



ATTACHMENTS

UNDER SEPARATE COVER

Ordinary Council Meeting

19 September 2023

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Strategic Asset Management Plan (SAMP)

September
2023



1.1.1 Acknowledgement to Country

Narrandera Shire acknowledges Aboriginal and Torres Strait Islanders as the first Australians and recognises that they have a unique relationship with the land and water. Council recognises that we are situated on the traditional lands of the Narrungdera Clan, of the Wiradjuri Nation who have lived here for thousands of years. We offer our respect to their elders past and present and through them, to all Aboriginal and Torres Strait Islander people.

Document credit

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1 Executive summary

This Strategic Asset Management Plan (SAMP) states the approach to implementing the principles and the objectives set out in the Asset Management Policy. It includes specific requirements to outline the processes, resources, structures, roles and responsibilities necessary to establish and maintain the asset management system. The asset groups covered by this SAMP are Buildings, and Open Space assets, Transport infrastructure assets, Stormwater assets, as well as Water and Sewer assets.

The SAMP highlights major issues which need to be addressed for each of the asset classes over the next ten years. The SAMP also highlights the necessary actions for Narrandera Shire Council (Council) to help close the gap between current asset management practice and move towards a 'good practice' position in the future.

Both the SAMP and the Asset Management Plans (AMPs) have been prepared in accordance with the International Infrastructure Management Manual (IIMM) and the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy (NAMS) guidelines. Development of an asset management strategy and plans for council infrastructure assets is a mandatory requirement for NSW local government. The key findings for each asset class are included in the asset management plans (Appendices) and are covered in a concise but detailed manner.

The SAMP has been prepared based on best information available to Council at the time of development. The financial analysis is based on Council's current and most recent (2021/22) Financial Statements. The SAMP improvement plan identifies asset improvement strategies to improve the organisations capability and to provide more confidence in the reliability of the asset data that informs our decisions, including the need to undertake inspections to collect reliable asset condition data. As council's asset data and asset management maturity improves, the financial impacts including depreciation, maintenance, operational costs will be updated in future annual updates of Councils SAMP, AMP's and LongTerm Financial Plan (LTFP).

This strategy includes Council's Asset Management Policy. The policy provides a framework for managing infrastructure assets to support the delivery needs of the community.

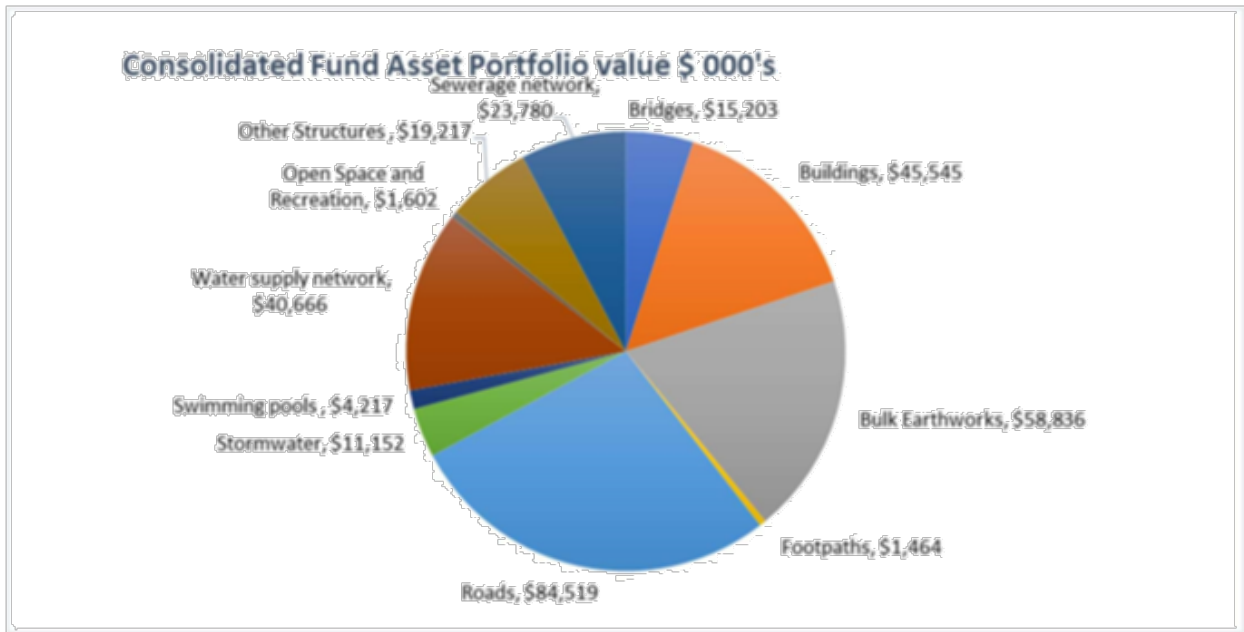
1.1 Asset values

Council has an infrastructure and asset portfolio with a current replacement cost of approximately \$306.2 million. The asset values are estimates of the value of assets, as at 30 June 2022, based on Council's audited annual financial statements. These values should be updated on an annual basis, in line with the annual financial statements, once completed.

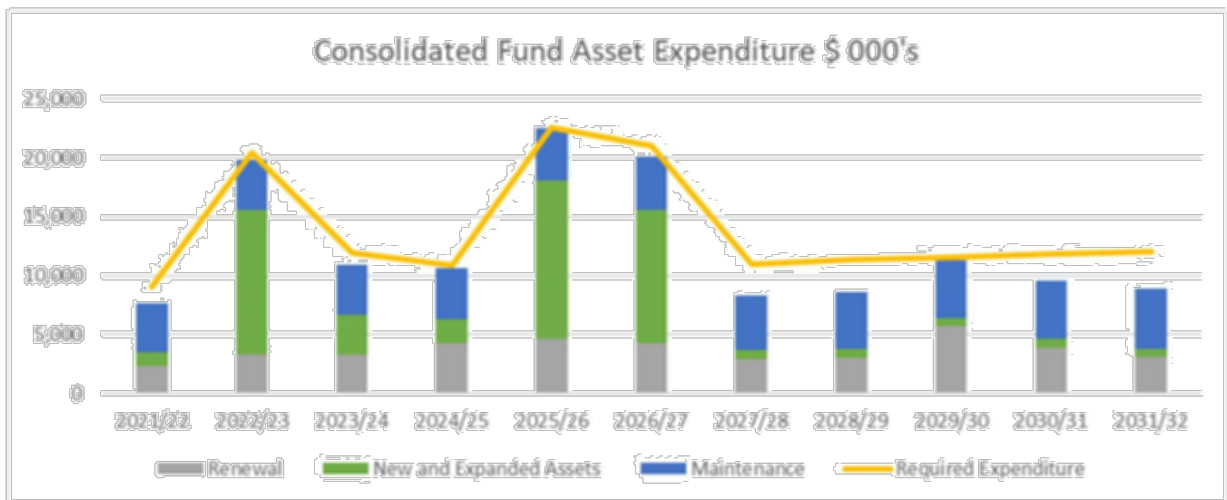
Table 1: Asset classes and values

Asset Class	Gross Replacement Cost (CRC) \$ (000's)	Written Down Value (WDV) \$ (000's)	Annual Depreciation Expense \$ (000's)	Asset Management Plan
Buildings	\$45,545	\$19,133	-\$1,148	Buildings and Open Space Assets
Other Structures	\$19,217	\$11,102	-\$642	Buildings and Open Space Assets
Roads	\$84,519	\$53,090	-\$1,831	Transport Assets
Bridges	\$15,203	\$9,190	-\$149	Transport Assets
Footpaths	\$1,464	\$982	-\$19	Transport Assets
Bulk Earthworks	\$58,836	\$58,836	\$0	Transport Assets
Stormwater	\$11,152	\$7,283	-\$79	Stormwater Assets
Water supply network	\$40,666	\$20,235	-\$497	Water and Sewer Assets
Sewer network	\$23,780	\$15,565	-\$305	Water and Sewer Assets
Swimming pools	\$4,217	\$3,036	-\$103	Buildings and Open Space Assets
Open Space and Recreation (inc. Land Improvements)	\$1,602	\$839	-\$105	Buildings and Open Space Assets
Total	\$306,201	\$199,291	-\$4,878	

