of Council	4,801,000



LONG TERM FINANCIAL PLAN IN DETAIL – SCENARIO 1 (BASE MODEL)

The following pages of this document show the Long Term Financial Plan Scenario 1 (Base Model) for Council's General Fund, Water Supply Fund and Sewerage Fund. Scenario 1 Base Model incorporates an Operating Statement, Statement of Cash Flows and Statement of Financial Position and General Fund Ratios for the current year (2022/23) and the next ten years.



Scenario 1 Operating Statement

2022/23

2023/24

2024/25

	General	Water	Sewer	Total
	Budget	Budget	Budget	Budget
	\$'000	\$'000	\$'000	\$'000
	General	Water	Sewer	Total
Recurrent Revenue				
Rates & Annual Charges	73,550	4,749	30,400	108,699
User Charges & Fees	22,716	18,622	3,441	44,779
Interest & Investment Revenue	3,365	497	695	4,557
Other Revenues	16,631	89	67	16,787
Grants & Contributions provided for Operating Purposes	14,676	355	256	15,287
TOTAL RECURRENT REVENUE	130,938	24,312	34,859	190,109
Recurrent Expenditure				
Employee Benefits & Oncosts	55,690	3,928	6,467	66,085
Borrowing Costs	1,968	2,469	2,799	7,236
Materials & Contracts	162,702	15,717	15,378	193,797
Depreciation & Amortisation	29,182	5,917	7,959	43,058
Other Expenses	7,694	686	1,979	10,359
Internal Expenses	(4,857)	1,141	3,716	0
Less: Capitalised Expenses	(109,494)	(14,387)	(14,565)	(138,446)
TOTAL RECURRENT EXPENDITURE	142,885	15,471	23,733	182,089
Interfund Transactions				
Income Tax Equivalents	(132)	37	95	0
Overheads Allocation	(6,494)	2,683	3,811	0
TOTAL INTERFUND TRANSACTIONS	(6,626)	2,720	3,906	0
NET OPERATING (DEFICIT)	(5,321)	6,121	7,220	8,020
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	32,304	3,760	3,047	39,111
TOTAL CAPITAL REVENUE	32,304	3,760	3,047	39,111
NET SURPLUS (DEFICIT)	26,983	9,881	10,267	47,131

	General	Water	Sewer	Total
	Budget	Budget	Budget	Budget
	\$'000	\$'000	\$'000	\$'000
	General	Water	Sewer	Total
Recurrent Revenue				
Rates & Annual Charges	74,934	4,895	31,800	111,629
User Charges & Fees	23,365	19,000	3,555	45,920
Interest & Investment Revenue	3,429	506	709	4,644
Other Revenues	16,819	92	69	16,980
Grants & Contributions provided for Operating Purposes	13,437	352	257	14,046
TOTAL RECURRENT REVENUE	131,984	24,845	36,390	193,219
Recurrent Expenditure				
Employee Benefits & Oncosts	55,544	4,029	6,480	66,053
Borrowing Costs	1,938	2,073	2,348	6,359
Materials & Contracts	96,082	4,259	6,108	106,449
Depreciation & Amortisation	30,381	6,095	8,198	44,674
Other Expenses	8,052	700	1,981	10,733
Internal Expenses	(2,596)	501	2,095	0
Less: Capitalised Expenses	(43,686)	(2,840)	(4,025)	(50,551)
TOTAL RECURRENT EXPENDITURE	145,715	14,817	23,185	183,717
Interfund Transactions				
Income Tax Equivalents	(125)	38	87	(0)
Overheads Allocation	(8,461)	3,707	4,754	(0)
TOTAL INTERFUND TRANSACTIONS	(8,586)	3,745	4,841	(0)
NET OPERATING (DEFICIT)	(5,145)	6,283	8,364	9,502
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	13,863	3,358	3,138	20,359
TOTAL CAPITAL REVENUE	13,863	3,358	3,138	20,359
NET SURPLUS (DEFICIT)	8,718	9,641	11,502	29,861

	General	Water	Sewer	Total
	Budget	Budget	Budget	Budget
	\$'000	\$'000	\$'000	\$'000
	General	Water	Sewer	Total
Recurrent Revenue				
Rates & Annual Charges	78,096	5,043	33,276	116,415
User Charges & Fees	23,737	19,595	3,680	47,012
Interest & Investment Revenue	3,539	517	723	4,779
Other Revenues	17,371	94	70	17,535
Grants & Contributions provided for Operating Purposes	13,694	349	258	14,301
TOTAL RECURRENT REVENUE	136,437	25,598	38,007	200,042
Recurrent Expenditure				
Employee Benefits & Oncosts	57,164	4,151	6,674	67,989
Borrowing Costs	1,814	1,649	1,865	5,328
Materials & Contracts	79,400	4,580	6,015	89,995
Depreciation & Amortisation	31,135	6,277	8,444	45,856
Other Expenses	8,257	704	1,968	10,929
Internal Expenses	(2,667)	526	2,141	0
Less: Capitalised Expenses	(26,191)	(3,210)	(4,160)	(33,561)
TOTAL RECURRENT EXPENDITURE	148,912	14,677	22,947	186,536
Interfund Transactions				
Income Tax Equivalents	(128)	39	89	0
Overheads Allocation	(8,469)	3,715	4,754	0
TOTAL INTERFUND TRANSACTIONS	(8,597)	3,754	4,843	0
NET OPERATING (DEFICIT)	(3,878)	7,167	10,217	13,506
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	7,970	3,458	3,232	14,660
TOTAL CAPITAL REVENUE	7,970	3,458	3,232	14,660
NET SURPLUS (DEFICIT)	4,092	10,625	13,449	28,166



Scenario 1 Operating Statement

2025/26

2026/27

2027/28

	General	Water	Sewer	Total
	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
	General	Water	Sewer	Total
Recurrent Revenue				
Rates & Annual Charges	80,518	5,194	34,797	120,509
User Charges & Fees	24,083	20,245	3,807	48,135
Interest & Investment Revenue	3,676	522	738	4,936
Other Revenues	17,886	96	41	18,023
Grants & Contributions provided for Operating Purposes	14,434	346	259	15,039
TOTAL RECURRENT REVENUE	140,597	26,403	39,642	206,642
Recurrent Expenditure				
Employee Benefits & Oncosts	58,636	4,275	6,874	69,785
Borrowing Costs	1,724	1,194	2,291	5,209
Materials & Contracts	81,643	2,173	7,281	91,097
Depreciation & Amortisation	31,308	6,466	8,697	46,471
Other Expenses	8,210	650	678	9,538
Internal Expenses	(3,368)	583	2,785	0
Less: Capitalised Expenses	(26,323)	(555)	(4,710)	(31,588)
TOTAL RECURRENT EXPENDITURE	151,830	14,786	23,896	190,512
Interfund Transactions				
Income Tax Equivalents	(130)	35	95	0
Overheads Allocation	(8,452)	3,722	4,730	0
TOTAL INTERFUND TRANSACTIONS	(8,582)	3,757	4,825	0
NET OPERATING (DEFICIT)	(2,650)	7,860	10,921	16,131
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	8,016	3,528	3,297	14,841
TOTAL CAPITAL REVENUE	8,016	3,528	3,297	14,841
NET SURPLUS (DEFICIT)	5,366	11,388	14,218	30,972

	General	Water	Sewer	Total
	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
	General	Water	Sewer	Total
Recurrent Revenue				
Rates & Annual Charges	84,031	5,324	35,667	125,022
User Charges & Fees	25,046	20,852	3,921	49,820
Interest & Investment Revenue	3,750	532	753	5,035
Other Revenues	18,423	99	42	18,564
Grants & Contributions provided for Operating Purposes	14,795	355	265	15,415
TOTAL RECURRENT REVENUE	146,044	27,162	40,649	213,855
Recurrent Expenditure				
Employee Benefits & Oncosts	60,395	4,403	7,080	71,879
Borrowing Costs	1,553	707	791	3,051
Materials & Contracts	84,776	7,816	12,027	104,619
Depreciation & Amortisation	31,621	6,531	8,784	46,936
Other Expenses	8,374	663	692	9,729
Internal Expenses	(3,402)	589	2,813	0
Less: Capitalised Expenses	(28,349)	(6,166)	(9,404)	(43,920)
TOTAL RECURRENT EXPENDITURE	154,968	14,543	22,782	192,293
Interfund Transactions				
Income Tax Equivalents	(133)	36	97	0
Overheads Allocation	(8,663)	3,815	4,848	0
TOTAL INTERFUND TRANSACTIONS	(8,797)	3,851	4,946	0
NET OPERATING (DEFICIT)	(127)	8,768	12,921	21,562
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	8,176	3,599	3,363	15,138
TOTAL CAPITAL REVENUE	8,176	3,599	3,363	15,138
NET SURPLUS (DEFICIT)	8,049	12,367	16,284	36,700

	General	Water	Sewer	Total
	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
	General	Water	Sewer	Total
Recurrent Revenue				
Rates & Annual Charges	86,132	5,457	36,559	128,147
User Charges & Fees	26,048	21,478	4,039	51,565
Interest & Investment Revenue	3,825	543	768	5,135
Other Revenues	18,975	102	43	19,121
Grants & Contributions provided for Operating Purposes	15,165	364	272	15,800
TOTAL RECURRENT REVENUE	150,144	27,943	41,681	219,769
Recurrent Expenditure				
Employee Benefits & Oncosts	62,207	4,535	7,293	74,035
Borrowing Costs	1,454	210	226	1,890
Materials & Contracts	86,471	7,973	12,267	106,711
Depreciation & Amortisation	31,937	6,596	8,872	47,405
Other Expenses	8,542	676	705	9,923
Internal Expenses	(3,436)	595	2,841	0
Less: Capitalised Expenses	(28,916)	(6,289)	(9,592)	(44,798)
TOTAL RECURRENT EXPENDITURE	158,259	14,296	22,612	195,166
Interfund Transactions				
Income Tax Equivalents	(137)	37	100	0
Overheads Allocation	(8,880)	3,910	4,969	0
TOTAL INTERFUND TRANSACTIONS	(9,016)	3,947	5,069	0
NET OPERATING (DEFICIT)	902	9,700	14,000	24,602
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	8,340	3,671	3,430	15,441
TOTAL CAPITAL REVENUE	8,340	3,671	3,430	15,441
NET SURPLUS (DEFICIT)	9,242	13,371	17,430	40,043



Scenario 1 Operating Statement

2028/29

2029/30

2030/31

	General	Water	Sewer	Total
	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
	General	Water	Sewer	Total
Recurrent Revenue				
Rates & Annual Charges	88,285	5,593	37,473	131,351
User Charges & Fees	27,090	22,122	4,160	53,372
Interest & Investment Revenue	3,901	554	783	5,238
Other Revenues	19,545	105	45	19,694
Grants & Contributions provided for Operating Purposes	15,544	373	279	16,195
TOTAL RECURRENT REVENUE	154,364	28,747	42,739	225,851
Recurrent Expenditure				
Employee Benefits & Oncosts	64,073	4,671	7,511	76,256
Borrowing Costs	1,364	0	0	1,364
Materials & Contracts	88,201	10,332	6,312	104,846
Depreciation & Amortisation	32,257	6,662	8,961	47,879
Other Expenses	8,713	690	719	10,122
Internal Expenses	(3,470)	601	2,869	0
Less: Capitalised Expenses	(29,495)	(8,615)	(3,584)	(41,694)
TOTAL RECURRENT EXPENDITURE	161,642	14,341	22,789	198,772
Interfund Transactions				
Income Tax Equivalents	(140)	38	102	0
Overheads Allocation	(9,102)	4,008	5,094	0
TOTAL INTERFUND TRANSACTIONS	(9,242)	4,046	5,196	0
NET OPERATING (DEFICIT)	1,964	10,360	14,754	27,079
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	8,507	3,744	3,499	15,749
TOTAL CAPITAL REVENUE	8,507	3,744	3,499	15,749
NET SURPLUS (DEFICIT)	10,471	14,104	18,253	42,828

	General	Water	Sewer	Total
	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
	General	Water	Sewer	Total
Recurrent Revenue				
Rates & Annual Charges	90,492	5,733	38,409	134,635
User Charges & Fees	28,174	22,786	4,285	55,244
Interest & Investment Revenue	3,979	565	799	5,343
Other Revenues	20,131	108	46	20,285
Grants & Contributions provided for Operating Purposes	15,932	382	286	16,600
TOTAL RECURRENT REVENUE	158,708	29,574	43,825	232,107
Recurrent Expenditure				
Employee Benefits & Oncosts	65,995	4,812	7,737	78,544
Borrowing Costs	1,261	0	0	1,261
Materials & Contracts	89,965	6,339	13,239	109,542
Depreciation & Amortisation	32,579	6,729	9,050	48,358
Other Expenses	8,887	704	734	10,324
Internal Expenses	(3,505)	607	2,898	0
Less: Capitalised Expenses	(30,085)	(4,588)	(10,456)	(45,128)
TOTAL RECURRENT EXPENDITURE	165,098	14,602	23,202	202,901
Interfund Transactions				
Income Tax Equivalents	(143)	39	105	0
Overheads Allocation	(9,329)	4,108	5,221	0
TOTAL INTERFUND TRANSACTIONS	(9,473)	4,147	5,326	0
NET OPERATING (DEFICIT)	3,083	10,825	15,297	29,206
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	8,677	3,819	3,569	16,064
TOTAL CAPITAL REVENUE	8,677	3,819	3,569	16,064
NET SURPLUS (DEFICIT)	11,760	14,644	18,866	45,270

	General	Water	Sewer	Total
	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
	General	Water	Sewer	Total
Recurrent Revenue				
Rates & Annual Charges	92,754	5,877	39,370	138,001
User Charges & Fees	29,301	23,470	4,413	57,184
Interest & Investment Revenue	4,059	576	815	5,450
Other Revenues	20,735	111	48	20,894
Grants & Contributions provided for Operating Purposes	16,331	391	293	17,015
TOTAL RECURRENT REVENUE	163,179	30,425	44,938	238,543
Recurrent Expenditure				
Employee Benefits & Oncosts	67,975	4,956	7,969	80,900
Borrowing Costs	1,159	0	0	1,159
Materials & Contracts	91,764	6,466	8,104	106,333
Depreciation & Amortisation	32,905	6,796	9,141	48,841
Other Expenses	9,065	718	749	10,531
Internal Expenses	(3,540)	613	2,927	0
Less: Capitalised Expenses	(30,686)	(4,679)	(5,265)	(40,631)
TOTAL RECURRENT EXPENDITURE	168,642	14,869	23,624	207,134
Interfund Transactions				
Income Tax Equivalents	(147)	40	107	0
Overheads Allocation	(9,563)	4,211	5,352	0
TOTAL INTERFUND TRANSACTIONS	(9,710)	4,251	5,459	0
NET OPERATING (DEFICIT)	4,247	11,306	15,856	31,409
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	8,850	3,895	3,640	16,386
TOTAL CAPITAL REVENUE	8,850	3,895	3,640	16,386
NET SURPLUS (DEFICIT)	13,098	15,201	19,496	47,794



Scenario 1 Operating Statement

2031/32

	General	Water	Sewer	Total
	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
	General	Water	Sewer	Total
Recurrent Revenue				
Rates & Annual Charges	95,073	6,023	40,354	141,451
User Charges & Fees	30,473	24,174	4,546	59,192
Interest & Investment Revenue	4,140	588	831	5,559
Other Revenues	21,357	115	49	21,520
Grants & Contributions provided for Operating Purposes	16,739	401	300	17,441
TOTAL RECURRENT REVENUE	167,782	31,301	46,080	245,162
Recurrent Expenditure				
Employee Benefits & Oncosts	70,014	5,105	8,208	83,327
Borrowing Costs	1,063	0	0	1,063
Materials & Contracts	93,599	6,595	8,266	108,460
Depreciation & Amortisation	33,234	6,864	9,232	49,330
Other Expenses	9,246	732	764	10,741
Internal Expenses	(3,575)	619	2,956	0
Less: Capitalised Expenses	(31,300)	(4,773)	(5,370)	(41,443)
TOTAL RECURRENT EXPENDITURE	172,281	15,141	24,055	211,478
Interfund Transactions				
Income Tax Equivalents	(151)	41	110	0
Overheads Allocation	(9,802)	4,316	5,485	0
TOTAL INTERFUND TRANSACTIONS	(9,952)	4,357	5,596	0
NET OPERATING (DEFICIT)	5,453	11,802	16,429	33,684
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	9,027	3,973	3,713	16,713
TOTAL CAPITAL REVENUE	9,027	3,973	3,713	16,713
NET SURPLUS (DEFICIT)	14,480	15,776	20,142	50,398



**Consolidated Statement of Cashflows
Scenario 1**

	2022/23				2023/24				2024/25			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	73,550	4,749	30,400	108,699	74,934	4,895	31,800	111,629	78,096	5,043	33,276	116,415
User Charges & Fees	22,716	18,622	3,441	44,779	23,365	19,000	3,555	45,920	23,737	19,595	3,680	47,012
Interest & Investment Revenue Received	3,365	497	695	4,557	3,429	506	709	4,644	3,539	517	723	4,779
Other	16,631	89	67	16,787	16,819	92	69	16,980	17,371	94	70	17,535
Grants & Contributions	14,676	355	256	15,287	13,437	352	257	14,046	13,694	349	258	14,301
Capital Grants and Contributions	32,304	3,760	3,047	39,111	13,863	3,358	3,138	20,359	7,970	3,458	3,232	14,660
	163,242	28,072	37,906	229,220	145,847	28,203	39,528	213,578	144,407	29,056	41,239	214,702
				0				0				0
Payments:												
Employee Benefits & On-Costs	(55,690)	(3,928)	(6,467)	(66,085)	(55,544)	(4,029)	(6,480)	(66,053)	(57,164)	(4,151)	(6,674)	(67,989)
Borrowing Costs	(1,968)	(2,469)	(2,799)	(7,236)	(1,938)	(2,073)	(2,348)	(6,359)	(1,814)	(1,649)	(1,865)	(5,328)
Materials & Contracts	(162,702)	(15,717)	(15,378)	(193,797)	(96,082)	(4,259)	(6,108)	(106,449)	(79,400)	(4,580)	(6,015)	(89,995)
Other	(7,694)	(686)	(1,979)	(10,359)	(8,052)	(700)	(1,981)	(10,733)	(8,257)	(704)	(1,968)	(10,929)
Capitalised Expenses	109,494	14,387	14,565	138,446	43,686	2,840	4,025	50,551	26,191	3,210	4,160	33,561
	(118,560)	(8,413)	(12,058)	(139,031)	(117,930)	(8,221)	(12,892)	(139,043)	(120,444)	(7,874)	(12,362)	(140,680)
Net Cash provided by (or used in) Operating Activities	44,682	19,659	25,848	90,189	27,917	19,982	26,636	74,535	23,963	21,182	28,877	74,022
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100
Reduction in Receivables												
Sale of Investment Property												
Sale of Real Estate Assets												
Sale of Infrastructure, Property, Plant & Equipment												
	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100
Payments:												
Purchase of Investment Securities	(11,063)	(3,714)	(9,694)	(\$24,471)	(36,000)	(14,808)	(21,260)	(\$72,068)	(36,000)	(7,800)	(12,300)	(\$56,100)
Increase in Receivables												
Purchase of Investment Property								\$0				\$0
Purchase of Infrastructure, Property, Plant & Equipment	(109,494)	(14,387)	(14,565)	(138,446)	(43,686)	(2,840)	(4,025)	(50,551)	(26,191)	(3,210)	(4,160)	(33,561)
Purchase of Real Estate Assets												
	(120,557)	(18,101)	(24,259)	(162,917)	(79,686)	(17,648)	(25,285)	(122,619)	(62,191)	(11,010)	(16,460)	(89,661)
	(\$84,557)	(\$10,301)	(\$11,959)	(\$106,817)	(\$43,686)	(\$9,848)	(\$12,985)	(\$66,519)	(\$26,191)	(\$3,210)	(\$4,160)	(\$33,561)
Net Cash provided by (or used in) Investing Activities												
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	5251			5251								
	5251	0	0	5251	0	0	0	0	0	0	0	0
Payments:												
Repayment of Borrowings & Advances	(4,144)	(5,497)	(6,267)	(15,908)	(3,638)	(5,888)	(6,716)	(16,242)	(3,120)	(6,308)	(7,196)	(16,624)
	(4,144)	(5,497)	(6,267)	(15,908)	(3,638)	(5,888)	(6,716)	(16,242)	(3,120)	(6,308)	(7,196)	(16,624)
Net Cash Flow provided by (or used in) Financing Activities	1,107	(5,497)	(6,267)	(15,908)	(3,638)	(5,888)	(6,716)	(16,242)	(3,120)	(6,308)	(7,196)	(16,624)
Net Increase/(Decrease) in Cash & Cash Equivalents	- 38,768	3,861	7,622	- 27,285	- 19,407	4,246	6,935	- 8,226	- 5,348	11,664	17,521	23,837
Cash, Cash Equivalents - beginning of year	188,955	27,982	44,684	261,621	150,187	31,843	52,306	234,336	130,780	36,089	59,241	226,110
Cash & Cash Equivalents - end of the year	150,187	31,843	52,306	234,336	130,780	36,089	59,241	226,110	125,432	47,753	76,762	249,947
Total Cash, Cash equivalents and Investments												



