

RESOURCING STRATEGY

- ASSET MANAGEMENT STRATEGY
- LONG TERM FINANCIAL PLAN
- WORKFORCE MANAGEMENT PLAN

MyCOFFS
love it!



Adopted 22 June 2017

Helping to achieve the MyCoffs Community Vision

CONTENTS

Long Term Financial Plan	Pages 1-16
Asset Management Strategy	Pages 17-50
Workforce Management Plan.....	Pages 51-79

Long Term Financial Plan

2017/18 – 2026/27



Table of Contents

Introduction	1
What is a Long Term Financial Plan?	1
What is the Purpose of this Long Term Financial Plan?	1
Long Term Financial Sustainability	2
How do we define Long Term Financial Sustainability?	2
How is Long Term Financial Sustainability Measured?	3
Fit for the Future Sustainability Benchmarks	
Level of Service for Assets	4
The Sustainable Model	4
Long Term Financial Plans (In detail)	6
Statement of Comprehensive Income.....	7
Statement of Financial Position	9
Consolidated Statement of Cash Flows.....	12
General Fund fit for the Future Ratios	16



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 quarterly in line with the statutory quarterly review of Council's Operational Plan (budget). 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 – *Coffs Harbour 2030*.

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. The problem with this approach is the older assets get, the more they cost a Council to maintain. This in part is being addressed through the implementation of Integrated Planning and Reporting, moving a focus away from simply maintaining assets to managing an assets life cycle.

How is Long Term Financial Sustainability Measured?

Fit for the Future Sustainability Benchmarks

As a part of the Fit For the Future reform process within New South Wales Local Government, Sustainability Benchmarks were established for which the Council was to meet by the 2020 Financial Year.

These indicators are used as financial health checks 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 $\leq 20\%$

Level of Service for Assets

The Long Term Financial Plan demonstrates that the Council has the financial capacity to continue to provide the current level of service to the community with its current asset base.

The following asset-specific strategies from the *Coffs Harbour 2030 Plan* are impacted by the amount of Council's General Fund asset maintenance and renewal spends.

- Provide infrastructure that supports sustainable living and is resilient to climatic events
- Provide public spaces and facilities that are accessible and safe for all
- Provide safe and accessible play spaces for our children within each community
- Improve the effectiveness of the existing transport system
- Ensure adequate maintenance and renewal of roads, footpaths and cycleways

The Council, through the adoption and implementation of the Fit for the Future Improvement Proposal and the associated Long Term Financial Plan, has addressed the funding challenge it has faced over previous years. Only one scenario was considered by the Council in the adoption of the Long Term Financial Plan associated with the Fit for the Future Improvement Proposal and it has been updated with the most up to date data and is contained within this document.

The Sustainable Model

Council's Sustainable 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. This level of service requires additional funding to eliminate the annual General Fund infrastructure maintenance and renewal gap as well as projected net operating result deficits (before capital grants & contributions) in future years.

Council's Fit for the Future Improvement Proposal Model formed the basis of Council's 2017-2021 Delivery Program.

This Financial Model contains the following key assumptions:

- Annual increases in rate revenue of 3.0% (including 0.5% for property growth)
- Revenue from annual charges increasing by 4% - 6% per annum (including growth)
- Other Revenues increasing by 3%
- Recurrent grant funding capped at (0% - 3%) increase per annum
- Annual increases of 3% for salary expenditure
- Operational expenditure increases capped at 2.5% per annum
- Recurrent capital expenditure capped at (0% - 3%) increase per annum
- A set program of capital projects over 10 years
- Existing Loan repayments (per loan repayment schedules)
- Further productivity improvements through the Continuous Improvement process
- No General Fund budget deficits for the next 10 years
- Potential change to service levels upon further review of current service levels
- Increase in General Fund asset maintenance spends
- Increase in General Fund asset renewal spends

The required additional funding to achieve a 'Sustainable' level of service delivery comes from a number of funding sources which include:

- Savings through productivity and service delivery improvements
- Commercialisation of Council services
- New revenue opportunities

Long Term Financial Plans (In detail)

The following pages of this document show the Long Term Financial Plan scenario for Council's General Fund and a scenario for each of the Water Supply and Sewerage Funds. Each scenario incorporates an Income Statement, Balance Sheet and Cash Flow Statement (by fund) for the current year (2017/18) and the next ten years.

Statement of Comprehensive Income

	2017/18				2018/19				2019/20			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000
Recurrent Revenue												
Rates & Annual Charges	67,542	4,164	23,139	94,845	69,297	4,407	24,433	98,137	71,355	4,656	25,772	101,783
User Charges & Fees	12,902	14,851	2,997	30,750	13,636	15,335	3,058	32,029	14,130	15,828	3,132	33,090
Interest & Investment Revenue	2,169	1,109	1,862	5,140	1,866	978	1,634	4,478	2,055	1,063	1,777	4,895
Other Revenues	14,725	49	397	15,171	15,732	50	403	16,185	16,480	52	415	16,947
Grants & Contributions provided for Operating Purposes	12,103	262	255	12,620	12,328	264	256	12,848	12,566	266	257	13,089
TOTAL RECURRENT REVENUE	\$109,441	\$20,435	\$28,650	\$158,526	\$112,859	\$21,034	\$29,784	\$163,677	\$116,586	\$21,865	\$31,353	\$169,804
Recurrent Expenditure												
Employee Benefits & Oncosts	40,456	4,665	3,597	48,718	41,744	4,805	3,705	50,254	43,919	4,950	3,816	52,685
Borrowing Costs	960	4,481	5,180	10,621	887	4,110	4,726	9,723	739	3,713	4,242	8,694
Materials & Contracts	90,152	8,710	18,504	117,366	79,187	7,537	15,185	101,909	80,233	7,540	12,879	100,652
Depreciation & Amortisation	26,526	7,738	11,906	46,170	27,387	7,969	12,263	47,619	28,208	8,209	12,631	49,048
Other Expenses	1,667	0	0	1,667	1,715	0	0	1,715	1,764	0	0	1,764
Internal Expenses	0	0	0	0	(5,819)	355	77	(5,387)	(5,995)	368	80	(5,547)
Less: Capitalised Expenses	(45,097)	(4,463)	(8,922)	(58,482)	(27,430)	(3,742)	(6,290)	(37,462)	(27,388)	(3,761)	(6,330)	(37,479)
TOTAL RECURRENT EXPENDITURE	\$114,664	\$21,131	\$30,265	\$166,060	\$117,671	\$21,034	\$29,666	\$168,371	\$121,480	\$21,019	\$27,318	\$169,817
Interfund Transactions												
Income Tax Equivalent	(114)	32	82	0	(117)	33	84	0	(120)	34	86	0
Dividend	(4,928)	2,007	2,921	0	(5,077)	2,068	3,009	0	(5,229)	2,130	3,099	0
TOTAL INTERFUND TRANSACTIONS	(\$5,042)	\$2,039	\$3,003	\$0	(\$5,194)	\$2,101	\$3,093	\$0	(\$5,349)	\$2,164	\$3,185	\$0
NET OPERATING (DEFICIT)	(\$181)	(\$2,735)	(\$4,618)	(\$7,534)	\$382	(\$2,101)	(\$2,975)	(\$4,694)	\$455	(\$1,318)	\$850	(\$13)
Capital Revenue												
Capital Grants, Subsidies, Contributions and Donations	18,031	3,802	3,960	25,793	10,072	3,916	3,953	17,941	10,375	3,366	1,232	14,973
TOTAL CAPITAL REVENUE	\$18,031	\$3,802	\$3,960	\$25,793	\$10,072	\$3,916	\$3,953	\$17,941	\$10,375	\$3,366	\$1,232	\$14,973
NET SURPLUS (DEFICIT)	\$17,850	\$1,067	(\$658)	\$18,259	\$10,454	\$1,815	\$978	\$13,247	\$10,830	\$2,048	\$2,082	\$14,960
CAPITAL TRANSACTIONS												
Operating Funding												
Net Surplus (Deficit)	17,850	1,067	(658)	18,259	10,454	1,815	978	13,247	10,830	2,048	2,082	14,960
Transfer to Reserves	(11,248)	(3,751)	(4,226)	(19,225)	(14,330)	(3,796)	(4,247)	(22,373)	(15,584)	(3,927)	(4,386)	(23,897)
Transfer from Unexpended Loans	0	1,415	5,251	6,666	0	31	915	946	1,055	0	0	1,055
Transfer from Reserves	9,924	3,251	3,110	16,285	6,219	3,348	3,203	12,770	4,932	3,449	3,299	11,680
Total Operating Funding	\$16,526	\$1,982	\$3,477	\$21,985	\$2,343	\$1,398	\$849	\$4,590	\$1,233	\$1,570	\$995	\$3,798
Capital Funding												
Loan Advance	\$4,720	\$0	\$0	\$4,720	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation	26,526	7,738	11,906	46,170	27,387	7,969	12,263	47,619	28,208	8,209	12,631	49,048
Total Capital Funding	\$31,246	\$7,738	\$11,906	\$50,890	\$27,387	\$7,969	\$12,263	\$47,619	\$28,208	\$8,209	\$12,631	\$49,048
Total Funding	\$47,772	\$9,720	\$15,383	\$72,875	\$29,730	\$9,367	\$13,112	\$52,209	\$29,441	\$9,779	\$13,626	\$52,846
Allocations of Funding				\$0				\$0				\$0
Constructed and Purchased Assets	(45,097)	(4,463)	(8,922)	(58,482)	(27,430)	(3,742)	(6,290)	(37,462)	(27,388)	(3,761)	(6,330)	(37,479)
Loan Redemptions	(2,882)	(5,257)	(6,461)	(14,600)	(2,765)	(5,625)	(6,822)	(15,212)	(2,932)	(6,018)	(7,296)	(16,246)
Total Allocation of Funding	(\$47,979)	(\$9,720)	(\$15,383)	(\$73,082)	(\$30,195)	(\$9,367)	(\$13,112)	(\$52,674)	(\$30,320)	(\$9,779)	(\$13,626)	(\$53,725)
Budget Surplus	(\$207)	\$0	\$0	(\$207)	(\$465)	\$0	\$0	(\$465)	(\$879)	\$0	\$0	(\$879)

Statement of Comprehensive Income (Cont'd)

	2020/21				2021/22				2022/23			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000
Recurrent Revenue												
Rates & Annual Charges	73,487	4,856	27,209	105,552	75,692	5,075	27,209	107,975	77,962	5,303	27,209	110,474
User Charges & Fees	14,553	16,273	3,193	34,019	14,990	17,005	3,193	35,188	15,439	17,771	3,193	36,403
Interest & Investment Revenue	2,191	1,163	1,941	5,295	2,224	1,180	1,970	5,374	2,257	1,198	2,000	5,455
Other Revenues	17,371	52	415	17,838	39,892	54	427	40,373	18,429	55	440	18,924
Grants & Contributions provided for Operating Purposes	12,781	284	259	13,324	13,164	293	267	13,724	13,559	301	275	14,135
TOTAL RECURRENT REVENUE	\$120,383	\$22,628	\$33,017	\$176,028	\$145,962	\$23,606	\$33,066	\$202,634	\$127,647	\$24,628	\$33,117	\$185,392
Recurrent Expenditure												
Employee Benefits & Oncosts	45,196	5,098	3,930	54,224	46,552	5,251	4,048	55,851	47,948	5,408	4,169	57,526
Borrowing Costs	588	3,288	3,754	7,630	1,076	2,850	3,234	7,160	960	2,469	2,799	6,228
Materials & Contracts	83,220	7,297	12,712	103,229	131,301	7,516	13,093	151,910	95,633	7,741	13,486	116,861
Depreciation & Amortisation	29,027	8,455	13,010	50,492	29,628	8,709	13,400	51,737	31,128	8,970	13,802	53,901
Other Expenses	1,811	0	0	1,811	1,865	0	0	1,865	1,921	0	0	1,921
Internal Expenses	(6,123)	378	82	(5,663)	(6,252)	388	84	(5,780)	(6,383)	398	86	(5,899)
Less: Capitalised Expenses	(27,373)	(3,645)	(6,379)	(37,397)	(74,194)	(3,754)	(6,570)	(84,519)	(37,280)	(3,867)	(6,767)	(47,914)
TOTAL RECURRENT EXPENDITURE	\$126,346	\$20,871	\$27,109	\$174,326	\$129,976	\$20,959	\$27,289	\$178,224	\$133,928	\$21,120	\$27,575	\$182,623
Interfund Transactions												
Income Tax Equivalent	(124)	35	89	0	(128)	36	92	0	(132)	37	95	0
Dividend	(5,386)	2,194	3,192	0	(5,521)	2,249	3,272	0	(5,659)	2,305	3,354	0
TOTAL INTERFUND TRANSACTIONS	(\$5,510)	\$2,229	\$3,281	\$0	(\$5,649)	\$2,285	\$3,364	\$0	(\$5,791)	\$2,342	\$3,449	\$0
NET OPERATING (DEFICIT)	(\$453)	(\$472)	\$2,627	\$1,702	\$21,635	\$362	\$2,413	\$24,410	(\$490)	\$1,166	\$2,093	\$2,769
Capital Revenue												
Capital Grants, Subsidies, Contributions and Donations	10,999	2,616	850	14,465	10,000	2,000	1,000	13,000	10,000	2,000	1,000	13,000
TOTAL CAPITAL REVENUE	\$10,999	\$2,616	\$850	\$14,465	\$10,000	\$2,000	\$1,000	\$13,000	\$10,000	\$2,000	\$1,000	\$13,000
NET SURPLUS (DEFICIT)	\$10,546	\$2,144	\$3,477	\$16,167	\$31,635	\$2,362	\$3,413	\$37,410	\$9,510	\$3,166	\$3,093	\$15,769
CAPITAL TRANSACTIONS												
Operating Funding												
Net Surplus (Deficit)	10,546	2,144	3,477	16,167	31,635	2,362	3,413	37,410	9,510	3,166	3,093	15,769
Transfer to Reserves	(14,626)	(4,067)	(6,102)	(24,795)	(955)	(2,362)	(3,413)	(6,731)	(1,510)	(3,166)	(3,093)	(7,769)
Transfer from Unexpended Loans	0	0	0	0	0	0	0	0	0	0	0	0
Transfer from Reserves	3,303	3,552	3,398	10,253	0	1,041	39	1,080	0	393	0	393
Total Operating Funding	(\$777)	\$1,629	\$773	\$1,625	\$30,680	\$1,041	\$39	\$31,760	\$8,000	\$393	\$0	\$8,393
Capital Funding												
Loan Advance					\$16,000							
Depreciation	29,027	8,455	13,010	50,492	29,628	8,709	13,400	51,737	31,128	8,970	13,802	53,901
Total Capital Funding	\$29,027	\$8,455	\$13,010	\$50,492	\$45,628	\$8,709	\$13,400	\$67,737	\$31,128	\$8,970	\$13,802	\$53,901
Total Funding	\$28,250	\$10,084	\$13,783	\$52,117	\$76,307	\$9,750	\$13,439	\$99,496	\$39,128	\$9,363	\$13,802	\$62,294
Allocations of Funding				\$0				\$0				\$0
Constructed and Purchased Assets	(27,373)	(3,645)	(6,379)	(37,397)	(74,194)	(3,754)	(6,570)	(84,519)	(37,280)	(3,867)	(6,767)	(47,914)
Loan Redemptions	(2,189)	(6,439)	(7,404)	(16,032)	(2,113)	(5,995)	(6,869)	(14,977)	(1,713)	(5,496)	(6,268)	(13,477)
Total Allocation of Funding	(\$29,562)	(\$10,084)	(\$13,783)	(\$53,429)	(\$76,307)	(\$9,749)	(\$13,439)	(\$99,496)	(\$38,993)	(\$9,363)	(\$13,035)	(\$61,391)
Budget Surplus	(\$1,312)	\$0	\$0	(\$1,312)	\$0	\$0	(\$0)	\$0	\$135	(\$0)	\$767	\$902

Statement of Comprehensive Income (Cont'd)

	2023/24				2024/25				2025/26			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000
Recurrent Revenue												
Rates & Annual Charges	80,301	5,542	27,209	113,052	82,710	5,791	27,209	115,710	85,192	6,051	27,209	118,452
User Charges & Fees	15,902	18,570	3,193	37,666	16,380	19,406	3,193	38,978	16,871	20,279	3,193	40,343
Interest & Investment Revenue	2,291	1,216	2,030	5,537	2,325	1,234	2,060	5,620	2,360	1,253	2,091	5,704
Other Revenues	18,982	57	453	19,492	19,551	59	467	20,077	20,138	60	481	20,679
Grants & Contributions provided for Operating Purposes	13,966	310	283	14,559	14,385	320	292	14,996	14,817	329	300	15,446
TOTAL RECURRENT REVENUE	\$131,443	\$25,695	\$33,168	\$190,306	\$135,352	\$26,809	\$33,221	\$195,382	\$139,377	\$27,973	\$33,274	\$200,625
Recurrent Expenditure												
Employee Benefits & Oncosts	49,387	5,571	4,294	59,252	50,868	5,738	4,423	61,030	52,395	5,910	4,556	62,860
Borrowing Costs	875	2,073	2,348	5,296	815	1,649	1,865	4,329	766	1,194	1,347	3,307
Materials & Contracts	98,024	7,974	13,891	119,888	100,474	8,213	14,307	122,995	102,986	8,459	14,737	126,182
Depreciation & Amortisation	31,907	9,239	14,216	55,362	32,704	9,516	14,643	56,863	33,522	9,802	15,082	58,406
Other Expenses	1,979	0	0	1,979	2,038	0	0	2,038	2,099	0	0	2,099
Internal Expenses	(6,517)	408	88	(6,021)	(6,654)	418	90	(6,146)	(6,793)	428	92	(6,273)
Less: Capitalised Expenses	(38,398)	(3,983)	(6,971)	(49,352)	(39,550)	(4,102)	(7,180)	(50,832)	(40,737)	(4,226)	(7,395)	(52,357)
TOTAL RECURRENT EXPENDITURE	\$137,256	\$21,281	\$27,867	\$186,404	\$140,696	\$21,431	\$28,149	\$190,277	\$144,238	\$21,567	\$28,419	\$194,224
Interfund Transactions												
Income Tax Equivalents	(136)	38	98	0	(140)	39	101	0	(144)	40	104	0
Dividend	(5,800)	2,363	3,437	0	(5,945)	2,422	3,523	0	(6,094)	2,482	3,611	0
TOTAL INTERFUND TRANSACTIONS	(\$5,936)	\$2,401	\$3,535	\$0	(\$6,085)	\$2,461	\$3,624	\$0	(\$6,238)	\$2,522	\$3,715	\$0
NET OPERATING (DEFICIT)	\$123	\$2,013	\$1,766	\$3,901	\$740	\$2,917	\$1,447	\$5,105	\$1,377	\$3,883	\$1,140	\$6,401
Capital Revenue												
Capital Grants, Subsidies, Contributions and Donations	10,000	2,000	1,000	13,000	10,000	2,000	1,000	13,000	10,000	2,000	1,000	13,000
TOTAL CAPITAL REVENUE	\$10,000	\$2,000	\$1,000	\$13,000	\$10,000	\$2,000	\$1,000	\$13,000	\$10,000	\$2,000	\$1,000	\$13,000
NET SURPLUS (DEFICIT)	\$10,123	\$4,013	\$2,766	\$16,901	\$10,740	\$4,917	\$2,447	\$18,105	\$11,377	\$5,883	\$2,140	\$19,401
CAPITAL TRANSACTIONS												
Operating Funding												
Net Surplus (Deficit)	10,123	4,013	2,766	16,901	10,740	4,917	2,447	18,105	11,377	5,883	2,140	19,401
Transfer to Reserves	(2,123)	(4,013)	(2,766)	(8,901)	(2,740)	(4,917)	(2,447)	(10,105)	(3,177)	(5,883)	(2,140)	(11,201)
Transfer from Unexpended Loans	0	0	0	0	0	0	0	0	0	0	0	0
Transfer from Reserves	0	631	0	631	0	894	0	894	0	1,183	22	1,205
Total Operating Funding	\$8,000	\$631	\$0	\$8,631	\$8,000	\$894	\$0	\$8,894	\$8,200	\$1,183	\$22	\$9,405
Capital Funding												
Loan Advance												
Depreciation	31,907	9,239	14,216	55,362	32,704	9,516	14,643	56,863	33,522	9,802	15,082	58,406
Total Capital Funding	\$31,907	\$9,239	\$14,216	\$55,362	\$32,704	\$9,516	\$14,643	\$56,863	\$33,522	\$9,802	\$15,082	\$58,406
Total Funding	\$39,907	\$9,870	\$14,216	\$63,993	\$40,704	\$10,410	\$14,643	\$65,757	\$41,722	\$10,985	\$15,104	\$67,811
Allocations of Funding				\$0				\$0				\$0
Constructed and Purchased Assets	(38,398)	(3,983)	(6,971)	(49,352)	(39,550)	(4,102)	(7,180)	(50,832)	(40,737)	(4,226)	(7,395)	(52,357)
Loan Redemptions	(1,261)	(5,887)	(6,715)	(13,863)	(876)	(6,308)	(7,195)	(14,379)	(837)	(6,759)	(7,709)	(15,305)
Total Allocation of Funding	(\$39,659)	(\$9,870)	(\$13,686)	(\$63,215)	(\$40,426)	(\$10,410)	(\$14,375)	(\$65,211)	(\$41,574)	(\$10,985)	(\$15,104)	(\$67,662)
Budget Surplus	\$247	\$0	\$531	\$778	\$278	(\$0)	\$268	\$546	\$148	\$0	\$0	\$148