Figure 1: Council Asset Portfolio



Infrastructure Ratios	Budget 2022/23	Estimated 2031/32	Funding gap \$000's	
Infrastructure Renewals ratio Benchmark: 100%	65.97%	44.67%	Yr 1	(-\$1,702)
			5 Yr Average	(-\$1,500)
			10 Yr Average	(-\$2,210)
Infrastructure Backlog Ratio Benchmark: 2%	7.71%	7.23%	Yr 1	(-\$12,120)
			5 Yr Average	(-\$12,302)
			10 Yr Average	(-\$12,931)
Infrastructure Maintenance Ratio Benchmark: 100%	131.14%	116.66%	Yr 1	\$998
			5 Yr Average	\$907
			10 Yr Average	\$822
Total Infrastructure Funding Gap			Yr 1	(-\$12,824)
			5 Yr Average	(-\$12,895)
			10 Yr Average	(-\$14,319)



1.2 Asset Backlog

In 2021/22, Council had a combined asset backlog of \$16 million, with this being the estimated cost to bring assets to a satisfactory standard. The satisfactory standard is currently taken as condition 3. The breakdown of backlog per asset class as of 30 June 2022 is shown in the following table.

Table 2: Asset backlog summary

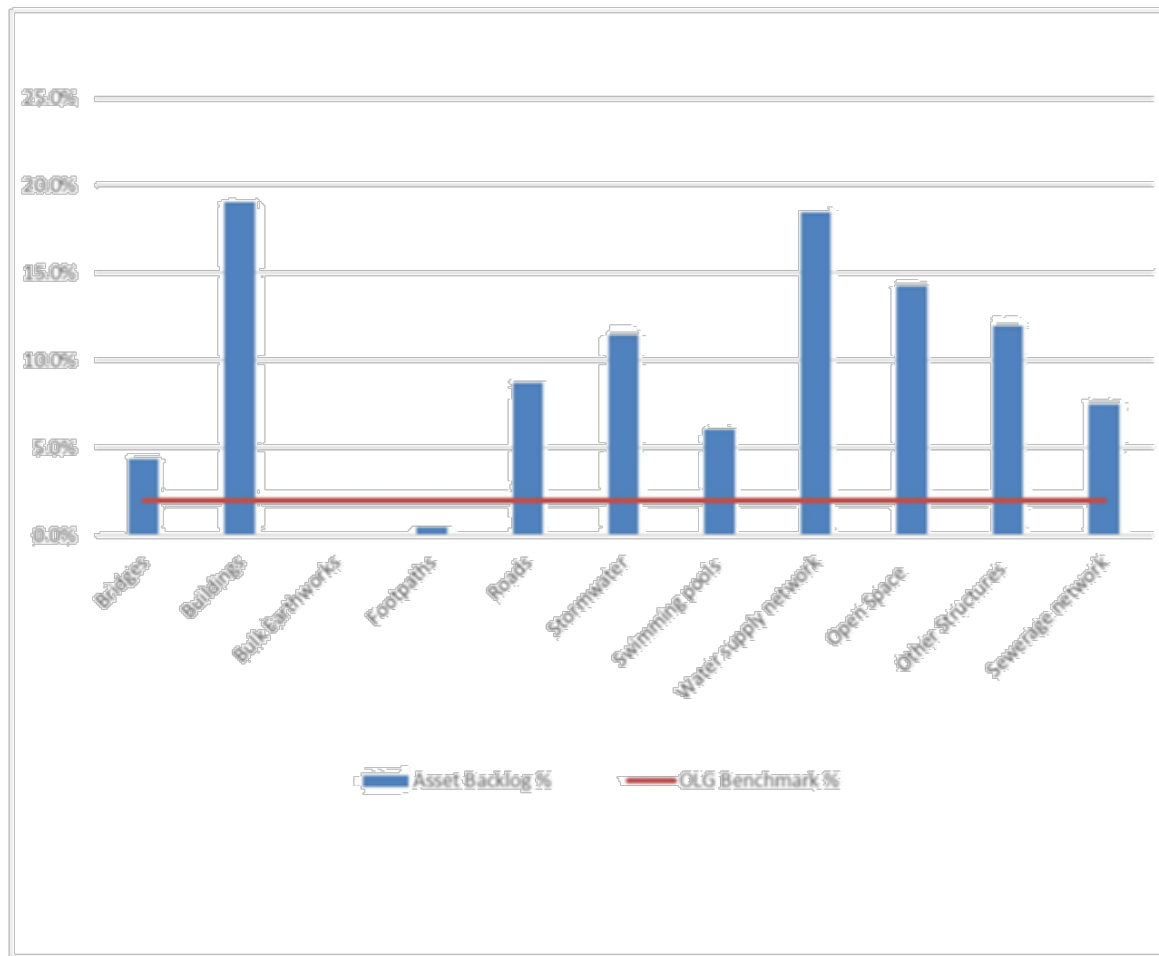
Estimated cost to satisfactory	Backlog \$ (000's)	Backlog ratio % (Backlog / WDV)
Buildings	3,652	19.1%
Other Structures	1,327	12.0%
Roads	4,638	8.7%
Bridges	403	4.4%
Footpaths	5	0.5%
Bulk Earthworks	-	0.0%
Stormwater	836	11.5%
Water Assets	3,738	18.5%
Sewerage Assets	1,164	7.5%
Swimming Pools	184	6.1%
Recreation Assets (Inc. Land Improvements)	119	14.2%
Total	16,067	8.22%

Council is currently facing significant challenges with a number of assets in poor condition including:

- Council Chambers
- Aerodrome
- Grong Grong Public Hall
- Barellan Pool
- Council's sealed road surfaces
- Councils Water Treatment Plant
- Councils Water Bores
- Councils DICL Water Trunk Mains

These assets have a significant Cost to Satisfactory and have resulted in a backlog level well beyond the OLG 2% benchmark. It is worth noting that the 22' Flood events have impacted councils sealed surfaces and water assets and should partially be restored through Disaster Recovery Funding. As council receives clarity with respect to this funding, it will incorporate the findings into future iterations of this SAMP and councils LTFP.