**Consolidated Statement of Cashflows
Scenario 1**

	2025/26				2026/27				2027/28			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	80,518	5,194	34,797	120,509	84,031	5,324	35,667	125,022	86,132	5,457	36,559	128,147
User Charges & Fees	24,083	20,245	3,807	48,135	25,046	20,852	3,921	49,820	26,048	21,478	4,039	51,565
Interest & Investment Revenue Received	3,676	522	738	4,936	3,750	532	753	5,035	3,825	543	768	5,135
Other	17,886	96	41	18,023	18,423	99	42	18,564	18,975	102	43	19,121
Grants & Contributions	14,434	346	259	15,039	14,795	355	265	15,415	15,165	364	272	15,800
Capital Grants and Contributions	8,016	3,528	3,297	14,841	8,176	3,599	3,363	15,138	8,340	3,671	3,430	15,441
	148,613	29,931	42,939	221,483	154,221	30,761	44,012	228,993	158,484	31,614	45,111	235,209
				0				0				0
Payments:												
Employee Benefits & On-Costs	(58,636)	(4,275)	(6,874)	(69,785)	(60,395)	(4,403)	(7,080)	(71,879)	(62,207)	(4,535)	(7,293)	(74,035)
Borrowing Costs	(1,724)	(1,194)	(2,291)	(5,209)	(1,553)	(707)	(791)	(3,051)	(1,454)	(210)	(226)	(1,890)
Materials & Contracts	(81,643)	(2,173)	(7,281)	(91,097)	(84,776)	(7,816)	(12,027)	(104,619)	(86,471)	(7,973)	(12,267)	(106,711)
Other	(8,210)	(650)	(678)	(9,538)	(8,374)	(663)	(692)	(9,729)	(8,542)	(676)	(705)	(9,923)
Capitalised Expenses	26,323	555	4,710	31,588	28,349	6,166	9,404	43,920	28,916	6,289	9,592	44,798
	(123,890)	(7,737)	(12,414)	(144,041)	(126,749)	(7,424)	(11,185)	(145,357)	(129,758)	(7,105)	(10,899)	(147,761)
Net Cash provided by (or used in) Operating Activities	24,723	22,194	30,525	77,442	27,472	23,337	32,826	83,635	28,727	24,509	34,212	87,448
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100
Reduction in Receivables					52,503							
Sale of Investment Property												
Sale of Real Estate Assets												
Sale of Infrastructure, Property, Plant & Equipment												
	36,000	7,800	12,300	56,100	88,503	7,800	12,300	108,603	36,000	7,800	12,300	56,100
Payments:												
Purchase of Investment Securities	(36,000)	(7,800)	(12,300)	(\$56,100)	(36,000)	(7,800)	(12,300)	(\$56,100)	(36,000)	(7,800)	(12,300)	(\$56,100)
Increase in Receivables				\$0				\$0				\$0
Purchase of Investment Property												
Purchase of Infrastructure, Property, Plant & Equipment	(26,323)	(555)	(4,710)	(31,588)	(28,349)	(6,166)	(9,404)	(43,920)	(28,916)	(6,289)	(9,592)	(44,798)
Purchase of Real Estate Assets												
	(62,323)	(8,355)	(17,010)	(87,688)	(64,349)	(13,966)	(21,704)	(100,020)	(64,916)	(14,089)	(21,892)	(100,898)
Net Cash provided by (or used in) Investing Activities	(\$26,323)	(\$555)	(\$4,710)	(\$31,588)	\$24,154	(\$6,166)	(\$9,404)	\$8,583	(\$28,916)	(\$6,289)	(\$9,592)	(\$44,798)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances												
	0	0	0	0	0	0	0	0	0	0	0	0
Payments:												
Repayment of Borrowings & Advances	(3,120)	(6,758)	(7,709)	(17,587)	(3,210)	(7,241)	(8,260)	(18,711)	(3,305)	(5,615)	(6,209)	(15,129)
	(3,120)	(6,758)	(7,709)	(17,587)	(3,210)	(7,241)	(8,260)	(18,711)	(3,305)	(5,615)	(6,209)	(15,129)
Net Cash Flow provided by (or used in) Financing Activities	(3,120)	(6,758)	(7,709)	(17,587)	(3,210)	(7,241)	(8,260)	(18,711)	(3,305)	(5,615)	(6,209)	(15,129)
Net Increase/(Decrease) in Cash & Cash Equivalents	- 4,720	14,881	18,106	28,267	48,415	9,930	15,162	73,508	- 3,495	12,604	18,411	27,521
Cash, Cash Equivalents - beginning of year	125,432	47,753	76,762	249,947	120,712	62,634	94,868	278,214	169,127	72,564	110,030	351,722
Cash & Cash Equivalents - end of the year	120,712	62,634	94,868	278,214	169,127	72,564	110,030	351,722	165,633	85,168	128,441	379,242
Total Cash, Cash equivalents and Investments												



**Consolidated Statement of Cashflows
Scenario 1**

	2028/29				2029/30				2030/31			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	88,285	5,593	37,473	131,351	90,492	5,733	38,409	134,635	92,754	5,877	39,370	138,001
User Charges & Fees	27,090	22,122	4,160	53,372	28,174	22,786	4,285	55,244	29,301	23,470	4,413	57,184
Interest & Investment Revenue Received	3,901	554	783	5,238	3,979	565	799	5,343	4,059	576	815	5,450
Other	19,545	105	45	19,694	20,131	108	46	20,285	20,735	111	48	20,894
Grants & Contributions	15,544	373	279	16,195	15,932	382	286	16,600	16,331	391	293	17,015
Capital Grants and Contributions	8,507	3,744	3,499	15,749	8,677	3,819	3,569	16,064	8,850	3,895	3,640	16,386
	162,871	32,491	46,238	241,600	167,385	33,393	47,394	248,172	172,030	34,320	48,578	254,928
				0				0				0
Payments:												
Employee Benefits & On-Costs	(64,073)	(4,671)	(7,511)	(76,256)	(65,995)	(4,812)	(7,737)	(78,544)	(67,975)	(4,956)	(7,969)	(80,900)
Borrowing Costs	(1,364)	-	-	(1,364)	(1,261)	-	-	(1,261)	(1,159)	-	-	(1,159)
Materials & Contracts	(88,201)	(10,332)	(6,312)	(104,846)	(89,965)	(6,339)	(13,239)	(109,542)	(91,764)	(6,466)	(8,104)	(106,333)
Other	(8,713)	(690)	(719)	(10,122)	(8,887)	(704)	(734)	(10,324)	(9,065)	(718)	(749)	(10,531)
Capitalised Expenses	29,495	8,615	3,584	41,694	30,085	4,588	10,456	45,128	30,686	4,679	5,265	40,631
	(132,856)	(7,078)	(10,959)	(150,893)	(136,023)	(7,267)	(11,254)	(154,543)	(139,276)	(7,460)	(11,556)	(158,292)
Net Cash provided by (or used in) Operating Activities	30,015	25,413	35,279	90,707	31,362	26,126	36,140	93,628	32,753	26,860	37,022	96,636
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100
Reduction in Receivables												
Sale of Investment Property												
Sale of Real Estate Assets												
Sale of Infrastructure, Property, Plant & Equipment												
	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100
Payments:												
Purchase of Investment Securities	(36,000)	(7,800)	(12,300)	(\$56,100)	(36,000)	(7,800)	(12,300)	(\$56,100)	(36,000)	(7,800)	(12,300)	(\$56,100)
Increase in Receivables												
Purchase of Investment Property				\$0				\$0				\$0
Purchase of Infrastructure, Property, Plant & Equipment	(29,495)	(8,615)	(3,584)	(41,694)	(30,085)	(4,588)	(10,456)	(45,128)	(30,686)	(4,679)	(5,265)	(40,631)
Purchase of Real Estate Assets												
	(65,495)	(16,415)	(15,884)	(97,794)	(66,085)	(12,388)	(22,756)	(101,228)	(66,686)	(12,479)	(17,565)	(96,731)
	(\$29,495)	(\$8,615)	(\$3,584)	(\$41,694)	(\$30,085)	(\$4,588)	(\$10,456)	(\$45,128)	(\$30,686)	(\$4,679)	(\$5,265)	(\$40,631)
Net Cash provided by (or used in) Investing Activities												
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances												
	0	0	0	0	0	0	0	0	0	0	0	0
Payments:												
Repayment of Borrowings & Advances	(3,407)	(925)	(954)	(5,286)	(3,504)	-	-	(3,504)	(3,322)	-	-	(3,322)
	(3,407)	(925)	(954)	(5,286)	(3,504)	-	-	(3,504)	(3,322)	-	-	(3,322)
	(3,407)	(925)	(954)	(5,286)	(3,504)	-	-	(3,504)	(3,322)	-	-	(3,322)
Net Cash Flow provided by (or used in) Financing Activities												
Net Increase/(Decrease) in Cash & Cash Equivalents	- 2,886	15,873	30,741	43,727	- 2,227	21,539	25,684	44,996	- 1,255	22,181	31,758	52,684
Cash, Cash Equivalents - beginning of year	165,633	85,168	128,441	379,242	162,747	101,041	159,182	422,970	160,520	122,580	184,866	467,966
Cash & Cash Equivalents - end of the year	162,747	101,041	159,182	422,970	160,520	122,580	184,866	467,966	159,265	144,761	216,624	520,650

Total Cash, Cash equivalents and Investments


**Consolidated Statement of Cashflows
Scenario 1**

	2031/32			
	General	Water	Sewer	Total
Cash Flows from Operating Activities				
Receipts:				
Rates & Annual Charges	95,073	6,023	40,354	141,451
User Charges & Fees	30,473	24,174	4,546	59,192
Interest & Investment Revenue Received	4,140	588	831	5,559
Other	21,357	115	49	21,520
Grants & Contributions	16,739	401	300	17,441
Capital Grants and Contributions	9,027	3,973	3,713	16,713
	176,809	35,274	49,793	261,876
Payments:				
Employee Benefits & On-Costs	(70,014)	(5,105)	(8,208)	(83,327)
Borrowing Costs	(1,063)	-	-	(1,063)
Materials & Contracts	(93,599)	(6,595)	(8,266)	(108,460)
Other	(9,246)	(732)	(764)	(10,741)
Capitalised Expenses	31,300	4,773	5,370	41,443
	(142,623)	(7,659)	(11,867)	(162,148)
Net Cash provided by (or used in) Operating Activities	34,186	27,615	37,926	99,728
Cash Flows from Investing Activities				
Receipts:				
Sale of Investment Securities	36,000	7,800	12,300	56,100
Reduction in Receivables				
Sale of Investment Property				
Sale of Real Estate Assets				
Sale of Infrastructure, Property, Plant & Equipment				
	36,000	7,800	12,300	56,100
Payments:				
Purchase of Investment Securities	(36,000)	(7,800)	(12,300)	(\$56,100)
Increase in Receivables				\$0
Purchase of Investment Property				
Purchase of Infrastructure, Property, Plant & Equipment	(31,300)	(4,773)	(5,370)	(41,443)
Purchase of Real Estate Assets				
	(67,300)	(12,573)	(17,670)	(97,543)
Net Cash provided by (or used in) Investing Activities	(\$31,300)	(\$4,773)	(\$5,370)	(\$41,443)
Cash Flows from Financing Activities				
Receipts:				
Proceeds from Borrowings & Advances				
	0	0	0	0
Payments:				
Repayment of Borrowings & Advances	(3,122)	-	-	(3,122)
	(3,122)	-	-	(3,122)
Net Cash Flow provided by (or used in) Financing Activities	(3,122)	-	-	(3,122)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	236	22,842	32,556
Cash, Cash Equivalents - beginning of year	159,265	144,761	216,624	520,650
Cash & Cash Equivalents - end of the year	159,029	167,603	249,180	575,812
Total Cash, Cash equivalents and Investments				



**Statement of Financial Position
Scenario 1**

	2022/23				2023/24				2024/25			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Assets												
Current Assets												
Cash and Cash equivalents	83,814	9,868	12,119	105,801	64,407	7,106	10,094	81,607	78,556	18,770	27,615	124,941
Investments	16,876	13,244	15,772	45,892	16,876	20,252	24,732	61,860	16,876	20,252	24,732	61,860
Receivables	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973
Inventories	2,288			2,288	2,288			2,288	2,288			2,288
Other	14,692			14,692	14,692			14,692	14,692			14,692
Non-current assets classified as held for sale	0			0	0			0	0			0
Total Current Assets	124,234	31,559	32,853	188,646	104,827	35,805	39,788	180,420	118,976	47,469	57,309	223,754
Non current assets												
Investments	49,497	8,731	24,415	82,643	49,497	8,731	24,415	82,643	30,000	8,731	24,415	63,146
Receivables	52,503	168	11,129	63,800	52,503	168	11,129	63,800	52,503	168	11,129	63,800
Inventories				0				0				0
Infrastructure, property, plant and equipment	1,689,593	373,921	502,944	2,566,458	1,733,279	376,761	506,969	2,617,009	1,759,470	379,971	511,129	2,650,570
Investments accounted for using equity method				0				0				0
Other	2,798			2,798	2,798			2,798	2,798			2,798
Intangible Assets	137	50,174		50,311	137	50,174		50,311	137	50,174		50,311
Total Non Current Assets	1,794,528	432,994	538,488	2,766,010	1,838,214	435,834	542,513	2,816,561	1,844,908	439,044	546,673	2,830,625
Total Assets	1,918,762	464,553	571,341	2,954,656	1,943,041	471,639	582,301	2,996,981	1,963,884	486,513	603,982	3,054,379
Liabilities												
Current Liabilities												
Payables	19,602	202	244	20,048	19,602	202	244	20,048	19,602	202	244	20,048
Contract Liabilities	12,588	445	3	13,036	12,588	445	3	13,036	12,588	445	3	13,036
Borrowings	3,638	5,888	6,716	16,242	3,120	6,308	7,196	16,624	3,120	6,758	7,709	17,587
Employee Benefit Provisions	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066
Total Current Liabilities	48,328	7,640	8,424	64,392	47,810	8,060	8,904	64,774	47,810	8,510	9,417	65,737
Non Current Liabilities												
Borrowings	57,637	26,845	30,329	114,811	54,517	20,537	23,133	98,187	51,397	13,779	15,424	80,600
Employee Benefit Provision	830	74	98	1,002	830	74	98	1,002	830	74	98	1,002
Provisions	9,288			9,288	9,288			9,288	9,288			9,288
Total Non Current Liabilities	67,755	26,919	30,427	125,101	64,635	20,611	23,231	108,477	61,515	13,853	15,522	90,890
Total Liabilities	116,083	34,559	38,851	189,493	112,445	28,671	32,135	173,251	109,325	22,363	24,939	156,627
Net Assets	1,802,679	429,994	532,490	2,765,164	1,830,596	442,968	550,166	2,823,731	1,854,559	464,150	579,043	2,897,753
Equity												
Retained Earnings	1,431,481	297,975	395,903	2,125,360	1,459,398	310,949	413,579	2,183,927	1,483,361	332,131	442,456	2,257,949
Revaluation Reserves	371,198	132,019	136,587	639,804	371,198	132,019	136,587	639,804	371,198	132,019	136,587	639,804
Total Equity	1,802,679	429,994	532,490	2,765,164	1,830,596	442,968	550,166	2,823,731	1,854,559	464,150	579,043	2,897,753



**Statement of Financial Position
Scenario 1**

	2025/26				2026/27				2027/28			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Assets												
Current Assets												
Cash and Cash equivalents	88,836	53,651	65,721	208,208	137,251	63,581	80,883	281,716	133,757	56,185	79,294	269,236
Investments	16,876	252	4,732	21,860	16,876	252	4,732	21,860	16,876	20,252	24,732	61,860
Receivables	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973
Inventories	2,288			2,288	2,288			2,288	2,288			2,288
Other	14,692			14,692	14,692			14,692	14,692			14,692
Non-current assets classified as held for sale	0			0	0			0	0			0
Total Current Assets	129,256	62,350	75,415	267,021	177,671	72,280	90,577	340,529	174,177	84,884	108,988	368,049
Non current assets												
Investments	15,000	8,731	24,415	48,146	15,000	8,731	24,415	48,146	15,000	8,731	24,415	48,146
Receivables	52,503	168	11,129	63,800	0	168	11,129	11,297	0	168	11,129	11,297
Inventories				0				0				0
Infrastructure, property, plant and equipment	1,785,793	380,526	515,839	2,682,158	1,814,142	386,692	525,243	2,726,078	1,843,059	392,982	534,835	2,770,876
Investments accounted for using equity method				0				0				0
Other	2,798			2,798	2,798			2,798	2,798			2,798
Intangible Assets	137	50,174		50,311	137	50,174		50,311	137	50,174		50,311
Total Non Current Assets	1,856,231	439,599	551,383	2,847,213	1,832,077	445,765	560,787	2,838,630	1,860,994	452,055	570,379	2,883,428
Total Assets	1,985,487	501,949	626,798	3,114,234	2,009,749	518,045	651,364	3,179,158	2,035,171	536,939	679,367	3,251,477
Liabilities												
Current Liabilities												
Payables	19,602	202	244	20,048	19,602	202	244	20,048	19,602	202	244	20,048
Contract Liabilities	12,588	445	3	13,036	12,588	445	3	13,036	12,588	445	3	13,036
Borrowings	3,210	7,241	8,260	18,711	3,305	5,615	6,209	15,129	3,407	925	954	5,286
Employee Benefit Provisions	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066
Total Current Liabilities	47,900	8,993	9,968	66,861	47,995	7,367	7,917	63,279	48,097	2,677	2,662	53,436
Non Current Liabilities												
Borrowings	48,187	6,538	7,164	61,889	44,882	923	955	46,760	41,475	-2	1	41,474
Employee Benefit Provision	830	74	98	1,002	830	74	98	1,002	830	74	98	1,002
Provisions	9,288			9,288	9,288			9,288	9,288			9,288
Total Non Current Liabilities	58,305	6,612	7,262	72,179	55,000	997	1,053	57,050	51,593	72	99	51,764
Total Liabilities	106,205	15,605	17,230	139,040	102,995	8,364	8,970	120,329	99,690	2,749	2,761	105,200
Net Assets	1,879,282	486,344	609,568	2,975,195	1,906,754	509,681	642,394	3,058,830	1,935,481	534,190	676,606	3,146,278
Equity												
Retained Earnings	1,508,084	354,325	472,981	2,335,391	1,535,556	377,662	505,807	2,419,026	1,564,283	402,171	540,019	2,506,474
Revaluation Reserves	371,198	132,019	136,587	639,804	371,198	132,019	136,587	639,804	371,198	132,019	136,587	639,804
Total Equity	1,879,282	486,344	609,568	2,975,195	1,906,754	509,681	642,394	3,058,830	1,935,481	534,190	676,606	3,146,278



**Statement of Financial Position
Scenario 1**

	2028/29				2029/30				2030/31			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Assets												
Current Assets												
Cash and Cash equivalents	130,871	72,058	110,035	312,964	128,644	93,597	135,719	357,960	127,389	135,778	187,477	450,644
Investments	16,876	20,252	24,732	61,860	16,876	20,252	24,732	61,860	16,876	252	4,732	21,860
Receivables	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973
Inventories	2,288			2,288	2,288			2,288	2,288			2,288
Other	14,692			14,692	14,692			14,692	14,692			14,692
Non-current assets classified as held for sale	0			0	0			0	0			0
Total Current Assets	171,291	100,757	139,729	411,777	169,064	122,296	165,413	456,773	167,809	144,477	197,171	509,457
Non current assets												
Investments	15,000	8,731	24,415	48,146	15,000	8,731	24,415	48,146	15,000	8,731	24,415	48,146
Receivables	0	168	11,129	11,297	0	168	11,129	11,297	0	168	11,129	11,297
Inventories				0				0				0
Infrastructure, property, plant and equipment	1,872,554	401,597	538,419	2,812,570	1,902,638	406,185	548,875	2,857,698	1,933,325	410,864	554,140	2,898,329
Investments accounted for using equity method				0				0				0
Other	2,798			2,798	2,798			2,798	2,798			2,798
Intangible Assets	137	50,174		50,311	137	50,174		50,311	137	50,174		50,311
Total Non Current Assets	1,890,489	460,670	573,963	2,925,122	1,920,573	465,258	584,419	2,970,250	1,951,260	469,937	589,684	3,010,881
Total Assets	2,061,779	561,427	713,692	3,336,899	2,089,637	587,554	749,832	3,427,023	2,119,068	614,414	786,855	3,520,337
Liabilities												
Current Liabilities												
Payables	19,602	202	244	20,048	19,602	202	244	20,048	19,602	202	244	20,048
Contract Liabilities	12,588	445	3	13,036	12,588	445	3	13,036	12,588	445	3	13,036
Borrowings	3,504	0	0	3,504	3,322	0	0	3,322	3,122	0	0	3,122
Employee Benefit Provisions	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066
Total Current Liabilities	48,194	1,752	1,708	51,654	48,012	1,752	1,708	51,472	47,812	1,752	1,708	38,236
Non Current Liabilities												
Borrowings	37,971	-2	1	37,970	34,649	-2	1	34,648	31,527	-2	1	31,526
Employee Benefit Provision	830	74	98	1,002	830	74	98	1,002	830	74	98	1,002
Provisions	9,288			9,288	9,288			9,288	9,288			9,288
Total Non Current Liabilities	48,089	72	99	48,260	44,767	72	99	44,938	41,645	72	99	41,816
Total Liabilities	96,283	1,824	1,807	99,914	92,779	1,824	1,807	96,410	89,457	1,824	1,807	80,052
Net Assets	1,965,496	559,603	711,885	3,236,985	1,996,858	585,730	748,025	3,330,613	2,029,611	612,590	785,048	3,440,285
Equity												
Retained Earnings	1,594,298	427,584	575,298	2,597,181	1,625,660	453,711	611,438	2,690,809	1,658,413	480,571	648,461	2,787,445
Revaluation Reserves	371,198	132,019	136,587	639,804	371,198	132,019	136,587	639,804	371,198	132,019	136,587	639,804
Total Equity	1,965,496	559,603	711,885	3,236,985	1,996,858	585,730	748,025	3,330,613	2,029,611	612,590	785,048	3,427,249



**Statement of Financial Position
Scenario 1**

	2031/32			
	General	Water	Sewer	Total
Assets				
Current Assets				
Cash and Cash equivalents	127,153	178,620	240,033	545,806
Investments	16,876	-19,748	-15,268	-18,140
Receivables	6,564	8,447	4,962	19,973
Inventories	2,288			2,288
Other	14,692			14,692
Non-current assets classified as held for sale	0			0
Total Current Assets	167,573	167,319	229,727	564,619
Non current assets				
Investments	15,000	8,731	24,415	48,146
Receivables	0	168	11,129	11,297
Inventories				0
Infrastructure, property, plant and equipment	1,964,625	415,637	559,510	2,939,772
Investments accounted for using equity method				0
Other	2,798			2,798
Intangible Assets	137	50,174		50,311
Total Non Current Assets	1,982,560	474,710	595,054	3,052,324
Total Assets	2,150,133	642,029	824,781	3,616,943
Liabilities				
Current Liabilities				
Payables	19,602	202	244	20,048
Contract Liabilities	12,588	445	3	13,036
Borrowings	2,072	0	0	2,072
Employee Benefit Provisions	12,500	1,105	1,461	15,066
Total Current Liabilities	46,762	1,752	1,708	50,222
Non Current Liabilities				
Borrowings	29,455	-2	1	29,454
Employee Benefit Provision	830	74	98	1,002
Provisions	9,288			9,288
Total Non Current Liabilities	39,573	72	99	39,744
Total Liabilities	86,335	1,824	1,807	89,966
Net Assets	2,063,798	640,205	822,974	3,526,977
Equity				
Retained Earnings	1,692,600	508,186	686,387	2,887,173
Revaluation Reserves	371,198	132,019	136,587	639,804
Total Equity	2,063,798	640,205	822,974	3,526,977



General Fund Ratios Scenario 1

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Operating Performance Ratio (Greater than or equal to break even over a three year period) Present	-3.72%	-3.53%	-2.60%	-1.75%	-0.08%	0.57%	1.22%	1.87%	2.52%	3.16%
Own Source Revenue (Greater than 60% average over three years) Present	58.97%	67.40%	70.52%	70.38%	70.73%	70.78%	70.84%	70.89%	70.95%	71.01%
Debt Service Ratio (Greater than 0% and less than or equal to 20% average over three years) Present	4.67%	4.22%	3.62%	3.45%	3.26%	3.17%	3.09%	3.00%	2.75%	2.49%
Cash Expense Cover Ratio (Benchmark Greater than 3 times)	14.69	12.91	12.18	11.40	15.62	14.94	14.33	13.81	13.40	13.09



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ASSET MANAGEMENT STRATEGY

A Part of Council's Resourcing Strategy



Committed to the Pursuit of Excellence



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DOCUMENT PURPOSE

The Asset Management Strategy (AMS) is a key component of the Coffs Harbour City Council Resourcing Strategy.