Statement of Comprehensive Income (Cont'd)

	2026/27				2027/28			
	General	Water	Sewer	Total	General	Water	Sewer	Total
	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000	Budget \$'000
Recurrent Revenue								
Rates & Annual Charges	87,747	6,324	27,209	121,280	90,380	6,608	27,209	124,197
User Charges & Fees	17,377	21,192	3,193	41,762	17,898	22,145	3,193	43,237
Interest & Investment Revenue	2,396	1,272	2,122	5,790	2,432	1,291	2,154	5,877
Other Revenues	20,742	62	496	21,300	21,364	64	510	21,938
Grants & Contributions provided for Operating Purposes	15,261	339	309	15,910	15,719	349	319	16,387
TOTAL RECURRENT REVENUE	\$143,523	\$29,188	\$33,329	\$206,041	\$147,793	\$30,458	\$33,385	\$211,636
Recurrent Expenditure								
Employee Benefits & Oncosts	53,966	6,087	4,693	64,746	55,585	6,270	4,833	66,689
Borrowing Costs	716	708	792	2,216	661	210	226	1,097
Materials & Contracts	105,561	8,713	15,179	129,453	108,200	8,974	15,634	132,809
Depreciation & Amortisation	34,360	10,096	15,535	59,990	35,219	10,399	16,001	61,618
Other Expenses	2,162	0	0	2,162	2,227	0	0	2,227
Internal Expenses	(6,936)	438	94	(6,404)	(7,082)	448	96	(6,538)
Less: Capitalised Expenses	(41,959)	(4,352)	(7,617)	(53,928)	(43,218)	(4,483)	(7,845)	(55,546)
TOTAL RECURRENT EXPENDITURE	\$147,871	\$21,690	\$28,675	\$198,235	\$151,593	\$21,818	\$28,945	\$202,356
Interfund Transactions								
Income Tax Equivalent	(148)	41	107	0	(152)	42	110	0
Dividend	(6,246)	2,544	3,702	0	(6,402)	2,608	3,794	0
TOTAL INTERFUND TRANSACTIONS	(\$6,394)	\$2,585	\$3,809	\$0	(\$6,554)	\$2,650	\$3,904	\$0
NET OPERATING (DEFICIT)	\$2,047	\$4,913	\$845	\$7,805	\$2,754	\$5,990	\$536	\$9,280
Capital Revenue								
Capital Grants, Subsidies, Contributions and Donations	10,000	2,000	1,000	13,000	10,000	2,000	1,000	13,000
TOTAL CAPITAL REVENUE	\$10,000	\$2,000	\$1,000	\$13,000	\$10,000	\$2,000	\$1,000	\$13,000
NET SURPLUS (DEFICIT)	\$12,047	\$6,913	\$1,845	\$20,805	\$12,754	\$7,990	\$1,536	\$22,280
CAPITAL TRANSACTIONS								
Operating Funding								
Net Surplus (Deficit)	12,047	6,913	1,845	20,805	12,754	7,990	1,536	22,280
Transfer to Reserves	(3,547)	(6,913)	(1,845)	(12,305)	(3,754)	(7,990)	(1,536)	(13,280)
Transfer from Unexpended Loans	0	0	0	0	0	0	0	0
Transfer from Reserves	0	1,498	342	1,840	0	0	0	0
Total Operating Funding	\$8,500	\$1,498	\$342	\$10,340	\$9,000	\$0	\$0	\$9,000
Capital Funding								
Loan Advance								
Depreciation	34,360	10,096	15,535	59,990	35,219	10,399	16,001	61,618
Total Capital Funding	\$34,360	\$10,096	\$15,535	\$59,990	\$35,219	\$10,399	\$16,001	\$61,618
Total Funding	\$42,860	\$11,594	\$15,877	\$70,330	\$44,219	\$10,399	\$16,001	\$70,618
Allocations of Funding				\$0				\$0
Constructed and Purchased Assets	(41,959)	(4,352)	(7,617)	(53,928)	(43,218)	(4,483)	(7,845)	(55,546)
Loan Redemptions	(891)	(7,241)	(8,260)	(16,392)	(949)	(5,615)	(6,209)	(12,773)
Total Allocation of Funding	(\$42,850)	(\$11,593)	(\$15,877)	(\$70,320)	(\$44,167)	(\$10,098)	(\$14,054)	(\$68,319)
Budget Surplus	\$10	\$0	(\$0)	\$10	\$52	\$301	\$1,946	\$2,299

Statement of Financial Position

	2017/18				2018/19				2019/20				2020/21			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Assets																
Current Assets																
Cash and Cash equivalents	21,542	3,186	601	25,329	33,189	3,603	730	37,522	45,907	4,081	1,817	51,805	59,918	4,596	4,521	69,035
Investments	30,336	7,820	12,333	50,489	28,336	7,820	12,333	48,489	26,336	7,820	12,333	46,489	24,336	7,820	12,333	44,489
Receivables	11,838	4,162	2,549	18,549	11,838	4,162	2,549	18,549	11,838	4,162	2,549	18,549	11,838	4,162	2,549	18,549
Inventories	1,672	204		1,876	1,672	204		1,876	1,672	204		1,876	1,672	204		1,876
Other	561			561	561			561	561			561	561			561
Non-current assets classified as held for sale	1,492			1,492	1,492			1,492	1,492			1,492	1,492			1,492
Total Current Assets	67,441	15,372	15,483	98,296	77,088	15,789	15,612	108,489	87,806	16,267	16,699	120,772	99,817	16,782	19,403	136,002
Non current assets																
Investments	49,497	20,018	32,734	102,249	49,497	20,018	32,734	102,249	49,497	20,018	32,734	102,249	49,497	20,018	32,734	102,249
Receivables	2,392			2,392	2,392			2,392	2,392			2,392	2,392			2,392
Inventories				0				0				0				0
Infrastructure, property, plant and equipment	1,150,805	293,237	451,779	1,895,821	1,150,848	289,010	445,806	1,885,664	1,150,028	284,562	439,505	1,874,095	1,148,374	279,752	432,874	1,861,000
Investments accounted for using equity method				0				0				0				0
Investment Property	2,798			2,798	2,798			2,798	2,798			2,798	2,798			2,798
Intangible Assets	2,038	64,015		66,053	2,038	64,015		66,053	2,038	64,015		66,053	2,038	64,015		66,053
Total Non Current Assets	1,207,530	377,270	484,513	2,069,313	1,207,573	373,043	478,540	2,059,156	1,206,753	368,595	472,239	2,047,587	1,205,099	363,785	465,608	2,034,492
Total Assets	1,274,971	392,642	499,996	2,167,609	1,284,661	388,832	494,152	2,167,645	1,294,559	384,862	488,938	2,168,359	1,304,916	380,567	485,011	2,170,494
Liabilities																
Current Liabilities																
Payables	6,470	1,200	1,181	8,851	6,470	1,200	1,181	8,851	6,470	1,200	1,181	8,851	6,470	1,200	1,181	8,851
Borrowings	2,603	5,625	6,822	15,050	2,932	6,018	7,296	16,246	2,189	6,439	7,404	16,032	2,113	5,995	6,869	14,977
Provisions	13,523			13,523	13,523			13,523	13,523			13,523	13,523			13,523
Total Current Liabilities	22,596	6,825	8,003	37,424	22,925	7,218	8,477	38,620	22,182	7,639	8,585	38,406	22,106	7,195	8,050	37,351
Non Current Liabilities																
Payables	341			341	341			341	341			341	341			341
Borrowings	12,882	56,682	64,881	134,445	9,950	50,664	57,585	118,199	7,761	44,225	50,181	102,167	5,648	38,230	43,312	87,190
Provisions	6,063			6,063	6,063			6,063	6,063			6,063	6,063			6,063
Total Non Current Liabilities	19,286	56,682	64,881	140,849	16,354	50,664	57,585	124,603	14,165	44,225	50,181	108,571	12,052	38,230	43,312	93,594
Total Liabilities	41,882	63,507	72,884	178,273	39,279	57,882	66,062	163,223	36,347	51,864	58,766	146,977	34,158	45,425	51,362	130,945
Net Assets	1,233,089	329,135	427,112	1,989,336	1,245,382	330,950	428,090	2,004,422	1,258,212	332,998	430,172	2,021,382	1,270,758	335,142	433,649	2,039,549
Equity																
Retained Earnings	861,891	197,116	290,525	1,349,532	874,184	198,931	291,503	1,364,618	887,014	200,979	293,585	1,381,578	899,560	203,123	297,062	1,399,745
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	371,198	132,019	136,587	639,804
Total Equity	1,233,089	329,135	427,112	1,989,336	1,245,382	330,950	428,090	2,004,422	1,258,212	332,998	430,172	2,021,382	1,270,758	335,142	433,649	2,039,549

Statement of Financial Position (Cont'd)

	2021/22				2022/23				2023/24				2024/25			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Assets																
Current Assets																
Cash and Cash equivalents	77,496	5,918	7,895	91,309	79,141	8,691	11,755	99,587	81,511	12,073	15,051	108,635	84,529	16,095	17,767	118,392
Investments	24,336	7,820	12,333	44,489	24,336	7,820	12,333	44,489	24,336	7,820	12,333	44,489	24,336	7,820	12,333	44,489
Receivables	11,838	4,162	2,549	18,549	11,838	4,162	2,549	18,549	11,838	4,162	2,549	18,549	11,838	4,162	2,549	18,549
Inventories	1,672	204		1,876	1,672	204		1,876	1,672	204		1,876	1,672	204		1,876
Other	561			561	561			561	561			561	561			561
Non-current assets classified as held for sale	1,492			1,492	1,492			1,492	1,492			1,492	1,492			1,492
Total Current Assets	117,395	18,104	22,777	158,276	119,040	20,877	26,637	166,554	121,410	24,259	29,933	175,602	124,428	28,281	32,649	185,359
Non current assets																
Investments	49,497	20,018	32,734	102,249	49,497	20,018	32,734	102,249	49,497	20,018	32,734	102,249	49,497	20,018	32,734	102,249
Receivables	2,392			2,392	2,392			2,392	2,392			2,392	2,392			2,392
Inventories				0				0				0				0
Infrastructure, property, plant and equipment	1,192,941	274,798	426,044	1,893,782	1,199,092	269,695	419,009	1,887,796	1,205,584	264,439	411,763	1,881,786	1,212,430	259,025	404,300	1,875,755
Investments accounted for using equity method				0				0				0				0
Investment Property	2,798			2,798	2,798			2,798	2,798			2,798	2,798			2,798
Intangible Assets	2,038	64,015		66,053	2,038	64,015		66,053	2,038	64,015		66,053	2,038	64,015		66,053
Total Non Current Assets	1,249,666	358,831	458,778	2,067,274	1,255,817	353,728	451,743	2,061,288	1,262,309	348,472	444,497	2,055,278	1,269,155	343,058	437,034	2,049,247
Total Assets	1,367,061	376,934	481,555	2,225,550	1,374,857	374,604	478,380	2,227,842	1,383,719	372,730	474,431	2,230,880	1,393,584	371,340	469,683	2,234,606
Liabilities																
Current Liabilities																
Payables	6,470	1,200	1,181	8,851	6,470	1,200	1,181	8,851	6,470	1,200	1,181	8,851	6,470	1,200	1,181	8,851
Borrowings	1,713	5,496	6,268	13,477	1,261	5,887	6,715	13,863	876	6,308	7,195	14,379	837	6,759	7,709	15,305
Provisions	13,523			13,523	13,523			13,523	13,523			13,523	13,523			13,523
Total Current Liabilities	21,706	6,696	7,449	35,851	21,254	7,087	7,896	36,237	20,869	7,508	8,376	36,753	20,830	7,959	8,890	37,679
Non Current Liabilities																
Payables	341			341	341			341	341			341	341			341
Borrowings	611	32,734	37,044	70,389	-650	26,847	30,329	56,526	0	20,539	23,134	43,673	-837	13,780	15,425	28,368
Provisions	6,063			6,063	6,063			6,063	6,063			6,063	6,063			6,063
Total Non Current Liabilities	7,015	32,734	37,044	76,793	5,754	26,847	30,329	62,930	6,404	20,539	23,134	50,077	5,567	13,780	15,425	34,772
Total Liabilities	28,721	39,430	44,493	112,644	27,008	33,934	38,225	99,167	27,273	28,047	31,510	86,830	26,397	21,739	24,315	72,451
Net Assets	1,338,340	337,504	437,062	2,112,906	1,347,849	340,670	440,155	2,128,675	1,356,446	344,683	442,921	2,144,050	1,367,187	349,601	445,368	2,162,155
Equity																
Retained Earnings	967,142	205,485	300,475	1,473,102	976,651	208,651	303,568	1,488,871	985,248	212,664	306,334	1,504,246	995,989	217,582	308,781	1,522,351
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	371,198	132,019	136,587	639,804
Total Equity	1,338,340	337,504	437,062	2,112,906	1,347,849	340,670	440,155	2,128,675	1,356,446	344,683	442,921	2,144,050	1,367,187	349,601	445,368	2,162,155

Statement of Financial Position (Cont'd)

	2025/26				2026/27			
	General	Water	Sewer	Total	General	Water	Sewer	Total
Assets								
Current Assets								
Cash and Cash equivalents	87,855	20,796	19,885	128,536	91,411	26,212	21,388	139,011
Investments	24,336	7,820	12,333	44,489	24,336	7,820	12,333	44,489
Receivables	11,838	4,162	2,549	18,549	11,838	4,162	2,549	18,549
Inventories	1,672	204		1,876	1,672	204		1,876
Other	561			561	561			561
Non-current assets classified as held for sale	1,492			1,492	1,492			1,492
Total Current Assets	127,754	32,982	34,767	195,503	131,310	38,398	36,270	205,978
Non current assets								
Investments	49,497	20,018	32,734	102,249	49,497	20,018	32,734	102,249
Receivables	2,392			2,392	2,392			2,392
Inventories				0				0
Infrastructure, property, plant and equipment	1,219,645	253,449	396,613	1,869,707	1,227,244	247,706	388,695	1,863,645
Investments accounted for using equity method				0				0
Investment Property	2,798			2,798	2,798			2,798
Intangible Assets	2,038	64,015		66,053	2,038	64,015		66,053
Total Non Current Assets	1,276,370	337,482	429,347	2,043,199	1,283,969	331,739	421,429	2,037,137
Total Assets	1,404,124	370,464	464,114	2,238,702	1,415,279	370,136	457,700	2,243,115
Liabilities								
Current Liabilities								
Payables	6,470	1,200	1,181	8,851	6,470	1,200	1,181	8,851
Borrowings	891	7,241	8,260	16,392	0	0	0	0
Provisions	13,523			13,523	13,523			13,523
Total Current Liabilities	20,884	8,441	9,441	38,766	19,993	1,200	1,181	22,374
Non Current Liabilities								
Payables	341			341	341			341
Borrowings	-1,728	6,539	7,165	11,976	-1,728	6,539	7,165	11,976
Provisions	6,063			6,063	6,063			6,063
Total Non Current Liabilities	4,676	6,539	7,165	18,380	4,676	6,539	7,165	18,380
Total Liabilities	25,560	14,980	16,606	57,146	24,669	7,739	8,346	40,754
Net Assets	1,378,564	355,484	447,508	2,181,556	1,390,610	362,397	449,354	2,202,361
Equity								
Retained Earnings	1,007,366	223,465	310,921	1,541,752	1,019,412	230,378	312,767	1,562,557
Revaluation Reserves	371,198	132,019	136,587	639,804	371,198	132,019	136,587	639,804
Total Equity	1,378,564	355,484	447,508	2,181,556	1,390,610	362,397	449,354	2,202,361