Figure 2: Council Backlog



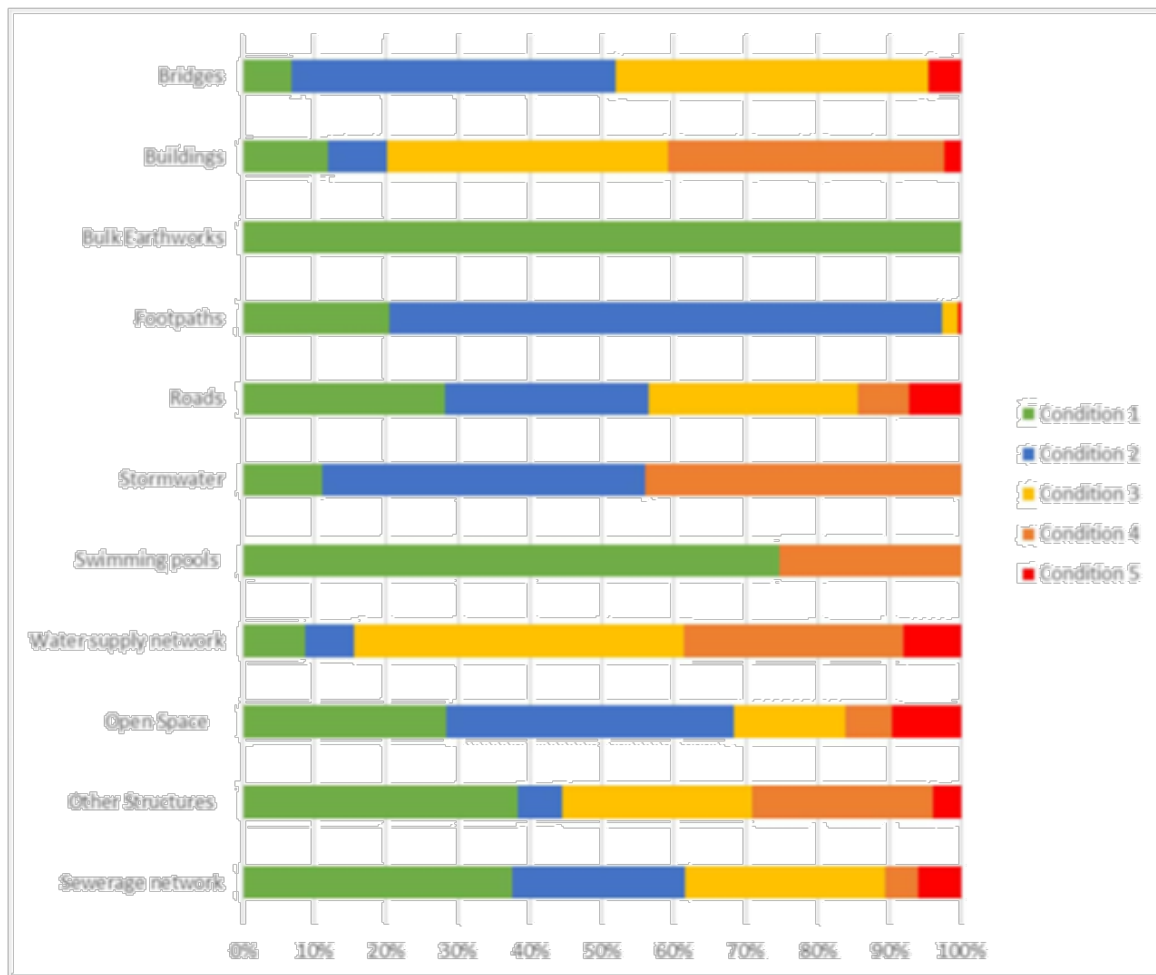
1.3 Asset condition

Reviewing the asset condition data shows that there is a significant portion of council assets in unsatisfactory condition (Table 3; Figure 3). The condition is represented as a percentage of the replacement cost of Council’s assets. Condition is a measure of an asset’s physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 1 - 5, where 1 = new and 5 = totally failed. Overall, the quality of council’s condition data is rated as acceptable.

Table 3: Asset condition

Asset class	Asset condition (% of CRC)				
	1 - Excellent	2 - Good	3 - Satisfactory	4 - Poor	5 - Very poor
Buildings	12%	8%	39%	39%	2%
Other Structures	38%	6%	26%	25%	4%
Roads	28%	28%	29%	7%	7%
Bridges	7%	45%	43%	0%	5%
Footpaths	20%	77%	2%	0%	1%
Bulk Earthworks	100%	0%	0%	0%	0%
Stormwater	11%	45%	0%	44%	0%
Water supply network	9%	7%	46%	31%	8%
Sewerage network	37%	24%	28%	5%	6%
Swimming pools	75%	0%	0%	25%	0%
Open Space	28%	40%	15%	7%	10%
Combined	37.6%	16.8%	25.8%	15.4%	4.4%