The Resourcing Strategy demonstrates how Council will resource through time, money, people and assets, its contribution toward the community's aspirations.

The AMS is focussed on Council's non-current assets valued at \$2.7 billion across six portfolios:

1. Transport
2. Drainage
3. Open space
4. Buildings
5. Water
6. Sewer

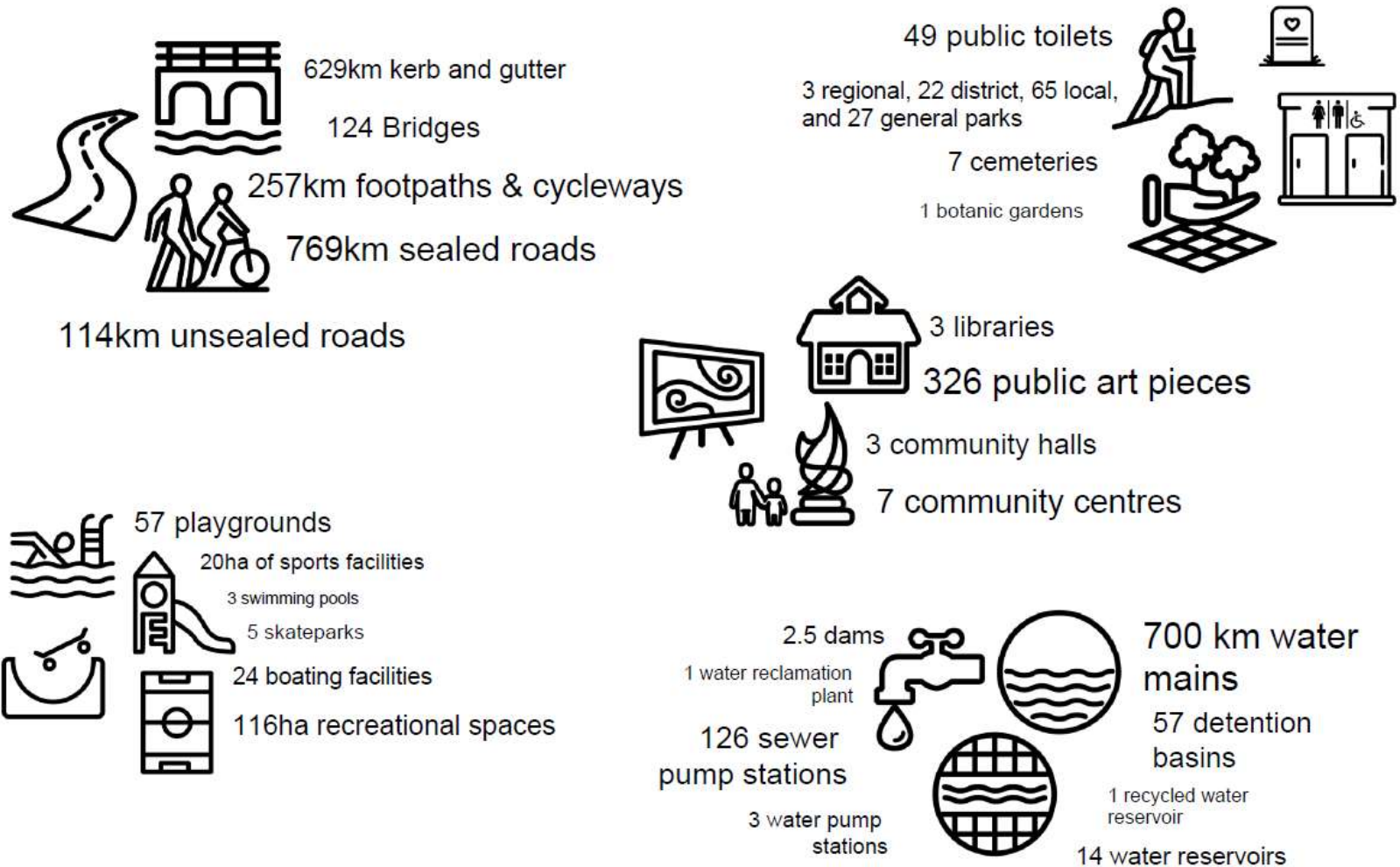
Through long-term planning and the development of systems and processes, the AMS provides a solid foundation for providing sustainable services and infrastructure as desired by the community today and into the future. It comprises a set of living documents that evolve consistent with new data, processes and systems.





Our Assets – a snapshot

Total asset replacement value = \$2.7 billion





Some Key Definitions

Asset Management Plans

Documented information that specifies the activities, resources and timescales required for an individual asset, or a grouping of assets, to achieve the organisation's asset management objectives.

(see Appendix State of the Assets Report)

Capital Expenditure (CAPEX)

Expenditure used to increase the value of existing stock by creating new, renewing, expanding or upgrading assets, or by increasing the capacity of existing assets beyond their original design capacity or service potential.

Infrastructure Assets

Physical assets that are fixed, forming a network or portfolio of assets serving whole communities. Assets are items, things or entities that have the potential or actual value to an organisation.

Non-current Assets

Non-current assets are long term investments that have a useful life of more than one year. They are held with no intention to dispose of but to use in conducting the activities of the council.

Renewal

Works to replace existing assets or facilities in order to increase their useful life. Or works that increase the service potential of the asset beyond its current condition but not exceeding its current maximum design level (for example, re-sealing of a road).

Repair

Action to restore an item, via maintenance activities to its previous condition after failure or damage.

Upgrade

A change to the asset that exceeds a 'like-for-like' renewal and/or an increase in service level beyond its current maximum design level – for example, widening a road to add an extra traffic lane or improve safety.

Useful life

The period over which an asset is expected to be available for use by Council; or the number of production or similar units expected to be obtained from the asset by Council.



SCOPE OF ASSET MANAGEMENT

Asset Management Principles

Four principles below serve to guide decision making and act as a basis against which asset management strategies can be tested, reviewed and updated.

AM Principle	CHCC will provide
Value	Efficient, effective and economic infrastructure considering needs, risk and cost, not just for this generation but also those that follow. Asset management focuses on the value of the asset to the community. The concept of 'value' can vary, and Council must make decisions based on what this means to the broader community. The range and level of service provided to the community must be supported by their willingness to pay for these services. This will be achieved where service provision is considered to provide value.
Alignment	Asset Management (AM) decisions (technical, financial and operational) enable the achievement of the Community Strategic Plan (CSP) objectives. There is a traceable and logical link to CSP objectives through services provided in the Delivery Program (DP). The aspirations of the community are balanced with operational realities such as risk, safety, costs, efficiency and customer value. Through regular dialogue with the community, we can collectively determine the priorities for our services, assets and the ways to achieve them.
Assurance	Effective governance provides assurance that Council will deliver to the community services as required. The AM system seeks to provide accurate and current information to assist decision making. Decisions will recognise and integrate with other management systems such as risk, safety, finance, environment and culture to provide assurance that we are responsible service providers and responsible corporate citizens.
Leadership	Leadership and commitment from all levels of management are essential for successfully establishing, operating and improving asset management within the organisation. Council will seek to build organisational capacity and resilience to stimulate conversations around what the community needs and what is expected for investment in the area. Assets are long term, and decisions made today may not realise full benefits for years to come, or alternatively may be popular today but not of value in the future. Council will apply contemporary standards to make informed, evidence based decisions.



CSP Outcomes met by this Strategy

- Our public infrastructure is maintained for its current purpose and for future generations.
- Public infrastructure continues to meet our community and business requirements.
- There is collaborative planning to address needs associated with projected population growth.
- Accurate data is collated and used to help effectively and strategically plan for future community needs.
- Infrastructure is planned for the long-term and without imposing an unfair burden on future generations.
- Our limited resources are targeted to where they are needed most.
- Best practice and innovation are used to deliver value for money.





Outcome	Objectives	Timeline
Embed risk management at all levels of asset management	Develop an integrated strategy and plan to address the risks of climate change on Council assets.	June 2023
	Review the asset register in light of current hazard mapping to flag potential risks.	June 2023
	Embed risk management into asset management tools and processes.	June 2025
	Mitigate risks by ensuring prioritised capital works are included in the Operational Plan or the Delivery Program.	Annual
Best practice standards in project management	Develop and implement the project management framework with associated systems and processes, including staff training and change management.	December 2022
	Develop a whole-of-life cost reporting process.	June 2023
	Business plans for assets to be developed incorporating the lifecycle costs, including operations and maintenance.	June 2023 On-going improvements
	Seek opportunities to generate efficiencies in its operations to free up resources.	June 2024 On-going
Levels of service reflect community needs and requirements	Review infrastructure services to describe the full cost of current levels of service.	December 2022
	Review infrastructure services to describe the full cost of current levels of service.	June 2023
	Conduct a gap analysis of current maintenance management and operational systems.	June 2023 On-going maintenance
	Provide opportunities for the community to review the range and level of service provided.	December 2023
	Ensure remaining management and operational systems are developed in consultation with internal providers.	December 2023
	Initiate the Asset Steering Group to ensure an aligned approach to asset management.	December 2024



Outcome	Objectives	Timeline
The Asset Management System integrates with other internal systems	Roles and responsibilities for asset management are clearly defined.	September 2022
	Implement and maintain Tech1 software for asset management.	December 2022
	Integrate the Asset Management System with internal systems such as risk, safety, finance, community planning and workforce management.	June 2026
Council maintains a 10 year window of requirements resulting in funded and unfunded prioritised capital works	Develop a ten year list of capital and renewal works for each portfolio.	June 2023 On-going
Assets are well managed and operated	Develop a whole-of-life cost reporting process	June 2023
	Business plans for assets to be developed incorporating the lifecycle costs, including operations and maintenance	June 2024





Asset Management System

Strategic 5-20+ Years Focus – Good Financial and Asset Management

- Linked to the Long Term Financial Plan
- Prediction models – future treatment planning
- Condition, capacity, functionality, risk, utilisation
- Degradation models – consumption and remaining lives
- Asset valuations and depreciation
- Funding models and scenarios for future requirements
- Asset policies and strategies



Tactical 1-5 Years Focus – Program / Project Management

- Linked to rolling 10-year CAPEX budget
- Feasibilities and business case
- Investment selection and optimisation
- Portfolio, program, project management
- PRINCE2/PIMBOK methodologies
- Renewal, upgrade and replacement programs
- Capital project execution and delivery
- Asset maintenance planning

Operational < 1 Year Focus – Work Management

- Linked to the yearly operation/maintenance
- Budgets reactive work – customer and internal
- Preventative maintenance
- Routine and planned work
- Inspections and defects
- Condition assessments
- Minor capital work

Figure 1: Asset Lifecycle Management adapted from TechnologyOne



Asset Management Steering Group

The AM Steering Group will be established to monitor and review the implementation and improvement of the AM system to ensure Council's AM objectives are met.

The steering group will provide an important cross-functional forum for planning and coordinating AM activities including raising awareness of and communicating AM issues, and categorisation of assets (in addition to monitoring and reviewing the AM system). They will plan ways to improve asset management and the information available for decision making. This is an ongoing process of continual improvement.

Roles and Responsibilities

Roles and responsibilities in relation to the AM system are established at several levels in Council:

- generally, in the AM Policy
- specific to particular services in the Delivery Program and Operational Plan listing measures of success and significant projects.
- specific to roles in Position Descriptions
- Monitoring clarity of roles and responsibilities as well as the adequacy of resources (including competence) to support the implementation of the AM system is within the terms of reference for the AM Steering Group. The decisions will be informed by audits, guidelines and community engagement.
- AM Steering Group to clearly define asset management and service owner responsibilities and accountabilities required to achieve Council's asset management objectives.

Information and Documentation Requirements

Appropriate information on Council's assets is crucial to the effective operation of the AM system.

Examples of asset data collected in the Asset Register:

- condition
- materials
- size
- location
- construction
- date
- performance
- maintenance history
- inspections
- cost

Asset management is informed by approved plans and strategies (at both policy and operational levels).

There are also procedural documents to direct activities that are undertaken so they are carried out in a way that provides the best value. Importantly, records and plans are required to be kept of these activities and other issues.



Asset Management System Governance

Risks and Issues that could impact the Strategy

Risk/Issue	Mitigation
Adequate asset management processes not being in place, leading to substantial long term financial burdens to Council	AM Steering Group
Risks associated with outsourcing AM activities	Risk and Audit Committee AM Steering Group
Ensuring AM objectives are met	AM Steering Group
Assessing the standard of AM	Internal audits Risk and Audit Committee
Significant changes in community demands leading to under-utilisation of assets or reduced service levels. Shifts in operating service levels or asset infrastructure priorities	Community engagement Council resolution
Community review of services levels resulting in unsustainable	Community engagement Council resolution AM Steering Group
Improved data information resulting in improved information in the LTFP	Condition assessments Reviewed annually AM Steering Group Council resolution
Increased costs and changes and circumstantial changes (such as safety or natural hazards) in service levels	Community engagement AM Steering Group Council resolution



BASIC CATEGORIES OF TECHNICAL PLANNING AND MANAGEMENT

Following is a short description of the categories of technical planning and management:

Category	Description
<i>Needs analysis and strategies</i>	Identifies community needs and performance required: quality / condition, functionality, capacity. This considers deterioration of assets, growth in demand, changes in community needs and expectations. Strategies are generally formally adopted by Council.
<i>Asset condition assessments</i>	Various methods from visual inspections of buildings to automated laser/video assessments of roads and water pipes will assess the condition of assets to determine how far it is through its useful service life.
<i>Asset valuations</i>	Consider both the 'fair value' of an asset (the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date) and the expected service life. This information coupled with asset condition information enables Council to determine the current fair value of its assets and annual depreciation (how much of this value is being consumed each year). These are key measures of Council's finances and financial sustainability (if assets are being consumed faster than they are being renewed, it may be that Council's assets either are relatively new and don't yet need renewing, or that Council is unable to keep up with deterioration) and would also take into account replacement value.
<i>Forward works programs</i>	Identify the priorities for future works based on the priorities established by Council through its AMPs and Technical Analysis and Planning and draw on a range of data on the assets including the asset hierarchy (the importance ranking of assets in a category e.g. arterial roads versus local roads). The cost of undertaking works is also estimated. This is the key input to the Delivery Program and Operational Plan.
<i>Operations and Maintenance Management Plans/Systems</i>	This is the means by which Council ensures assets are providing 'best value': performing appropriately, being managed sustainably – avoiding premature failure and appropriately managing risk.



Aligning Infrastructure and Financial Planning

Approximately two thirds of Council's budget over the next four years are devoted to operating, maintaining, renewing and building new assets as well as accounting for their depreciation, so aligning infrastructure management and financial planning is key.

The Long Term Financial Plan (LTFP) has been developed on the basis that service levels remain consistent over the 10-year period. We model asset management costs that support the delivery of services on a business as usual basis and this informs the LTFP.

Data collected about the condition of our assets and their remaining useful lives is used by Council to program planned maintenance and renewal of assets. Continuous improvement in both data quality and our business analytics will lead to improved asset renewal planning and estimated costs. Across the six asset classes, we will model the amount of maintenance and renewals activity, and expenditure needed, to sustain current service levels.

Asset related costs are divided into:

- Operations and maintenance
- Renewal
- Upgrade / new
- Revenue generated by asset disposals

There are many opportunities to secure grants to help fund some projects, or to gain contributions from developers to fund activities required to support their developments. Council pursues such

opportunities as they become available subject to available project delivery resources. Accurate cost estimates for the Developer Contributions Plans are important to prevent funding shortfalls and/or a reduced level of infrastructure.

Council will sometimes finance new or replacement assets with debt. Given the very long-lived nature of many infrastructure assets, it is often appropriate for Council to do so, such that those who benefit from the infrastructure will then pay for it over time. Such decisions must take into account both infrastructure and finance issues, which are considered in formulating the LTFP.

Asset Valuation and Consumption (Depreciation)

The valuation of assets is on the basis of 'fair value' (what an asset is worth on the open market). Asset condition says how far the asset is through its life (how much value has been consumed). The cost of asset consumption (depreciation) is calculated based on the value lost each year as the asset deteriorates (as life is used up), i.e. the asset value divided by its service life.

Assumptions about these factors (fair value, condition and service life) of assets determines a significant portion of Council's annual operating expenses.

Assumptions about these parameters are improving, but need to be refined over time.



10 Year Expenditure Projections

Council forecasts its revenues and expenditure over 10 years via the LTFP.

In the LTFP, projected expenditure on CAPEX is reported as 'purchase of infrastructure, property, plant and equipment' in the Cash Flow Statement.

In the LTFP, projected expenditure on operational activities (operating and maintaining assets) is reported as its component parts: 'employee benefits and on-costs', 'materials and contracts', etc. in the 'payments' section of the Cash Flow Statement as well as the 'operational expenditure' section of the Income Statement.

In the LTFP, projected depreciation expenses (also an operational expense) is reported in the Income Statement under 'expenses from ongoing activities'.





Council will monitor financial performance through the following performance indicators:

Indicator	Purpose	Target
Infrastructure Renewal Ratio	To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating	>100%
Capital Expenditure Ratio	To assess the extent to which a Council is expanding its asset base through capital expenditure on both new assets and the replacement and renewal of existing assets	>1.10 x
Asset Maintenance Ratio	Compares actuals vs required annual asset maintenance. A ratio about 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing	>1.00x
Infrastructure Backlog Ratio	This ration shows what proportion the backlog is against the total value of a Council's infrastructure	<2.00%

Asset Renewal Backlog

The cost of renewal or maintenance of an asset that does not meet minimum levels of service, or, on a risk assessed basis, is deemed to require immediate action rather than inclusion in the future works program, will be reported in the Asset Renewal Backlog. The test for the renewal backlog is ultimately the community's willingness to pay.

While Council has established hierarchies for most asset categories that prioritise efforts toward those assets with higher usage (e.g. distributor roads, trunk pipelines) and in most cases establish higher standards of performance (e.g. renewal is undertaken when assets are less deteriorated), in a sense all assets are 'critical' in that they provide essential services to the community.

Managing Critical Assets

A critical asset is one with the potential to significantly impact on the achievement of the organisation's objectives (ISO 55000). Assets can be critical due to safety, environment or performance reasons (this can relate to legal, regulatory or statutory requirements) or because they provide services to critical customers.

Risk management strategies for the primary asset categories are outlined below:



Critical Asset	Primary Risks	Management Strategies
Water Supply	<ul style="list-style-type: none"> • Supply problems due to drought • Failure to meet Australian Drinking Water Guidelines • Failure of critical infrastructure (e.g. pumps, mains breaks) • Loss of power leading to loss of supply • Mismanagement or incorrect operation of water supply plant 	<ul style="list-style-type: none"> • Strategic Acceleration Plan to update all water supply strategic and management plans • 30 year strategic plan • Criticality analysis • Condition assessments • Identification of opportunities to improve redundancy and resilience (e.g. backup pumps, storage in reservoirs) • Documented best practice resource management
Sewerage	<ul style="list-style-type: none"> • Release of untreated sewage or effluent to the environment due to a loss of power or failure of infrastructure • Mismanagement or incorrect operation of sewerage treatment plant 	<ul style="list-style-type: none"> • Strategic Acceleration Plan to update all sewerage strategic and management plans • 30 year strategic plan • Criticality analysis • Condition assessments • Identification of opportunities to improve redundancy and resilience (e.g. backup pumps, storage in reservoirs) • Documented best practice resource management
Roads, Bridges and other Transport	Safety issues arising from asset failures and/or other issues such as fallen trees, washed out bridges, flooded roads	Inspection systems in place with additional inspections undertaken where necessary (e.g. after a major storm event) to identify and respond to defects
Playgrounds	Safety issues from damaged or broken equipment	<ul style="list-style-type: none"> • Everyone Can Play guidelines • Inspection system in place to identify and respond to defects
Sportsgrounds	<ul style="list-style-type: none"> • Safety of users • Unauthorised access by vehicles 	<ul style="list-style-type: none"> • Sports Facilities Plan • Appropriate maintenance carried out, grounds closed when unsuitable to use • Safety controls installed
Buildings	Business continuity in the event of a problem with the building	<ul style="list-style-type: none"> • Review of Council's Property Strategy • Business continuity plans • Maintenance plans



Asset Management Plans

The Asset Management Plan (AMP) describes the operating context, governance, scope and range of activities intended to achieve the agreed organisation objectives (outlined in the CSP). The plan describes the strategies, plans and activities necessary to identify, manage and control an agreed budget to achieve the lowest lifecycle cost. It describes the continuous improvement, compliance and review activities to be performed.

Council will develop one technical AMP per asset portfolio: Buildings, Drainage, Open Space, Transport, Sewer and Water.

A State of the Assets Report will summarise these technical documents for endorsement by Council and will be published annually.



Please find the adopted Asset Management Policy on Council's website:

<https://www.coffsharbour.nsw.gov.au/Your-Council/Publications-and-forms/Policies/Asset-Management-Policy>





STATE OF THE ASSETS

Overview - 2022/23 – 2032/33

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What is an Asset Management Plan?

The AMP guides Council's Long Term Financial Plan and is linked to the Delivery Program and Operational Plan.

The AMP optimises the lifecycle, risk and performance of assets to provide best possible value.

The Asset Management System consists of the Asset Management Policy, the Asset Management Strategy and Asset Management Plans (AMP).

The plans and strategies should all align with the objectives of the MyCoffs Community Strategic Plan 2032 which reflect the needs and requirements of the community. Council's "Place Score" tool also informs decisions regarding the community's priorities and criteria for creating liveable spaces.

This document is an overview of Council's assets in the following portfolios:

- Buildings
- Open Space / Recreation
- Transport
- Stormwater
- Sewer
- Water

There are detailed background analytical planning documents (AMPs) which inform this report. Some of the key outputs are:

- Current State of the Assets,
- Asset Objectives: Ten Year Plan
- Risks and Opportunities
- Performance Objectives
- Demand drivers
- Business Improvements

Assets are rated according to their condition (see Fig 3). Other factors considered when prioritising renewals include:

- Operational and technical measures of performance which support the community service levels. Technical measures relate to the allocation of resources to service activities to best achieve the desired community outcomes and demonstrate effective performance.
- Operational services are the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc.)
- Maintenance services are those activities necessary to retain an asset as near as practicable to an appropriate service condition. These activities enable an asset to provide service for its planned life (e.g. pipe cleaning, road patching, building and structure repairs)

- Renewal works are activities that return the service capability of an asset up to that which it had originally (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement)
- Upgrade/New – the activities to provide a higher level of service (e.g. widening a road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library)
- Council's plan is to develop a service level framework that will include formalised customer and technical levels of service. The AMP will be updated in future revisions to include these when finalized. These technical measures relate to the allocation of resources to best achieve the desired community outcomes and demonstrate effective performance.