Consolidated Statement of Cash Flows

	2017/18				2018/19				2019/20			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	67,542	4,164	23,139	94,845	69,297	4,407	24,433	98,137	71,355	4,656	25,772	101,783
User Charges & Fees	12,902	14,851	2,997	30,750	13,636	15,335	3,058	32,029	14,130	15,828	3,132	33,090
Interest & Investment Revenue Received	2,169	1,109	1,862	5,140	1,866	978	1,634	4,478	2,055	1,063	1,777	4,895
Other	14,725	49	397	15,171	15,732	50	403	16,185	16,480	52	415	16,947
Grants & Contributions	12,103	262	255	12,620	12,328	264	256	12,848	12,566	266	257	13,089
Capital Grants and Contributions	18,031	3,802	3,960	25,793	10,072	3,916	3,953	17,941	10,375	3,366	1,232	14,973
	127,472	24,237	32,610	184,319	122,931	24,950	33,737	181,618	126,961	25,231	32,585	184,777
Payments:												
Employee Benefits & On-Costs	(40,456)	(4,665)	(3,597)	(\$48,718)	(41,744)	(\$4,805)	(\$3,705)	(\$50,254)	(43,919)	(4,950)	(3,816)	(52,685)
Borrowing Costs	(960)	(4,481)	(5,180)	(\$10,621)	(\$887)	(\$4,110)	(\$4,726)	(\$9,723)	(739)	(3,713)	(4,242)	(8,694)
Materials & Contracts	(90,152)	(8,710)	(18,504)	(\$117,366)	(\$68,173)	(\$9,993)	(\$18,355)	(\$96,521)	(68,889)	(10,072)	(16,144)	(95,105)
Other	(1,667)	0	0	(\$1,667)	(\$1,715)	\$0	\$0	(\$1,715)	(1,764)	-	-	(1,764)
Capitalised Expenses	45,097	4,463	8,922	58,482	\$27,430	\$3,742	\$6,290	\$37,462	27,388	3,761	6,330	37,479
	(88,138)	(13,393)	(18,359)	(119,890)	(\$85,089)	(\$15,166)	(\$20,496)	(\$120,751)	(\$87,923)	(\$14,974)	(\$17,872)	(\$120,769)
Net Cash provided by (or used in) Operating Activities	39,334	10,844	14,251	64,429	37,842	9,784	13,241	60,867	39,038	10,257	14,713	64,008
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	38,000	7,800	12,300	58,100	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100
Sale of Investment Property				\$0				\$0				\$0
Sale of Real Estate Assets				\$0				\$0				\$0
Sale of Infrastructure, Property, Plant & Equipment				0				0				0
	38,000	7,800	12,300	58,100	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100
Payments:												
Purchase of Investment Securities	(34,000)	(7,800)	(12,300)	(\$54,100)	(34,000)	(7,800)	(12,300)	(\$54,100)	(34,000)	(7,800)	(12,300)	(\$54,100)
Purchase of Investment Property				\$0				\$0				\$0
Purchase of Infrastructure, Property, Plant & Equipment	(45,097)	(4,463)	(8,922)	(58,482)	(\$27,430)	(\$3,742)	(\$6,290)	(\$37,462)	(\$27,388)	(\$3,761)	(\$6,330)	(\$37,479)
Purchase of Real Estate Assets				0				0				0
	(79,097)	(12,263)	(21,222)	(112,582)	(\$61,430)	(\$11,542)	(\$18,590)	(\$91,562)	(\$61,388)	(\$11,561)	(\$18,630)	(\$91,579)
Net Cash provided by (or used in) Investing Activities	(41,097)	(4,463)	(8,922)	(54,482)	(\$25,430)	(\$3,742)	(\$6,290)	(\$35,462)	(\$25,388)	(\$3,761)	(\$6,330)	(\$35,479)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	4,720			4,720				4,720				4,720
	4,720	0	0	4,720	0	0	0	4,720	0	0	0	4,720
Payments:												
Repayment of Borrowings & Advances	(2,882)	(5,257)	(6,461)	(14,600)	(2,765)	(5,625)	(6,822)	(15,212)	(2,932)	(6,018)	(7,296)	(16,246)
	(2,882)	(5,257)	(6,461)	(14,600)	(2,765)	(5,625)	(6,822)	(15,212)	(2,932)	(6,018)	(7,296)	(16,246)
Net Cash Flow provided by (or used in) Financing Activities	1,838	(5,257)	(6,461)	(9,880)	(2,765)	(5,625)	(6,822)	(15,212)	(2,932)	(6,018)	(7,296)	(16,246)
Net Increase/(Decrease) in Cash & Cash Equivalents	75	1,124	(1,132)	67	9,647	417	129	\$10,193	10,718	478	1,087	12,283
Cash & Cash Equivalents - beginning of year	101,300	29,900	46,800	178,000	101,375	31,024	45,668	178,067	111,022	31,441	45,797	188,260
Cash & Cash Equivalents - end of the year	101,375	31,024	45,668	178,067	111,022	31,441	45,797	188,260	121,740	31,919	46,884	200,543

Consolidated Statement of Cash Flows (Cont'd)

	2020/21				2021/22				2022/23			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	73,487	4,856	27,209	105,552	75,692	5,075	27,209	107,975	77,962	5,303	27,209	110,474
User Charges & Fees	14,553	16,273	3,193	34,019	14,990	17,005	3,193	35,188	15,439	17,771	3,193	36,403
Interest & Investment Revenue Received	2,191	1,163	1,941	5,295	2,224	1,180	1,970	5,374	2,257	1,198	2,000	5,455
Other	17,371	52	415	17,838	39,892	54	427	40,373	18,429	55	440	18,924
Grants & Contributions	12,781	284	259	13,324	13,164	293	267	13,724	13,559	301	275	14,135
Capital Grants and Contributions	10,999	2,616	850	14,465	10,000	2,000	1,000	13,000	10,000	2,000	1,000	13,000
	131,382	25,244	33,867	190,493	155,962	25,606	34,066	215,634	137,647	26,628	34,117	198,392
Payments:				0				0				0
Employee Benefits & On-Costs	(45,196)	(5,098)	(3,930)	(54,224)	(46,552)	(5,251)	(4,048)	(55,851)	(47,948)	(5,408)	(4,169)	(57,526)
Borrowing Costs	(588)	(3,288)	(3,754)	(7,630)	(1,076)	(2,850)	(3,234)	(7,160)	(960)	(2,469)	(2,799)	(6,228)
Materials & Contracts	(71,587)	(9,904)	(16,075)	(97,566)	(119,400)	(10,189)	(16,541)	(146,130)	(83,459)	(10,481)	(17,021)	(110,962)
Other	(1,811)	-	-	(1,811)	(1,865)	-	-	(1,865)	(1,921)	-	-	(1,921)
Capitalised Expenses	27,373	3,645	6,379	37,397	74,194	3,754	6,570	84,519	37,280	3,867	6,767	47,914
	(\$91,809)	(\$14,645)	(\$17,380)	(\$123,834)	(\$94,699)	(\$14,535)	(\$17,253)	(\$126,487)	(\$97,009)	(\$14,492)	(\$17,222)	(\$128,723)
Net Cash provided by (or used in) Operating Activities	39,573	10,599	16,487	66,659	61,262	11,071	16,814	89,147	40,638	12,136	16,895	69,669
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
Sale of Investment Property												
Sale of Real Estate Assets					22,000							
Sale of Infrastructure, Property, Plant & Equipment												
	36,000	7,800	12,300	56,100	58,000	7,800	12,300	78,100	36,000	7,800	12,300	56,100
Payments:												
Purchase of Investment Securities	(34,000)	(7,800)	(12,300)	(\$54,100)	(36,000)	(7,800)	(12,300)	(\$56,100)	(36,000)	(7,800)	(12,300)	(\$56,100)
Purchase of Investment Property				\$0				\$0				\$0
Purchase of Infrastructure, Property, Plant & Equipment	(\$27,373)	(\$3,645)	(\$6,379)	(\$37,397)	(\$74,194)	(\$3,754)	(\$6,570)	(\$84,519)	(\$37,280)	(\$3,867)	(\$6,767)	(\$47,914)
Purchase of Real Estate Assets												
	(\$61,373)	(\$11,445)	(\$18,679)	(\$91,497)	(\$110,194)	(\$11,554)	(\$18,870)	(\$140,619)	(\$73,280)	(\$11,667)	(\$19,067)	(\$104,014)
Net Cash provided by (or used in) Investing Activities	(\$25,373)	(\$3,645)	(\$6,379)	(\$35,397)	(\$52,194)	(\$3,754)	(\$6,570)	(\$62,519)	(\$37,280)	(\$3,867)	(\$6,767)	(\$47,914)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances					16000							
	0	0	0	0	16000	0	0	16000	0	0	0	0
Payments:												
Repayment of Borrowings & Advances	(\$2,189)	(\$6,439)	(\$7,404)	(\$16,032)	(\$7,490)	(\$5,995)	(\$6,869)	(\$20,354)	(\$1,713)	(\$5,496)	(\$6,268)	(\$13,477)
	(\$2,189)	(\$6,439)	(\$7,404)	(\$16,032)	(\$7,490)	(\$5,995)	(\$6,869)	(\$20,354)	(\$1,713)	(\$5,496)	(\$6,268)	(\$13,477)
Net Cash Flow provided by (or used in) Financing Activities	(2,189)	(6,439)	(7,404)	(16,032)	8,510	(5,995)	(6,869)	(20,354)	(1,713)	(5,496)	(6,268)	(13,477)
Net Increase/(Decrease) in Cash & Cash Equivalents	12,011	515	2,704	15,230	17,578	1,322	3,374	22,274	1,645	2,773	3,860	8,278
Cash & Cash Equivalents - beginning of year	121,740	31,919	46,884	200,543	133,751	32,434	49,588	215,773	151,329	33,756	52,962	238,047
Cash & Cash Equivalents - end of the year	133,751	32,434	49,588	215,773	151,329	33,756	52,962	238,047	152,974	36,529	56,822	246,325

Consolidated Statement of Cash Flows (Cont'd)

	2023/24				2024/25				2025/26			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	80,301	5,542	27,209	113,052	82,710	5,791	27,209	115,710	85,192	6,051	27,209	118,452
User Charges & Fees	15,902	18,570	3,193	37,666	16,380	19,406	3,193	38,978	16,871	20,279	3,193	40,343
Interest & Investment Revenue Received	2,291	1,216	2,030	5,537	2,325	1,234	2,060	5,620	2,360	1,253	2,091	5,704
Other	18,982	57	453	19,492	19,551	59	467	20,077	20,138	60	481	20,679
Grants & Contributions	13,966	310	283	14,559	14,385	320	292	14,996	14,817	329	300	15,446
Capital Grants and Contributions	10,000	2,000	1,000	13,000	10,000	2,000	1,000	13,000	10,000	2,000	1,000	13,000
	141,443	27,695	34,168	203,306	145,352	28,809	34,221	208,382	149,377	29,973	34,274	213,625
Payments:				0				0				0
Employee Benefits & On-Costs	(49,387)	(5,571)	(4,294)	(59,252)	(50,868)	(5,738)	(4,423)	(61,030)	(52,395)	(5,910)	(4,556)	(62,860)
Borrowing Costs	(875)	(2,073)	(2,348)	(5,296)	(815)	(1,649)	(1,865)	(4,329)	(766)	(1,194)	(1,347)	(3,307)
Materials & Contracts	(85,571)	(10,782)	(17,514)	(113,867)	(87,736)	(11,092)	(18,022)	(116,849)	(89,955)	(11,410)	(18,544)	(119,909)
Other	(1,979)	-	-	(1,979)	(2,038)	-	-	(2,038)	(2,099)	-	-	(2,099)
Capitalised Expenses	38,398	3,983	6,971	49,352	39,550	4,102	7,180	50,832	40,737	4,226	7,395	52,357
	(\$99,413)	(\$14,443)	(\$17,186)	(\$131,042)	(\$101,907)	(\$14,376)	(\$17,130)	(\$133,413)	(\$104,478)	(\$14,288)	(\$17,052)	(\$135,818)
Net Cash provided by (or used in) Operating Activities	42,029	13,252	16,982	72,263	43,445	14,433	17,090	74,968	44,899	15,685	17,222	77,806
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
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)
Purchase of Investment Property				\$0				\$0				\$0
Purchase of Infrastructure, Property, Plant & Equipment	(\$38,398)	(\$3,983)	(\$6,971)	(\$49,352)	(\$39,550)	(\$4,102)	(\$7,180)	(\$50,832)	(\$40,737)	(\$4,226)	(\$7,395)	(\$52,357)
Purchase of Real Estate Assets												
	(\$74,398)	(\$11,783)	(\$19,271)	(\$105,452)	(\$75,550)	(\$11,902)	(\$19,480)	(\$106,932)	(\$76,737)	(\$12,026)	(\$19,695)	(\$108,457)
Net Cash provided by (or used in) Investing Activities	(\$38,398)	(\$3,983)	(\$6,971)	(\$49,352)	(\$39,550)	(\$4,102)	(\$7,180)	(\$50,832)	(\$40,737)	(\$4,226)	(\$7,395)	(\$52,357)
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	(\$1,261)	(\$5,887)	(\$6,715)	(\$13,863)	(\$876)	(\$6,308)	(\$7,195)	(\$14,379)	(\$837)	(\$6,759)	(\$7,709)	(\$15,305)
	(\$1,261)	(\$5,887)	(\$6,715)	(\$13,863)	(\$876)	(\$6,308)	(\$7,195)	(\$14,379)	(\$837)	(\$6,759)	(\$7,709)	(\$15,305)
Net Cash Flow provided by (or used in) Financing Activities	(1,261)	(5,887)	(6,715)	(13,863)	(876)	(6,308)	(7,195)	(14,379)	(837)	(6,759)	(7,709)	(15,305)
Net Increase/(Decrease) in Cash & Cash Equivalents	2,370	3,382	3,297	9,049	3,018	4,023	2,716	9,757	3,325	4,700	2,118	10,144
Cash & Cash Equivalents - beginning of year	152,974	36,529	56,822	246,325	155,344	39,911	60,118	255,373	158,362	43,933	62,834	265,130
Cash & Cash Equivalents - end of the year	155,344	39,911	60,118	255,373	158,362	43,933	62,834	265,130	161,688	48,634	64,952	275,274

Consolidated Statement of Cash Flows (Cont'd)

	2026/27			
	General	Water	Sewer	Total
Cash Flows from Operating Activities				
Receipts:				
Rates & Annual Charges	87,747	6,324	27,209	121,280
User Charges & Fees	17,377	21,192	3,193	41,762
Interest & Investment Revenue Received	2,396	1,272	2,122	5,790
Other	20,742	62	496	21,300
Grants & Contributions	15,261	339	309	15,910
Capital Grants and Contributions	10,000	2,000	1,000	13,000
	153,523	31,188	34,329	219,041
Payments:				
Employee Benefits & On-Costs	(53,966)	(6,087)	(4,693)	(64,746)
Borrowing Costs	(716)	(708)	(792)	(2,216)
Materials & Contracts	(92,231)	(11,736)	(19,082)	(123,049)
Other	(2,162)	-	-	(2,162)
Capitalised Expenses	41,959	4,352	7,617	53,928
	(\$107,117)	(\$14,179)	(\$16,949)	(\$138,245)
Net Cash provided by (or used in) Operating Activities	46,407	17,009	17,380	80,796
Cash Flows from Investing Activities				
Receipts:				
Sale of Investment Securities	36,000	7,800	12,300	56,100
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)
Purchase of Investment Property				\$0
Purchase of Infrastructure, Property, Plant & Equipment	(\$41,959)	(\$4,352)	(\$7,617)	(\$53,928)
Purchase of Real Estate Assets				
	(\$77,959)	(\$12,152)	(\$19,917)	(\$110,028)
Net Cash provided by (or used in) Investing Activities	(\$41,959)	(\$4,352)	(\$7,617)	(\$53,928)
Cash Flows from Financing Activities				
Receipts:				
Proceeds from Borrowings & Advances				
	0	0	0	0
Payments:				
Repayment of Borrowings & Advances	(\$891)	(\$7,241)	(\$8,260)	(\$16,392)
	(\$891)	(\$7,241)	(\$8,260)	(\$16,392)
Net Cash Flow provided by (or used in) Financing Activities	(891)	(7,241)	(8,260)	(16,392)
Net Increase/(Decrease) in Cash & Cash Equivalents	3,557	5,416	1,503	10,475
Cash & Cash Equivalents - beginning of year	161,688	48,634	64,952	275,274
Cash & Cash Equivalents - end of the year	165,244	54,050	66,455	285,749

General Fund Fit for the Future Ratios

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Operating Performance Ratio (Greater than or equal to break even over a three year period) Present	-0.16%	0.32%	0.37%	-0.36%	16.65%	-0.37%	0.09%	0.53%	0.95%	1.38%
Operating Performance Ratio (Greater than or equal to break even over a three year period) Fit for the Future	0.50%	1.64%	2.82%	3.82%	3.20%	4.52%	5.42%	6.69%	N/A	N/A
Own Source Revenue (Greater than 60% average over three years) Present	63.11%	67.46%	67.33%	67.01%	58.14%	67.86%	68.02%	68.17%	68.33%	68.47%
Own Source Revenue (Greater than 60% average over three years) Fit for the Future	81.86%	82.02%	82.33%	82.52%	82.42%	82.59%	82.65%	82.82%	N/A	N/A
Building and Infrastructure Asset Renewal (Greater than 100% average over three years) Present *	51.00%	60%	80%	80%	95%	95%	95%	95%	95%	95%
Building and Infrastructure Asset Renewal (Greater than 100% average over three years) Fit for the Future	89.35%	87.15%	98.19%	83.66%	80.89%	82.09%	88.54%	78.85%	N/A	N/A
Infrastructure Backlog Ratio Present	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Infrastructure Backlog Ratio Fit for the Future	1.98%	1.89%	1.79%	1.69%	1.59%	1.49%	1.38%	1.28%	N/A	N/A
Asset Maintenance Ratio (Greater than 100% average over three years) Present	102%	102%	101%	101%	101%	101%	101%	100%	100%	100%
Asset Maintenance Ratio (Greater than 100% average over three years) Fit for the Future	93.45%	93.91%	94.36%	94.79%	95.21%	95.62%	96.01%	96.40%	N/A	N/A
Debt Service Ratio (Greater than 0% and less than or equal to 20% average over three years) Present	0.88%	0.79%	0.63%	0.49%	0.74%	0.75%	0.67%	0.60%	0.55%	0.50%
Debt Service Ratio (Greater than 0% and less than or equal to 20% average over three years) Fit for the Future	3.45%	3.01%	2.91%	2.08%	1.88%	1.42%	0.98%	0.63%	N/A	N/A

* from 2018/19 these are estimates as actual renewal vs new has not yet been determined.



ASSET MANAGEMENT STRATEGY



Document Control

Revision	Date	Details	Prepared	Reviewed	Approved
0.1	February 2017	Draft of first edition in new format	BL	AM Steering Group	
0.2	May 2017	Draft revision, based on consultation with service owners	JK	AM Steering Group	
1.0	May 2017	Final version	JK	AM Stakeholders	
1.1-1.3	June	Minor updates	JK	Director SI	

Table of Contents

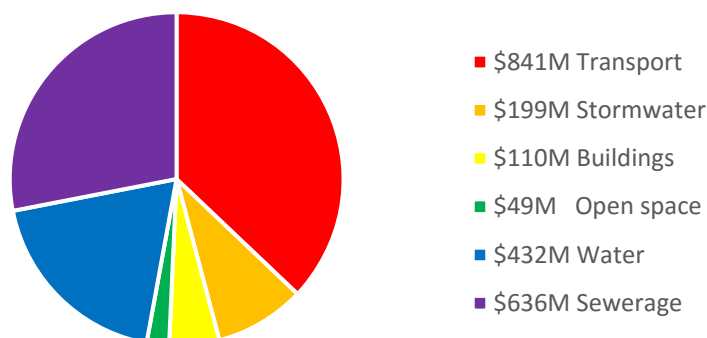
Document Control	17
1. Executive Summary	20
2. How Council Provides Best Possible Value	22
Addressing Resource Constraints	22
3. Technical Analysis, Planning and Management of Infrastructure	24
Basic Categories of Technical Planning and Management	24
4. Aligning Infrastructure and Financial Planning	26
Asset Valuation and Consumption (Depreciation)	26
10 Year Expenditure Projections.....	26
5. Risk Management	277
Relationship between Risk and Asset Management Systems	277
Reporting on Asset Renewal Backlog and Maintenance Shortfall Based on Risk.....	277
Managing Critical Assets	28
6. The Asset Management System	30
Asset Management Steering Group.....	30
Roles, Responsibilities, Resourcing and Awareness	30
Information and Documentation Requirements	30
AM System Operation, Control, Monitoring and Audit	30
Review and Improvement.....	31
Appendix 1 – Asset Management Policy	32
Appendix 2 – Service Dashboards and Dashboard Summary	33
Interpretation Guide for Dashboard Summary and Service Dashboards	34
Dashboard Summary and Service Dashboards	35
Appendix 3 – Asset Management Information Register	47
Appendix 4 – Terms of Reference for the AM Steering Group	49

This page left blank intentionally

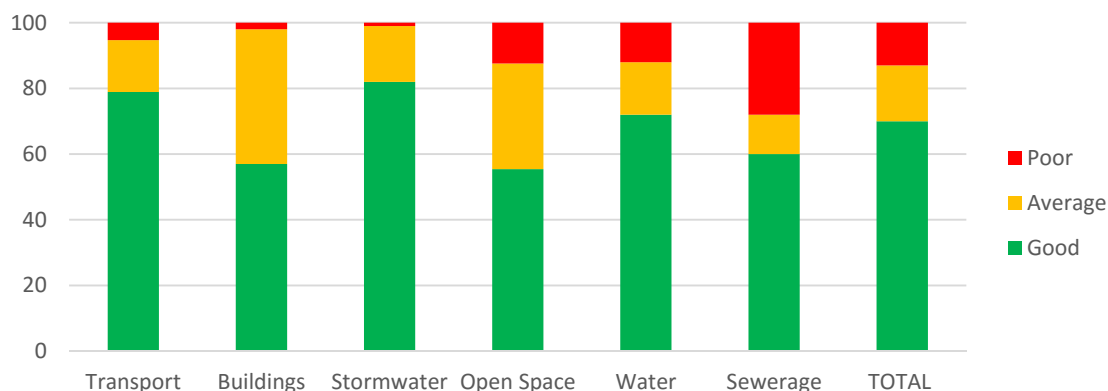
1. Executive Summary

This Asset Management Strategy (AMS) is one of three plans covering each major resource type (money, people and assets) considered under Council’s Resourcing Strategy.