Figure 3: Asset condition summary

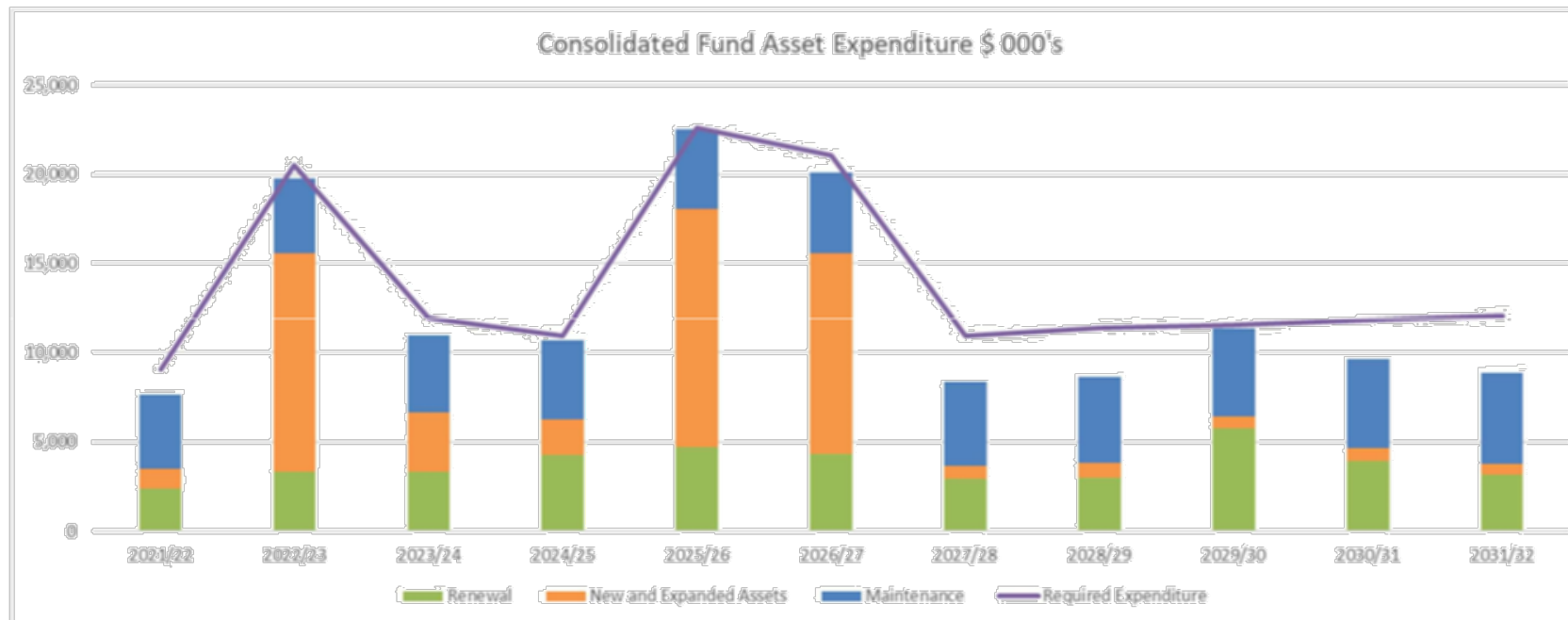


1.4 Expenditure and reporting

Table 4: Combined asset expenditure projections – base case

Expenditure projections (\$,000s) – combined assets		2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031	2031/32
Actual	Renewal	\$3,298	\$3,334	\$4,235	\$4,705	\$4,322	\$2,955	\$2,976	\$5,730	\$3,916	\$3,136
	New and expanded assets	\$12,274	\$3,316	\$2,043	\$13,330	\$11,207	\$700	\$857	\$714	\$715	\$623
	Maintenance and operational	\$4,201	\$4,294	\$4,388	\$4,484	\$4,583	\$4,684	\$4,787	\$4,892	\$5,000	\$5,110
	Total expenditure	\$19,773	\$10,944	\$10,665	\$22,519	\$20,112	\$8,339	\$8,620	\$11,337	\$9,630	\$8,869
Required	Required renewal (depreciation)	\$4,986	\$5,319	\$5,522	\$5,666	\$5,931	\$6,169	\$6,313	\$6,466	\$6,618	\$6,773
	New and expanded assets	\$12,274	\$3,316	\$2,043	\$13,330	\$11,207	\$700	\$857	\$714	\$715	\$623
	Required maintenance and operational	\$3,500	\$3,615	\$3,712	\$3,963	\$4,204	\$4,303	\$4,405	\$4,508	\$4,614	\$4,720
	Total	\$20,759	\$12,251	\$11,277	\$22,960	\$21,343	\$11,171	\$11,575	\$11,688	\$11,945	\$12,115
Maintenance gap	\$701	\$678	\$676	\$521	\$379	\$381	\$382	\$385	\$387	\$391	
Renewals gap	-\$1,687	-\$1,985	-\$1,287	-\$962	-\$1,610	-\$3,214	-\$3,338	-\$736	-\$2,703	-\$3,637	
Overall gap	-\$987	-\$1,306	-\$612	-\$441	-\$1,231	-\$2,832	-\$2,956	-\$353	-\$2,316	-\$3,247	

Figure 4: Council Expenditure Overview



The projections indicate that Council has adequate funds to maintain and renew its portfolio of assets. Over the 10 – year period there is a surplus in the operational and maintenance expenditure (average of \$0.5m annually) and a shortfall in the capital renewal expenditure relative to council’s depreciation (average of \$2.1m annually). However, it should be noted that Council currently has a significant backlog in part due to the 22’ Flood events and while it would seem that there is adequate expenditure to maintain the status quo, significant funds are required to bring the portfolio to a satisfactory standard and within benchmarks set by the Office of Local Government (OLG).

1.5 Levels of service

The objective of asset management is to enable assets to be managed in the most cost-effective way, based on an understanding of customer needs, expectations, preferences and their willingness to pay for any increase in the level of service.

A level of service is a measurable description of what Council delivers (or intends to deliver) in an activity which relates to something that can be controlled. Council has prepared specific community and technical levels of service which cover the accessibility, quality, responsiveness, affordability, customer satisfaction, sustainability, health and safety and financial performance regarding the delivery of their infrastructure assets.

These have been developed for all asset classes and are detailed in the respective AMPs and address the adopted lifecycle management of assets. The overarching SAMP establishes a basic framework to measure service level outcomes. It is important to note that while service levels have been developed and are informed by Council’s Community Strategic Plan, Council is yet to undertake community and stakeholder consultation to ‘accept’ the service levels. The service review schedule is detailed in the Delivery Program 2022-26.

1.6 Strategic actions

Council has developed 10 Strategic actions to improve our asset management system. These will be reported on through the Annual Reporting process.

Table 5: High level strategic actions

No	Strategy	Desired outcome
1	Continue the move from annual budgeting to long term financial planning for all asset classes.	The long-term implications of Council services are considered in annual budget deliberations.
2	Further develop and review the Long-Term Financial Plan covering ten years, incorporating asset management plan expenditure projections with a sustainable funding position outcome.	Sustainable funding model to provide Council services.
3	Review and update asset management plan financial projections and long-term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	Council and the community are aware of changes to service levels and costs arising from budget decisions.
4	Continue to report Council’s financial position at fair value in accordance with Australian accounting standards, financial sustainability and performance against strategic objectives in annual reports, ensuring that asset remaining lives are assessed on an annual basis.	Financial sustainability information is available for Council and the community.
5	Ensure Council’s decisions are made from accurate and current information in asset registers, on service level performance and costs and ‘whole of life’ costs.	Improved decision making and greater value for money.

No	Strategy	Desired outcome
6	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report.	Services delivery is matched to available resources and operational capabilities.
7	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions. Assess whether current resourcing is sufficient to cover all asset management functions for all asset classes.	Responsibility for asset management is defined.
8	Implement an improvement plan to initially realise 'core/good' maturity for the financial and asset management competencies, then progress to 'advanced/better' maturity.	Improved financial and asset management capacity within Council.
9	Report annually to Council on development and implementation of Asset Management Strategy and plan and long-term financial plans.	Oversight of resource allocation and performance.

2 Introduction

2.1 Asset planning

Development of AMPs for Council's infrastructure is a mandatory requirement for NSW councils, as per the *NSW Local Government Act 1993* and its subsequent amendments. As such, Council has developed the following SAMP to cover the period 2022/23 – 2031/32. The key findings for each asset class are included in the asset management plans section of this strategy (Appendices) and are covered in a concise but detailed manner.

Providing infrastructure is one of the most important roles of Council, as assets support services that deliver on Council's long-term objectives. A formal approach to asset management is essential to ensure that services are provided in the most cost-effective and value-driven manner. Asset management needs to be fully aligned and integrated with Council's Community Strategic Plan, LTFP and Workforce Strategy. This ensures that community needs, and expectations are well understood, and that funding requirements and consequences are understood and available.

Council's current planning framework is based on the 'Local Government Financial Asset Sustainability Framework'.

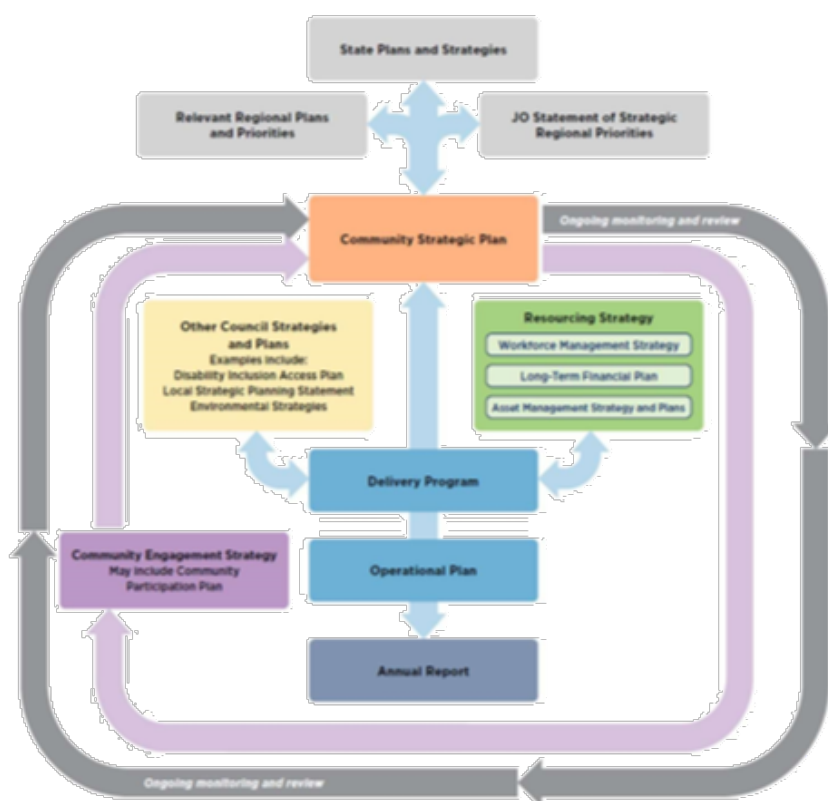


Figure 5 Council asset management planning framework

Council has adopted a ‘whole of council’ approach, beyond just a ‘lifecycle’ approach, and is committed to delivering value for money to the current and future generations of the community.