AMPs and Council’s Planning Framework



Fig 2: Council Integrated and Reporting Framework (IP&R)

Council planning documents are contained within the Integrated Planning and Reporting Framework (IP&R) as proscribed by the Local Government Act 1993.

ASSET CONDITION

TABLE 1: INFRASTRUCTURE ASSET CONDITION ASSESSMENT 'KEY'

Rating	Condition	Definition
1	Excellent / Very Good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very Poor	Urgent renewal / upgrading required

Fig 3: Condition ratings definitions (CHCC Annual Financial Statements)



Current State of Council’s Assets

Council’s infrastructure assets have a replacement value of over \$2.7 billion. The value of the six major asset classes are as follows (\$m):

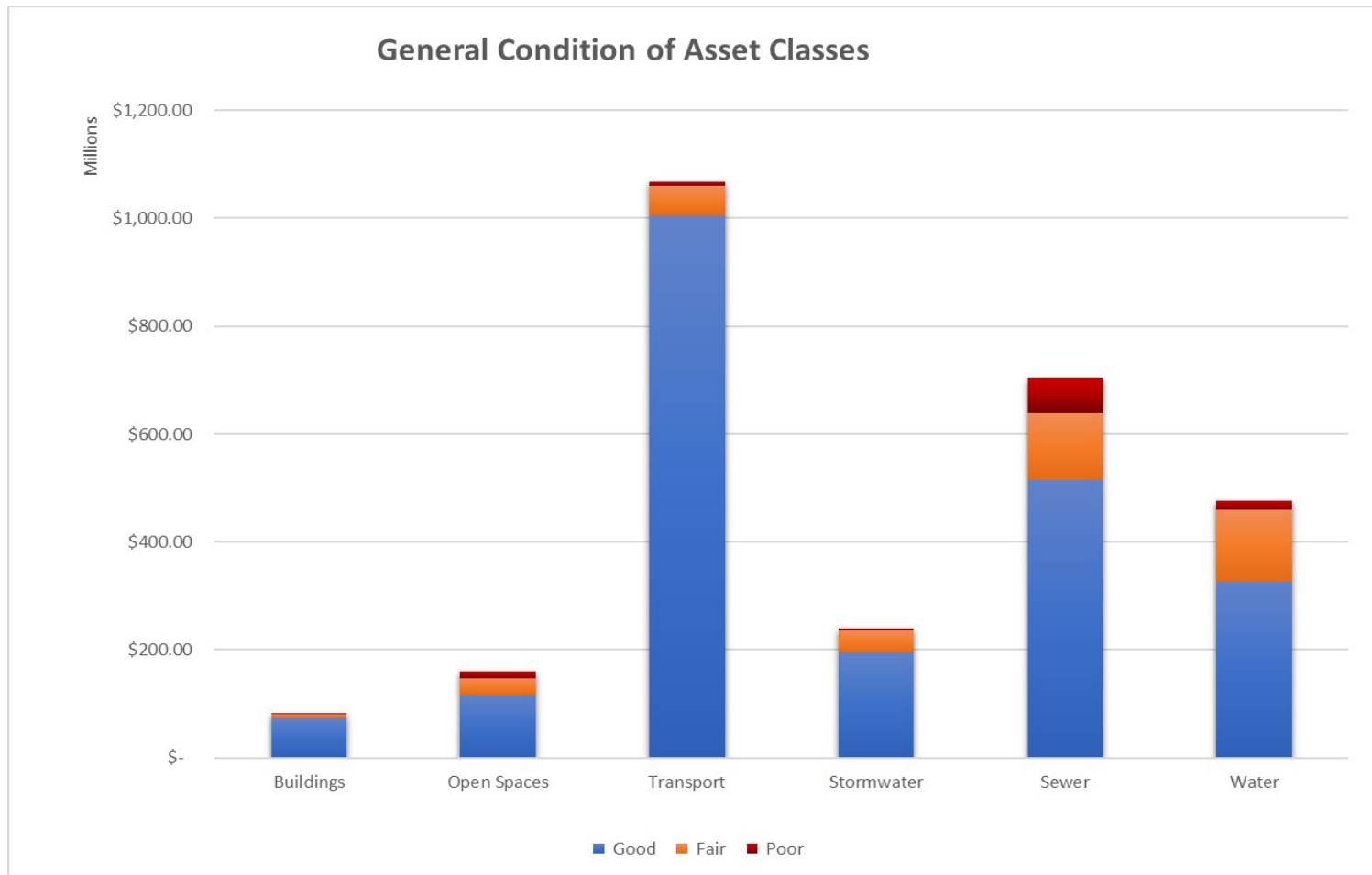


Fig 4: Council's Asset Values by General Asset Condition

This chart summarises the replacement value of Council’s main classes of physical assets and general asset condition.

CHCC Backlog

Backlog represents those assets that are due for renewal in accordance with current service levels, but are not yet funded for renewal.

- Jetty Structure, cost \$18.4m
- Bo-Bo Bridge, cost \$3m
- Lower Park Beach Seawall, cost \$2m
- Boambee Creek Footbridge, cost \$2.5m

These projects are considered Council's highest priority.



STATE OF THE ASSETS

BUILDINGS

Asset Data Summary	Value \$'000
2 Administration	8,928
3 Business units	21,100
42 Commercial	4,649
55 Community	14,209
4 Cultural	3,709
18 Emergency Services	5305
3 Libraries	2268
2 Multi-storey Carpark	23466
33 Operational Depot	5260
8 Waste Management	2377

Current State of our Assets

Total Replacement Value: \$82M. Excludes Open Space and Sports buildings.

Overall Condition: Approximately \$2.6M of assets will require replacement over the next 10 years. \$251,000 of building assets are condition 5, while \$1.3M are condition 4. The planned 2022 condition assessment will provide improved data.

Service Levels improvement priorities: Jetty theatre, Toormina and Woolgoolga library upgrades. New facilities: Cultural and Civic centre, Moonee Community Centre and Coffs Harbour Entertainment Venue.

Park Avenue public toilet identified for refurbishment to improve safety.

Funding: Special Rate Variation (SRV): \$1.65M Capital and \$550,000 Maintenance annually

Swimming Pools: \$1.65M Buildings SRV is being utilised to match grant funds over 21/22 and 22/23. From 22/23 there will be funds available for building renewals.

New facilities: Completed 2022: Botanic Gardens glasshouse, Council Animal Impound Facility, Yarrila Place



Fig 5: Buildings Asset Value vs Condition.
2018 condition data; planned for condition reassessment in 2022

Asset Objectives: Ten Year Plan

Overall Condition: 95% assets are above condition 4

Programmed activities: external painting programmed every 10 years completed (2028: \$600,000).

Service Levels: Existing facilities upgrades completed, new facilities delivered. Park Avenue refurbishment completed.

All buildings meet universal design standards.

Jetty memorial theatre redevelopment for completion 2022/23.

Libraries: Obtain grant funding for Toormina and Woolgoolga library upgrades

Yarrila Place completion 2023

Asset condition management: Systematic reporting of repairs and renewals, ensuring up to date data

Funding: Adjusted SRV provision catering for asset renewals including sports facilities and public toilets

Developer Contributions levies: Moonee Community Centre completed

New Facilities and refurbishment completed: Delivery of new facilities listed in Key Performance Objectives

Swimming pools: Delivery of new facilities, open and self-sufficient operation by end of 2023

Funding: Review funding sources for sports facilities buildings and public toilets renewals to the value of \$1.54M over 10 years.

New Facilities and Refurbishment: Delivery of new facilities listed in Key Performance Objectives

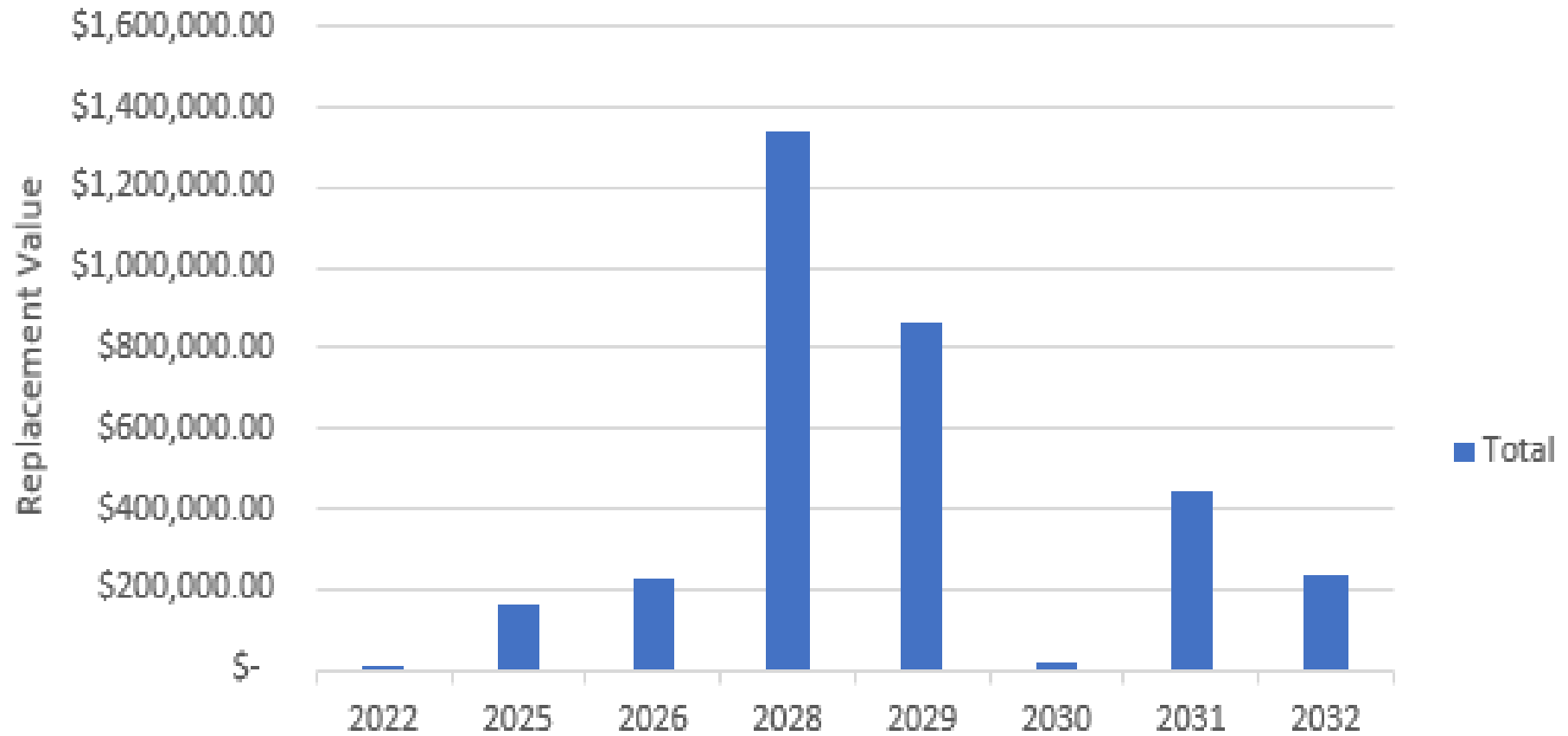


Fig 6: Buildings Forecast Renewal Year
2018 condition data; planned for condition reassessment in 2022

Risks and Opportunities

Property Strategy: Identify and recommend resources and policies for managing facilities.

Finishes: Insufficient planning resulting in inability to complete program.

Service levels: Property Strategy proposes future demand and levels of service that may impact target service levels.

Swimming pools: Opportunity for new facilities meeting current and future demand to be self-sufficient.

Funding: Allocation of excess funding to other asset classes (open spaces) provides an opportunity to improve overall asset renewal outcomes.

Developer Contribution levies: Insufficient funds or resources to deliver new building assets that meet demand.

New facilities and refurbishment: Risk that prioritisation of new projects does not consider available delivery resources resulting in delayed delivery.

Key performance Objectives

Targets

Yarrila Place

2022-23

Swimming pools replacement – Woolgoolga and Sawtell

2022-23

Jetty Memorial Theatre redevelopment

2022-24

Park Avenue amenities refurbishment

2023-24

Moonee community centre

2026-27

Future Funding Opportunity Considerations

- Toormina and library and community services relocation
- Community hall upgrades – Ulong, Bucca, Lowanna
- Coffs Harbour Entertainment Venue (CHEV)
- Cultural collections facility
- Cavanbah centre acoustics upgrade
- Branch library network expansion
- Bonville multi-purpose community space



OPEN SPACE AND RECREATION

Asset Data Summary	Value \$'000
116 ha Parks and Reserves	15,083
20 ha Sports Facilities	56,220
49 Public Toilets	17,118
3 Swimming Pools	12,031
7 Cemeteries	1,597
Coffs Harbour Historic Jetty	14,822
5 Skate Parks	2,346
24 Boating Facilities	672
8506 Street Trees	unvalued
Coffs Harbour International Stadium	32,955

Current State of our Assets

Total Replacement Value: \$153M. Excludes boardwalks, footpaths and car parks.

Overall Condition: Approximately \$24.5M of asset replacement over the next 10 years, excluding the historic Jetty structure.

Coffs Coast Regional Park: Renewal program over 5 years \$8M of which Council have matched NPWS funds of \$4M.

Historic Jetty: 2021 Preliminary assessment and design estimate actual current replacement value \$18.4M.

Parks and Reserves: Current projects addressing conditions include playground and furniture renewal programs. Of the 59 playgrounds, 29 are reaching the end of their useful life.

Sports Facilities: Upon completion of current approved projects, the remaining replacement cost of poor condition assets will be halved.

Public Toilets: Public Amenities Upgrade Program in place has replaced 10 toilets with new accessible facilities and renovated 3. A further 7 amenities buildings, at a cost of approximately \$300,000, each require replacement.

Cemeteries: Plan of Management being developed to inform future planning.

Skate Parks: Resurfacing of all skate parks in progress. Bray Street to be relocated.

Street Trees: Current asset count, approximate value uncalculated. Average of 240 mature trees removed annually. No funding allocation for new or replacement street tree planting. There is a community demand for more street trees.

Boating Facilities: Plans in place to upgrade Emerald beach access which has deteriorated. Coffs Creek jetties require replacement. Plan excludes Transport NSW owned Coffs Harbour boat ramp.

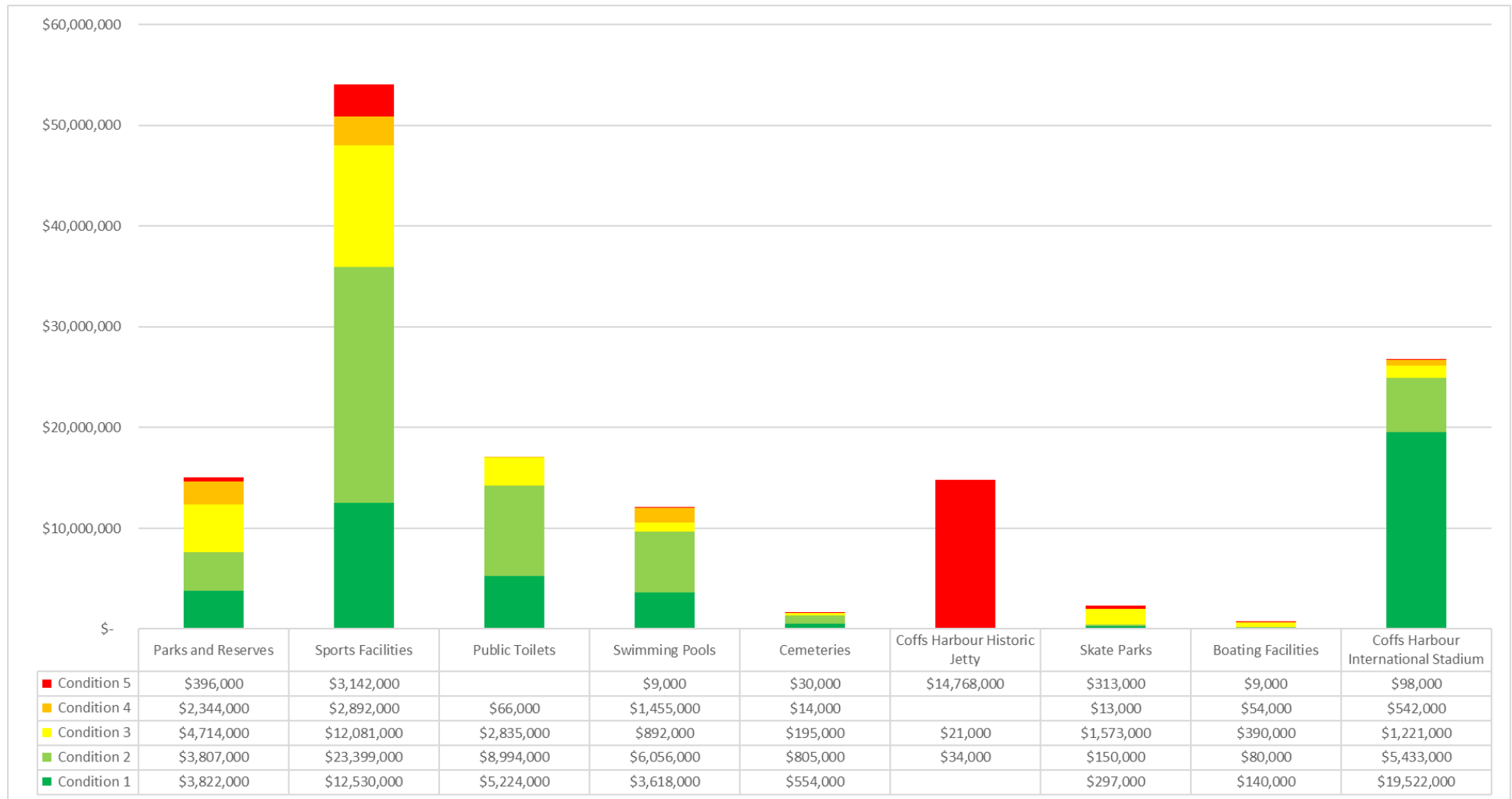


Fig 7: Open Spaces Asset Value vs Condition

Asset Objectives: Ten Year Plan

Coffs Coast Regional Park: Adopted masterplans delivered. CCRP adopted program delivered.

Historic Jetty: Replacement historic Jetty structure completed and in full service.

Parks and Reserves: 90% of assets are condition 3 and better. All playgrounds will meet Universal design and “Everyone Can Play” NSW Government guidelines.

Sports Facilities: Consistent asset renewal schedules and maintenance programs including licensing and leasing arrangements across all facilities. Clear maintenance and renewal schedules and budgets.

Public Toilets: All facilities meet requirements for universal standards and safety.

Cemeteries: Cemeteries managed in accordance with their Plan of Management.

Skate Parks: Bray Street replaced. Sandy Beach facility completed. Resurfacing program established.

Street trees: Street tree canopies established and improved through planting of 4000 new and replacement street trees. Asset value of existing street trees including current condition calculated and included in asset reporting system.

Boating facilities: 100% beach access ramps are condition 3 and above. All fish cleaning tables installed as required to meet community needs.

Coffs Harbour International Stadium: Stage 2 masterplan completed.

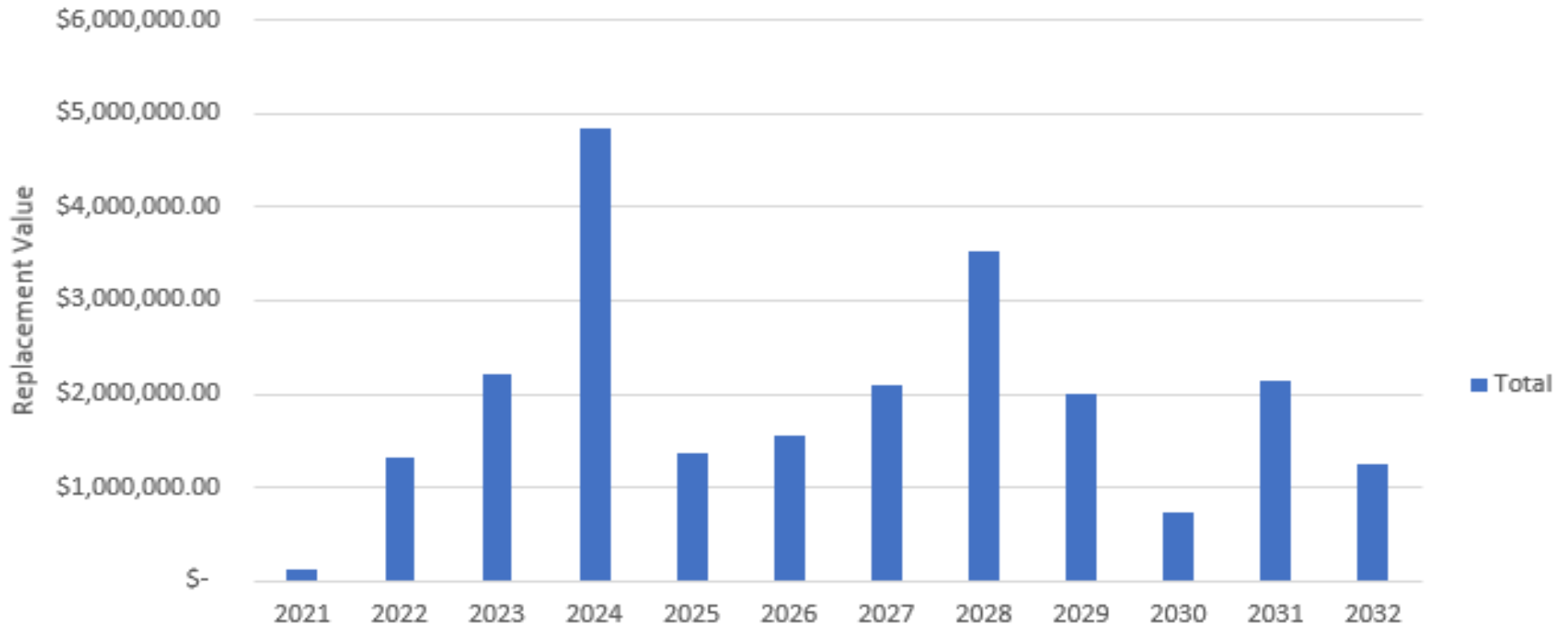


Fig 8: Open Spaces Forecast Renewal per Year

2018 condition data. Sports facilities and public amenities are planned for condition reassessment in 2022 Sports field renewal (2024) and tennis court resurfacing (2028) require confirmation

Risks and Opportunities

Historic Jetty: Attention required to avoid closure. Unable to be funded through existing avenues.

Sports facilities: Risk of tennis court surface failure resulting in large expense incurred by council.