Council’s infrastructure assets have a replacement value of approximately \$2.3 Billion. The chart below shows the value (\$M) of each of the six major asset classes.



The chart below shows the condition of assets in each class. While some classes are in generally good condition (like transport), a significant proportion of some other assets (particularly open space, water and sewerage) are rated as being near the end of their useful life. This highlights the need for continued investment in asset renewal.



Investment is also required to operate and maintain existing assets, and to build new assets to meet the needs and aspirations of the community.

This AMS outlines a framework to help Council achieve the objective of its Asset Management Policy (Appendix 1): to provide the *best possible value* to the community. The key to delivering this objective is to move towards a systematic approach to Asset Management (AM), in line with ISO55000. Additionally, shifting the AM discussion to focus on all Council functions and services will allow for appropriate prioritisation of resources to the areas of greatest concern.

A *Dashboard Summary* in Appendix 2 highlights areas of concern across all Council operations. Further details are provided in the eleven *Service Dashboards*. These represent the ‘big picture’ view of how the infrastructure assets are performing in the context of services that council performs. In future iterations of this AMS, the scope of the dashboards will be increased to include relative

expenditure across each service, to aid delivering best possible value for infrastructure expenditure, across all council service lines.

This AMS also identifies the process by which we will develop actions to improve the way Council manages its assets and the information available for decision making. This is an ongoing process of continual improvement.

2. How Council Provides Best Possible Value

Asset Management (AM) planning documents have traditionally been excessively detailed and complex. As a result, they have achieved limited engagement from the community, councillors and staff and, more often than not, have been 'shelf documents' that were not kept up to date.

Recognising the problem, Council's AM Policy in Appendix 1 outlines a simpler approach based on ISO 55000:2014 (international standard for AM systems) and the NSW Local Government Act, 1993 that is centred on Council *providing the best possible value from its assets* (and other functions).

As set out in the Policy, this Asset Management Strategy (AMS) describes the application of the AM system. A key element of the system, is a series of eleven *Service Dashboards* (that together cover all of Council's functions) and a *Dashboard Summary* (collating this information onto a single page). These are included in Appendix 2 of this AMS, along with an interpretation guide for these.

Council will achieve the objective of its Asset Management Policy, i.e. providing the best possible value from its infrastructure assets, by:

- Having a conversation (an ongoing one with the community) about prioritising resource allocation across all its functions to provide the best possible value (the *Service Dashboards* and *Dashboard Summary* support this by identifying concerns with the value that can be provided both now and in 10 years with resources available in the *Long Term Financial Plan*)
- Clarifying what the community can expect from Council in terms of *levels of service*
- Undertaking *detailed technical analysis and planning*, firstly to inform the assessment of 'value' provided in the Dashboards, but then to ensure the funds allocated by Council are targeted to the areas of greatest need in the most efficient and effective manner
- Compiling a prioritised list of infrastructure projects (outputs of detailed technical planning) and justification for inclusion in the *Delivery Program* and *Operational Plan*.
- Undertaking activities in the *Operational Plan* and then reporting on outcomes in the *Annual Report* including the 'state of infrastructure assets' in Special Schedule 7 (which includes many *Fit for the Future* ratios used to evaluate Council's performance and sustainability)
- Reviewing and refining this information in a process of ongoing community engagement and continual improvement.

The AM System (described in section 6 of this AMS) governs this process, providing assurance that assets will fulfil their required purpose and provides a mechanism for continual improvement.

As established by the Asset Management Policy, the value of an asset is considered from the perspectives of performance, sustainability and risk/resilience (the Policy explains these terms).

Addressing Resource Constraints

The *Service Dashboards* and *Dashboard Summary* are intended to facilitate a conversation about the allocation of *available resources* so Council carries out its functions in a way that provides the best possible value to residents and ratepayers - but how can resource limitations be addressed?

Council may identify a need to *reallocate funds between service areas* (e.g. on the Dashboards, from functions showing green lights to amber or red ones, although the impacts of this must be assessed).

Council continues to seek opportunities to *generate efficiencies* in its operations to free up additional resources and to *generate additional ongoing revenues* (e.g. via commercial operations).

There are sometimes 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.

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 Long Term Financial Plan.

3. Technical Analysis, Planning and Management of Infrastructure

As discussed in section 2, there is a need for detailed technical analysis and planning to support the high level summary information contained in the *Service Dashboards* and to identify and prioritise projects for inclusion in the *Delivery Program* and *Operational Plan*.

The *AM Information Register* (Appendix 3) collates key information that underpins the AM system. An expanded version of this (of a more operational nature) is an important reference for the AM Steering Group (section 6) who monitors the implementation of the AM system including updating of the *Register*, which includes:

- a more detailed list of the key reference documents relating to each service area that are summarised in the *Service Dashboards*
- responsibilities for the particular source of information, document or process/system
- criteria for effective implementation and assurance of that element of the AM system (acceptance criteria, measures to demonstrate compliance, monitoring to be undertaken)
- interconnectivities between that element and other elements of the AM system (or things outside the AM system e.g. financial and HR management systems)
- current status (including confidence in data) and specific improvements required

These items largely constitute Council's 'Asset Management Plans' (AMPs) as defined in ISO 55000 clause 3.3.3 i.e. they specify the activities, resources and timescales required to achieve Council's levels of service or functional objectives (i.e. the performance objectives and targets) and also the specific capital and operating expenditure for inclusion in the *Delivery Program* and *Operational Plan*.

The detailed technical planning and analysis helps Council to ensure that the objectives that are set are 'SMART' (specific, measureable, achievable, realistic and time bound) as required by the Policy.

The technical processes and systems then provide assurance these results will be achieved.

Basic Categories of Technical Planning and Management

Following is a short description of the various categories:

- *Needs analysis and strategies* identify both the needs of the community and the performance that is required from infrastructure assets to meet these (usually expressed in terms of quality or condition, functionality and capacity). This considers deterioration of assets, growth in demand, changes in community needs and expectations. Many of these may be formally adopted by Council.
- *Asset condition assessments* use a variety of methods from visual inspections of buildings to automated laser/video assessments of roads to assess the condition of assets to determine how far it is through its useful service life.
- *Asset valuations* consider both the 'fair value' of an asset (what it would be worth to sell on the open market – as required by accounting standards) 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).
- *Forward works programs* 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. main roads versus local streets). The cost of undertaking works is also estimated. This is the key input to the *Delivery Program and Operational Plan*.

- *Operations and Maintenance Management Plans/Systems* are the means by which Council ensures assets are providing 'best value' (performing appropriately, being managed sustainably – avoiding premature failure and that risks are appropriately managed).

4. Aligning Infrastructure and Financial Planning

Approximately two thirds of Council's budgets over the next four years are devoted to operating, maintaining, renewing and building new assets as well as accounting for their depreciation.

Obviously, the way these assets are managed is critical to Council's financial sustainability. It is thus critical to ensure strong alignment between infrastructure and financial planning in this AMS and the Long Term Financial Plan (LTFP) respectively. The assumptions and details behind the numbers must be clear. Two key areas are discussed below.

Asset Valuation and Consumption (Depreciation)

As noted in section 3, 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.

The basic assumptions about valuation and service life across the main asset categories are defined in documents within the Asset Information Register, in Appendix 3. Benchmarks from similar councils are used where possible.

Note 1 of Council's Annual Financial Statements includes further details on service life and Note 27 of the Annual Report includes details of methodologies for Fair Value Measurement.

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 *capital works* (renewing assets and building/acquiring new ones) 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'.

5. Risk Management

Relationship between Risk and Asset Management Systems

Council's AM Policy identifies three perspectives to consider in relation to providing the 'best possible value' to the community: performance, sustainability and risk/resilience.

The AM Policy identifies that 'risk' is as defined in Council's Risk Management Policy and so the risk management system (established under the Risk Management Policy) must inform Council's AM system (established under the AM Policy) if the risk perspective of 'best possible value' is to be adequately understood and addressed. Risk management thus underpins the AM system generally.

Risks identified at the corporate level (via the corporate risk register) will sometimes shape the AM system itself, and the implementation of the system through operational and capital programs will often be driven by risk management as a priority.

Operational risk management is achieved firstly by *Maintenance Management Systems* (this is in many ways the 'front line' of risk management e.g. identifying and repairing defects on the road network and playgrounds) and secondly by operational systems (e.g. to manage storage, treatment and distribution of drinking water as described in the Drinking Water Quality Management Plan).

Other risks can only be treated adequately by undertaking capital works, and will be included in the *Operational Plan or Delivery Program* after assessment by a prioritisation process.

Reporting on Asset Renewal Backlog and Maintenance Shortfall Based on Risk

The Office of Local Government *Local Government Code of Accounting Practice and Financial Reporting* (LGCAP) prescribes the methodology for reporting on the 'State of Infrastructure Assets' in Special Schedule 7 of annual financial statements (part of Council's Annual Report).

The two key measures to be reported on (and the methodology prescribed for calculating these) are:

- *backlog in asset renewal* (cost to bring assets up to 'satisfactory' condition, which is defined as condition 2 out of 5 on the prescribed condition rating scheme – 'good', requiring minor maintenance – unless council has consulted the community and they have agreed to an alternative level of service from assets, in which case this becomes the benchmark)
- *shortfall in maintenance funding* (gap between actual maintenance funding and what is 'required' – defined as what must be spent to maintain assets in a 'satisfactory' condition)

The backlog for renewal and shortfall in maintenance of assets will be reported based on the risk of any asset (assessed under Council's Risk Management Policy) being deemed unacceptable (requiring immediate action rather than inclusion in future works programs), in which case it will be reported as the cost of undertaking this renewal or maintenance work.

This risk-based approach reflects the consistent methodology developed by all councils in MIDROC (plus Clarence Valley Council) as part of the 'talking apples and apples about infrastructure' project.

NSW Government has been flagging its intention to introduce auditing of asset-related metrics for several years, so it is important that Council's approach can withstand the scrutiny of an audit. A systematic, risk based approach (likelihood and consequence) is an objective basis for such a calculation, and Council has the systems in place to demonstrate this assessment is an informed one.

Managing Critical Assets

The *IPR Guidelines* (essential element 2.13) require that the AM Strategy identify assets that are critical to its operations and outline risk management strategies for these assets.

ISO 55000 (clause 3.2.8) defines a critical asset as an asset having potential to significantly impact on the achievement of the organisation's objectives. 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.

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.

Risk management strategies for the primary asset categories are outlined below. Further details are discussed in section 4 as well as (where relevant) in Council's corporate risk register.

Critical Asset	Primary Risks	Management Strategies
Water Supply	Supply problems due to drought Failure to meet Australian Drinking Water Guidelines Failure of critical infrastructure (e.g. pumps) or loss of power leads to loss of supply	Drought and Drinking Water Quality Management Plans in place; criticality analysis undertaken and condition assessments underway with opportunities to improve redundancy and resilience identified (e.g. backup pumps, storage in reservoirs); System wide strategy update currently underway
Sewerage	Release of untreated sewage or effluent to the environment due to a loss of power or failure of infrastructure	Criticality analysis undertaken and condition assessments underway with opportunities to improve redundancy and resilience identified (e.g. backup pumps and generators, storage time in pump stations and at water reclamation plant), pollution incident response plans in place; System wide strategy update currently underway
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	Inspection system in place to identify and respond to defects
Sports-grounds	Safety of users	Appropriate maintenance carried out, grounds closed when unsuitable to use

Aquatic Centres	Drowning, poor water quality leads to health issues	Supervision in place, trained operators, appropriate equipment and maintenance
Buildings	Business continuity in the event of a problem with the building	Business continuity plans in place Appropriate maintenance carried out

6. The Asset Management System

The AM system is the set of interrelated or interacting elements of an organization to establish policies and objectives for AM, and processes to achieve those objectives (ISO 55000 cl. 3.4.2, 3.4.3).

The planning, implementation, review and improvement of the AM system is described below.

Asset Management Steering Group

Council's AM Policy requires that this AMS include terms of reference for an AM Steering Group whose role is to monitor and review the implementation and improvement of the AM system to ensure Council's AM objectives are met.

The terms of reference are in Appendix 4. It is important to note the Group provides an important cross-functional forum for planning and coordinating AM activities including raising awareness of and communicating about AM issues (in addition to monitoring and reviewing the AM system).

Roles, Responsibilities, Resourcing and Awareness

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

- generally, in the AM Policy
- specific to particular programs / functions in the *Delivery Program* and *Operational Plan*
- specific to particular documents in the *AM Information Register* (refer below)
- specific to positions in Position Descriptions and employee performance objectives

The *Service Dashboards* reinforce the fact that infrastructure assets in some way support the provision of all services across Council, thus highlighting that everyone has a stake in AM and something to contribute to the implementation and improvement of the AM system.

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, as is raising awareness of and communicating about AM issues.

Information and Documentation Requirements

Appropriate information on Council's assets is crucial to the effective operation of the AM system. Given the scope and complexity of Council's asset portfolio, the task of collecting, maintaining and updating information relating to particular assets (condition, materials, size, location, construction date, performance, maintenance history, inspections, etc.) is significant.

There are also many plans and strategies developed to help Council make informed decisions (at both policy and operational levels) about how to provide the best possible value from these assets.

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

The *AM Information Register* discussed in section 3 identifies all key AM information and is an important means by which the AM Steering Group can easily monitor progress with implementation and improvement of the AM system (as per the terms of reference).

AM System Operation, Control, Monitoring and Audit

Processes within the AM system must be planned, implemented and controlled if Council is to meet its AM objectives. The *AM Information Register* identifies procedural documents (and acceptance criteria / measures to demonstrate compliance / monitoring undertaken for them). Many of the plans in the Register also include information on the processes required for their implementation.

Where problems or potential problems with Council's assets, AM processes or AM system are identified as part of monitoring, Council will take necessary actions to prevent or correct and control them, as well as eliminate the cause to avoid them recurring and will review their effectiveness. The AM Steering Group will be the forum to review and discuss such issues, as noted in the terms of reference.

The terms of reference for the AM Steering Group also includes consideration of the adequacy of processes (including control and monitoring of these to ensure Council's AM objectives are met), an evaluation of the risks associated with any changes to the AM system including proposals to outsource AM activities, and controls and monitoring required to ensure AM objectives are met.

ISO 55001 (clause 9.2) requires that internal audits be carried out at planned intervals to provide information to assist in the determination on whether the AM system conforms to Council's own requirements and those of ISO 55001, and whether it is effectively implemented and maintained. Terms of reference for the AM Steering Group includes the development and implementation of an audit programme.

NSW Office of Local Government has flagged its intention to introduce auditing of AM information reported by councils since 2013. Requirements defined to date in OLG Circular to Councils 15/29 fit within the comprehensive AM systems framework in ISO 55001, so the approach in this AMS will help Council to demonstrate compliance with specified requirements and best practice when auditing is introduced.

Review and Improvement

The primary function of the AM Steering Group (aside from providing a forum for planning and coordinating AM activities) as established by Council's AM Policy is management review of the AM system to ensure its continuing suitability, adequacy and effectiveness.

The Group will consider information from a range of sources (listed in the terms of reference) to review the AM system each 6 months as a minimum in line with performance reporting for Council's Delivery Program. Outputs of this review (to be tabled at Council's Executive Leadership Team meeting for consideration) will include opportunities for continual improvement and the need for changes to the AM system, including revisions to this AMS.

Appendix 1 – Asset Management Policy

Refer to Coffs Harbour City Council website for the latest version of Asset Management Policy.

Appendix 2 – Service Dashboards and Dashboard Summary

Following are the Service Dashboards discussed in section 2. These cover all operations of Council and are divided into the following principal functions:

- Transport
- Water Supply and Sewerage
- Waste Management
- Enabling Services
- Commercial Activities
- Drainage, Floodplain and Coastal Management
- Open Space, Environment, Recreation and Public Toilets
- Community and Cultural Facilities and Programs
- City Prosperity
- Local Planning and Development Control
- Compliance and Enforcement

An interpretation guide for Service Dashboards and the Dashboard Summary is provided below.

IMPORTANT NOTE:

These Dashboards are a work in progress and need further – and ongoing – refinement. They are a first version of a new format of planning documentation that is designed to provide a very high level overview of *all* Council's functions. As the reporting mechanisms that feed the dashboards mature, greater detail will be included, including assets summaries, service budgets and listings of key projects.

This approach has been adopted so that infrastructure can be understood in the context of the services it supports to better identify priorities for the allocation of Council's limited resources to those activities that will provide the best possible value (objective of the AM Policy).

This first version of the Dashboards has been prepared with limited engagement with other functions of Council. Ongoing improvement and review will be conducted in a collaborative manner.