Figure 6: Relationship between Council’s plans and resourcing strategies

<i>Document</i>	<i>Purpose</i>
Community Strategic Plan	Sets the community’s vision for the next 10 years and strategies to achieve the vision
Community Engagement Strategy	Guides how Council engages with the community in all aspects of the IPR Framework and sets actions to be included in the Delivery Program
Delivery Program	Outlines the actions Council will undertake to meet the CSP goals over four years
Resourcing Strategy	Companion documents to the Delivery Program, outlines how Council will resource the actions (addressing Council’s finances, assets and workforce)
Operational Plan and Budget	Maps what programs, projects and activities Council will undertake each financial year to fulfill the actions in the Delivery Program and to achieve the goals in the CSP
Strategic documents	Informs the actions in the Delivery Program and Operational Plan e.g. Economic Development Strategy
Quarterly reports, Annual Report and State of the Council Report	Reports Council’s progress in achieving the community’s vision

This SAMP establishes a framework to enable the prioritisation of asset groups through planning, construction, maintenance, and operation of infrastructure necessary to achieve the goals and objectives as set out in:

- Our Shire 2034 - Community Strategic Plan
- Narrandera Council Resourcing Strategy:
 - Long Term Financial Plan 2022 – 2032
 - Workforce Management Plan 2022 – 2026
- NSW State Plan and Premier Priorities
- Riverina and Murray Joint Organisation Strategic Regional Priorities
- Riverina Murray Regional Plan 2041
- Draft Integrated Water Cycle Management Plan

2.2 Scope of this Strategic Asset Management Plan

This SAMP has been developed to provide the framework to ensure that new and existing Council's infrastructure assets are operated, maintained, renewed and upgraded to ensure that the levels of service are achieved in the most cost effective and sustainable way. It meets Council's commitments under the IP&R Framework in that all Council's infrastructure assets are fully accounted for. Details on each asset class, including the inventory, condition, predicted and required expenditure are included in the Asset Management Plans.

The audience for this SAMP is Council staff, the Council executive management team, elected representatives (councillors), interest groups, stakeholders and other interested members of the general community.

The specific objectives of this strategy are:

- to ensure a sustainable service offering to the community by evolving and embedding a culture of asset management
- to ensure decision-making reflects community value for this generation and the next
- to develop clearly defined and agreed service levels, to inform asset investment, to support the community's quality of life
- to drive quality service outcomes by taking a risk-based approach to the way assets are managed
- to ensure availability of resources to maintain assets over the longer term.

The strategy identifies the future funding requirements and service delivery in the context of:

- current asset condition and performance
- levels of service
- forecasted demand for infrastructure and services
- funding constraints.

This strategy supports Council's aim to have 'best value' asset management strategies and practices. This is achieved by continually developing and improving the whole of Council's knowledge, systems, processes and strategies. This will ensure that Council is providing the level of asset management necessary to competently, responsibly and sustainably manage the community assets for current and future generations.

This SAMP has been prepared using a 'top down' approach whereby analysis is applied at the 'system' or 'network' level. The focus is on current levels of service and current practices. It includes expenditure forecasts for asset maintenance, renewal and replacement based on local knowledge of Council's assets and options for meeting current levels of service.

Future revisions of this SAMP will use a 'bottom up' approach for gathering information for individual assets to support the optimisation of activities and programs to meet the levels of service. The focus of future plans developed in this manner will include risk and performance optimisation, risk-based strategies, use of predictive methods and optimised decision-making techniques.

The format of this SAMP is outlined in the following table.

Table 6: Asset Management Strategy structure

Sections	Guidelines
1. Executive summary	Provides a high-level summary of the combined asset management plans and highlights the main issues for consideration.
2. Introduction	Outlines the purpose and scope of the plan and how the plan relates to other key policies and strategies.
3. Asset Management Policy	Excerpt from Council's adopted Asset Management Policy outlining the principles guiding Council's asset management practices.
4. Asset management practices	Provision of a comprehensive strategic asset management gap analysis process for asset management.
5. Levels of service	Outline of levels of service and asset performance standards and customer/community expectations and feedback regarding levels of service.
6. Future demand	Identification of demand trends, factors which may influence demand, forecast changes in demand, impacts and implications of future demand and effects on future planning.
7. Risk management plan	Provision of an asset-based risk management plan.
8. Overarching Strategic Asset Management Plan	Provision of a summary of Council's overall Asset Strategy including Asset Management Policy and identification of critical assets.

2.3 Council's assets

Council uses infrastructure assets to provide services to the community. An outline of the range of infrastructure assets and the services provided from the assets is shown below:

Table 7: Range of infrastructure assets and services

Asset Plan	Description
Buildings, Other Structures and Open Spaces	<p>This Asset Management Plan includes all of Councils Buildings and Facilities, Other Structures, Recreational Area's and Open Space assets.</p> <p>Councils Buildings include the Council Chambers and Works Depots, Aerodrome, Community Halls, Lake Talbot Swimming Complex and Tourist Park, Museum, Library, Saleyards as well as the structures housing councils Water and Sewer assets.</p> <p>The Open Space areas include all of councils parks, playgrounds, sporting fields and equipment miscellaneous items such as benches, seats etc. As well as the roads, bridges, footpaths and drainage assets within these reserves.</p>
Transport Assets	This Asset Management Plan includes all of Councils 'Transport' assets within its roads corridors, including its; sealed and unsealed roads, kerb and guttering, bridges, pathways, traffic calming devices as well as other ancillary transport assets.
Stormwater Assets	This Asset Management Plan includes all of council's stormwater and drainage assets such as its pipes, channels, pits and water quality devices
Water Network	This Asset Management Plan includes Council's water pipelines, pumping stations, treatment plants and storage.
Sewer Network	This Asset Management Plan includes Council's sewer pipelines, pumping stations and treatment plants.

Full details of Council's assets are covered in the individual asset management plans found in the appendices.

2.4 About Narrandera Shire Council

Narrandera Shire is centrally located in the Riverina Region of NSW. The Shire lies within the catchment area of the Murrumbidgee River and is located at the junction of both the Newell and Sturt Highways. Having an area of 4,116 square kilometres, the Shire sits midway between the main regional centres of Wagga Wagga and Griffith and marks the transition between the extensive broad acre agricultural areas of the western slopes and plains to the east and the highly productive Murrumbidgee Irrigation Area (MIA) to the west. The area also has substantive natural attractions including the Narrandera Nature Reserve, locally known as the Koala Reserve, a conservation area for koala's and native birds, as well as the sandy banks of the Murrumbidgee River.

Figure 7: Narrandera Shire Council LGA



Figure 8: Inundation due to March 22 Flood Event

2.5 Links to Council plans and strategies

The Strategic Asset Management Plan and Asset Management Plans have been prepared in line with the vision and strategy outlined in the Our Shire 2034 - Community Strategic Plan (CSP).

Infrastructure assets will play both a direct and indirect role in achieving the strategic objectives of the CSP. The following table indicates how Council's assets play a role in the delivery of the key strategies outlined in the CSP.