Native Title: Council managed crown lands created after 1996 are subject to Native title claims. Native title will impact ability of council to upgrade existing or install new facilities.

Funding: Current resourcing insufficient to undertake renewals required.

Park Beach seawalls require replacement within the next two to three years to avoid failure. Current funding avenues are insufficient to match funds for available OEH funding until at least 2025.

Tennis court resurfacing: Substantial expense incurred in excess of current available funding.

Environmental projects: Risk resources and funding not allocated to identified Coastal Management Plan and Environmental projects resulting in failure to meet recommended.

New facilities planning risk insufficient operations resourcing is available to ensure expected service levels are met.

Street tree removal exceeds replacement, resulting in lack of tree canopy on streets. Valuation of street trees as an asset is an opportunity to understand value of street trees to the community.

Key performance Objectives

Targets

Infrastructure: Facilities asset renewal program – 10M over 10 years

2032

Sportz Central redevelopment including skate park and cricket nets – 2M grant funded

2022-23

Brelsford Park masterplan implemented – 5M grant funded

2023-24

Coffs Coast Regional Park: \$8M program 2021/26 CHCC \$4M matching funds

2026

Parks and Reserves: Upgrade Playground to meet guidelines - \$7M over 10 years

2032

Sports Facilities: Tennis court resurfacing program. \$4M over 5 years. Aligned with Tennis strategy

2028

Sports Facilities: Property strategy recommend resources and policies for managing facilities

2023

Cemeteries: Plan of Management completed. Coffs Harbour Historic Cemetery renewal

2026

Coffs Harbour International Stadium: Stage 2 master planning completed for grant funding

2023

Public Toilets: PAUP program replace 7 facilities - \$2.1M over 10 years

2032

Key performance Objectives	Targets
Skate Parks: Installation of new local facility at Sandy beach and Sportz Central.	2022-23
Skate Parks: Renewal of Woolgoolga facility: \$950,000.	2027
Street trees. Replacement and new street trees - 1.3M over 10 years	2032
Boating facilities: Beach accesses, jetties renewed, replaced or removed.	2032
Funding: Allocation of excess funding from other asset classes (buildings) provides an opportunity to improve overall asset renewal outcomes.	2022-23
Developer Contribution levies: Delivery of Developer Contribution Plan	2032



TRANSPORT

Asset Data Summary	Value \$'000
334km sealed Local Access roads	259,000
263km sealed Local Collector roads	235,192
93km sealed Local Arterial roads	163,930
114km Unsealed Local roads	15,000
69km Sealed Regional Roads	99,000
124 Bridges	78,000
61 major culverts (>6m width)	22,000
629km Kerb and Gutter	80,000
257 km Footpaths and Cycleways (including boardwalks, ramps and stairs)	76,000

Current State of our Assets

Sealed Road Surfaces: Current reseal program running annually (\$1.5 million p.a.) to address roads needing resealing and minor rehabilitation works

Sealed Road Pavements: Most expensive asset type across Councils Transport network. Annual SRV funded program running to rehab and renew existing pavements (\$2.2 million p.a.)

Regional Roads: Includes Coramba Road, Eastern Dorrigo Way, Lyons Road, Stadium Drive and Hogbin Drive. These roads are generally in good condition due to additional maintenance funding, as well as attracting various Government grants such as the Regional Roads Repair program.

Unsealed roads: Gravel checks completed every 2 years and gravel resheeting occurs annually. Dust seal program in place to seal high priority locations where houses are in close proximity to the road and nuisance dust is recurrent.

Kerb & Gutter: Existing assets in good condition. Large number of gaps identified across the network which can be incorporated into various programs, which will only be considered when the road/pavement is due for upgrade. SRV funded program running yearly to address defects and renew existing assets.

Bridges: Upon completion of the Fixing Country Bridges Rounds 1&2 (On hold due to state-wide impacts of flooding – 2022), Council will have a total of 21 timber bridges remaining. All of which are in good condition (Condition 1 or 2).

Footpaths and Cycleways: A Place and Movement Strategy is being developed in 2022/23 to identify and address missing links within the network, as well as placing a heavier emphasis on 'active transport' within the Local Government Area. The 10-year program will be developed following community consultation Council approval

Carparks: Current funding of \$95k p.a. which is not enough to upgrade/construct new assets. Developer Contributions and Masterplans to inform locations and fund new carpark assets.

Other Road Assets: Includes guardrails, bus stops, signs, and road islands. Council has a program to upgrade all commercial bus stops to meet the Disability Discrimination Act legislative requirements.



Fig 9: Transport Asset Value vs Condition.

Based on 2021 Condition assessment

Asset Objectives: Ten Year Plan

Sealed Road Surfaces: Undertake patching and resealing works (currently \$1.5 million p.a.) at locations identified by asset condition assessments and routine inspections.

Sealed Road Pavements: Prioritise rehabilitation and renewal works over new construction/upgrades. Undertake rehabilitation and renewal works (currently \$2.2 million p.a.) at locations identified by asset condition assessments and routine inspections.

Regional Roads: Complete 100% of grant funded works each financial year. Endeavour to have local roads reclassified as regional roads as opportunities arise to secure additional funding. Currently 10 suitable locations identified within the LGA with 4 being assessed in 2021/22.

Unsealed roads: Undertake gravel depth checks of all unsealed roads every 2 years. Complete gravel resheets and dust seal programs (currently \$238k) at locations identified by gravel depth checks, asset condition assessments and routine inspections.

Kerb & Gutter: Complete minimum of \$50k worth of renewals on existing kerb and gutter assets yearly. Install new kerb & gutter at identified locations as road rehabilitations permit.

Bridges: Deliver 100% of bridges listed under Fixing Country Bridges Round 1 by 2023/2024. Utilise 100% of Bridge Capital Works Budget (currently \$768k p.a.) for potential contributions to Fixing Country Bridges Round 2 and other required renewal works.

Footpaths and Cycleways: Ensure Place and Movement Strategy is adopted to generate a 10-year footpath program focusing on 'Active Transport' priorities. Obtain contributions from Federal and State to supplement Council funding to deliver these works. Funding amounts to be determined.

Carparks: Undertake carpark renewal works (currently \$19k p.a.) at locations identified by asset condition assessments and routine inspections.

Other Road Assets: Assess and prioritise all bus stops that are not compliant to Disability Discrimination Act by 2023/24. Integrate road island repairs/upgrades into the K&G program and review on a yearly basis.

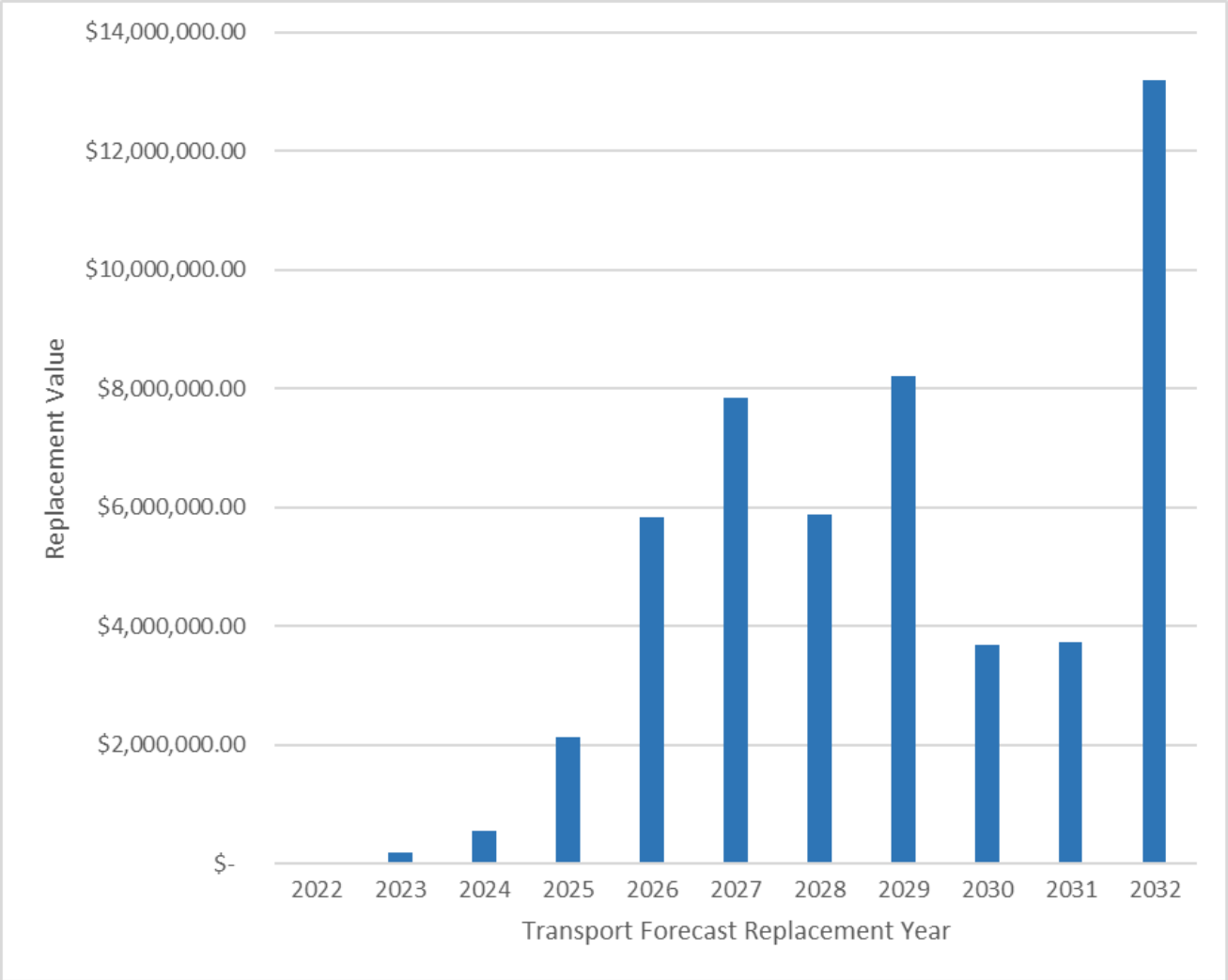


Fig 10: Transport Forecast Renewal per Year
Based on 2021 condition assessment. The \$13m forecast renewal is primarily road surfaces. There will be a minimum of 2 full portfolio asset condition assessments before 2032 which will help update road asset data.

Risks and Opportunities

Development pressure: Number of developments occurring in Coffs Harbour leading to an increased population. Extra burden on ageing infrastructure as well as increased maintenance costs in the future.

Capital Investment: Upgrading existing and constructing new assets could potentially lead to increased maintenance and replacement costs in the future.

Climate Change: Impacts on existing infrastructure.

Levels of Service: Incorporate community input and feedback when setting intervention levels and required levels of service.

Kerb and Gutter: Inadequate construction of historic kerb and gutter leading to accelerated decline in pavement condition.

Maintenance budget pressures: Potential handover of current Pacific Highway into Council's care upon completion of bypass. Current maintenance budget would not be able to accommodate inherited assets.

Sourcing energy efficient materials: Council aim to be carbon neutral by 2030. Opportunity for CHCC to lead the way in implementing alternatives to hydrocarbons and traditional construction materials to align with goals and targets set in the Renewable Energy & Emission Reduction Plan.

Bridges: Current construction of concrete bridges allows the opportunity to simply replace decks at the end of their useful lives, providing significant savings on maintenance and replacement costs.

Developer Contributions Plan: Large amounts of developments underway and planned throughout the LGA. Opportunity to align future works funded by DCPs with Councils overarching strategies and vision e.g. Place and Movement Strategy.

Artificial Intelligence: Opportunity to investigate the use of artificial intelligence to capture and record defect data into our Asset Management software.

Key performance Objectives

Targets

Deliver Key Projects

Riding Lane	2023
Centenary Drive Intersection	2023
De Haviland Way/ Hogbin Dr Roundabout	2023
North Boambee Valley Road Raising	2024-25
Sandy Beach Cycleway	2024

Key performance Objectives	Targets
Boambee Creek Footbridge	2023-24
West Coffs Cycleway	2024-25
Ongoing actions	
Set Service Levels and Intervention Levels for each relevant asset program	Ongoing
Deliver targets set out in Renewable Energy & Emission Reduction Plan	Ongoing



STORMWATER

Asset Data Summary	Value \$'000
351km Stormwater Pipes/Culverts/Channels	178,000
14,000 GPTs/Pits/Headwalls	46,000
57 Detention basins - 467km ²	14,000
19 Flood Warning Systems	645

Current State of our Assets

CCTV Inspection: Council is in the process of undertaking a CCTV inspection program of the stormwater drainage network. Given the age of the network, there are many assets that have not been condition assessed, and some that are still being discovered due to lack of historic plans and information available when they were constructed. This CCTV inspection program aims to identify and assess critical pipe assets, as well as assist in developing a capital renewal program in the future.

Asset Data: The asset data compiled in our register is based on assumptions and associated statistical modelling, therefore is being used as a guide only for long term financial planning.

10-year Capital Infrastructure Plan to conduct flood studies and flood risk management plans, as well as investigation and design for flood mitigation works. This will look to inform Council's capital works program into the future.

Flood and Drainage Loans: Currently paying off loans which were used to fund Urban Flood and Drainage works. The loan repayments (approximately \$300k p.a.) are being funded directly from the Stormwater Service Management Charge funds.

Detention Basins: Council currently has 4 flood detention basins that are declared dams to reduce the impact of future flooding on Coffs Harbour. These detention basins are located at Bakers Road, Bennetts Road, Spagnolos Road and Shepherds Lane and are all designed for 1 in a 100-year rain event. Planning for a fifth declared dam detention basin in North Boambee Valley is funded and currently underway.

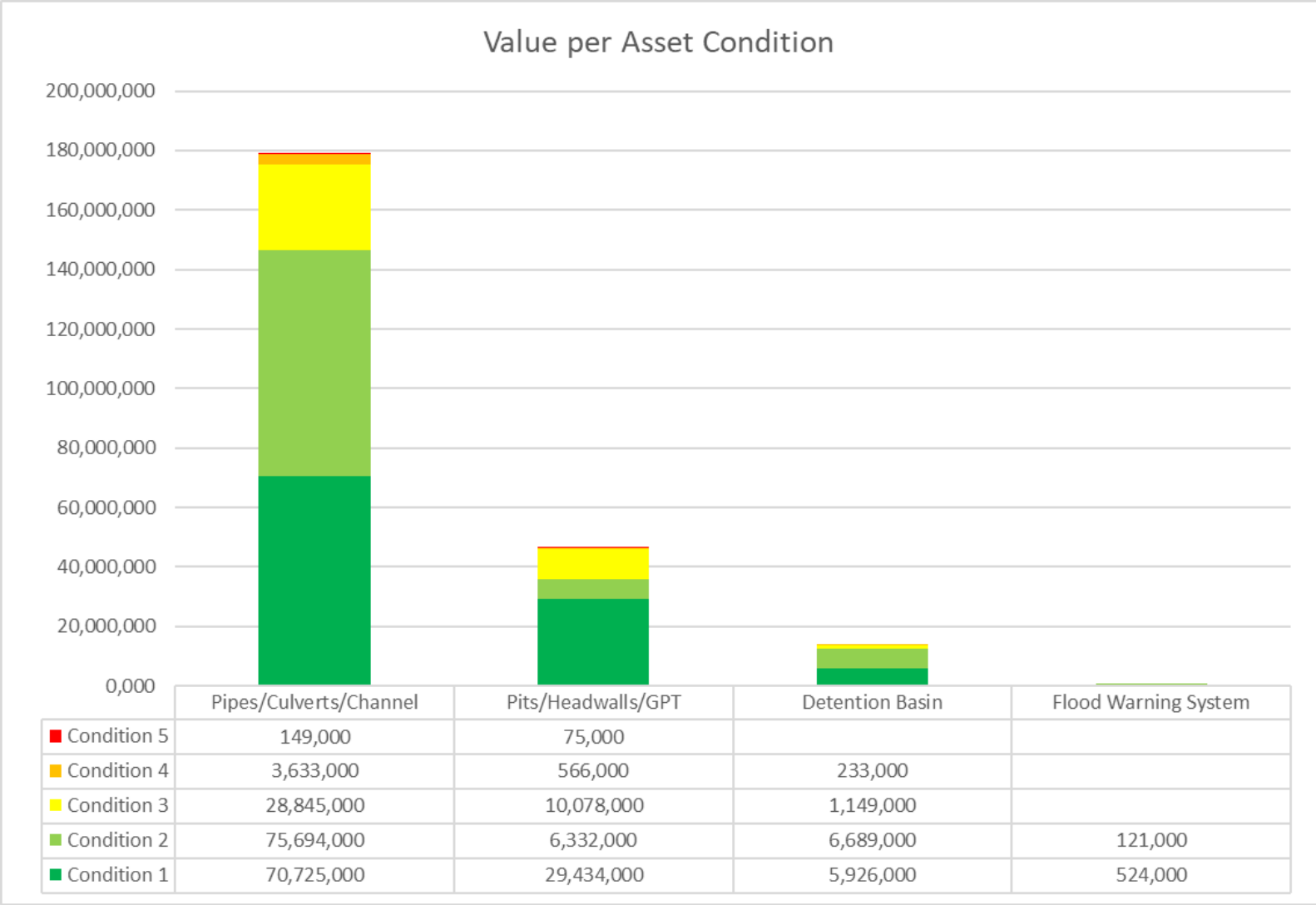


Fig 11: Stormwater Aged-Based Value per Asset Category and Condition

Asset Objectives

- Utilise Stormwater Service Management Charge funds to repay Urban Flood and Drainage loans until 2030 (approximately \$300k p.a.). The remainder of funds (approximately \$400k p.a.) is to be utilised to fund stormwater CCTV inspection program to obtain all required asset data. CCTV program to be completed by 2028 or earlier.
- Fully construct and commission North Boambee Detention Basin by 2026 to enable further flood mitigation of Coffs Harbour and proposed development areas within catchment.
- Undertake flood studies and investigations required for future flood mitigation works. Review flood management plans on a yearly basis to inform future stormwater/flooding programs and designs.
- Undertake regular maintenance (\$15k p.a.) to maintain the existing Flood Warning Systems on a yearly basis. Invest \$75k to upgrade Flood Management Warning System software and interface, along with the automated alerting system by 2023/24. Future locations for Flood Warning Systems to be identified and implemented as funding allows.
- Undertake cost benefit analysis on gross pollutant traps and investigate alternative solutions, such as 'At Source filters' by 2025, to determine the most suitable method of reducing pollution entering stormwater network.
- Ensure 100% of stormwater assets identified and assessed as part of CCTV program have accurate condition scores and associated costs entered into the asset register by 2028. Improve on blue (true) section of pie graph – figure 12.

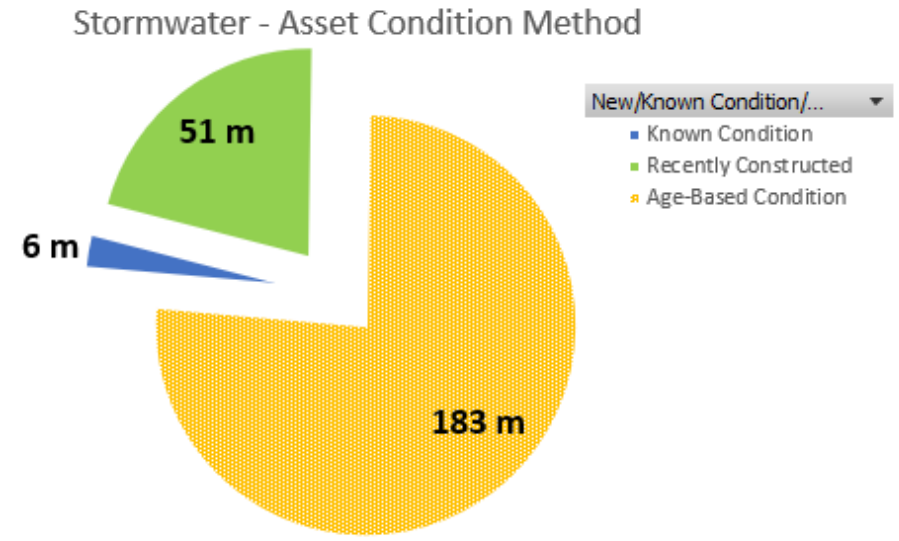


Fig 12: Stormwater Asset Condition capture method

Risks and Opportunities

Ageing infrastructure: Existing infrastructure could be failing prematurely throughout the LGA due to aggressive soils (Acid sulphate soils) accelerating decay of assets prior to end of useful life.

Stormwater Management Service Charge: SMSC is a set value per property and is not subject to indexation. Inflation could potentially be greater than population growth in the coming years, meaning reduced value for money when spending these funds.

Construction methods: The methods used historically are not sufficient for the geographical location of Coffs Harbour. Coffs Harbour is located on the Nambucca mud basin, which is continually moving, therefore the flush jointed pipes are shifting leading to failures and sinkholes. Large capital and maintenance investments are required to identify these issues and rectify as they occur.

Uncertainty of asset conditions: Potential large capital investment required to bring assets back to satisfactory upon completion of CCTV program. Figure 13 shows a large spread of Condition 3 or worse assets since beginning the CCTV program. This sample could be applied to the network which would indicate a large amount of aged infrastructure.

Water Sensitive Urban Design: Large costs are associated with removing contaminants, heavy metals and silts which cannot be reused or recycled from WSUD basins therefore incurring further costs to go to landfill every 15-20 years. Increased development and adoption of Masterplans allow for greater investigation and implementation of WSUD and green infrastructure to increase amenity while minimising the impacts of stormwater flow and pollution.

Stormwater network bottleneck: Large volumes of storm water from new developments are exceeding existing pipe capacity, especially around the coastal areas. Council will need to investigate options to alleviate this issue such as upgrading existing infrastructure, or alternative use of green space recreational areas for storage during times of heavy rainfalls at a significant capital expense.

Water way pollution: High risk of pollution entering natural waterways. There are opportunities for Council to educate the public about pollution in our waterways. There is also the potential to receive funding from environmental levies and grants to address these issues.