Interpretation Guide for Dashboard Summary and Service Dashboards

Dashboard Summary

Council's functions: all operations are summarised on this single page (further details are available in the individual Service Dashboards)

Service / Principal Activity	Concerns with Value? (Now & in 10 years)		
	Performance	Sustainability	Risk/Resilience
Transport and Stormwater Drainage	Major	Minor	Minor
Open Space, Recreation & Public Toilets	Major	Minor	Minor
Community Programs and Facilities	Major	Minor	Minor
Planning, Develop't, Public/Enviro. Health	Minor	Minor	Minor
Water Supply and Sewerage	Major	Minor	Minor
Waste Management	Minor	Minor	Minor
Organisational Capability	Major	Minor	Minor
Business Units	Major	Minor	Minor

■ Major ■ Moderate ■ Minor
 Concerns about Value (now and in 10 years)

Concerns about the value Council is able to provide (now / 10 years) with the resources it has available from the perspectives of:

- *performance* (quality/function/capacity),
- *sustainability* (minimising long term social, environmental and economic cost) and
- *risk / resilience* (avoiding negative outcomes, capacity to withstand shock)

Service Dashboards

Service name			
Short description			
Key objectives from CSP (across all QBL themes)			
Value now	Performance	Sustainability	Risk/Resilience
Summary of the key issues			
Value 10 years	Performance	Sustainability	Risk/Resilience
Summary of the key issues			
Emerging issues: beyond 10 years			
Community survey	Importance	Gap	Consensus
Sub-service 1		1.2	High
Sub-service 2		-0.3	Low

Service description and relevant goals from the Community Strategic Plan

Key issues of concern with the value Council can provide now and in 10 years time with the resources it has available (plus emerging issues beyond this)

Community satisfaction survey results

Dashboard Summary and Service Dashboards

Council Services		Concerns with Value for Money? Now / 10 years		
		Performance	Sustainability	Risk
Transport	Value Now	Yellow	Green	Yellow
	Value 10 years	Yellow	Green	Yellow
Water Supply Sewerage	Value Now	Green	Green	Yellow
	Value 10 years	Green	Green	Green
Waste Management	Value Now	Green	Green	Yellow
	Value 10 years	Green	Green	Yellow
Enabling Services	Value Now	Green	Green	Green
	Value 10 years	Green	Green	Green
Commercial Activities	Value Now	Green	Green	Green
	Value 10 years	Green	Green	Green
Drainage, Flooding and Coastal Management	Value Now	Yellow	Green	Yellow
	Value 10 years	Yellow	Green	Yellow
Open Space, Recreation and Public Toilets	Value Now	Yellow	Green	Green
	Value 10 years	Yellow	Green	Green
Community and Cultural Facilities and Programs	Value Now	Yellow	Yellow	Green
	Value 10 years	Yellow	Yellow	Green
City Prosperity	Value Now	Green	Green	Green
	Value 10 years	Yellow	Green	Green
Local Planning and Development Control	Value Now	Yellow	Green	Yellow
	Value 10 years	Yellow	Green	Green
Compliance and Enforcement	Value Now	Yellow	Yellow	Green
	Value 10 years	Yellow	Yellow	Yellow

Concerns with Value (Now / 10 Years)	
Minor	Green
Moderate	Yellow
Major	Red

Transport

Provision and maintenance of transport infrastructure including roads, bridges, footpaths and cycleways, bus shelters as well as associated infrastructure (kerb and gutter, signs, guardrail)



We support our community to lead healthy and active lives
 We cultivate a safe community
 We attract people to work, live and visit in the Coffs Harbour local government area

Value Now	Performance	Sustainability	Risk and Resilience
	There is a perceived 'service level gap' (a desire for better condition roads expressed during community engagement). There are also concerns with capacity in some areas (e.g. CBD, Hogbin Drive)	Resealing frequencies and drainage maintenance are preventing premature failure. Whole of life costs are being minimised thanks to additional SRV funds enabling full renewal rather than 'band aid' repairs	An effective maintenance management system is in place, although review of maintenance specifications (intervention levels and response times) required. Some road safety issues exist (alignment, width, intersections)

Value 10 years	Performance	Sustainability	Risk and Resilience
	Deterioration of condition as network ages (despite significant renewal). Increasing capacity issues for busy sites	Resealing frequencies and drainage maintenance are preventing premature failure. Investment in renewal is based on minimising lifecycle cost	Effective maintenance management system is in place. Some road safety issues (alignment, width, intersections)

Emerging Issues (Beyond 10 years)
 Renewal needs will 'ramp up' as the roads currently in good condition deteriorate. Current funding is sufficient to manage this over the next three decades (over this time renewal needs are expected to grow from 3 to 6km/year), however into the longer term (2045 on) it is anticipated that renewal needs will grow to around 10km/year. This will require an increase in funding of \$1 to 1.5M/year to avoid significant decreases in performance. Future operational costs will be offset by the longer service life of reconstructed pavements

Service	Importance					Satisfaction					Gap	Consensus
	0	1	2	3	4	5	0	1	2	3		
Maintenance of sealed roads	[Bar chart showing importance and satisfaction levels]					1.3	High					
Maintenance of unsealed roads	[Bar chart showing importance and satisfaction levels]					0.24	High					
Maintenance of bridges	[Bar chart showing importance and satisfaction levels]					-0.28	High					
Footpaths and cycleways	[Bar chart showing importance and satisfaction levels]					0.57	High					
Cleanliness of streets	[Bar chart showing importance and satisfaction levels]					0.22	High					

Water Supply and Sewerage

Provision of potable and reclaimed water supplies (the Regional Water Supply Scheme, a partnership with Clarence Valley Council, is accounted for largely by them); sewerage reticulation, sewage treatment and reuse/disposal; sludge collection and disposal at Coramba







We support our community to lead healthy and active lives
 We use resources responsibly to support a safe and stable climate
 We nurture mental health, wellbeing and social connection

	Performance	Sustainability	Risk and Resilience	
Value Now	Council's substantial investment in new infrastructure (treatment plants and Regional Water Supply Scheme) have delivered capacity to cater for growth; while pipe networks are ageing, renewal/rehabilitation programs are keeping up with renewal needs and instances of supply interruption (water) or overflow (sewerage) are declining	Investment targeting reductions in water loss (water supply) and infiltration (sewerage) are reducing resource consumption (water, plus energy from pumping/treatment) and environmental impacts; more cost effective renewal techniques are used (e.g. sewer relining); beneficial reuse of sewage effluent reduces disposal (by deep ocean outfall)	Risk is a priority in mains renewal/rehabilitation programs. There remains some planning risk, however, as there is some uncertainty in investment projections. Robust strategic analysis is required in the short term to ensure we are investing in the right areas. Regional Water Supply scheme has significantly enhanced resilience to drought	
Value 10 years	With continued investment in mains rehabilitation and renewal, instances of supply interruption (water) and overflow (sewerage) will continue to decline	Technologies to reduce energy consumption (e.g. smart controls on pumps and treatment plants) will continue to improve	Improvements to risk and resilience are expected to continue with implementation of new technology. There is a risk that NSW government may again review functional responsibility for water and sewerage services: loss of these will result in considerable loss of economies of scale and therefore costs of delivering services across the board	
Emerging Issues (Beyond 10 years)	While Council has sufficient capacity to supply potable water, the growing demand for reclaimed water (from sewage treatment effluent) and yet limited availability of this may require further consideration of objectives from this service. As pipe networks age, rehabilitation / renewal will increase in the longer term however the loans for major works (Regional Water Supply, Water Reclamation Plant, Water Treatment Plant) will be repaid by then			
Community Survey (from 2016)	Service	■ Importance ■ Satisfaction 0 1 2 3 4 5	Gap	Consensus
	Water supply		-0.12	High
	Sewerage		-0.16	High



Waste Management

Provision of waste collection, processing and reuse / disposal as well as education for both domestic and non-domestic customers (each of which is treated as a distinct business unit) in collaboration with Bellingen and Nambucca Shire Councils; operation of Coffs Coast Resource Recovery Park and Englands Road landfill, transfer stations at Woolgoolga, Coramba and Lowanna; waste and recyclables collection for public spaces

	<p>We support our community to lead healthy and active lives</p> <p>We use resources responsibly to support a safe and stable climate</p> <p>We protect the diversity of our natural environment</p>			
Value Now	Performance	Sustainability	Risk and Resilience	
	<p>Council provides 3 bin collection service for urban and many rural areas which, together with the waste processing operations (materials recycling and biomass processing) that results in amongst the highest levels of waste diversion from landfill in the state; drop off locations include Coffs Coast Resource Recovery Park at Englands Road and transfer stations at Woolgoolga, Coramba and Lowanna</p>	<p>While Council is achieving minimum environmental cost from operations (high levels of landfill diversion and resource recovery), there are challenges with economic cost arising from processing and particularly the impending closure (within the next five to six years) of Englands Road landfill as alternatives are likely to come at increased cost. The Adopted Waste Strategy includes KPIs and Targets to drive further improvements in our resource recovery and landfill diversion rates and the like</p>	<p>While there are a number of viable options, the lack of a firm solution for waste disposal once Englands Road landfill is full and closed is a serious risk; there are also ongoing risks associated with operating the landfill itself (actions to address these are managed via the Landfill Environmental Management Plan).</p>	
Value 10 years	Performance	Sustainability	Risk and Resilience	
	<p>Council will continue to provide a high quality waste management service. Through the implementation of the adopted Waste Strategy - Council will continue to drive improvements to waste avoidance, increased recycling, diversion of more waste from landfill, manage problem wastes, reduce litter, reduce illegal dumping, and infrastructure management</p>	<p>The adopted Waste Strategy seeks to balance social, environmental and economic cost constraints on the waste management service, as well as drive further improvements</p>	<p>A number of options exist post-closure of Englands Road landfill. The further implementation of the adopted Waste Strategy will ensure the evaluation of the options (currently underway), develops a preferred option and associated action plan</p>	
Emerging Issues (Beyond 10 years)	<p>Community expectations and regulatory standards will continue to drive the need for improvements in waste management; changing technologies (e.g. in waste processing and disposal) may also shape the way Council delivers this service</p>			
Community Survey (from 2016)	Service		Gap	Consensus
		0 1 2 3 4 5		
	Waste and recycling		0.52	High
Protection of the natural environment		0.68	High	

Enabling Services

Provision of the 'internal' or support services (finance, human resources, information technology, property management, administration and governance) that enable 'front line' service delivery; 'First contact' services (customer service centres, telephone enquiries and website / online services); Communications and engagement activities (media, communications, corporate planning and reporting); Governance and administration; Civic leadership and advocacy

	<p>We foster informed and inspired leadership in our community</p> <p>We undertake effective engagement and are informed</p> <p>We collaborate to achieve the best possible future for all the Coffs Harbour area</p>							
Value Now	Performance	Sustainability	Risk and Resilience					
	<p>Delivery of enabling internal services including customer service, organisation development, business systems and financial services and logistics, is dependent on plant and equipment assets (particularly fleet) and ICT software and hardware. Council's plant and vehicle fleet is modern and reliable enabling efficient and effective delivery of operational services. Council has invested in new and upgraded information technology solutions to enable more efficient and effective delivery of services as well as to facilitate improved customer service</p>	<p>Strategies and policies are used to ensure sustainability is achieved in the delivery of internal enabling services. Key Strategies include the Long Term Financial Plan, Workforce Strategy, Technology Strategy and Customer Service Strategy. Key policies for organisational development, procurement, technology use and plant management also contribute</p>	<p>Effective risk management systems are in place across all internal services, and inputs into Council's Business Continuity Plans strengthen organisational resilience</p>					
Value 10 years	Performance	Sustainability	Risk and Resilience					
	<p>With continued pursuit of innovation, process and systems improvement, Council's internal enabling services and customer service will continue to improve in efficiency and effectiveness</p>	<p>Council will continue to review and update strategies and policies to guide internal service delivery</p>	<p>Effective risk management systems are in place across all internal services, and inputs into Council's Business Continuity Plans strengthen organisational resilience</p>					
Emerging Issues (Beyond 10 years)	<p>Increasing opportunities to utilise technology for online service delivery; ageing workforce; increasing expectations around customer service and more extensive community engagement</p>							
Community Survey (from 2016)	Service	<p>■ Importance ■ Satisfaction</p> <p>0 1 2 3 4 5</p>					Gap	Consensus
	Online services						-0.76	

Commercial Business Units

Operation of a number of commercial enterprises, each of which has community benefits over and above simple revenue generation. Includes Coffs Harbour Regional Airport, Coastal Works (civil contracting), Telecommunications and New Technology (switchboards, CCTV and optic fibre), Environmental Laboratory (water quality testing) and Commercial Property Leasing and Management. Coffs Coast Holiday Parks is also included here for reporting purposes, however this is operated by Council in its role as Corporate Manager of Coffs Coast State Park



We champion business, events, innovation and technology to stimulate economic growth, investment and local jobs
 We collaborate to achieve the best possible future for all the Coffs Harbour area
 We foster informed and inspired leadership in our community

	Performance	Sustainability	Risk and Resilience					
	Value Now	Council's commercial business units; Coastal Works, Coffs Harbour Airport, Coffs Coast Holiday Parks, CitySmart Solutions and the Environmental Laboratory, are well positioned to service their respective markets and grow in revenue and profitability. Each business is supported by assets, in some cases of a unique nature, such as airport infrastructure, which are generally in good condition. However, asset management planning for these assets needs to be addressed in a holistic approach with other asset classes	Economies of scale and additional revenues from the commercial business units provide an opportunity for greater returns to Council to assist in the funding of core services. The commercial operations of Coastal Works helps drive improved competitiveness in delivery of internal services (via innovation and market exposure). Coastal Works helps secure work (and therefore local employment for staff and contractors) that may otherwise be undertaken by contractors from outside the area	Business plans are in place to manage commercial and other risks and business resilience is improved by effective planning				
Value 10 years	Further economies of scale and synergies are expected from the move toward a Commercial Business Centre for the operation of the commercial business units. Also, increased maturity in business planning will facilitate improved monitoring of performance. Continued investment in business development and marketing will assist ongoing growth and improved returns to Council	Economies of scale and additional revenues from the commercial business units provide an opportunity for greater returns to Council to assist in the funding of core services	Business plans are in place to manage commercial and other risks and business resilience is improved by effective planning					
Emerging Issues (Beyond 10 years)	Proactively investing in and growing the commercial business units is expected to provide Council with returns to supplement rate and other traditional income sources, which are highly constrained. The performance of the business units will be monitored to ensure their ongoing competitiveness, which will also inform future investment/divestment decisions							
Community Survey (from 2016)	Service	 0 1 2 3 4 5					Gap	Consensus

Stormwater Drainage, Floodplain and Coastal Management

Provision and maintenance of stormwater drainage infrastructure (pipes, pits, channels, gross pollutant traps); planning and delivery of floodplain and coastal management initiatives and infrastructure (including detention basins, flood warning system, coastal protection works)










We undertake development that is environmentally, socially and economically responsible
 We create liveable spaces that are beautiful and appealing
 We use resources responsibly to support a safe and stable climate

	Performance	Sustainability	Risk and Resilience	
Value Now	Capacity to cater for major storm events remains in isolated areas; Significant planning has been undertaken to identify and prioritise actions to address issues with floodplain and coastal management	Stormwater drainage infrastructure is generally thought to be long life concrete (little need for renewal as it is relatively 'young'); Floodplain and coastal management plans consider balance of social, environmental and economic outcomes	Stormwater, floodplain and coastal protection infrastructure entails significant risks to people and property; resilience is a concern in some areas prone to flooding and coastal processes (inundation / erosion)	
Value 10 years	Functionality and capacity of stormwater drainage and floodplain management infrastructure will improve with continued upgrades (funded by Flood Mitigation Special Rate Variation and grants) although problem areas will remain	Continued balancing of social, environmental and economic outcomes in line with Floodplain and Coastal management plans. Close monitoring of concrete asset longevity assumptions is will be required	Stormwater, floodplain and coastal protection infrastructure entails significant risks to people and property; resilience is a concern in some areas prone to flooding and coastal processes (inundation / erosion). Planning controls will need to ensure they evaluate asset considerations	
Emerging Issues (Beyond 10 years)	Improved modelling and planning controls will lead to improved planning of floodplain and coastal management programs, however the impacts of climate change are likely to exacerbate the problems to be managed			
Community Survey (from 2016)	Service	■ Importance ■ Satisfaction 0 1 2 3 4 5	Gap	Consensus
	Flood management		-0.05	High
	Coastal management		0.43	High
	Protection of natural environment		0.68	High


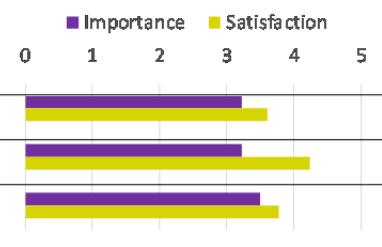
Open Space, Environment, Recreation & Public Toilets

Provision and maintenance of open space including parks, reserves and sporting fields; provision and maintenance of infrastructure including public toilets and sports amenities and facilities, Coffs Historic Jetty, playgrounds, aquatic centres, skate parks, boat ramps, jetties, viewing platforms, BBQ areas, outdoor furniture, fencing, lighting, drainage and paths; lifeguard service; maintenance of asset (bushfire) protection zones and natural areas; noxious weeds inspection and control; operation and maintenance of cemeteries. Scope includes Coffs Coast State Park and some parts of the Regional Park, but not the Cex. Coffs International Stadium (refer Industry and Destination Development). Also includes Environmental Levy Projects on public and private lands (Council and community groups)

	We support our community to lead healthy and active lives								
	We create liveable spaces that are beautiful and appealing								
	We use resources responsibly to support a safe and stable climate								
Value Now	Performance	Sustainability		Risk and Resilience					
	Quality and functionality of much of this infrastructure is of concern due to age and changing needs, as well as the demands of a growing population; public toilets are a key service level 'gap' and also important for tourism. There are current issues with sports field capacity	Planning and delivery considers the balance between social, environmental and economic cost / benefits of open space and recreation areas; improvements to some toilets will reduce cleaning costs and improve performance		An effective risk maintenance management system is in place, although review maintenance specifications (intervention levels and response times) required					
Value 10 years	Performance	Sustainability		Risk and Resilience					
	Performance (quality, function and capacity) will improve as a result of additional funding from the Special Rate Variation however there is limited capacity to fund new facilities	Planning and delivery considers balance between social, environmental and economic cost / benefits		Effective risk maintenance management system is in place					
Emerging Issues (Beyond 10 years)	Ongoing planning and review of the provision of adequate open space and sporting facilities is essential to ensure Council can respond to changing demographics and continued growth								
Community Survey (from 2016)	Service						Gap	Consensus	
	Parks, reserves and playgrounds	0	1	2	3	4	5	0	High
	Sporting facilities							-0.46	Low
	Maintenance of public toilets							0.65	High
	Council pools							-0.82	Low
	Lifeguards							-0.24	High
	Protection of natural environment							0.24	High

Community and Cultural Facilities and Programs

Libraries (Harry Bailey Memorial, Toormina, Woolgoolga) including digital and library collections, Jetty Memorial Theatre, Regional Art Gallery and Museum; Public art assets cultural collections – including artworks and museum collections; Community Buildings (Public Halls, Community Centres, Community Village); Facilitation of Community and Cultural Events and Programs; Facilitation and Support of Emergency Services; Lifeguards (towers)

	<p>We foster a sense of community, belonging, and diversity</p> <p>We recognise and acknowledge the traditional custodians of the Coffs Harbour LGA</p> <p>We enrich cultural life through art, learning and cultural endeavour</p>					
Value Now	Performance	Sustainability	Risk and Resilience			
	<p>Concerns over size of facilities (Harry Bailey Memorial Library is 40% of benchmark size, Regional Art Gallery is smallest gallery in NSW. There is some recognition of the need for a larger Performing Arts Space. Community Village, Sportz Central, Bunker Cartoon Gallery and other Community halls require upgrades or enhancements. Lack of planning for s94 Community Facility requirements across the LGA</p>	<p>The social benefits of community and cultural facilities and programs are evidenced by the positive feedback received. Minimal maintenance is being undertaken. Limited master planning or strategic plans in place for majority of community and cultural assets</p>	<p>Risks are currently managed adequately. Community and cultural programs helps foster community resilience generally</p>			
Value 10 years	Performance	Sustainability	Risk and Resilience			
	<p>With growing demand from increased population and community expectations, concerns about the capacity and development of new venues and spaces will increase</p>	<p>Constraints from facilities will increasingly limit the social, cultural and economic benefits generated. Minimal maintenance is being undertaken. Community Village and Sportz Central will need renewal</p>	<p>Adequate risk management. Community resilience enhanced by community and cultural programs</p>			
Emerging Issues (Beyond 10 years)	<p>The way people use community and cultural facilities is changing and so the layout and functionality of these facilities needs to be responsive to this</p>					
Community Survey (from 2016)	Service				Gap	Consensus
	Cultural Facilities				-0.38	Low
	Libraries				-1.01	Low
	Creation/attraction of cultural &/or sporting events				-0.28	Low

City Prosperity

To champion Coffs Harbour - by stimulating economic development, driving the visitor economy, and building the capacity of the city to deliver events.