Table 8: Linkages to the Corporate Strategic Plan

Theme	Buildings	Other Structures, Open Space and Other Infrastructure	Transport	Stormwater	Water	Sewer
Our community						
<i>To live in an inclusive, healthy and tolerant community with a positive attitude toward others.</i>						
1.1.1 Acknowledge and celebrate our local Wiradjuri culture.		x				
1.1.2 Support opportunities for community participation in diverse arts and cultural activities.		x				
1.1.3 Work with event organisers to promote and improve participation in local events and festivals.						
<i>Work together to advocate for quality health, education, youth and social services.</i>						
1.2.1 Continue to work with the Aboriginal community fostering mutual respect and understanding through consultation seeking valuable feedback on important projects and initiatives.	x	x	x	x	x	x
1.2.2 Work with the Youth Council to implement the Youth Strategy.						
1.2.3 Integrate the Youth Council into official Council and community events.						
1.2.4 Continued advocacy for the delivery of integrated health services and well-being programs.						
<i>To feel connected also safe.</i>						
1.3.1 Maintain and enhance the connection between Council and the community using available communication channels.						
1.3.2 Continued advocacy for the strengthening of critical emergency services personnel and 'fit for purpose' infrastructure through the Narrandera Community Safety Precinct Committee.	x	x	x	x	x	x
1.3.3 Ensure that the CCTV network is functional and there is a program for enhancement.	x	x				
1.3.4 Provide transport opportunities to support independent living at home.						
Our Environment						
<i>To value, care for and protect our natural environment</i>						
2.1.1 Establish strong partnerships to protect, expand and promote Narrandera's unique koala population with a vision to establish a research centre in Narrandera.		x				
2.1.2 Key environmentally sensitive areas under the control of Council are managed with awareness and sensitivity.		x				
<i>Enhance our public spaces to enrich our community.</i>						

Our Civic Leadership						
<i>Have a Council that provides leadership through actions and effective communication.</i>						
5.1.1 Manage the functions of ARIC also the schedule of Internal Audits and Service Reviews.	x	x	x	x	x	x
5.1.2 Support ethical, transparent and accountable corporate governance.						
5.1.3 Gauge customer and resident satisfaction with services and operations.	x	x	x	x	x	x
5.1.4 Report on compliance with the financial performance measures within the annual financial statements.	x	x	x	x	x	x
5.1.5 Continue strategic advocacy for the strengthening of the Shire centres of learning.						
5.1.6 Continue strategic advocacy for the improvement of telecommunication networks across the Shire.						
5.1.7 Make representations to both Federal and State Government agencies to determine the feasibility of the Lake Mejum and Lake Coolah concept.		x				
5.1.8 Ensure that workforce policies remain current in a changing environment.						
5.1.9 Maintain the connection with Price Waterhouse Cooper to complete the LG Performance Excellence Program on an annual basis.						
5.1.10 Ensure our workforce is well trained and meets the needs of the organisation now and into the future with succession planning for key roles within the organisation.						
5.1.11 Recognise the achievements of the Council workforce.						
5.1.12 Maintain an Information Technology Strategy that meets the needs of the organisation, is fit for purpose and provides best value for money.						
5.1.13 Actively protect the organisation from cyber threats such as spear phishing emails and unauthorised access to the network.						
5.1.14 Monitor the availability of Federal and State funding grants payable to Council.						
5.1.15 Maximise the revenue streams of Council.						
5.1.16 Provide a summary of ranger activities, including the number of dogs and cats registered in accordance with the Companion Animals Act 1998.						
5.1.17 Provide a summary of Development Applications received and 27 assessed.						
<i>Promote a community spirit that encourages volunteerism and values effective partnerships.</i>						
5.2.1 Through energised Advisory Committees seek input for the improvement of facilities and services under their management.						
5.2.2 Encourage volunteerism within Council operations and across the Shire where possible with recognition of volunteers at key times such as 'National Volunteer Week'.						

3 Asset Management Policy

3.1 Purpose

To set guidelines for implementing consistent asset management processes throughout Narrandera Shire Council.

3.2 Objectives

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

1. Ensuring that services and infrastructure are provided in a financially sustainable manner, with the appropriate levels of service to customers and the environment.
2. Safeguarding infrastructure assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets.
3. Creating an environment where all employees take an integral part in overall management of infrastructure assets by creating and sustaining an asset management awareness throughout the organisation by training and development.
4. Meeting legislative requirements for asset management.
5. Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated.
6. Demonstrating transparent and responsible asset management processes that align with demonstrated best practice.

3.3 Scope

This policy applies to all Council activities.

3.4 Policy Background

Council is committed to implementing a systematic asset management methodology in order to apply appropriate asset management best practices across all areas of the organisation. This includes ensuring that assets are planned, created, operated, maintained, renewed and disposed of in

accordance with Council's priorities for service delivery.

Council owns and uses approximately \$391 M of non-current assets to support its core business of delivery of service to the community.

Asset management practices impact directly on the core business of the organisation and appropriate asset management is required to achieve our strategic service delivery objectives.

Adopting asset management principles will assist Council in achieving its Strategic Longer-Term Plan and Long Term Financial objectives.

A strategic approach to asset management will ensure that the Council delivers the highest appropriate level of service through its assets. This will provide positive impact on;

- Members of the public and staff;
- Council's financial position;
- The ability of Council to deliver the expected level of service and infrastructure;
- The political environment in which Council operates;
- and The legal liabilities of Council.

3.5 Principles

A consistent Asset Management Strategy must exist for implementing systematic asset management and appropriate asset management best practice throughout all Departments of Council.

All relevant legislative requirements together with political, social and economic environments are to be taken into account in asset management.

Asset management principles will be integrated within existing planning and operational processes.

Asset Management Plans will be developed for major service/asset categories. The plans will be informed by community consultation and financial planning and reporting.

An inspection regime will be used as part of asset management to ensure agreed service levels are maintained and to identify asset renewal priorities.

Asset renewals required to meet agreed service levels and identified in adopted asset management plans and long-term financial plans will be fully funded in the annual budget estimates.

Service levels agreed through the budget process and defined in adopted Asset Management Plans will be fully funded in the annual budget estimates.

Asset renewal plans will be prioritised and implemented progressively based on agreed service levels and the effectiveness of the current assets to provide that level of service.

Systematic and cyclic reviews will be applied to all asset classes and are to ensure that the assets are managed, valued, and depreciated in accordance with appropriate best practice and applicable Australian Standards.

Future life cycle costs will be reported and considered in all decisions relating to new services and assets and upgrading of existing services and assets.

Future service levels will be determined in consultation with the community.

Training in asset and financial management will be provided for councillors and relevant staff.

3.6 Legislation

Local Government Act 1993.

Local Government Amendment (Planning and Reporting) Act 2009.

The Act sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery. The amendments to the Act give effect to the Integrated Planning and Reporting framework.

3.7 Related Documents

- Asset Management Strategy
- Asset Management Plans

3.8 Responsibility

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

The GENERAL MANAGER has overall responsibility for developing an asset management strategy, plans and procedures and reporting on the status and effectiveness of asset management within Council.

3.9 Review Date

This policy has a life of 4 years. It will be reviewed in April 2024.

4 Asset management practices

4.1 Asset management information systems

Council's asset knowledge, information and data are corporate assets and are managed as part of the asset management framework. The current applications used by Council include:

- Asset – Valuation and Technical Spreadsheets
- Financial Register – Practical
- Maintenance Management (Roads) – Reflect.
- Spatial – Intramaps

4.2 Data collection and validation

In the preparation of this Strategic Asset Management Plan, Council has used the most current and up to date information available to Council.