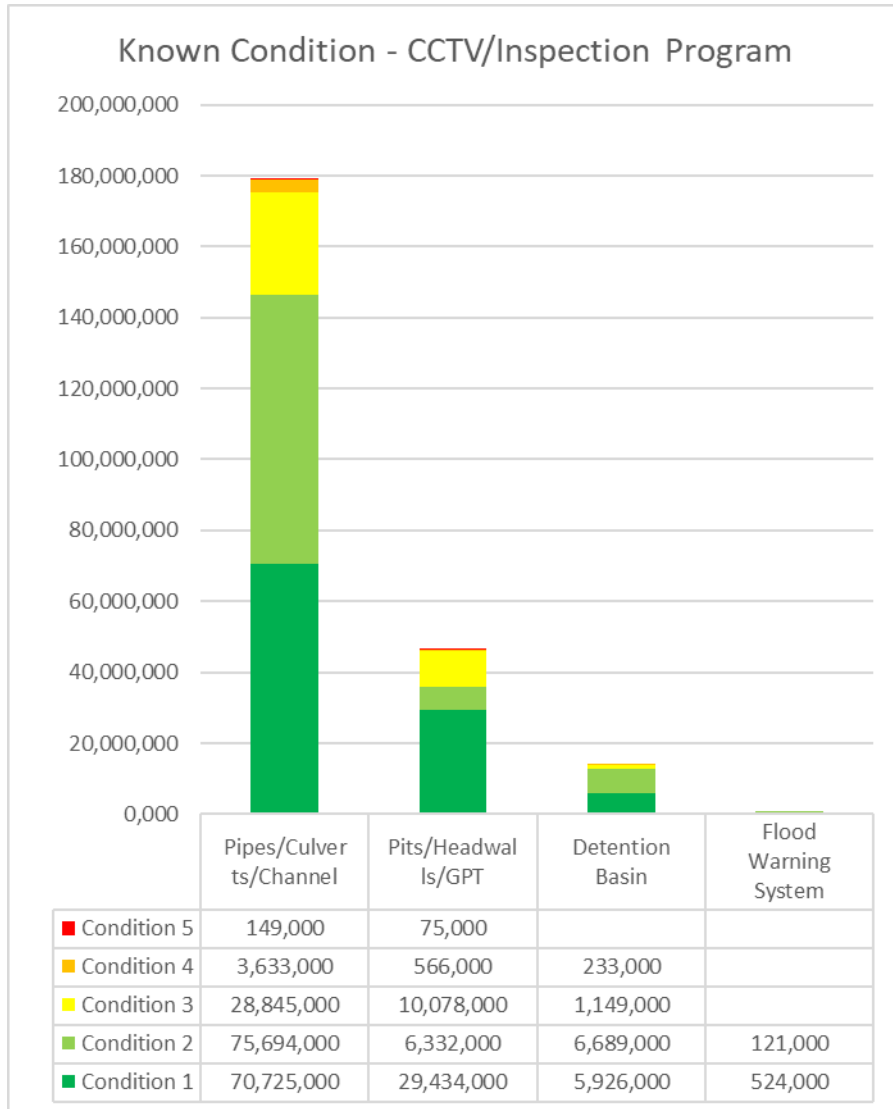


Fig 13: Stormwater Condition profile of recently captured assets

Key performance Objectives	Targets
Complete CCTV Inspection program and develop capital renewal program	2028
Set service levels and intervention levels for each relevant asset type	2026
Assign accurate condition scores and financial information to all assets	2032
Construct North Boambee Valley Detention basin	2026
Develop ongoing capital works program based on CCTV project and flood studies.	2028
Develop flood risk management plans and coastal management plans	Complete within budget
Undertake investigations and designs for the purpose of flood mitigation.	Complete within budget
Scoping and installation of flood warning systems	Complete within budget
Develop WSUD policy and integrate with Developer Contribution Plans	2025



SEWER

Asset Data Summary	Value \$'000
3 Water Reclamation Plants (STP)	227,972
126 Sewer Pump Stations	94,898
540 km Sewer Mains	243,811
120 km Sewer Rising Mains	48,373
12,545 Manholes	63,414
1 Recycled Water Reservoir	2,141
1 Recycled Water Pump Station	1,213
30km Recycled Water Mains	6,600
48km Effluent Mains	23,789



State of our Current Assets

Strategic Acceleration Plan (SAP): Project underway to update Council’s sewer service strategic plans to align with the NSW Government Best Practice Management of Sewerage and Guidelines. The project aims to:

1. Address the audit outcomes of the 2021 Internal Audit Report - Review of Water & Sewer Long Term Planning
2. Meet the community expectations of efficient, effective, and sustainable water supply and sewerage businesses.
3. Support development activity in the region by providing clear and reliable strategic planning advice in a timely manner.

Gravity Pipelines:

- CCTV program to identify asset condition and program relines and rehabilitations
- Subsequent relining program to reline mains and save on rehabilitation costs where possible
- Inflow & Infiltration (I&I) program to identify stormwater and illegal connections into the network
- 7950 (64%) of Manholes inspected since irregular inspection program (2016) continuation needed for completion.

CCTV/Relining - Past 10 Years	Length (km)	%
Inspected	64.27	10%
Lined	28.92	5%
Planned (22/23)	5.64	1%
Remaining	526.15	84%
Grand Total	624.98	

Sewage Pump Stations: Annual program to replace and upgrade under capacity/old pump stations. Condition assessment completed 2022 ready for revaluation. This data should help aid short term renewal planning while the SAP is being completed.

Sewer Treatment / Water Reclamation Plants: Condition assessment completed 2022 ready for revaluation. This data should help aid short term renewal planning while the SAP is being completed. Suspected major upgrades in the order of tens of millions resulting from work on the SAP (TBC).

Reuse/Effluent System: Valuable resource utilised for irrigation of farm plantations & sports fields. Agreement under review.

Identified (Major) Future Developments:

- Major dual reuse main replacement in conjunction with PropertyNSW works (\$6m)
- North Boambee Valley, infrastructure for major development.

Sewer Utility Group Performance Indicator: An indicator of the level of Council’s performance as a sewer utility is the total number breaks and chokes per 1000 properties. In 2020 – 2021 Coffs Harbour recorded 3.1 breaks and chokes. This is compared to a median of 3.4 in the group of similar sized utilities

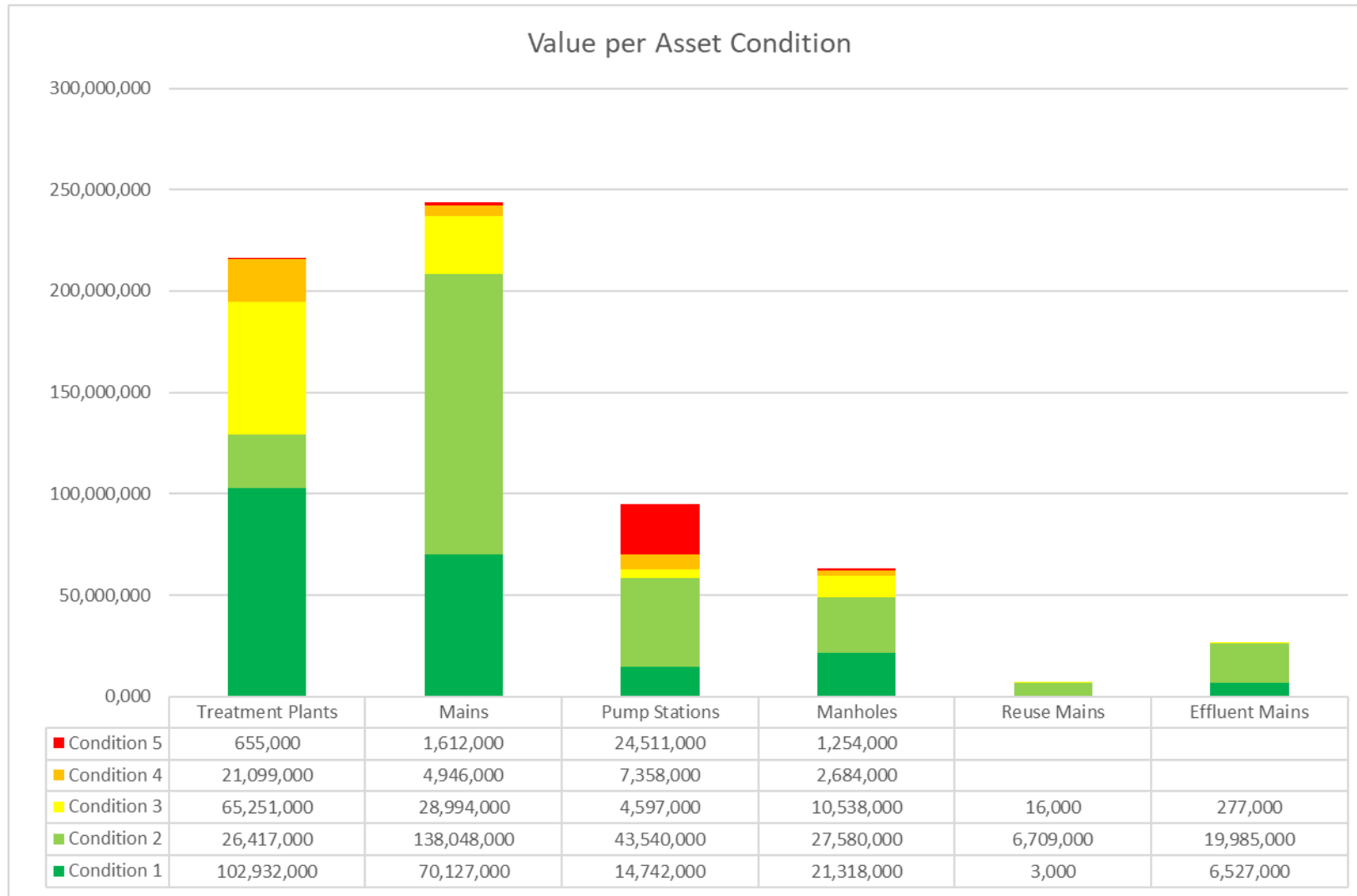


Fig 14: Sewer and Reuse Aged-Based Value per Asset Category and Condition

Asset Objectives: 10 Year Plan

Strategic Acceleration Plan: All strategic documents are current and works programs are in place to complete actions arising from including:

- Level of service review.
- Sewer Network Servicing Strategy.
- Sewer Treatment Strategy.
- Biosolids Strategy.
- Total Asset Management Plan.
- Financial Plan.
- Integrated Water Cycle Management Strategy.

Gravity Pipelines: Continue with CCTV and relining programs to both capture ‘true’ conditions and relining where possible (see figure 15). “Innovyze” software utilised to run hydraulic models by Water and Sewer staff.

Manholes: All manholes to be inspected, mapped and data updated in the asset register. The stormwater inflow in the sewer system during wet weather events is at a sustainable level and as close as possible to the design parameters for the sewer pipe network.

Sewage Pump Stations: Hydraulic modelling accurately reflects current system.

Sewer Treatment / WRP: Asset Management Plan identifies major renewals to be funded and included in the Operational Plan
Sewer Utility Group Performance Indicator: Reduction of number of sewer breaks and chokes per 1000 properties, target 2.5 – 3.0.

Sewer and Reuse - Asset Condition Method

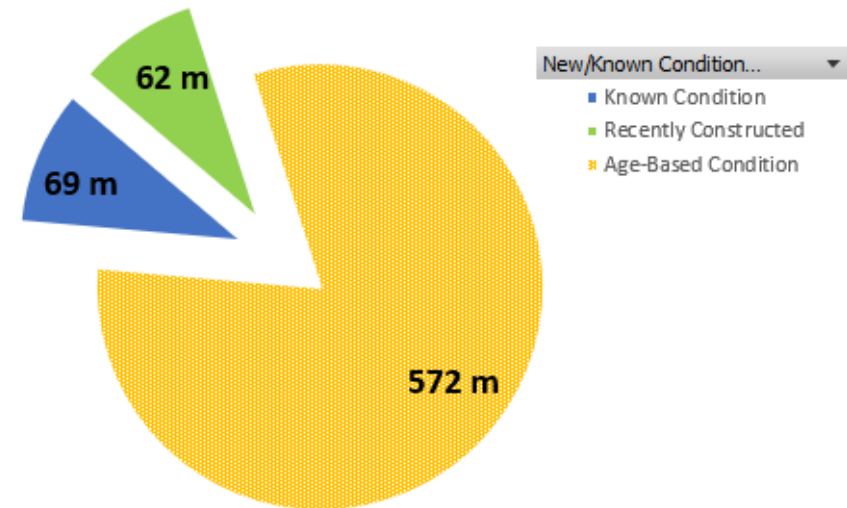


Fig 15: Sewer and Reuse Asset Condition capture method

Risks and Opportunities

SAP - Review of Water & Sewer Long Term Planning concluded:

- Council's water and sewer long term planning documents and strategies are now out of date and do not meet regulatory guidance or community service expectations.
- There are presently weaknesses in Council's ability to meet community service level needs, especially regarding planning to support development activity in the region.
- Council needs to urgently review its project management for the development of its critical water and sewer planning and strategy documents to ensure they are completed in the coming year.

Development pressure: New development occurring in Coffs Harbour leading to an increased demand. CHCC need to update their service agreements to provide for growth areas.

Gravity Mains and Manholes: Expect to find poor condition assets as we physically inspect remaining infrastructure (see fig. 16).

Current Capital Investment: Upgrading existing and constructing new assets could potentially lead to increased maintenance and replacement costs in the future.

Workforce: Transition planning for experienced operators and loss of corporate knowledge.

Technology Change: Missing out on latest innovations in Water Management.

Deep Sea Release: May reach capacity & require upgrading

Key performance Objectives

Targets

Complete SAP	October 2024
Set intervention levels for each relevant asset type	2032
To ensure that the community is provided with a safe and secure sewer system	ongoing
Strategic Plans periodically reviewed (every 4 years)	2028

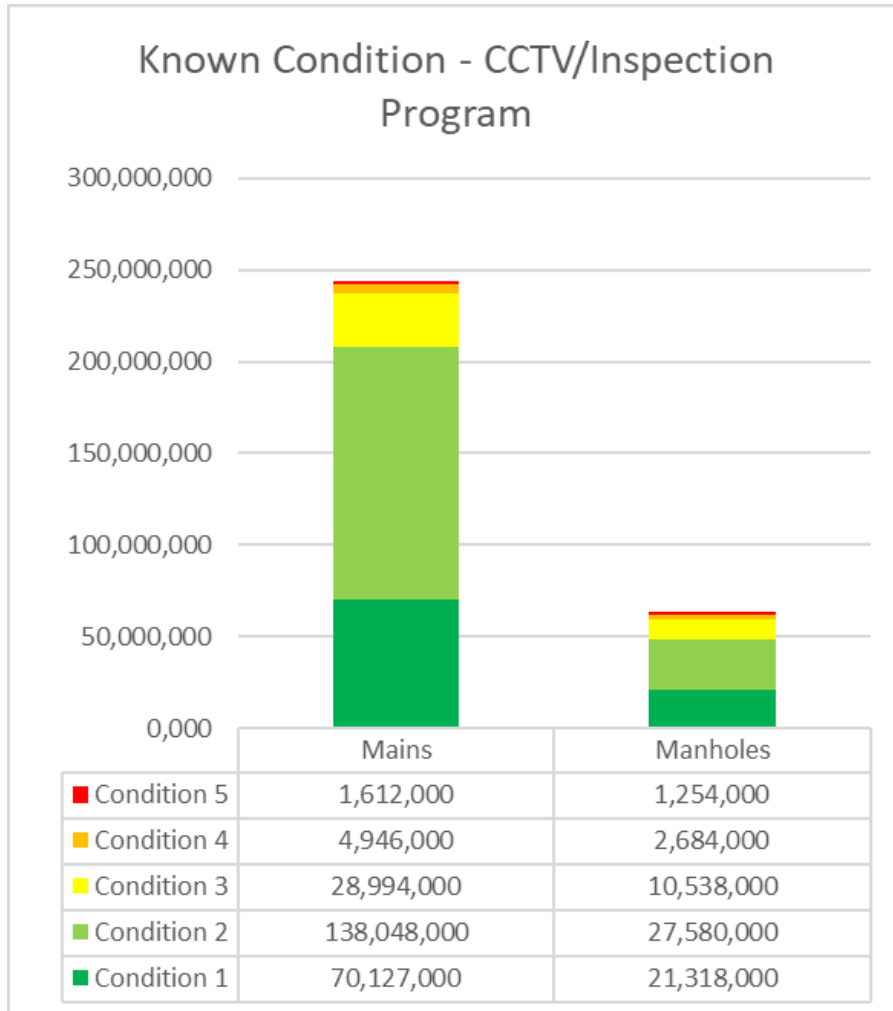


Fig 16: Sewer and Reuse Condition profile of recently captured assets

WATER

Asset Data Summary	Value \$,000
2 Water Treatment Plants	116,138
14 Water Reservoirs	41,516
2.5 Dams	84,438
7 Water Pump Stations	7,469
700 km Water Mains	225,667
Regional Water Supply Agreement	59,880



Current State of our Assets

Strategic Acceleration Plan (SAP): Project underway to update Council's water service strategic plans to align with the NSW Government Best Practice Management of Water Supply Guidelines. The project aims to:

1. Address the audit outcomes of the 2021 Internal Audit Report - Review of Water & Sewer Long Term Planning
2. Meet the community expectations of efficient, effective, and sustainable water supply and sewerage businesses
3. Support development activity in the region by providing clear and reliable strategic planning advice in a timely manner.

Water Services and Meters: Approximately 28 500 water meters on a 12-year exchange cycle.

Water Reservoirs: Rationalization of water reservoirs – demolition of Boambee reservoirs; decommission Red Hill and Woolgoolga; safety upgrades in progress, required water main renewals & extensions program are on track.

Water Supply Pipelines: Bypass relocations; Nana Glen bypass completion 2022; Jetty Foreshores services project (NSW Government) in design. Water Storage and Treatment: Dam asset management plan currently under development.

Regional Water Supply Agreement: The \$180 million Regional Water Supply Scheme involves linking the Clarence Valley and Coffs Harbour bulk water supplies to meet the demand for water in the region up to and beyond 2030.

Two key elements make up the Regional Water Supply Scheme - A 'non-build' Water Efficiency Program and a \$180 million 'build' Project which includes:

- 87km of pipeline completed in late 2006, linking the Nymboida River to the Reservoirs at South Grafton, Shannon Creek Dam near Coutts Crossing and Karangie Dam at Coffs Harbour
- Shannon Creek Dam - a 30,000ML off-stream storage commissioned in mid-2009

Local Water Utilities performance indicators: An indicator of the level of Council's performance as a water utility is the total number of breaks, bursts and leaks in transfer mains and reticulation mains per 100km of main. Coffs Harbour reported 9.05 breaks which is below the weighted median for similar sized water utilities (9.95).

Water reticulation is pressurised, so seeking true asset condition is unrealistic. A common approach is to estimate condition based on age.

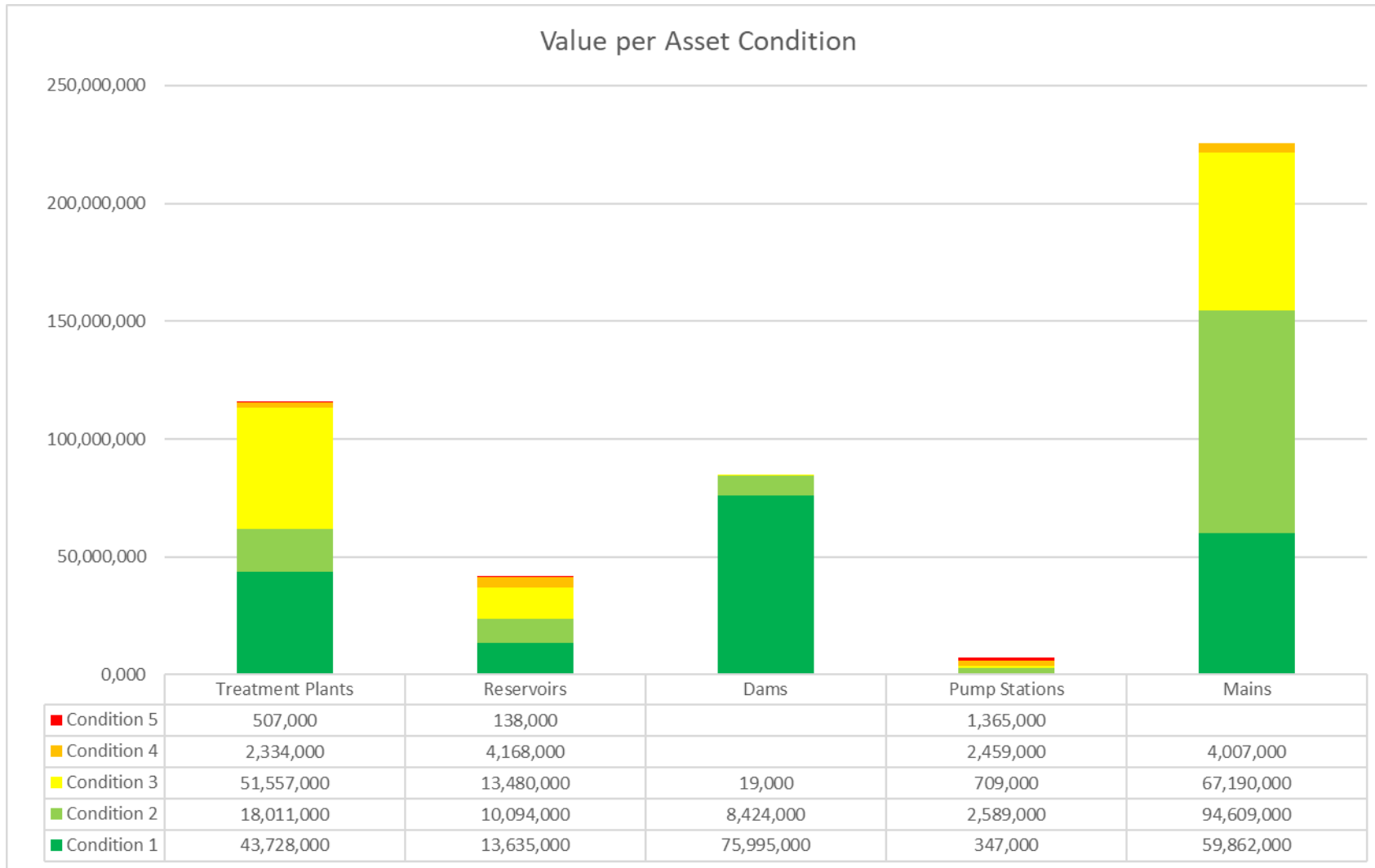


Fig 17: Water Aged-Based Value per Asset Category and Condition

Asset Objectives: 10 Year Plan

Strategic Acceleration Plan: All strategic documents are current and works programs are in place to complete actions arising from including:

- Level of service review
- Secure Yield Analysis
- Drought Management Plan
- Water Cycle Management and Conservation Plan
- Water Network Servicing Strategy
- Total Asset Management Plan
- Financial Plan
- Integrated Water Cycle Management Strategy.

Water Services and Meters: Project developed to investigate feasibility of implementing smart water meter fleet, planned exchange program ongoing.