MyCOFFS love it!

We support our community to lead healthy and active lives
 We champion business, events, innovation and technology to stimulate economic growth, investment and local jobs
 We attract people to work, live and visit in the Coffs Harbour local government area

Value Now	Performance	Sustainability	Risk and Resilience
	Council's facilitation role in destination development and marketing, investment attraction, industry and sector development, job creation, attracting and facilitating events in the region are all contributing to growth, with economic impact improving	Facilitation of City Prosperity functions is important both economically and socially (increased employment, locals attending events); Council's investment in attracting events achieves a significant direct economic impact, and prioritises support for events attracting visitation and stimulating economic activity in tourism low seasons	Facilitation of City Prosperity functions including destination development and marketing as well as stimulating jobs growth and investment into assets and infrastructure is an important part of enhancing the resilience of the local economy and employment market, including the ongoing growth in event related visitation

Value 10 years	Performance	Sustainability	Risk and Resilience
	While Council is expecting to be able to continue to service industry needs generally in its facilitation role, a lack of investment (incl. a lack of grant funding) at the Stadium, and other event infrastructure (concert/performing arts etc.) as well as local sport facilities compared to competitor destinations is of concern	Continued facilitation of City Prosperity functions, that is responsive to opportunities and threats will contribute to economic and social outcomes; encouraging sustainable ('green') business improves environmental outcomes	Facilitation of City Prosperity functions is an important part of enhancing the resilience of the local economy and employment market, with a year round balance of events delivering consistent economic benefit. Council has built the capacity of the region to better run and service events, positively branding the region as a NSW events destination. Ongoing investment in infrastructure and assets remains vital





Emerging Issues (Beyond 10 years)

Changes driven by demographics (of both the region and its visitors), industries (some growing strongly, while others face internal and external challenges) and the interconnectedness (transport and virtual) of the region will all be significant. As other regions/destinations recognise the economic value that major events can deliver, competition to host events increases significantly. As a visitor destination, accommodation is plentiful, however tired with reinvestment required. It is important that Council continues to work with industry partners to identify these issues and maximise opportunities / minimise and counter threats

Community Survey (from 2016)	Service	Importance vs Satisfaction				Gap	Consensus
		0	1	2	3		
	Tourism marketing					-0.46	Low
	Economic development					0.58	Low
	Creation/attraction of cultural & sporting events					-0.28	Low

Local Planning and Development Control

Preparation and review of strategic land use planning instruments as well as place-based urban planning and engagement (shaping future development of the built environment on both public and private lands, protection of the natural environment); assessment of development applications in accordance with land use planning instruments; certification of building work against approved conditions and industry standards

	We effectively manage the planning and provision of regional public services and infrastructure We create liveable spaces that are beautiful and appealing We undertake development that is environmentally, socially and economically responsible			
	Performance	Sustainability	Risk and Resilience	
Value Now	Some Local Planning instruments require updating as they do not adequately reflect the needs and aspirations of the community; localised planning (aimed at fostering unique attributes of particular areas) is limited; development assessment processes aim to achieve benchmarks established by NSW government, although improvements are being pursued to simplify the process; building certification services (performed in a competitive environment) are adequate	Local planning seeks to balance social, environmental and economic outcomes in the use of land - while this balance is generally being achieved, there are some performance issues and risks (as noted); development assessment processes are utilising technology to reduce costs of applications for both council and developers, as well as improving transparency of decision making	Council's investment in land use planning instruments is adequate to minimise the risk of legal challenges to decisions and inappropriate development; adequate risk management systems are in place for development assessment and building certification. Local planning and development control contributes to community resilience by fostering appropriate development that can withstand shocks (e.g. natural disasters) and change (e.g. climate)	
Value 10 years	Performance	Sustainability	Risk and Resilience	
	Investment is required to keep up with changing needs and to address shortfalls in current land use planning instruments; development assessment outcomes will improve with implementation of technology, building certification services will face increasing competition from private sector	Continued balancing of social environmental and economic issues	Continued investment to keep pace with changing needs to manage risk and improve resilience	
Emerging Issues (Beyond 10 years)	The level of growth in the region demands ongoing investment in land use planning to ensure strategic land use planning instruments remain relevant and responsive to issues and needs; online applications; exempt and complying development; push for faster determinations (state); more control over decision making for major developments from the state; private certifiers			
Community Survey (from 2016)	Service	Importance Satisfaction 0 1 2 3 4 5	Gap	Consensus
	Development application processing		-0.1	Low
	Enforcement of local building regs.		-0.13	Low
	Protection of natural environment		0.68	High

Compliance and Enforcement

Undertaking a range of inspection, compliance and enforcement functions to promote public and environmental health and safety including food safety, legionella and public pool water safety, skin penetration practice, animal and ranger services, public and private swimming pool fencing compliance, plumbing and drainage work, vegetation preservation; enforcing compliance with local laws such as parking restrictions; regulating building, development and land use compliance; participating in emergency management operations

MyCOFFS love it!
 We support our community to lead healthy and active lives
 We cultivate a safe community
 We attract people to work, live and visit in the Coffs Harbour local government area

Value Now	Performance	Sustainability	Risk and Resilience
	While serious issues are able to be addressed and council's legislative obligations met, there is limited capacity to attend to non-critical issues that often leads to dissatisfaction for those impacted by the issue	While Council is minimising the financial costs of providing this service, there are potentially social and economic costs incurred due to the limited ability to address non-critical issues	Risks associated with complying with Council's legislative obligations (e.g. under the Public Health Act) are able to be achieved; high levels of public and environmental health compliance contribute to community resilience

Value 10 years	Performance	Sustainability	Risk and Resilience
	Council will continue to be able to address critical issues only (e.g. legislative obligations) i.e. there will continue to be little capacity to address non-critical issues; the compliance burden for which Council is responsible is likely to grow as NSW government shifts responsibility for more functions on to local government	Council will continue to have limited capacity to minimise social and environmental costs due to limited resourcing. Council will need to either reduce its level of service or provide additional resource to account for the impacts associated with an increasing population	Council is unlikely to meet legislative obligations associated with servicing an increasing population within required timeframes without provision of additional resources

Emerging Issues (Beyond 10 years)
 Expectations about Council intervening or addressing issues to do with public and environmental health are growing; NSW government continues to shift responsibility for various functions to local government

Community Survey (from 2016)	Service	Importance vs Satisfaction					Gap	Consensus
		0	1	2	3	4		
	Enforcement of pet regulations						0	Low
	Enforcement of local building regs.						-0.13	Low
	Protection of natural environment						0.68	High

Appendix 3 – Asset Management Information Register

The table below provides an summary of key documents and sources of asset information.

As discussed in sections 3 and 6, a detailed version of this list will be kept under review by the AM Steering Group as a means of monitoring the implementation of the AM system and driving continuous improvement efforts.

Service Dashboards (11 in total)	Priority Projects List (by asset class/category)
General AM Procedures and Guidelines	Assets tasks and duties procedure
Expenditure classification	Determination of useful life, lifecycle costing
Works orders	Data management
Capitalisation	Reporting in Special Schedule 7
Plans and Strategies – Open Space	Open Space Strategy
Sports Facility Plan	EPIC Stadium Development Plan
Playground inspection manual and system	Parks Maintenance Management Plan
Regional Park Asset Management Plan	Plans of Management (various sites)
Plans and Strategies – Water and Sewerage	FINMOD for Water Supply and Sewerage
Water and Sewerage Strategies & AM Plans	Drinking Water Quality Management System
Integrated Water Cycle Management Plan	Regional Water Efficiency Strategic Plan
Drought Management Plan	Strategic Business Plan for Water and Sewerage
Pollution Incident Response Management Plan	Recycled Water Management Plan
Operational Plans for Plants and other sites	Maintenance Management Plan for Network
Backflow Prevention Policy	Private Sewage Pump Station Guidelines
Trade Waste Policy	EPA Licenses
Plans and Strategies – Transport	Transport Network Hierarchy
Coffs Harbour City Bike Plan	Pedestrian Access and Mobility Plan
Maintenance Management Plan for Road Assets	Coffs Historic Jetty Rehabilitation Plan
Plans and Strategies – Drainage and Flooding	Stormwater Management Plan
Floodplain Management Plans	Flood Warning System Operations Plan
Plans and Strategies – Buildings	Needs Analysis / Priorities
Condition Assessment and Valuation	For each asset class/category
Development Servicing (Section 94) Plans	For each growth area
Design and Development Standards	For design and construction of all assets

Community Engagement Regarding Services	2013 'Budget Allocator' (services and costs)
Enterprise AM System (details of system)	Roles and Responsibilities (detailed versions)
Record Keeping (detailed list of records to keep)	GIS System (requirements / roles / interface)
Accounting and Financial Management	Further guidance

Appendix 4 – Terms of Reference for the AM Steering Group

TERMS OF REFERENCE: ASSET MANAGEMENT STEERING GROUP

Purpose

Council has established the AMSG under the AM Policy to monitor and review the implementation and improvement of the AM system to ensure Council's AM objectives are met.

The AMSG will also provide a cross-functional forum for planning and coordinating AM activities, including raising awareness of and communicating about AM issues.

Technical AM documents that do not require formal adoption by Council may be tabled at the AMSG for feedback and, potentially, endorsement.

Membership

- Director Sustainable Infrastructure
- Group Leader – Strategic Asset Management
- Group Leader – Infrastructure Construction and Maintenance
- Group Leader – Financial Services and Logistics Management
- Section Leader – Asset Strategies
- Section Leader – Financial Reporting
- Section Leader – Local Planning
- Section Leader – Community Planning and Performance

Agenda Items

Standard agenda items will include the following:

- Clarity of roles and responsibilities with respect to AM
- Need for increased awareness of AM issues and how these should be communicated
- Adequacy of resources (including competencies) and processes to support the implementation of the AM system
- Problems or potential problems identified with Council's assets, AM or AM system; actions to correct and control or prevent them; review of the effectiveness of actions taken
- Review of the *AM Information Register* and update of actions
- Proposed changes to AM system and assessment of associated risks
- Proposed outsourcing of AM activities, controls and monitoring required
- Set and review prioritisation framework for Delivery Program and Operational Plan in addition to reviewing proposed Operational Plan changes
- Internal AM audit programme

Additionally, each 6 months the AMSG will undertake management review of the AM system (timed to coincide with performance reporting for Council's Delivery Program) addressing the following:

- Status of actions from previous management reviews
- Changes in external and internal issues that are relevant to the AM system
- Information on AM performance including trends in nonconformities and corrective actions, monitoring and measurement results, audit results
- AM activities undertaken
- Opportunities for continual improvement
- Changes in the profile of risks and opportunities

Outputs of the management review will include decisions related to continual improvement opportunities and any need for changes to the AM system.

Minutes of the AMSG will be tabled for information at Executive Leadership Team meetings.

WORKFORCE MANAGEMENT PLAN

2017 - 2021



Committed to the Pursuit of Excellence

Contents

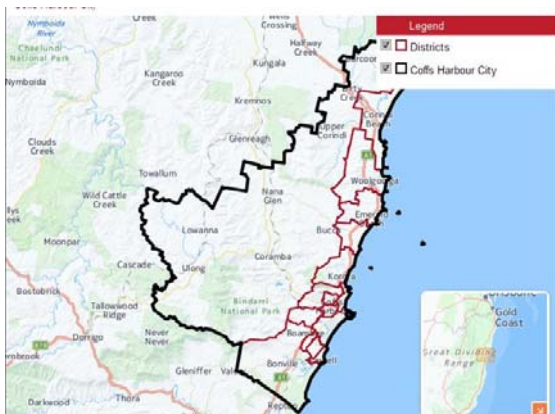
INTRODUCTION	53
Coffs Harbour City Overview	53
Integrated Planning Framework	53
Workforce Planning	53
Building our Workforce Management Plan	54
COFFS HARBOUR CITY WORK ENVIRONMENT	55
Transformation to Sustainability Program 2014 - 2017	55
Our Vision and Values	55
Current Structure	56
Current Labour Profile	58
<i>Headcount</i>	58
<i>Gender Profile</i>	58
<i>Indoor/Outdoor Profile</i>	61
<i>Age Profile</i>	61
<i>Diversity Profile</i>	61
<i>Length of Service</i>	62
<i>Traineeship and Apprentice Program</i>	62
<i>Recruitment</i>	62
<i>Career Development</i>	62
Recent Achievements	63
THE WORKFORCE OF THE FUTURE	64
Mature Age Workforce	64
Managing a Multi-Generational Workforce	64
Skills Shortage	65
Promoting a Positive Safety Culture	65
Promoting a Continuous Improvement Workplace	66
Workplace Diversity	66
Technology Changes	67
Building Leadership Capability	67
Employee Engagement	67
KEY FOCUS AREAS	68
Build – Investing in a great and sustainable workforce prepared to meet the challenges of the future	69
Connect – Engaging and empowering a high performing workforce	72
Equip – Optimising systems and practices for operational excellence	73
Strive – Continually elevating safety as a personal and organisational priority	75
DELIVERY OF THE WORKFORCE MANAGEMENT PLAN	77
Governance	77
Integration	77
Implementation	77
Reporting and Evaluation	77
Funding the Plan	77
APPENDICES	78
Key Workforce Metrics	78



INTRODUCTION

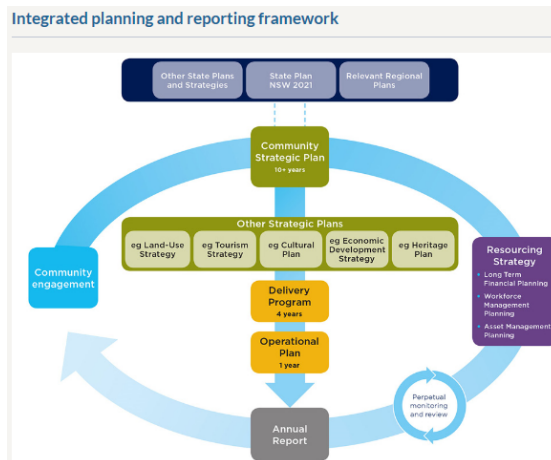
Coffs Harbour City Overview

Coffs Harbour is a major regional city located on the Mid North Coast of New South Wales, about midway between Sydney and Brisbane. The current population is 73,892 (Source: ABS ERP 2016), with predictions to reach 94,657 by 2036 (Source: forecast.id, April 2016). Coffs Harbour City is predominately a rural area, with expanding residential, rural-residential and resort areas, and some industrial and commercial land use. The City encompasses a total land area of nearly 1,200 square kilometres, including substantial national park, state forest, parklands, coastline and beaches. The original inhabitants of the area are the Gumbaynggir people.



Integrated Planning and Reporting (IPR)

All Councils in NSW are required to produce a set of documents as part of the NSW Government’s Integrated Planning and Reporting (IPR) Framework. These plans set out how Coffs Harbour intends to deliver works and services in the short, medium and long term. These plans include a Long Term Community Strategic Plan (MyCoffs Community Strategic Plan), four year Delivery Program, an annual Operational Plan and a supporting Resourcing Strategy.



The Resourcing Strategy consists of three components: Long Term Financial Plan, an Asset Management Plan and a Workforce Management Strategy.

This document outlines Council’s Workforce Management Plan and the related strategies that will support Council to build an organisational culture which continues to attract and retain a high calibre workforce to assist in achieving the outcomes in the Delivery Program and Operational Plan.

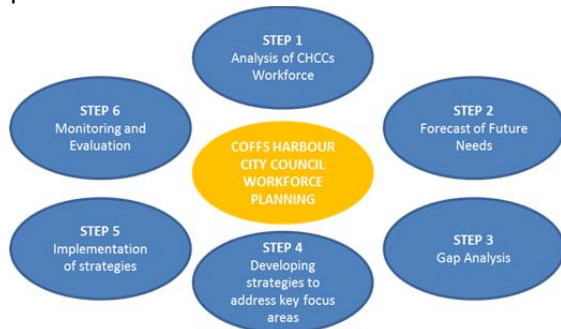
Workforce Planning

At the simplest level, workforce planning is about getting the right number of people with the right skills in the right jobs at the right time.

At Council, workforce planning is used as a tool to help plan for the future, anticipate change and manage our workforce proactively to achieve the goals and service standards expressed in the MyCoffs Community Strategic Plan and the 2017-2021 Delivery Program. In developing our workforce plan we have identified the workforce capabilities we have now and those that will be needed in the future in order to develop solutions to ensure that we are appropriately resourced to meet the challenges we face in the coming years.

Building our Workforce Management Plan

Workforce Planning is a continual six step process.



The process in formulating our Workforce Management Plan focused on gathering information from various sources and engaging key stakeholders to ensure that all issues were identified and addressed. The process involved:

- Understanding our current workforce and environment, using information gathered and analysed from internal Human Resources systems, employee surveys, workforce planning briefing sessions with business leaders and a scan of the external environment.
- Analysis of the strategic and operational deliverables committed to in our Delivery Program and the impact of these on our workforce.
- With a clear picture of where we are now and where we need to be, we identified where we need to focus (the gaps) to formulate a plan to proactively address the workforce challenges we face.
- The implementation of the strategies outlined in this Workforce Management Plan, and the ongoing monitoring and evaluation of their impact, will help ensure that we have the workforce required to deliver our Delivery Program.

COFFS HARBOUR CITY COUNCIL WORK ENVIRONMENT

Transformation to Sustainability Program 2014-2017

In 2014 Council commenced a transformational change program – the Transformation to Sustainability Program (T2S). The T2S Program was part of a multipronged approach to deliver long term, ongoing financial and operational sustainability through business process re-engineering and structural change. Following an organisation wide diagnostic, Council defined new business and operating models and the organisation structures required to support the new operating model.

A key change in the organisation structure of Council was the reduction of structural boundaries between departments and related services, which saw the number of Directorates reduce from 4 to 3 Directorates. There is was also a strong end to end process approach to deliver better outcomes for the organisation and the community.

Our Vision and Values

In 2015, Council launched our new vision and values. Developed through consultation across Council our new values drive everything we do at Council and are aligned with Council’s objective to transform the organisation to an efficient, effective and sustainable operating model. As an organisation we are committed to living these values and demonstrating them in all facets of our work to produce the best outcomes for the Coffs Harbour Local Government area.