As part of Council's asset management improvement plan, Council aims to foster a culture of continuous improvement in service delivery to ensure best value in service provision for the community. This will be supported by the Asset Management Plans, including ongoing monitoring, audit and improvement practices, which are to be used to optimise Council's operational and renewal expenditure.

4.3 Monitoring and review procedures

Council reports quarterly and annually on activities and outcomes to track the achievement of the CSP and Delivery Program. The asset management service levels and improvement plan actions will be reported on to the community through this process.

4.4 Confidence in data

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, as outlined in the following below.

Table 9: Asset data confidence scale

Confidence grade	General meaning
Highly reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Summary of confidence in asset data for all asset classes is detailed in the table below.

Table 10: Asset data confidence rating

Asset class	Inventory	Condition	Age	Overall
Buildings	Acceptable	Acceptable	Reliable	Acceptable
Other Structures, Recreation and Land Improvements	Acceptable	Acceptable	Acceptable	Acceptable
Transport (Roads, Bridges, Footpaths)	Reliable	Acceptable	Reliable	Reliable
Stormwater	Acceptable	Uncertain	Uncertain	Uncertain
Water	Reliable	Acceptable	Reliable	Reliable
Sewer	Reliable	Acceptable	Reliable	Reliable

4.5 Funding strategy

Council’s funding strategy aims to align Council’s Long Term-Financial Plan, Asset Management Plans and annual budget to accommodate the lifecycle requirements of its assets. By having a unified process, all decision-making numbers can be traced back to the AMPs, thereby informing the annual budgets, Delivery Program and forward programs providing a degree of certainty for delivery timeframes and resourcing requirements.

In order to ensure value, Council will plan capital upgrade and new projects to meet level of service objectives by:

- planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner
- undertaking project scoping for all capital upgrade/new projects to identify:

- the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset
- the project objectives to rectify the deficiency including value management for major projects
- the range of options, estimated capital and lifecycle costs for each option that could address the service deficiency
- the management of risks associated with alternative options
- and evaluate the options against evaluation criteria adopted by Council
- the best option to be included in capital upgrade/new programs
- reviewing current and required skills base and implement training and development to meet required construction and project management needs
- reviewing the current resources and capacity of the organisation to deliver the Capital Works Program on an annual basis
- reviewing management of capital project management activities to ensure Council is obtaining best value for resources used.

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal, as shown in the appendices.

4.6 Asset management roles and functions

Council is currently in the process of mapping out its asset management roles and responsibilities to ensure that there is clarity throughout the organisation and that all asset management functions are identified, allocated and being completed.

In the context of asset management, it is essential that the executive show leadership in this regard and support and show their commitment to asset management. This includes cultivating an organisational culture around asset management; ensuring that all personnel involved are aware of the need of asset management to balance value, risk, opportunities, and cost throughout the asset lifecycle. There needs to be a unified vision and intention from the executive which aligns with the organisation's values.

Asset management governance will be managed by Council's Executive and the Asset Management Steering Committee, who will be reported to bi-annually and monitor and report on the progress of asset improvement plan actions.

The efficient and effective management of Council's assets is essential to the wellbeing of the community through service delivery functions of Council. There must be a clear definition of the roles and responsibilities for all aspects of the management of assets.

Clearly, for asset management to be effective, there should be a whole of organisational approach and, as such, the traditional engineering fit for asset management is not always the best fit for all organisations and as such should be reviewed at Narrandera. As with most council functions at a high level, there is an activity continuum, as shown in the following figure.

Figure 9: Asset management roles



Within these areas asset management generally has a number of key functions, each with core activity responsibilities, as set out below. For some councils it is usual that some of these roles and functions are combined but we have found that the more these roles have distinct boundaries within their functional areas the better the results.

Roles are defined as:

Asset owner	This position takes ownership responsibility for the management of assets and is usually responsible for policy and overall asset strategy.
Asset custodian	This role is normally the technical expert and has responsibility for collecting and maintaining asset data, determining works programs and maintenance strategies etc.
Asset delivery	This role is responsible for the day-to-day maintenance of assets.

A summary of current Asset Management Roles and Responsibilities will be provided as part of each asset plan.

5 Levels of service

5.1 Defining levels of service

There are a variety of ways to describe levels of service (also known as service level). The concept adopted in this plan is that 'levels of service are output descriptions supported by quantifiable performance measures.'

A level of service is a measurable description of what Council delivers (or intends to deliver) in an activity which relates to something that can be controlled. Service levels may relate to:

- the reliability of an asset
- the quality of an asset
- having the right quantity of assets
- the safety/risk/security of the assets.

The objective of asset management is to enable assets to be managed in the most cost-effective way based on an understanding of customer needs, expectations, preferences and their willingness to pay for any increase in the levels of service.

5.2 Performance measures

The level of service statement is supported by performance measure(s), also referred to as performance indicator(s), that indicate how the organisation is performing in relation to that level of service. The performance measure includes targets that are made up of community and technical measures. The customer measure relates to how the community receives the service, whereas technical measures support customer measures to ensure all aspects of organisational performance are being monitored, even those that may not be understood by customers.

In this plan, the level of service is prepared so that they are clearly and directly linked with the performance measures. For some performance measures in this plan, Council will have full control over the outcome, for example 'respond to service requests within seven days. However, it is important to recognise that some performance measures may be influenced by external factors. For example, the number of fatalities can be influenced by road management, but driver behaviours, police enforcement and a number of other factors also strongly contribute to the overall outcome.

5.3 Service level outcomes

The levels of service in this plan have been developed with a customer focus and are grouped into core customer value areas that are referred to as 'service level outcomes'. These service level outcomes (sometimes referred to as service criteria) encompass:

- condition
 - accessibility and/or availability
 - quality/condition
- functionality
 - reliability/responsiveness
 - sustainability
 - customer satisfaction
- capacity
 - affordability
 - health and safety.

5.3:1 Condition

Accessibility

To ensure the asset base performs as required, it is essential that the asset, no matter which type of asset, is generally available to the community as required. As a service outcome, the Council's customers will require assets that are accessible and can be relied upon to deliver the services that are not only expected, but the services that are required.

Quality/condition

Asset quality is also very important. Council should determine the quality of the assets required. Quality will have more to do with manner and type of the asset rather than its condition. An asset may be poor in quality yet have a condition which is described as good.

Condition is a measure of an asset's physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 1 - 5, where 1 = new and 5 = totally failed. A copy of a typical condition rating matrix is detailed below.

Table 11: Asset condition rating matrix

Condition rating	Condition	Descriptor	Guide	Residual life as a % of total life	Mean percentage residual life
1	Excellent	An asset in excellent overall condition, however, is not new and providing its intended level of service.	Normal maintenance required	>86	95
2	Good	An asset in good overall condition with some possible early stages of slight deterioration evident, minor in nature and causing no serviceability issues. No indicators of any future obsolescence and providing a good level of service.	Normal maintenance plus minor repairs required (to 5% or less of the asset)	65 to 85	80

Condition rating	Condition	Descriptor	Guide	Residual life as a % of total life	Mean percentage residual life
3	Satisfactory	An asset in fair overall condition with some deterioration evident, which may be slight or minor in nature and causing some serviceability issues. Providing an adequate level of service with no signs of immediate or short-term obsolescence.	Significant maintenance and/or repairs required (to 10 - 20% of the asset)	41 to 64	55
4	Poor	An asset in poor overall condition, moderate to high deterioration evident. Substantial maintenance required to keep the asset serviceable. Will need to be renewed, upgraded or disposed of in near future. Is reflected via inclusion in the ten-year Capital Works Plan.	Significant renewal required (to 20 - 40% of the asset)	10 to 40	35
5	Very poor	An asset in extremely poor condition or obsolete. The asset no longer provides an adequate level of service and/or immediate remedial action required to keep the asset in service in the near future.	Over 50% of the asset requires renewal	<10	5

5.3.2 Function

Responsiveness

Council will maintain assets in a diligent manner and be responsive to the needs of the community now and into the future. Whilst this may be difficult in some instances, Council places a high emphasis on customer service and its responsiveness to customer enquiries. Strategies will be implemented to ensure that Council maintains a high level of customer support.