Water Reservoirs: all operational reservoirs will comply with the current standards in regards to safe access & water quality

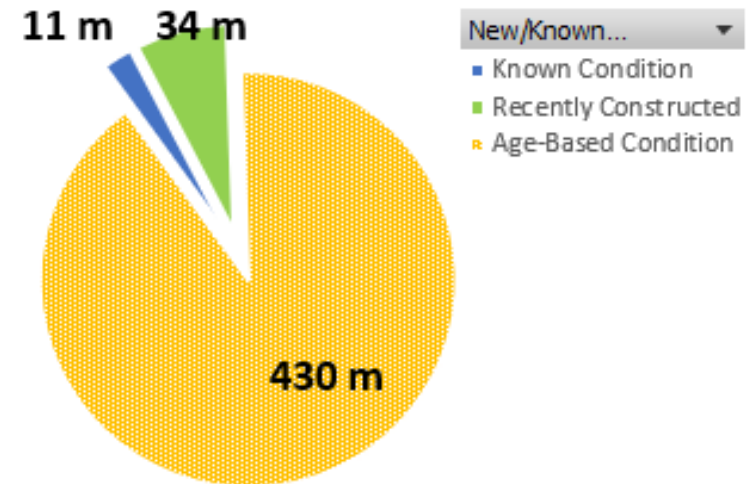
Water Supply Pipelines: Pacific Highway bypass relocations; Nana Glen bypass completed; Water Supply Network will be more secure due to the implementation & completion of works associated with the SAP.

Water Storage and Treatment: One Water Treatment Plant (WTP) to operate & maintain. Nana Glen WTP to be decommissioned.

Regional Water Supply Agreement: Key infrastructure has been upgraded to maintain level of service from the Nymboida River in partnership with Clarence Valley Council. This includes safety upgrades, extraction tunnel repairs, fishway and weir repairs / upgrade and additional operational costs. On-going agreement is maintained.

Local Water Utilities performance indicators: Reduction of total main breaks per 100km to 8.

Water - Asset Condition Method



Risks and Opportunities

SAP - Review of Water & Sewer Long Term Planning concluded:

- Council's water and sewer long term planning documents and strategies are now out of date and do not meet regulatory guidance or community service expectations.
- There are presently weaknesses in Council's ability to meet community service level needs, especially regarding planning to support development activity in the region.
- Council needs to urgently review its project management for the development of its critical water and sewer planning and strategy documents to ensure they are completed in the coming year.

Development pressure: New development occurring in Coffs Harbour leading to an increased demand. CHCC need to update their service agreements to provide for growth areas.

Current Capital Investment: upgrading existing and constructing new assets could potentially lead to increased maintenance and replacement costs in the future.

Changing weather patterns: Unknown impact on maintenance funding and levels of service.

Jetty Foreshores Revitalisation: Unknown impact on maintenance funding and levels of service.

Workforce: Transition planning for experienced operators, loss of corporate knowledge.

Technology Change: Missing out on latest innovations in water management.

Key performance Objectives	Targets
Complete SAP	October 2024
Set intervention levels for each relevant asset type	2032
Nana Glen water mains bypass pipeline	2023
To provide the community with a safe & secure water supply	Ongoing
De-commission Nana Glen WTP	2024
Plan to resource asset management	July 2022
Ensure water meter fleet meets industry and customer service standards	2032

Demand Drivers

Some typical drivers affecting demand are:

- Population growth.
- Demographic change.
- Safety.
- Climate Change impacts such as coastal erosion, bushfires, floods and drought.
- Technological changes.
- Economic factors such as industry and tourism.
- Sustainability (quadruple bottom line: social, financial, cultural, environmental).

Demand Forecasts

The AMP considers the community's expectations and legislative requirements such as:

- Active transport – heavier focus on footpaths and cycleways.
- Increased maintenance particularly as a result of new capital works - many as a result of Covid-19 stimulus funding.
- Management of facilities to improve service outcomes, particularly.
- New infrastructure works constructed as a result of major grant funding.
- Disability Inclusion Action Plan – Accessibility around the city.
- Disability Discrimination Act Compliance – Bus stops.
- New and infill development – Number of new developments are forecast in the next 10 years.

Major projects and works – Bypass – Handover of old Pacific Highway and impact on volumes of traffic on local roads.



Improvement Plan

The Asset Management Strategy lists objectives for the duration of the Delivery Program (4 years). In addition, the following are ideas for continuous improvement over the next 10 years.

New initiatives:

1. Review Special Rate Variation funding for programmed projects.
2. Investigate predictive modelling and electronic AMP presentation.
3. Establish greater clarity across the organisation around asset management accountabilities.
4. Investigate an organisation-wide prioritisation mechanism for projects and programs.
5. Improved asset management reporting such as internal dashboards.
6. Develop internal capacity for condition assessments to aid more regular revaluations.
7. Conduct a regular audit and maturity assessment for asset management.
8. Assess whole-of-life costs for all new capital projects and the Long-Term Financial Plan adjusted as required.
9. Develop a process for the management of stakeholders.
10. Prepare a stakeholder analysis document.

Develop the rationale for the scope of the asset management system in terms of internal and external issues identified.

Actions in progress:

1. Development of a Project Management Framework with associated systems and processes, including staff training and change management.
2. Review Property Strategy and implement recommendations.
3. Review Developer Contributions Plans.
4. Asset Management staff to complete planned training to build capacity in the team.
5. Condition assessments of various asset classes e.g. sewer manholes, stormwater pipes.



COFFS HARBOUR CITY COUNCIL
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WORKFORCE MANAGEMENT STRATEGY

A part of Council's Resourcing Strategy



Committed to the Pursuit of Excellence



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EXECUTIVE SUMMARY

At Coffs Harbour City Council, we are committed to ensuring that our people are recognised as playing a critical role in the achievement of our Delivery Program and Community Strategic Plan.

We are an extremely diverse organisation, providing a large number of services to our community, which requires our people to be not only capable and adaptable, but also inspired to deliver high quality and timely outcomes for the organisation and our community.

One of the key aspects of Council's Delivery Program is to *Deliver a positive employee experience*. In doing this we; build our organisation's capability and excellence through effective workforce planning, support our people leaders, strive for continuous improvement in workplace safety, develop our people so they have the right mix of capabilities, foster lifelong learning, and reward and recognise our staff to support organisational performance.

At Council, everything we do is directed towards ensuring a high performing organisation that meets the strategic goals of the community as outlined in the MyCoffs Community Strategic Plan and the 2022-2026 Delivery Program. A sustainable workforce with committed people is critical in ensuring we can deliver on these goals and objectives.

We currently have a solid base for ensuring that our people are engaged and have a positive and productive work environment, with our People & Culture Framework and Learning & Development Framework providing a strong base for ensuring that all people matters are undertaken based on the principles of fairness, transparency, consistency, equity in opportunity and confidentiality.

In continuing to position Council as a highly responsive and successful organisation, we will continue to build on our existing initiatives and ensure a focus on providing a positive experience for our people across all aspects of the employee experience.

This will be achieved through a range of initiatives including; enhancing our employee value proposition, engaging further with our people through regular employee pulse surveys, strengthening our leadership capacity through a formal leadership framework, increasing our attraction and retention program and importantly, continuing to implement our safety management system.

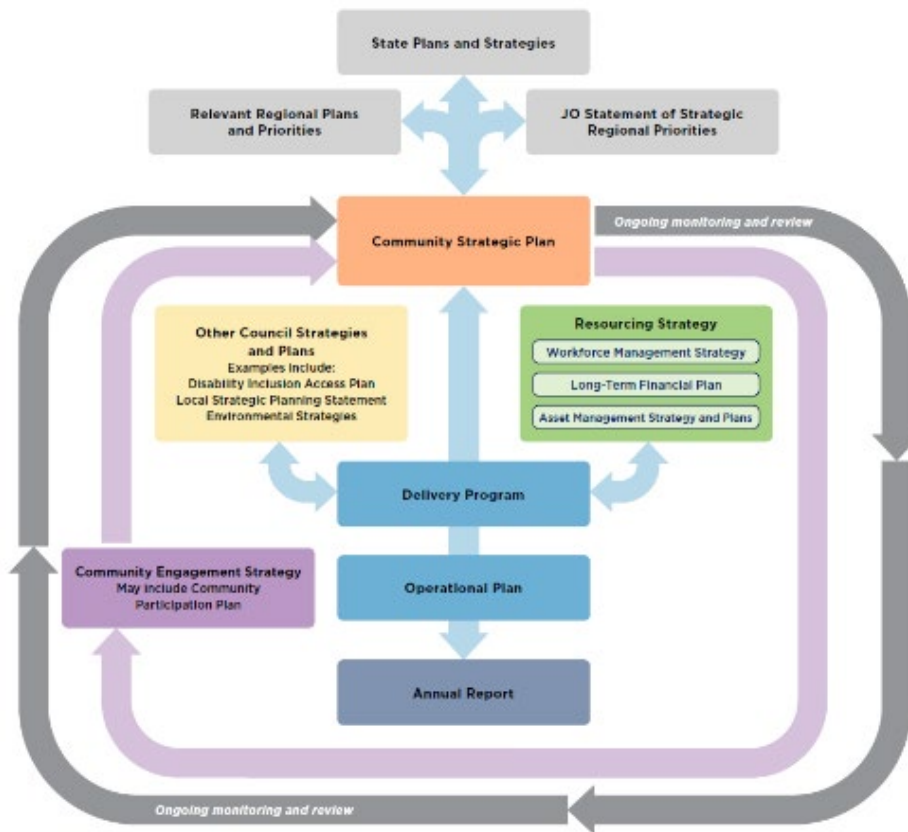
These new initiatives will further build on our already strong platform to ensure we have a positive work environment and that our people are enabled and motivated to deliver on the priorities and outcomes identified in the 2022-2026 Delivery Program and Community Strategic Plan.

Chris Chapman
Acting General Manager



ALIGNMENT TO IP&R FRAMEWORK AND COUNCIL’S VISION AND VALUES

IP&R Framework



The NSW Government’s Integrated Planning and Reporting (IPR) Framework outlines that alignment of council plans and strategies is a fundamental element of enabling council to plan effectively for the future.

The Resourcing Strategy – which is made up of the Workforce Management Strategy, the Asset Management Strategy and the Long Term Financial Plan – outlines the overall resources necessary to achieve the Delivery Program, as well as the broader objectives of the My Coffs Community Strategic Plan (CSP).

The Workforce Management Strategy is a four-year plan that aligns with and complements several Council planning documents and identifies the key people and workforce challenges, issues, initiatives and opportunities for Council in the delivery of our goals, objectives and activities.

Council’s Workforce Management Strategy 2022 - 2026 outlines our commitment to a positive employee experience which in turn helps us deliver great outcomes for the community. It achieves this by understanding and considering the impacts of the internal and external environment, the current workforce situation, along with opportunities and approaches that can be implemented to ensure a capable, adaptable and engaged workforce.



Council’s Vision and Values

Council’s Visions and Values underpin the Workforce Management Strategy and are key to all workforce management activities.

Our Vision

“Committed to the Pursuit of Excellence”

To deliver excellent services that are desired and valued by our community, now and into the future



Our Values

Innovation: We deliver excellence in our services through innovation

Customer Centric: Our customers are at the heart of everything we do

Empowerment: We support our people and provide them the scope to deliver outcomes

Collaboration: We work together to seek solutions both internally and externally

Accountability: We are transparent and responsible in all that we do



INNOVATION



CUSTOMER CENTRIC



EMPOWERMENT



COLLABORATION



ACCOUNTABILITY



Developing the Workforce Management Strategy

In developing our Workforce Management Strategy, information was obtained from a broad range of sources to ensure a clear understanding of the current environment, as well as the identification of future opportunities. This included;

- understanding our current internal environment – including workforce demographics, information gathered and analysed from internal human resources systems, employee exit surveys, internal workforce trends, engagement with people leaders, as well as existing people related initiatives,
- a review and analysis of the external environment to understand how this may impact on Council's current and future workforce, and
- analysis of the strategic and operational deliverables committed to in our Delivery Program and what this means in terms of workforce capacity and capability.

The next step was to focus on the people and work environment that ensures we have an engaged Council workforce with the right people in the right positions at the right time.

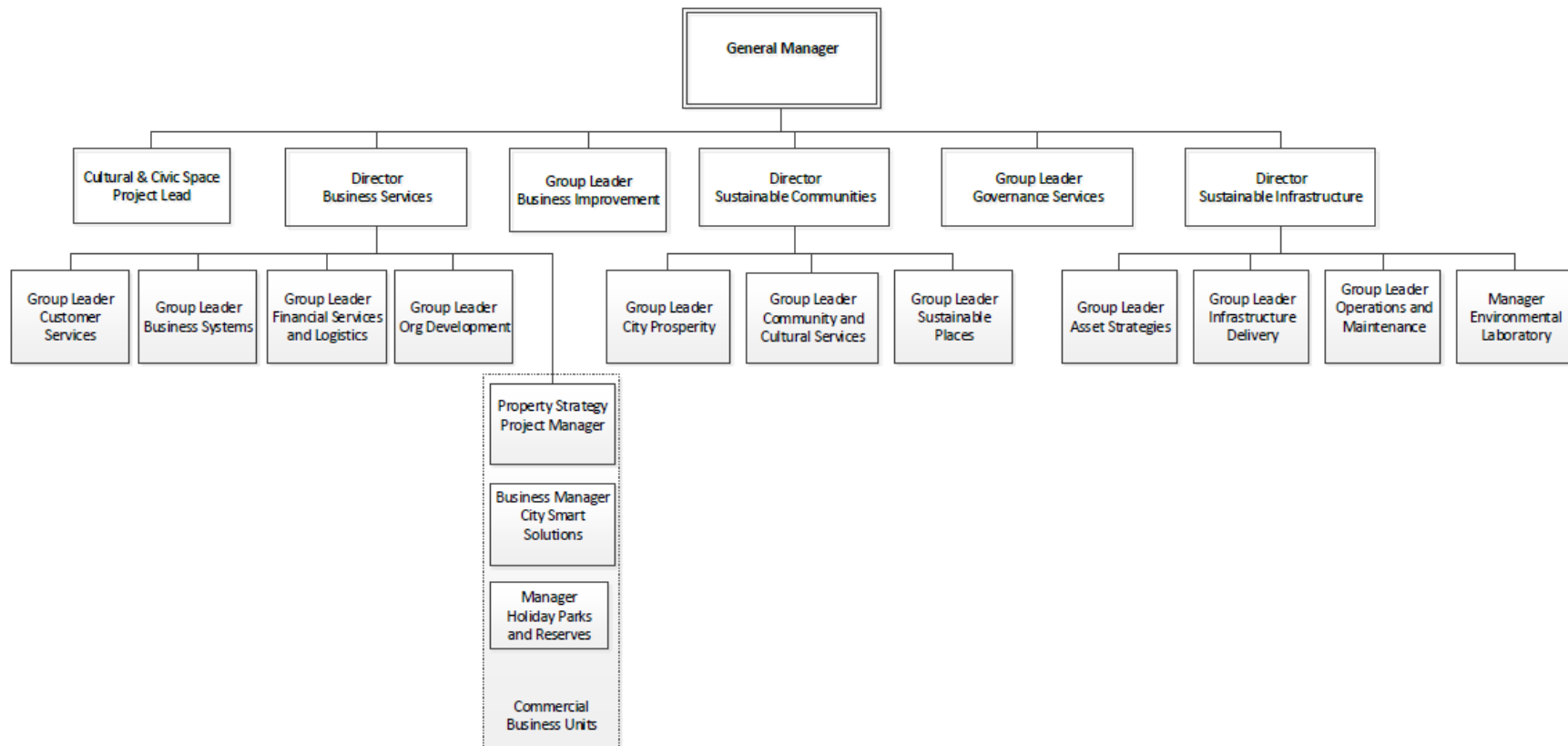
The consolidation of existing actions with new initiatives outlined in this Workforce Management Plan, (and the ongoing monitoring and evaluation of their impact), will help ensure that we have a workforce ready to deliver and respond for our community.



STRATEGIC CONTEXT

Internal Impactors

Organisational Structure





Council's four key areas work in collaboration to deliver the broad ranges of services to our community.

General Manager's Office

The General Manager's Office has the principal responsibility to exercise, perform and discharge the powers, functions and duties of the Council, as well as oversee the delivery of Council's community strategic planning framework and operational plans.

Sustainable Communities

The Sustainable Communities Directorate is focused on planning and providing for a thriving and vibrant regional city with active, connected and engaged communities and businesses.

Sustainable Infrastructure

Our Sustainable Infrastructure Directorate – through the Asset Management Strategy – is responsible for planning, designing and constructing critical infrastructure and utilities for our local government area, as well as ensuring their effective ongoing operation, management and maintenance.

Business Services

The Business Services Directorate is focused on enabling and supporting customer-focused delivery throughout the organisation. This is achieved through the provision of high quality advisory services, Long Term Financial Plan, effective and streamlined systems and process, high quality business information and contemporary people and culture approaches.



Service Provision



Council is responsible for a significantly diverse range of services – which makes it somewhat unique compared to other sectors or organisations. More specifically, Council itself is made up of many different industries – most of which are legislatively required, while others are undertaken from a commercial perspective. The diagram below illustrates breadth of services currently provided by Council and these are further detailed in our Delivery Program.

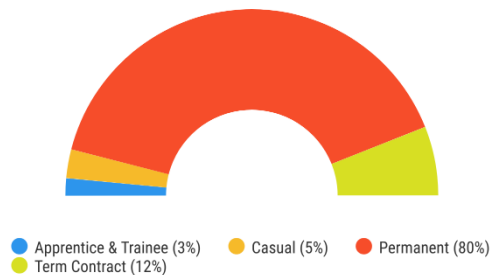
This broad range of services, coupled with increasing expectations from our community and State agencies requires Council to determine levels of service based on our capacity to deliver – from both a financial and people perspective.



Workforce Profile

Employment Type

Employment Type



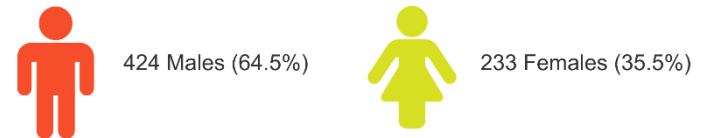
The composition of Council's workforce places it in a strong position to ensure delivery of the outcomes identified in the 2022-2026 Delivery Program.

While the majority of the workforce is permanent, our temporary positions allow the flexibility to cater for specific projects and also capitalise on funding opportunities. In addition, the current group of trainees and apprentices provides a base to further grow this critical part of the workforce in order to better support succession planning.

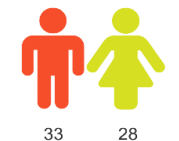
Council also utilises casual positions to allow the organisation to scale up and down as required in order to meet demand driven and seasonal activities, as well as supporting a committed volunteer base of around 100 people who are involved in numerous community facing activities.

Gender

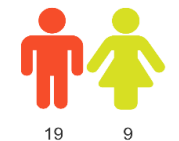
The overall workforce gender breakdown is consistent with the nature of the services delivered by Council. Although we are seeing a shift, people of a specific gender still appear to be focusing towards careers that have traditionally been dominated by a specific gender.



At a leadership level, females represent around one third of Council's Exec/Group/Section Leaders, however importantly this figure is close to 50% for Frontline Leaders, providing Council with a strong pipeline of female talent for future promotion into senior roles.



Exec / Group / Section Leaders





Age

Council's age demographics is spread relatively evenly across all of the age brackets, providing the organisation with a very diverse workforce in terms of age. Of particular note, is the fact that around a quarter of the current workforce is aged 55 or older and have the potential to retire in the next 10 years, leading to a focus on effective succession management and knowledge transition. At the other end of the scale, the relatively small number of employees aged under 25 provides Council with the challenge of identifying ways to attract people to Council who are in the early stages of their employment.

Employee Age



- 15-24 Years
- 25-34 Years
- 35-44 Years
- 45-54 Years
- 55-64 Years
- 65 Years +

Length of Service

Length of Service



- 0-5 Years (54%)
- 6-10 Years (13%)
- 11-15 Years (11%)
- 16-20 Years (8%)
- 21-25 Years (6%)
- >25 Years (8%)

In excess of half of Council's workforce has been with Council for less than five years. While this is reflective of recent trends in career changes, along with the growth in significant projects and additional services undertaken by Council, it also provides an injection of new talent and ideas into the organisation.

The relatively broad spread of employees who have been with Council beyond five years provides a strong skills base as well as excellent opportunities to leverage internal development and knowledge transfer.



Turnover

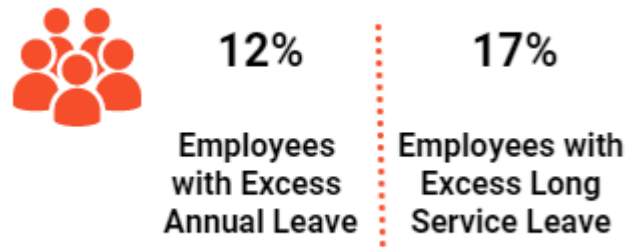
Over previous years, Council's turnover has remained relatively steady at around 12%, providing a good balance between retaining existing knowledge and experience and ensuring a steady injection of new resources bringing fresh ideas and enthusiasm to the organisation. More recently however, the turnover has increased to around 16%, which is directly linked to the tighter labour market, competitive salaries on offer in other sectors and the increased availability of remote working, along with a number of employees now reaching retirement age.



Staff turnover has increased to over 16% in 2022



Excess Leave



Excess leave balances have the potential to impact on Council's financial situation. The number of employees with large leave balances is directly linked to the number of long serving employees within Council, along with a pre work/life balance culture where employees tended to take less leave. Recent measures introduced in order to more effectively manage these leave amounts have had some success. However, it is important to ensure that we can continue to provide effective service delivery while also allowing work/life balance opportunities for employees.

Unplanned Leave

Over recent years, the Covid-19 situation has resulted in an increase to the amount of unplanned leave taken by employees – with an increase of 15% in 2021. While this unplanned leave often results in challenges with daily workforce planning, as a supportive employer, there is a clear benefit for our employees in being able to take leave in order to care for themselves or immediate family.



Median sick leave
5 days
per person

* Average of median sick leave days per person over the past 3 years.



Learning & Development investment



Average training spend per employee over the past 5 years has been around

\$1,250

The focus on training continues to demonstrate Council’s commitment to the ongoing learning and capability development for employees. In addition to the investment in formal learning, internal opportunities through on the job training, higher duties and secondments are also aimed at increasing workforce capability and adaptability, as well as contributing to effective succession management.

Injury Management



6 workers compensation claims per 100 employees in 2021

These figures have been consistent in recent years and are evidence of Council’s proactive approach to injury management and a strong focus on early intervention and return to work. Continued work on the development and implementation of Council’s Safety Management System will enable a more critical focus on incident/injury prevention to support the already positive approach to injury management.



94%

of injuries are reported within 48 hours.

Recruitment

Over the last 12 months, Council has undertaken around 250 recruitment activities, with 65% of these resulting in an internal career development opportunity.

This is indicative of some effective succession planning outcomes across Council, however it is vitally important that we continue to ensure we have the right roles that are aligned to delivering on community needs and that our position documents enable us to attract the right people with the skills and behaviours that are desired by Council.