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

1. **Innovation:** We deliver excellence in our services through innovation
2. **Customer Centric:** Our customers are at the heart of everything we do
3. **Empowerment:** We support our people and provide them the scope to deliver outcomes
4. **Collaboration:** We work together to seek solutions both internally and externally
5. **Accountability:** We are transparent and responsible in all that we do



The values have been included in all Council position descriptions and will be further embedded through the Capability Framework which expands on what the values look like through the behaviour expected at work for all staff, frontline leaders and senior leaders. The values are also brought to life through Council’s Reward and Recognition Program “Recognising Excellence.”

Current Structure

GENERAL MANAGER'S OFFICE
Governance Services - management of corporate risks and internal audit
Business Improvement - continuous improvement focus
Support for the Mayoral function and cohesion between the three directorates



BUSINESS SERVICES	SUSTAINABLE COMMUNITIES	SUSTAINABLE INFRASTRUCTURE
Financial Management	Community Venues and Halls	Engineering Services
Property and Plant Administration	Regional Gallery and Museum Services	Infrastructure Programs
Payroll	Library Services	Strategic Asset Planning
Organisational Development	Jetty Memorial Theatre	Waste Management
Workers Health and Safety	Lifeguard Services	Roads and Bridges
Business Analysis and Support	Corporate Planning	Parks and Recreation
GIS	Corporate Sustainability	Water and Sewerage
IT Support	Community Planning and Engagement	Buildings and Asset Maintenance
Customer Service	Community and Sustainable Living Programs	Mechanical and Electrical
Corporate Information (Records)	Cultural Development	Environmental Laboratory
Media and Website Administration	Community Events	Asset Construction
Airport	Environmental Services	Asset Maintenance
Holiday Parks and Reserves	Development Assessment	
Telecommunications and New Technology	Building Services	
	Sustainable Planning	
	Precinct Planning	
	Compliance	
	Stadium and Major Events	
	Industry and Destination Development	



Council is governed by an elected body of nine councillors, including the Mayor. The Council structure as at 31 March 2017 is organised into three directorates and the General Manager's office with the corresponding functional responsibilities as outlined below.

Council



*Back row from left: Councillors Keith Rhoades, Michael Adendorff, John Arkan, George Cecato and Paul Amos.
Front row: Councillors Jan Strom, Tegan Swan, Denise Knight (Mayor), and Sally Townley.*

Executive Leadership



From left: Chris Chapman, Steve McGrath, Andrew Beswick, Mick Raby.



Current Labour Profile (as at 31 March 2017)

Of Council’s employees, 89% live in the LGA. With such a large proportion of employees living in the LGA, and all employees working in the LGA, every one of our employees benefits from having a sustainable and efficient Council with a workforce profile that is broadly representative of the community we serve.

Headcount

Gender	Apprentice	Casual	Full Time	Part Time	Scholar	Trainee	Total
Female	0	12	131	53	0	1	197
Male	5	14	332	22	2	3	378
Total	5	26	463	75	2	4	575

Our workforce is made up of 81% permanent full time employees and 13% permanent part time employees. Casual workers, addressing seasonal demands in areas like Lifeguard Services, and customer service point’s demand like Library Services, make up 5% of our workforce while apprentices, trainees and scholarship recipients make up 1% of the workforce.

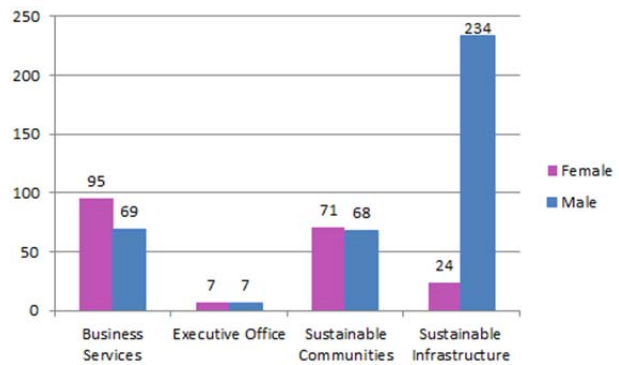
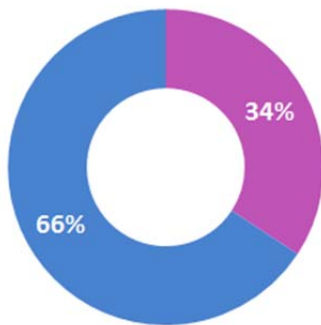
In 2011, 27,994 people living in Coffs Harbour were employed, of which 55% worked full-time and 43% part-time. This compares to 81% of Council being employed full time and 13% working part time. Council is committed to providing flexible work options where possible, to allow employees to better balance their work and family lives. In addition, this enables the retention of scarce skills, offers increased career opportunities and enables us to address fit for duty issues of a mature age workforce. Flexible work opportunities include initiatives such as job sharing, modified working hours and transition to retirement. Another area for opportunity is developing the skillset of our seasonal workers in order to retain them on a year round basis, giving them job security and improving seasonal retention. Council will continue to support apprentice, trainees and scholars to attract and retain a younger demographic workforce who can bring new ideas and ways of working to Council.



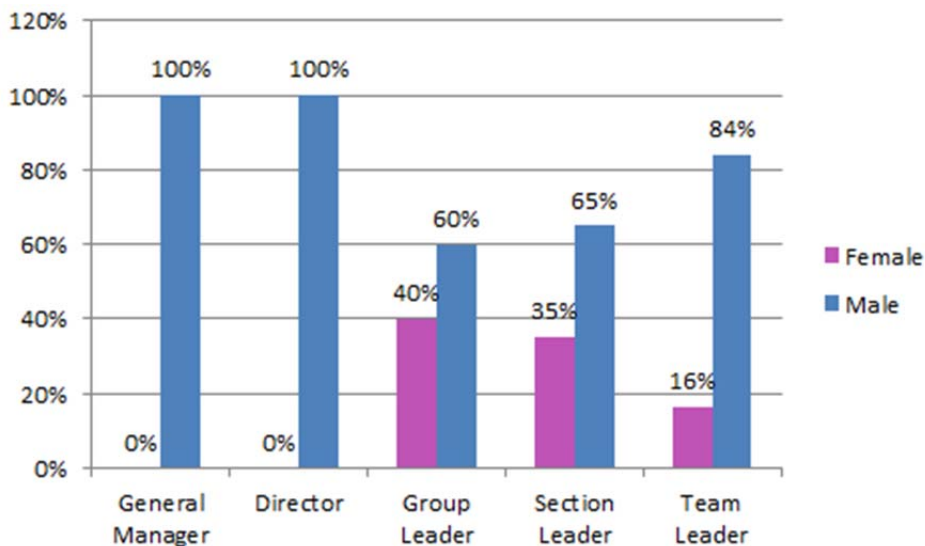
Volunteers

In addition to a “paid” workforce, our Volunteer workforce is a critical part of Council’s service delivery. As at 31/03/2017 Council had 371 registered volunteers, 82% of who are aged 55 and over, 60% are female and 80% of our volunteers primarily volunteer in the Sustainable Communities Directorate. The management of our volunteer program is being reviewed to ensure that we provide meaningful opportunities to our volunteers and that we can track and monitor the valuable contribution made by this group to Council servicing our community’s needs. The review will focus on volunteer management processes including recruitment, induction, training, communications and compliance.

Gender Profile



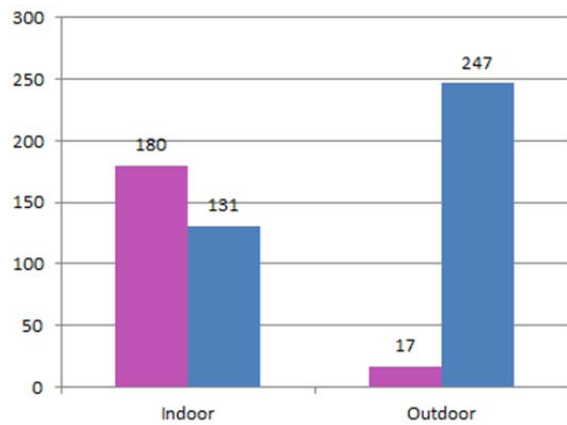
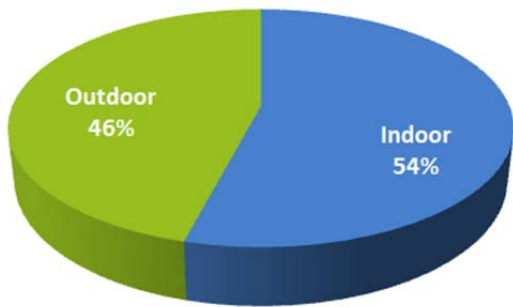
Women make up 51.5% of the Coffs Harbour LGA (Source ABS Census of Population and Housing 2011) yet only 34% of Council’s workforce. The disproportionate number of males to females at Council is driven by the male dominated outdoor workforce. Current strategies being considered to address this imbalance include gender-sensitive advertising and targeted traineeships.



From a leadership perspective, women are less represented when compared to males. However with 28% of Council’s senior leadership roles held by females (Group Leader and above) this is comparable to the NSW Council average of 29% of women in senior leadership roles. There is further work required to encourage more women into leadership roles and Council intends to address this through targeted mentoring programs.



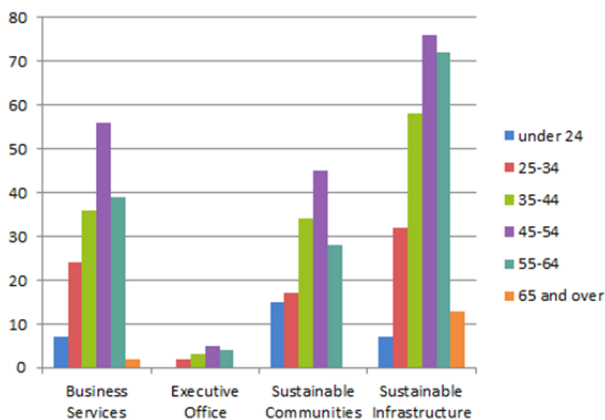
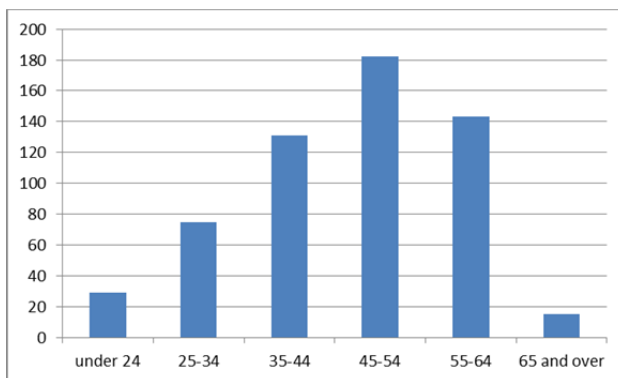
Indoor/Outdoor Profile



Council has two distinct workforces categorised as “indoor” and “outdoor.” The number of employees working indoor and outdoor is relatively evenly split, with more women working in indoor roles and men in outdoor roles. The challenges this presents to Council are that across these two environments work is scheduled differently and Workers Health and Safety efforts and skilling requirements need to be targeted and specific.



Age Profile



Age Range	Coffs Harbour LGA	COUNCIL
0-17	23.6	0.0%
18-24	7.6%	4.7%
25-34	9.6%	13.1%
35-49	19.3%	39.6%
50-59	14.9%	31.5%
60-69	12.3%	11.0%
70 and over	12.7	0.0%

(Source: ABS Census of Population and Housing 2011)

Council has a greater proportion of 35-59 year old employees than is represented in the local community. With 43% of Council employees aged 50 and over we can expect to face significant turnover within the next decade as these employees move towards retirement. Plans must be made now to ensure our employees are supported with their transition to retirement, skills and knowledge are retained within the organisation and new talent is identified and attracted to Council as an employee.

Diversity Profile

While residents of the Coffs Harbour LGA are predominantly from Australian and other English speaking backgrounds, 6% of people speak a language other than English at home, the largest group speaking Punjabi. At Council, 20 employees have identified as speaking a language other than English, with two employees competent in Auslan (Australian Sign Language). The most common second language spoken by Council employees is Punjabi which is aligned to the LGAs largest group.

Between 2006 and 2011, the number of people who spoke a language other than English at home increased by 1,137 or 41.2%. Council needs to constantly monitor our LGAs demographic makeup to ensure that the community can adequately access and use Council services.



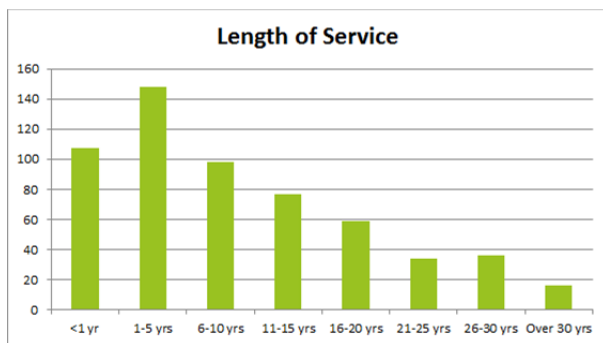
Aboriginal and Torres Strait Islanders represent 4.1% of the Coffs Harbour LGA population. At Council we have two identified positions for Aboriginal and Torres Strait Islander applicants and six employees identify as Aboriginal and/or Torres Strait Islander. Disclosing diversity information to Council is voluntary for employees, and while the known presence of Aboriginal and/or Torres Strait Islanders working for Council is less representative than the broader LGA, Council will continue to encourage Aboriginal and Torres Strait Islander people to apply for all



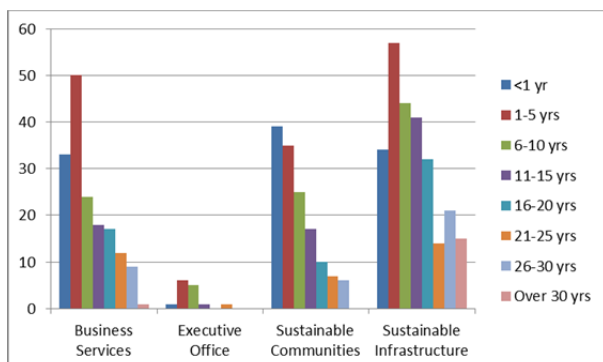
roles at Council. Council will continue to promote and execute fair and equitable recruitment processes and provide training to employee’s and people leaders to increase knowledge, skills and confidence to create and foster an inclusive workplace.

(Source: ABS Census of Population and Housing 2011)

Length of Service



In 2014 Council commenced a considerable transformational change program which resulted in changes to the workforce structure and significant turnover. While nearly half of Council employees have been with Council for less than 5 years, 25% of staff have been with Council for greater than 16 years. A significant proportion of Council’s employees with 16+ years of services are in the Sustainable Infrastructure Directorate which is also Council’s Directorate with the greatest percentage of employees aged 55+. This highlights the need for solid knowledge transfer processes, the need to promote Council as a great place to work, to attract younger staff, and to successfully induct and train those newer to Council to encourage retention.



Traineeship and Apprenticeship Programs

Gender	Apprentice	Scholar	Trainee
Female	0	0	1
Male	5	2	3
Total	5	2	4

Council is committed to attracting younger staff through continued support of School Based Trainees, Traineeship, Apprenticeship and Scholarship Programs. A review of how we conduct these programs will commence to ensure that we can offer meaningful placements at the conclusion of the Programs to encourage a continuing working relationship with Council. Council will also look to participate more in Work Experience Programs and investigate the feasibility of Graduate Programs in certain Groups.



Recruitment

In the 12 months, 1 April 2016 – 31 March 2017, 102 new staff joined Council and 34 internal promotions have occurred.

Council has experienced difficulty in recruiting to several engineering roles as these roles require both highly technical engineering skills and exceptional people management skills, preferably backed by extensive experience in local government infrastructure engineering and a Bachelor's Degree in Civil Engineering. This has necessitated additional sourcing efforts such as re-advertising and the use of recruitment firms to identify a suitable pool of candidates.

Within Community and Cultural Services there have been some challenges faced within the Library, Museum and Gallery team in attracting specialist professionals to regional areas particularly when the salary difference between capital cities and regional areas can be significant.

As part of the recruitment process for certain positions Council is using psychometric and skills assessment testing to ensure cultural and skill fit for the role.



Career Development

Council is committed to all workers having the necessary skills and access to training to complete their work. Council will be introducing a Learning Management System which will increase employee accessibility to training material and continue to support permanent staff with their further education. Regulatory training will remain a priority for Council and discretionary spend on professional development will be better managed and tracked to ensure training addresses development goals identified through the Performance Management process.

Recent Achievements

Coming off the back of the transformational change program Council has made some significant achievements including:

- New Operating model and Council Structure in place
- New Vision and Values, supported by the

- development of the Capability Framework
- Development and launch of the Employee Excellence Awards Program
- New Safety Champions Program developed and implemented
- Work Health Safety Audits and Gap Analyses completed with Action Plans to attend to.
- Significant improvement in workplace safety and risk, and a reduction in workers compensation claims.
- Almost 90% of all Human Resources forms converted to more efficient online forms
- Implementation of new Human Resources and Payroll system
- Negotiations commenced with staff and unions for an Enterprise Agreement
- Successfully attained Elsa Dixon Scholarship for an Indigenous trainee
- Winner of the 2016 Apprentice of the Year in the Regional Novaskill Training Awards
- Over 400 processes across COUNCIL documented improving efficiency and providing role clarity
- Participation and hosting of the Rural Management Challenge

While we acknowledge that the Council has undergone significant change, the actions contained in this Workforce Management Plan indicate that there is more to do to have the right people, in the right place, at the right time and with the right skills to ensure that Council is able to deliver against the Delivery Plan and Community Strategy Plan.



THE WORKFORCE OF THE FUTURE

Labour trends and influences

There are several significant and immediate challenges facing the local government sector from which Council is not immune. If these are not addressed they have the potential to affect our ability to attract and retain the workforce we need to deliver Council services.

Mature Age Workforce

In research undertaken with NSW councils in November 2015, the greatest challenge facing council in developing their workforce for the future is an ageing workforce (*Source: NSW Local Government Workforce Strategy 2016-2020, LG NSW, October 2016*). In NSW the median age of the population rose from 29 in 1976 to 37 in 2015 and is expected to climb to 41 by 2056 (NSW Government 2016 Future State NSW 2056). As the population ages, workforce participation declines and demand for services and infrastructure changes in response to the needs of older Australians. This has implications for succession planning, knowledge management and the health and wellbeing of employees.

The ageing workforce trend is currently reflected in Councils staff demographics with 1 in every 4 employees (27%) aged 55 and over.



In Australia, we are seeing a trend for people to work longer. Government policy in relation to the age pension entitlement age, and life style expectation of baby boomers, plays a role in this, however the challenge as an employer is keeping our mature age workers engaged and fit for duty, establishing a process for documenting and sharing their skills and knowledge and helping mature age workers prepare for and transition to retirement.

Managing a Multi-Generational Workforce

Generational attitudes play a large role in shaping the workplace profile. In a 2016 survey conducted by Local Government Professionals Australia a serious shortfall in skilled staff is predicted within ten years as Gen Y's (born 1980 – 1995) reject local councils as an employer and Baby Boomers (born 1946 – 1964) move to retirement.



Councils generally are finding it hard to attract and retain younger people. In NSW councils, Gen Y's represent about 40 per cent of the Australian working population in 2016 but they only make up 22 per cent of NSW council workforces. This lower participation than population is reflected too at COUNCIL with Gen Y's making up 21% of Council's total workforce, however this is comparable to the Gen Y population of the LGA (21%).