Delivery Program alignment

Council's 2022-2026 Delivery Program confirms the breadth and depth of Council's operations. Specifically, it outlines 46 Council services across our four key themes of;

- Community Wellbeing – a vibrant and inclusive place
- Community Prosperity – a thriving and sustainable local economy
- A Place for the Community – liveable neighbourhoods with a defined identity
- Sustainable Community Leadership – our leaders give us confidence in the future

Delivery of a positive employee experience is one of these services, and is directly informed by the specific projects identified across each of the other services.

In addition to workforce resourcing needs required to deliver on business as usual activities and Council's core services, there are a number of key projects identified in the Delivery Program that will also require considerations from a workforce resourcing/management perspective, including;

- Review of swimming pool operations
- Sports facility resourcing model
- Waste Management Strategy and associated waste management options
- Revised Brand identity and links to our Employee Value Proposition
- Review of Council's Property Strategy and resourcing model
- Transition to Yarrila Place
- Move to Paper-lite and record digitisation

Transition to Yarrila Place

Our impending move to the new Yarrila Place building, will support our approach to increased flexibility within the workplace and to remain agile, our people will enjoy a hybrid "*Work from anywhere*" model encompassing the flexibility of:

- Work from the office;
- Work from home; and
- Work from anywhere – work from any location utilising Councils' digital technologies

The new building will support activity based working, enabling employees to work across a variety of spaces in a shared environment depending on what activities / tasks are being undertaken. *Our New Ways of Working* will allow us to focus on sustainability by adopting a paper-lite approach through utilising digital technologies and also support Council's health and wellbeing initiatives through effective ergonomics, natural light and modern amenities.

External Impactors

The issues identified below are the key external issues that will impact our workforce and workplace over the short to medium term. Considerations associated with them – both individually and collectively – have informed the initiatives and actions that will ensure the capacity of our workforce to deliver on the Delivery Program and Community Strategic Plan.

Labour Market

Council, along with many industries, is currently experiencing an extremely competitive labour market and this is reflected across the majority of council services. This situation has predominantly been



driven by a shortage of labour resulting from the Covid-19 pandemic, but also the significant increase in government spending and infrastructure growth within regional areas. A recent survey by Manpower Group indicated a net 28% positive employer intention to recruit in 2022 across a range of Australian employers, demonstrating that the competition for sourcing and engaging talent is set to continue.

Directly related to the labour market challenges, is the issue of Council salaries not being competitive in the broader market. Higher level salaries are being offered in the private sector as well as state government agencies for comparable Council roles. This, coupled with the capacity for people to remain living regionally and working remotely will continue to impact Council's ability to attract and retain the right people.

The after-effects of Covid-19 has resulted in a significant increase in opportunities being promoted by employment search platforms, such as SEEK, which allows candidates to continue to live regionally – with the opportunity to be employed anywhere in Australia and earn salaries in excess of those offered in their region. For Council, this has lessened the available pool of talent and presented challenges in attracting people to live and work in our LGA as many sectors can now work from home and earn capital city wages.

Economic Situation

Both interest rates and the cost of living are set to increase over next few years. The workforce impact of these economic changes is somewhat difficult to predict. On one hand, some employees are likely to focus on employment that is more stable and secure, while others may actually seek out higher paid employment in order to meet higher living costs. Of specific note is the high potential that these increased costs will result in less incentive for people to relocate and the associated expenses with relocation.

Housing Availability/Affordability

Currently the housing market in the Coffs Harbour region is very tight. Not only is there limited availability, but this is coupled with significant price growth in the last 18 months impacting affordability and limiting the capacity of people from other regional areas as well as capital cities to move to the Coffs Harbour region. The same can also be said for the rental market, with low vacancy rates resulting in a similar impact. Both of these issues have limited one of the key points of difference in Council's current employee value proposition.

Legislation

The local government sector is governed by numerous Acts and Regulations that constantly change and place increased pressure on Council and its workforce. Coupled with the ongoing shifting of responsibility from state to local government, this legislative environment requires Council to focus on balancing effective service delivery against Council's financial capacity and workforce capability.

Covid-19

Covid-19 has impacted both Council and the wider community over the past few years and our challenge is not knowing for how long these impacts will continue to be experienced. Unpredictable factors, such as vaccine protection and the emergence of variants, will require us all to remain vigilant. These issues coupled with workforce absences and the mental health issues that can arise, will result in the need to support Council's workforce in enabling a continued level of resilience and the ability to respond to future challenges that Covid-19 may present.



The Coffs Region

The current population of Coffs Harbour local government area is 78,093 with predictions for the population to increase by 26.48% to 100,508 by 2041. Of the current population, 31,248 people have employment in the Coffs Region.

The Coffs Harbour region is home to a broad industry base which in recent years has seen significant growth and investment. The largest industry by business number is Construction (1,274), which is twice as high as other industries such as Agriculture, Forestry & Fishing (631); Professional, Science & Technology Services (627); Rental, Hiring & Real Estates (609); and Health Care and Social Assistance.

These construction figures in particular support the current challenges Council is experiencing in attracting and retaining key employees within this industry, with corporate and the public sector also offering higher level remuneration packages. These increases also provide additional employment options for people, resulting in increased competition for talent and presenting challenges for Council to remain competitive in the employment market with remuneration and flexible work / life balance being important considerations.

The need for Council to work towards implementing its Diversity and Inclusion Action Plan (see Appendix), together with other workforce planning initiatives is critical for Council to be able to offer growth, a large variety of career opportunities, be a desired employer and have a diverse workforce to meet future demands.

Technology

Advances in technology continue to be a focus for Council, especially around ensuring real time data is available to support operational decisions around when and where work is undertaken and the workforce flexibility needed to deliver on this.

Increased technology capability has already provided the opportunity for our workforce to work in a more agile manner and this aligns with our move to a hybrid working model. Employee technology capability development is key to ensuring high levels of digital literacy across our workforce.

Coffs Harbour Bypass

The Coffs Harbour Bypass – due for completion in 2027 – is the single largest infrastructure project seen in the region. The scope of the project, combined with the highly competitive salaries likely to be on offer from contractors, mean the Bypass has the potential to further contribute to Council's workforce challenges – given the current shortage of skilled trades and professional roles, as well as the housing supply issue.

Organisational Challenges & Opportunities

Challenges

We have a number of current challenges that impact our ability to lead our people and manage our workforce.

They are:

- Succession planning, transition to retirement and knowledge management of long-serving employees, as well as those in critical positions
- The management of large leave balances across various areas of the organisation



- The push for more flexible working arrangements (working from office, home and anywhere) especially on the back of the organisational changes experienced during Covid-19
- The seasonal operation of some of our services and the capacity to retain employees in non-peak operating times and seasons
- Our move to Yarrila Place and the activity-based working approach
- The current Enterprise Agreement and whether the existing provisions will continue to be appropriate, for example, flex leave and salary progression
- Appropriately resourcing short-term externally funded roles and the associated difficulty in attracting and retaining employees given the nature and duration of the roles
- Ensuring that our reward and recognition approaches remain appropriate as well as competitive with those being offered in both the private sector and government agencies
- The attraction and retention of quality candidates for key roles across all Council services, especially in light of the current housing market and the approach to work from different generational groups
- The need for strong and effective leadership to drive change, undertake effective performance management and positively impact on the work environment and culture
- Ensuring a holistic approach to the health and wellbeing of our employees
- Providing a strong platform for creating a more diverse workforce and inclusive environment

In understanding these challenges, further consideration is then required around how we undertake effective workforce planning and ensure we have the necessary workforce capacity to deliver on our business as usual activities and new projects, while maximising the opportunities from increased grant funding and also responding to unplanned events and natural disasters.

Individually, these challenges impact Council's workforce in different ways, however at present they are combining to provide a difficult environment with regard to people resourcing. This is also compounded by the fact that majority of organisations and industries are all attempting to respond to similar situations.

Accordingly, Council is focussed on providing support to current employees and also accelerating immediate workforce resourcing in key areas to ensure ongoing delivery of business as usual activities and core services. These direct operational actions are in addition to the strategic initiatives and approaches identified in section 4 below, which are aimed at ensuring that Council's workforce remains effective and sustainable moving forward.

Opportunities

Many of these identified challenges also present Council with the opportunity to enhance our current workplace or introduce new initiatives, with the aim of positioning Council as a preferred employer by providing a positive experience for employees at all stages of their journey with us. Specifically;

- Our move to Yarrila Place will result in a contemporary work environment providing new facilities and workspaces as well as advanced technology for individual and collaborative working
- Council's diversity of services means broader work opportunities for our employees, including internal secondments and identified learning and development to support career progression and transition.
- Council's recent move to a hybrid working model allows employees the opportunity to work in a manner that suits both their specific circumstances, as well as those of the



organisation – whether this be at the office, at home or from other remote locations.

- Our existing Learning and Development Framework provides an excellent platform from which to continue to ensure that we have an effective approach to learning and development, identifying position needs and associated programs that will deliver the required employee capabilities.
- The conclusion of the Coffs Bypass project has the potential to provide an injection of labour into the local region, with people looking to remaining living and working in the area.
- Council's program of identified service reviews (or Service Health Checks) are an opportunity to better understand workforce issues or opportunities at play in a particular service. This could include gathering and analysing data on the mix of labour types (e.g. volunteer, labour hire and permanent), the types of skills (or new skills) identified as needed by the service, and whether staffing gaps are causing service delivery problems.

In responding effectively to these challenges and opportunities, Council will be able to ensure our work environment and approach to workforce management results in the organisation having the right people with the right capabilities and also being reflective of our community and their needs.

KEY WORKFORCE STRATEGIC PRIORITIES

There are six key elements associated with our positive employee experience and these reflect our holistic and people-centred approach to all stages of our employee's journey at Council. These elements focus on appropriate workforce resourcing, strong and effective leadership, clear and identified employee development, effective

reward and recognition, a supportive and diverse work environment, all within a safe and healthy workplace.

In considering our current operating environment – both internal and external – along with the challenges and opportunities presented for our current workforce, Council has identified a range actions and initiatives which will continue to build on our organisational strengths, whilst also focusing on those areas where enhancements can occur and deliver further benefits to Council and the community.

Workforce Resourcing

Our ongoing organisational capability and effective workforce resource planning is critical to ensure we have the right people, in the right positions, at the right time. We will look for opportunities to use proactive, innovative and effective recruitment and selection strategies to attract and secure the best people whilst recognising the benefits of a diverse workforce. Importantly, we will also provide opportunities for people to gain exposure to CHCC and what it has to offer through specific work placement arrangements.



Area	Action/Initiative	2022-23	2023-24	2024-25	2025-26	Outcomes
Workforce Resource Planning	Enhance Council's off-boarding approach	X				We have a solid understanding of our current and future workforce needs and clear information is available to leaders to support workforce decisions.
	Review our people metrics and further progress the existing reporting approaches.		X			
Talent Acquisition/Attraction	Implement a revised on-line recruitment system	X	X			Highly capable and engaged people are attracted to Council through a positive candidate experience. Council's recruitment marketing is targeted, position attributes are clear and our approaches are tailored to ensure that the best quality candidates are secured.
	Review Council's Employee Value Proposition			X		
	Review the Recruitment and Selection Procedure			X		
	Review and update Council's Position Description format				X	
Work Placements	Enhance and promote Council's work experience and placement program		X			A high level of engagement with schools and education, community service providers to promote the placement and volunteering opportunities offered by Council. A safe and rewarding experience is provided for students and volunteers.
	Renew Council's Volunteer Procedure and systems		X			



Leadership & Culture

Our People Leaders are accountable, committed, and demonstrate the necessary capability to progressively move Council forward. This is important as we seek to continue building and maintaining a vibrant, inclusive and responsive culture based around Council’s Values – with a particularly strong focus on continuous improvement, innovation and change management. Council will look for and deliver on proactive approaches that drive the engagement and empowerment of our people.

Area	Action/Initiative	2022-23	2023-24	2024-25	2025-26	Outcomes
Strong and effective leadership	Develop and implement a Leadership Framework and associated development program.		X			Effective and committed leaders create a vision and purpose for their people. Our leaders continue to develop their capabilities and emerging leaders are identified and supported.
	Undertake an annual Development Day for People Leaders	X	X	X	X	
	Exposure for all People Leaders to higher level leadership group meetings	X	X	X	X	
Employee Engagement	Undertake regular employee pulse surveys, identify action plans and implement initiatives	X	X	X	X	Our people are empowered to collaborate and engage on key issues and promote opportunities for innovation and improvement.
Change Management	Continued implementation of the Change Management Framework and Toolkit by People Leaders	X	X	X	X	We take a consistent and effective approach to change, ensuring our people embrace opportunities.
Organisation Culture	Council’s Vision and Values are included in all Position Descriptions	X	X	X	X	Council has a culture of mutual respect and trust with the behaviour of all employees being based on Council’s Vision and Values.
	Council’s People & Culture initiatives and activities are aligned with our Vision and Values.	X	X	X	X	



Employee Development

Our learning and development approaches are aimed at ensuring that CHCC has the right mix of capabilities to ensure optimum service delivery. This is achieved through a focus on providing opportunities for individuals both within their role and their identified career path, fostering a lifelong learning approach to development and importantly, ensuring a proactive approach to succession and talent management. Council recognises the benefits of providing a welcoming and informative transition for people new to Council, while pro-actively providing apprentice, trainee and graduate employment opportunities.

Area	Action/Initiative	2022-23	2023-24	2024-25	2025-26	Outcomes
Employee on-boarding	Review and implement Council's on-boarding program	X				New employees and leaders are provided with a positive initial experience of Council, feel welcomed and are aware of the importance of a behavioural approach that is based around Council's Values.
	Develop an enhanced People Leader on-boarding program	X				
Employee Learning & Development	Review the Employee Learning & Development Procedure – including Career Enhancement process		X			Our employees have the necessary current competencies and capabilities to deliver in their role. Career development is supported in appropriate situations. Training plans and programs align with the Award and Council's compliance training requirements are met.
	Develop and deliver Council's annual Corporate Training Plan	X	X	X	X	
Apprentices and Trainees	Development and implementation of a Trainee and Apprentice Program	X	X	X	X	Trainee and Apprentice opportunities exist across all Council services. Council is promoted as an attractive employer with diverse career opportunities for local young people.
	Continue to support and attend Careers Expos and engage with schools to promote Council as an attractive and varied employment	X	X	X	X	



Area	Action/Initiative	2022-23	2023-24	2024-25	2025-26	Outcomes
	possibility for local young people					Community agencies are engaged to support Council's approach to providing entry level employment opportunities.
Talent Management	Develop and implement a formal Succession/Talent Management program			X		Key roles are determined and potential replacement employees identified and provided with targeted development
	Leaders identify critical roles and develop plans to ensure effective succession	X	X	X	X	Emerging employees and those with growth potential are supported and provided with development opportunities.



Review, Reward & Recognition

Council recognises the value of regular reviews, which provide our people with ongoing feedback about their performance and also identify future opportunities. Aligning this with a constructive approach to recognising and rewarding behaviour and achievement will drive organisational performance and enhance Council's reputation as a preferred employer. We are committed to providing reward and benefit packages that ensure that we are able to attract and retain the best available talent and recognise our people for their commitment to displaying loyalty as well as living the CHCC Values.

Area	Action/Initiative	2022-23	2023-24	2024-25	2025-26	Outcomes
Employee Recognition	Develop a comprehensive Reward and Recognition Program	X				All aspects of employees' contributions, including capabilities, commitment, loyalty and performance are recognised, discussed and rewarded.
Employee Reward	Review and redevelop Council's Salary System	X	X			Positions are consistently evaluated and base salaries determined using up to date approaches aligned to the current environment.
	Further develop Council's Attraction and Retention Program and incentives.	X	X			Additional incentives are available where needed to ensure salaries and conditions – including accommodation – make Council competitive in the external market.
Employee Review	Review Council's current Performance Review Procedure	X	X			Leaders and employees actively engage in constructive performance discussions and reviews



Workplace Relations

Council will actively promote open and productive working relationships based around mutual respect and free from bullying and all forms of discrimination and harassment. This is further reinforced by ensuring that decisions are based on equity, integrity, honesty and transparency. We are committed to supporting inclusiveness and diversity – including gender equity – in our workforce and ensuring that our people feel valued for their unique contributions. All of this is underpinned through providing employment conditions and technology to enable our people to remain informed and achieve a healthy work/life balance.

Area	Action/Initiative	2022-23	2023-24	2024-25	2025-26	Outcomes
Employment conditions	Develop a Disciplinary Policy to support the process provided in the Local Government (State) Award			X		A positive and productive work environment exists where employees are accountable for their behaviour. Employees have open access to information regarding employment conditions – covered by the Award as well as other Council instruments.
	Implement new TechOne modules and better utilise existing systems	X	X	X	X	
	Prepare for Enterprise Agreement Review	X	X			
Work/Life balance	Develop and implement a Hybrid Working Procedure	X				Employee flexible working arrangements meet the needs of both Council and the employee.
People Welfare	Review the current Employee Assistance Program to ensure it continues to meet the diverse needs of Council employees			X		Employees are able to access independent support for work and personal issues.
Workplace Diversity	Refer to the Diversity and Inclusion Action Plan (see Appendix 1)	X	X	X	X	Council’s workforce reflects the broader community and meaningful employment opportunities are available for people from all diversity and inclusion groups. .



Work Health & Safety

Council strives for continuous improvement in workplace safety by promoting the involvement of our people in developing safe workplaces, as well as the ongoing development of appropriate systems and frameworks to ensure the health, safety and wellbeing of our people. We will provide a strong focus on early intervention and return to work for our people where they are ill or injured, while also developing strategies and initiatives which educate our people on the importance of their health and wellbeing.

Area	Action/Initiative	2022-23	2023-24	2024-25	2025-26	Outcomes
Safety Management	Complete the development and implementation of Council's safety management system	X	X			System developed and delivered in accordance with the roadmap
	Develop and implement a holistic Health and Well-being Program	X	X	X	X	Tailored H&WB Program communicated & accessible to all staff with tangible health benefits.
Safety Leadership	Develop a strategy that supports a cultural change in the safety leadership of all Our people leaders		X			Integration of Safety leadership into the Leadership Framework
Safety Compliance	Define a verification and tracking process for determining and tracking operator competencies		X	X	X	Operator competency tracked and training requirements identified to align with employee development.
	Establish a process to review contractor management across the organisation and develop a contractor safety compliance strategy			X	X	Contractor safety management is aligned to Safety Management System ensuring safety standards for all contractors are aligned with Corporate safety goals



REFERENCES

- MyCoffs Community Strategic Plan
- Coffs Harbour City Council 2022-2026 Draft Delivery Program and Operational Plan
- Coffs Harbour Economic Development Strategy 2022-2027
- Price Waterhouse Coopers – FY21 Local Government Performance Excellence Program
- Manpower Group - Australia Employment Outlook Survey Q2 2022
- Federal Budget 2022-23
- Australian Bureau of Statistics 2021 data

REPORTING AND EVALUATION

Reporting on our identified initiatives and actions will be incorporated into Council's six-monthly Operational Plan reporting, as well as reporting against other Council plans and formal annual reporting processes.



APPENDIX – DIVERSITY & INCLUSION ACTION PLAN

This Diversity and Inclusion Action Plan has been developed to reflect our community expectations, strengthen diversity and inclusion within our workforce and provide meaningful employment opportunities for people in identified diversity and inclusion groups. The plan also fulfils Council's obligations to develop an EEO Management Plan under the Local Government Act 1993.

General: The following actions and initiatives are aimed at ensuring that Council's work environment is based around inclusive practices, while supporting a diverse workforce and promoting relationships based on mutual respect.

Area	Action/Initiative	2022-23	2023-24	2024-25	2025-26
Recruitment Practices	Work with people leaders to ensure that unconscious bias does not exist at any stages of the recruitment process	X	X	X	X
	Ensure a better use of talent acquisition practices to better support our Groups in providing opportunities and growth within the workforce	X	X	X	X
	Review Council's recruitment webpages to ensure that they meet the Website Content Accessibility Guidelines	X	X		
	Ensuring our human resource and recruitment systems can effectively capture data to inform and support our diversity and inclusion practices and enable improved metrics and reporting	X	X	X	X
Training	Source, develop and facilitate training for People Leaders and employees on diversity and inclusion definitions, practices and implementation to support all demographic groups within our workforce		X		X
Procedures	Ensure that Council has an effective procedure that supports the prevention of Bullying and Harassment in the workplace		X		
	The review of the Recruitment Procedure to continue to ensure there are no barriers to employment for people in identified D&I groups			X	
	Procedure reviews to be undertaken with the underpinning principle of fostering respectful and inclusive relationships and work environment.	X	X	X	X



Specific Target Areas: In addition to the general actions above, Council has also identified a number of initiatives that are specific to identified demographic groups to ensure that opportunities are maximised and our broader diversity, awareness and inclusion aims are supported.

Area	Action/Initiative	2022-23	2023-24	2024-25	2025-26
Aboriginal and Indigenous attraction and Retention	Develop and implement Council’s Aboriginal Employment Strategy	X	X	X	X
	Ensure workforce planning creates access to Apprenticeships/Traineeships and Work Experience placements for identified and non-identified Aboriginal positions	X	X	X	X
	Promote Aboriginal support groups within Council to support, mentor and foster working relationships		X	X	X
	Initiate and support Aboriginal cultural awareness by providing access to training for all Council employees – including our on-boarding process	X	X	X	X
Disability (supporting Councils’ DIAP)	Effective workforce planning is undertaken to provide meaningful professional employment / volunteer opportunities can be offered to those with a disability		X		
	Review Council’s Flexible work practices, equipment and environment to effectively facilitate opportunities for people with a disability	X	X	X	X
	The review of Council’s Volunteer Procedure to include identifying how disabilities can be supported in the workplace		X		
	Facilitate training for identified staff and volunteers in disability awareness & inclusiveness		X	X	X
	Create professional relationships with Agencies to support disability in the workplace	X	X	X	X
Females	Ensure Council’s Talent Management and Leadership Development Programs support the growth of females into non-traditional roles and leadership positions		X	X	



Area	Action/Initiative	2022-23	2023-24	2024-25	2025-26
Refugee	Use talent acquisition practices within Council to identify positions / opportunities for meaningful work or work experience for people in the refugee sector	X	X	X	X
	Create professional relationships with agencies that can assist with facilitation of refugee employment or work experience programs	X	X	X	X
Youth	Attend career and education days within the Council local government area	X	X	X	X
	Create relationships with local schools and other education providers institutions to access programs and opportunities to support our youth	X	X	X	X
	Use talent acquisition practices to develop and implement a variety of Apprenticeship / Traineeship / Work experience opportunities	X	X	X	X
LGBTIQA+ (Lesbian, Gay, Bisexual and Transgender)	Provide training for leaders and staff about bias and awareness of LGBTIQA+ challenges in the workplace	X	X	X	X
	Support Awareness days such as “Wear it Purple” Day		X	X	X
	Review of language across our policies, website and staff intranet to ensure it fosters inclusiveness	X	X	X	X



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