Meanwhile, Baby Boomers represent 35% of the Australian working age population in 2016 yet 44% of NSW council staff. At COUNCIL Baby Boomers represent 34% of the workforce, slightly higher than the LGA population of Baby Boomers at 31%.

Local government as a sector, and Council specifically, needs to establish itself as an attractive career option for younger workers and understand their motivations to manage and retain them effectively. Council needs to develop a compelling Employee Value Proposition to attract, motivate and retain an engaged and productive workforce.

Skills Shortage

A skill shortage exists when the demand for workers for a particular occupation is greater than the supply of workers who are qualified, available and willing to work under existing market conditions. LGNSW has identified skills shortages in professional areas as the third greatest challenge facing councils in developing their workforce for the future (*Source: NSW Local Government workforce Strategy 2016-2020, LG NSW, October 2016*).

Within the local government sector there are identified skill shortages in areas of engineering, planning, building surveying, environmental health and accounting. At Council level, this has been experienced specifically in engineering roles.

In the Mid North Coast region the upgrade of the Pacific Highway has contributed greatly to skills shortages in this area. Council is competing with high profile, and higher

paying, opportunities on highway upgrade works and competing with geographically close neighbouring councils for labour.



To address our need to attract qualified tradespeople and some specialist staff we need to review our recruitment practices to ensure we have a greater reach in terms of the labour market, tap into niche markets where necessary, and have a compelling employment value proposition for prospective candidates. Council also needs to continue to promote and support school based traineeships, traineeships and apprenticeships and continue to look at opportunities to increase our reach to younger audiences through High School Work Experience and Graduate Programs.

Promoting a Positive Safety Culture

Council promotes a positive safety culture that encourages and reinforces safe working practices and discourages unsafe acts in the workplace.

Council continually reviews its safe work practices, and works toward reducing the frequency and severity of injury and illness of our workforce. Concentration on areas where trends occur has resulted in significant improvements. An increased focus of Council's recovery at work programs, including an early intervention strategy have resulted in a reduced injury severity rate and



had a positive impact to Council’s premium reduction strategy.

Council continues to support activities through the health and well-being program, implemented to aid in the reduction of musculoskeletal injuries by improving fitness and health of staff. The health and wellbeing program also supports mental health through access to the Employee Assistance Program, which provides a confidential professional counselling service.

“Work” is now considered to be a mental as well as a physical activity. Within Australia, a greater number of people are employed in white collar industries rather than blue collar industries, and we are seeing a change in the patterns of injury and illness. There is an increasing focus on mental health issues associated with stress as stress related and psychological injuries are now recognised broadly.

In recognition of this, Council is committed to the achievement of a zero harm workplace. In order to achieve this, Council is implementing a Safety Management Plan and continual improvement processes. The Safety Management Plan is a framework that assists in the development and communication of a safety management system, which is a systematic approach to managing a risk based approach to health and safety, and meeting legislative requirements, including organisational structures, accountabilities, policies and procedures.

Promoting a Continuous Improvement Workplace

Council will continue to redesign processes and look for efficiencies both in terms of service and financial sustainability. Understanding and mapping our processes is ongoing across the organisation and nearly 400 processes have been captured in the PROMAPP system to date, driving efficiencies in processes and providing role clarity.

A significant project currently underway is the negotiation and implementation of an Enterprise Agreement for Council staff. Council is embarking on this journey to agree to a way forward which encourages a performance-oriented culture, while maintaining Council’s family friendly and flexible work practices and raising our safety standards to achieve zero harm.

Workplace Diversity

Workplace diversity will become an increasing focus for Council over the next four years. Diversity relates to various groups – women, Aboriginal or Torres Strait Islanders, people from culturally and linguistically diverse backgrounds and people with a disability. Not only does having a diverse workforce better represent our broader community it can also lead to better decision making and new skills and learnings for Council employees. Our focus will be on ensuring that we have inclusive recruitment practices and that our people leaders and employees have the skills and knowledge to work with people from different diversity backgrounds.



Council is committed to being inclusive and accessible for people with a disability and has developed a Disability Inclusion Action Plan (2017 – 2021) to promote the independence and inclusion of people with a disability. One of the four key focus areas is supporting access to meaningful employment and actions to achieve this are incorporated into Council’s Workforce Management Plan.

In addition, Council will be reviewing its Equal Employment Opportunity Management Plan

to ensure that we incorporate workforce diversity as part of everyday Council business, and to ensure that every employee and people leader understands their responsibilities for providing a work environment that accepts the principles of equal employment opportunity and avoids discrimination.

Technology Changes

New technologies like smart phones, tablets and cloud storage are making access to information easier and changing the way work is carried out. A mobile workforce is a reality with the use of laptops and remote access to networks making it possible to work from almost anywhere, anytime. While it is critical that Council embraces new technologies and the efficiencies and/or improvements to services that these bring, it is equally important that time is invested in preparing employees for any change this has on the way they work and on the training to effectively use and embrace new technologies being introduced. Over the next four years we anticipate increased automation of processes and a greater reliance on digital data which will change the way work is performed and recorded for much of our workforce.



Building Leadership Capability

The fourth greatest challenge facing councils in developing their workforce for the future is limitations in leadership capability (Source: *NSW Local Government workforce Strategy 2016-2020, LG NSW, October 2016*). At COUNCIL an organisational diagnostic report

undertaken as part of the T2S Program also identified a need to develop and implement a leadership development program for the leadership team. Source: *Coffs Harbour City Council Organisational Diagnostic, LKS Quaero, June 2014*. Workshops were conducted with the newly implemented leadership team that focussed on leadership theories and practical skills. Following these workshops it was agreed that an ongoing program be developed and implemented to continue to foster leadership capabilities across Council. The requirement for building leadership capability, in particular for leaders to further develop interpersonal skills such as negotiation, delegation and performance management, is supported by feedback collated from staff surveys conducted post transformation.

Council's short term goal is to identify and implement an appropriate leadership development program for our leadership teams. In the long term, we will also work to identify a program to foster the development of Council's emerging leaders as well as continually review and analyse the current leadership training needs of our Organisation.

Employee Engagement

With Council on a journey to become high performing and continuously improving organisation we need to build a highly engaged and motivated workforce. Employee engagement is a workplace approach designed to ensure that employees are committed to their organisation's goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their own sense of well-being.

By having a highly engaged workforce, not only would we have happier, healthier and more fulfilled employees but they are then more likely to increase customer satisfaction levels, productivity and innovation.

KEY FOCUS AREAS

Having analysed our existing workforce and the workforce trends of the future, we have identified focus areas and workforce planning strategies aligned with Council’s Organisational Development Objectives and the Operational Plan. Each of these strategies will be implemented through the actions tabled in this section and on an ongoing basis by the corresponding enabling Organisational Development Core Functions and Services.

Build – ‘Investing in a great and sustainable workforce prepared to meet the challenges of the future’

- Excelling our Learning and Development opportunities
- Enhancing our Recruitment and Selection capabilities and capacity
- Increasing our Talent pipeline
- Enabling effective Succession Planning
- Optimising the utilisation of our workforce

Connect - ‘Engaging and empowering a High Performing workforce’

- Engaging and recognising our People

Workforce Planning Strategies

- Facilitating Leadership capability to drive sustainable change
- Increasing our Analytical Capabilities
- Innovating and Optimising our Organisational Design

- Striving for Zero Harm and a Culture of Health and Safety
- Establishing a strong Safety Vision and Culture
- Building Safety and Compliance Systems for Excellence

Equip – ‘Optimising systems and practices for operational excellence’

Strive – ‘Continually elevating safety as a personal and organisational priority’





Build - Investing in a great and sustainable workforce prepared to meet the challenges of the future

<p>Organisational Development</p> <ul style="list-style-type: none"> Identify and Manage Competencies Leadership Development Analyse Learning and Development Needs and Investments Design and Implement Learning and Development Solutions 	<p>Strategic Workforce Planning</p> <ul style="list-style-type: none"> Manage Workforce and Succession planning process Talent Management Manage People Strategy Recruitment, Selection and Appointment
--	--

Workforce Management Plan

Strategies and Objectives	Actions	2017/18	2018/19	2019/20	2020/21
<p>Excelling our Learning and Development Opportunities</p> <p><i>Strategy Objectives:</i> Ensuring that the skills, knowledge and abilities of the workforce meet current and future organisational needs. Development and execution of activities and programs addressing employee learning, performance management, and career planning</p>	Identify and manage competencies and embed in Organisational Training Needs Analysis	●			
	Rollout of the CHCC Learning and Development Strategy	●			
	Development of Leadership Development Programs in line with Organisational values and Learning and Development Strategy	●			
	Roll out a Learning Management System for greater accessibility to cost effective learning solutions	●			
	Identify external funding opportunities for training and education			●	
<p>Enhancing our Recruitment and Selection capabilities and capacity</p> <p><i>Strategy Objectives</i> Ensuring an efficient, transparent and unbiased recruitment and selection process that results in the appointment of quality candidates.</p>	Review current Recruitment Strategy		●		
	Embed the vision and values into recruitment activities	●			
	Expand the variety of media, including social media, used to attract candidates	●			
	Improve Council's positions vacant webpage			●	
	Develop an employment brand to promote CHCC as a great place to work	●	●		
	Implement the Recruitment module of HR system, allowing for process efficiencies and the development of talent pipeline data	●			



Build - Investing in a great and sustainable workforce prepared to meet the challenges of the future

Strategies and Objectives	Actions	2017/18	2018/19	2019/20	2020/21
<p>Continued Enhancing our Recruitment and Selection Capabilities and Capacity</p> <p><i>Strategy Objectives</i> Ensuring an efficient, transparent and unbiased recruitment and selection process that results in the appointment of quality candidates.</p>	Streamline administration practices in relation to recruitment	●			
	Embed the use of psychometric and ability testing as part of the recruitment process	●	●	●	●
	Review all position descriptions to align with corporate branding and to reinforce values, accreditation and safety responsibilities	●			
	Refine and track Recruitment cycle metrics	●	●	●	●
<p>Increasing our Talent pipeline</p> <p><i>Strategy Objectives</i> Seeking out talent, both internally and externally, to address critical roles or gaps in the organisation. Encourage recent secondary and tertiary graduates to consider a career in local government</p>	Explore the feasibility of Graduate Programs	●			
	Strengthen relationships with local high schools, universities, TAFE and other source organisations	●	●	●	●
	Increase involvement in student work experience programs	●	●	●	●
<p>Enabling effective Succession Planning</p> <p><i>Strategy Objectives</i> Taking a proactive approach to identifying and planning for the potential vacancy of critical roles. Provide a framework to identify potential people and/or recruitment efforts required to fill critical positions. Identify development needs and address through targeted training and/or mentor programs.</p>	Develop a formal succession planning process	●			
	Develop and embed knowledge management processes	●			
	Develop coaching and mentoring program		●		
	Develop Strategic Talent Management Framework		●		

Build - Investing in a great and sustainable workforce prepared to meet the challenges of the future

Strategies and Objectives	Actions	2017/18	2018/19	2019/20	2020/21
Optimising the utilisation of our workforce <i>Strategy Objectives</i> Understanding service delivery commitments and maximising the usage of all workforce components to deliver cost effective outcomes to Council and excellent service to the community.	Seasonal resource mapping to investigate opportunities to multi-skill seasonal staff	●			
	Volunteer Management Review	●			



Connect – Engaging and Empowering a High Performing Workforce

Employee Engagement <ul style="list-style-type: none"> Partner with leaders to facilitate effective employee engagement activities 	Employee Relations <ul style="list-style-type: none"> Partner with leaders to support employee relations processes Partner with leaders to support industrial relations processes 	Performance Management <ul style="list-style-type: none"> Partner with business leaders to deliver effective employee performance management processes
--	--	--

Workforce Management Plan

Strategies and Objectives	Actions	2017/18	2018/19	2019/20	2020/21
Engaging and recognising our People <i>Strategy Objectives</i> Embedding a workplace approach designed to ensure that employees are committed to the organisation’s goals and values, motivated to contribute to organisational success, and enhance their own sense of well-being. Creating clear alignment between individual employees' work in achieving organisational objectives and their individual performance and reward.	Launch Council's Employee Engagement Strategy	●			
	Continue and grow Council’s Reward and Recognition Program	●	●	●	●
	Develop Employee Relations Strategy	●			
	Develop CHCC People Strategy	●			
	Develop an Employee Value Proposition		●		
	Develop and implement a revised Equal Employment Opportunity Strategy and Plan including indigenous employment	●	●		
	Rollout Performance Excellence Program and embed new performance management processes	●			





Equip – Optimising Systems and Practices for Operational Excellence

<p>Organisation Design</p> <ul style="list-style-type: none"> Partner with business leaders in determining optimal organisational structures, systems and processes to support ongoing business needs and strategies 	<p>HR Analytics</p> <ul style="list-style-type: none"> Provision of HR Analytical services to business leaders 	<p>Change Management</p> <ul style="list-style-type: none"> Partner with leaders to support organisational changes
--	--	--

Workforce Management Plan

Strategies and Objectives	Actions	2017/18	2018/19	2019/20	2020/21
<p>Facilitating the Leadership capability to drive sustainable change</p> <p><i>Strategy Objective</i> Embedding change management processes, tools and techniques in organisational initiatives to effectively manage people, system, and process impacts to successfully adopt change in order to drive organisation success and outcomes.</p>	<p>Develop Organisational Change Management Toolkit</p>		●		
<p>Increasing our Analytical Capabilities</p> <p><i>Strategy Objectives</i> Enhanced development, administration and execution of employee data structures and information. Management and execution of data analysis with the objective of providing the organisation with insights to aid decisions, drive initiatives and visibility to achieve goals.</p>	<p>Developing a culture of data driven insights and decisions</p>	●	●	●	●
	<p>Developing leaders analytical capabilities and access to HR data</p>	●	●	●	●
	<p>Grow our HR Analytical services to business leaders</p>	●	●	●	●
	<p>Agree and track Organisational and Group targets in line with the strategic workforce planning process and business priorities</p>	●	●	●	●

Equip – Optimising Systems and Practices for Operational Excellence					
Strategies and Objectives	Actions	2017/18	2018/19	2019/20	2020/21
Innovating and Optimising Organisational Design <i>Strategy Objectives</i> Allow for continuous planning, development and delivery of organisational assessments and support for senior management in determining optimal structures, systems and processes to support ongoing business needs. Organisational development efforts needed to support change, reinforce the culture, and recognize behaviour.	Embed process improvements and efficiencies delivered through new Human Resources Information System	●	●	●	●
	Review Organisational Development policies and procedures	●			
	Embed New Salary System processes and tools including the Position Evaluation Methodology and Classification Structure	●			
	Implement new Enterprise Agreement and/or repeal all redundant Organisational Development policies and procedures	●	●		





Strive – Continually Elevating Safety as a Personal and Organisational Priority

<p>Safety Vision and Strategy</p> <ul style="list-style-type: none"> Development and Management of the Safety Management Plan (WHS) Safety Leadership direction and culture Management of WHS Consultation 	<p>Employee Health and Wellbeing</p> <ul style="list-style-type: none"> Managing Health and Wellbeing Programs Organisational Health and Safety Awareness
<p>Injury Management</p> <ul style="list-style-type: none"> Injury Prevention Programs Injury Intervention and Recover at Work Programs 	<p>Safety Systems and Compliance</p> <ul style="list-style-type: none"> Fitness for Work monitoring Safety compliance, auditing and inspection Emergency Preparedness Managing workers compensation WHS Risk and Hazard Management Health Surveillance and Occupational Hygiene monitoring Facilitating WHS training and competence

Workforce Management Plan

Strategies and Objectives	Actions	2017/18	2018/19	2019/20	2020/21
<p>Establishing a strong Safety Vision and Culture</p> <p><i>Strategy Objectives</i> Promoting a Zero Harm Safety Culture where everyone understands, and is accountable for, their own safety and that of others.</p>	Design and rollout of WHS Leadership and Culture Program	●	●		
	Embedding WHS Consultation practices including the Safety Champions	●	●	●	●
	Develop and rollout WHS training and competency program	●	●	●	●
	Develop and rollout Organisational Health and Safety Awareness program	●	●	●	●
<p>Building Safety and Compliance systems for Excellence</p> <p><i>Strategy Objectives</i> To establish safety as a top organisational priority, the definition and plans to achieve Council's safety goals and creating a leading safety culture.</p>	Implementation of new Safety Management Plan (WHS)	●			
	Implementation of revised Safety compliance, auditing and inspection program	●	●	●	●
	Implement revised fit for work program	●			

Strive – Continually Elevating Safety as a Personal and Organisational Priority

Strategies and Objectives	Actions	2017/18	2018/19	2019/20	2020/21
<p>Focusing on Employee Health and Wellbeing</p> <p><i>Strategy Objectives</i> Optimising our programs and practices to boost our employee health and welfare; Facilitating a multidisciplinary approach to proactive health, injury prevention, early intervention and recovery at work.</p>	<p>Review of health and wellbeing programs</p>	●			



DELIVERY OF THE WORKFORCE PLAN

Governance

All areas of Council have responsibility for supporting Council to build an organisational culture which continues to attract and retain a high calibre workforce to assist in achieving the outcomes in the Delivery Program and Operational Plan. Council's Senior Leadership Group will manage and monitor the implementation of the Workforce Management Plan across Council.

Integration

The actions in this Workforce Management Plan will be integrated into Council's four year Delivery Program and one year Operational Plan and will be aligned with the Community Strategic Plan.

Implementation

An implementation plan that outlines actions, responsibilities and timeframes has been developed to guide the delivery of this Workforce Management Plan.

Reporting and evaluation

Each year Council will formally report on its progress toward delivering the Workforce Management Plan as part of its 6-Monthly Reports and Annual Report.

Funding the Plan

Some sections of the Workforce Management Plan are about what we already do and others are about doing new things. Some of the actions will not require additional funds but others may require additional funds. The funds to do this work will be allocated through the annual budget process where possible. Council may also apply for external funds where possible.



Appendix 1: Key Workforce Metrics

Workforce availability	Workforce profile	Workforce mobility	Workforce capability	Workforce intentions and satisfaction
Full-time equivalent (FTE)	Location	Recruitment	Performance management	Employee engagement
Headcount (HC)	Occupational grouping / Job family	Secondments	Qualifications	Intentions
Employment type (ongoing, non-ongoing, contract)	Classification level	Transfers	Skills and capabilities	
Employment status (full-time, part-time)	Age	Resignations	Learning and development	
Absence (planned, unplanned)	Gender	Retirements	Tenure	
	Diversity	Redundancies		
		Tenure		





Coffs Harbour City Council

2 Castle Street
Coffs Harbour
Locked Bag 155
Coffs Harbour NSW 2450
DX: 7559 Coffs Harbour
Email coffs.council@Council.nsw.gov.au
Website www.coffsharbour.nsw.gov.au

Telephone Enquiries

General business **6648 4000**
General fax **6648 4199**

AUTHORS	Jacklin Abdel Messih, Group Leader Kirsten Knudsen, HR Analyst
GROUP	Organisational Development
APPROVED BY EXECUTIVE TEAM	9 June 2017
ECM NUMBER	
REVIEW DATE	9 June 2017



COFFS HARBOUR CITY COUNCIL
Locked Bag 155 COFFS HARBOUR NSW 2450
www.coffsharbour.nsw.gov.au