Customer satisfaction

Council will continue to provide services to the community in a manner that is efficient and effective. Council will continue to monitor community satisfaction with its current services and strive to improve community satisfaction where possible.

Sustainability

Council will ensure that its assets are maintained in a manner that will ensure the long-term financial sustainability for current and future generations. This will be achieved by ensuring efficient and effective service delivery and ensuring appropriate funds are allocated to maintain and renew infrastructure assets.

5.3.3 Capacity

Affordability

Council will maintain its infrastructure assets in a cost-effective, affordable manner in accordance with responsible economic and financial management. In order for Council’s assets to assist in meeting the strategic goals and in attaining optimum asset expenditure, Council will need to continually review its current operational strategies and adopt new and proven techniques to ensure that assets are maintained in their current condition.

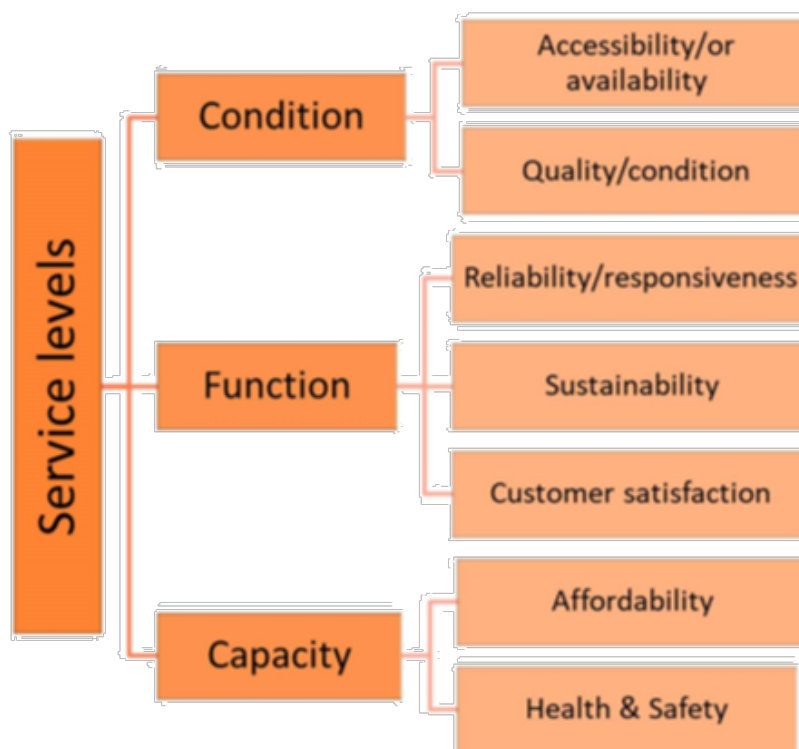
Health and safety

Council will endeavour to identify and mitigate all key health and safety risks created by the provision of services. Examples of level of service based on safety might include the following:

- services do not cause a hazard to people
- water is safe for swimming.

Each of the service level outcomes is related directly to the Council’s Community Strategic Plan by the way each asset class helps deliver the services required by the community. These service level outcomes are essential to ensure the asset portfolio is not only maintained to a satisfactory level but also caters for the future demands of the community whilst balancing the potential risks to the community and the Council.

Figure 10: Service level framework



5.4 Financial based service levels

The premise of asset management is that asset requirements and asset management strategies should be driven by defined and acceptable service levels and performance standards. This section defines the various factors that are considered relevant in determining the levels of service for Council's assets that have been used to provide the basis for the lifecycle management strategies and works programme identified within this Strategic Asset Management Plan.

5.4.1 Asset backlog ratio

This ratio shows what proportion the infrastructure backlog is against the total value of a Council's infrastructure. The benchmark is less than 2%. The ratio is determined by dividing the estimated cost to bring assets to a satisfactory condition by the carrying value of infrastructure, building, other structures and depreciable land improvement assets (averaged over three years).

5.4.2 Asset consumption ratio

The average proportion of 'as new' condition remaining for assets. This ratio shows the written down current value of the local government's depreciable assets relative to their 'as new' value. It highlights the aged condition of a local government's stock of physical assets and the potential magnitude of capital outlays required in the future to preserve their service potential. It is also a measure of Council's past commitment to renewal of the asset class. A consumption ratio of less than 50% would suggest that past renewal funding has been inadequate or that the asset could expect to decay more rapidly.

5.4.3 Asset sustainability ratio

Are assets being replaced at the rate they are wearing out? This ratio indicates whether Council is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the rate of depreciation of assets for the same period. Council would need to understand and be measuring renewal expenditure to be able to determine this ratio.

5.4.4 Asset renewal and renewals funding ratio

Is there sufficient future funding for renewal and replacement of assets? This ratio indicates whether Council is allocating sufficient funds in its Long-Term Financial Plan to adequately fund asset renewals. The benchmark is 100% (averaged over three years).

5.4.5 Asset maintenance ratio

This ratio compares actual versus required annual asset maintenance for each asset class. A ratio of above 100% indicates that Council is investing enough funds that year to halt the infrastructure backlog from growing. The benchmark is greater than 100% (averaged over three years).

Table 12: Service levels

Key performance indicator	Level of service	Performance measurement process	Performance target
Accessibility	Provision of quality of assets to meet community needs	Condition of assets are measured and reported annually	No net decrease in condition across all asset classes
	Community has confidence in Council to manage assets	Community satisfaction survey and Community engagement strategy	Increased level of confidence from previous survey
Quality/condition	Assets are maintained in a satisfactory condition	Backlog ratio (estimated cost to bring asset to a satisfactory condition / written down value of the assets)	OLG benchmark <2%
Reliability/ responsiveness	Provision of sufficient assets to meet community needs	Number of requests for additional/increased level of service	Number of requests for additional/ increased level of service less than rolling previous three-year average
Customer satisfaction	Be responsive to the needs of customers using asset	No customer requests received	85% of requests are completed within Council's service charter
	Opportunity for community involvement in decision making are provided	Asset management plan	All asset management plans are available on the website and for circulation to the public
Sustainability	Assets are managed with respect for future generations	Lifecycle approach to managing assets	Prepare a ten-year asset condition and age-based renewals plan - ensure the plan is approved by Council and updated annually
	Continuous improvement in asset knowledge, systems and processes.	Asset Management Working Group meets regularly to report on performance of strategic asset improvement program	100% of the strategic asset improvement actions completed annually
	Assets are being renewed in a sustainable manner	Asset renewal ratio (asset renewal expenditure / annual depreciation expense)	OLG benchmark >100%
Affordability	Council maintains its assets	Asset maintenance ratio, measured by (actual maintenance expenditure and required maintenance expenditure)	OLG benchmark 100%
Health and safety	Ensure all assets are safe and do not cause a hazard to people	Safety audits	The three-year rolling average of total claims decreases

6 Future demand

6.1 Demand forecast

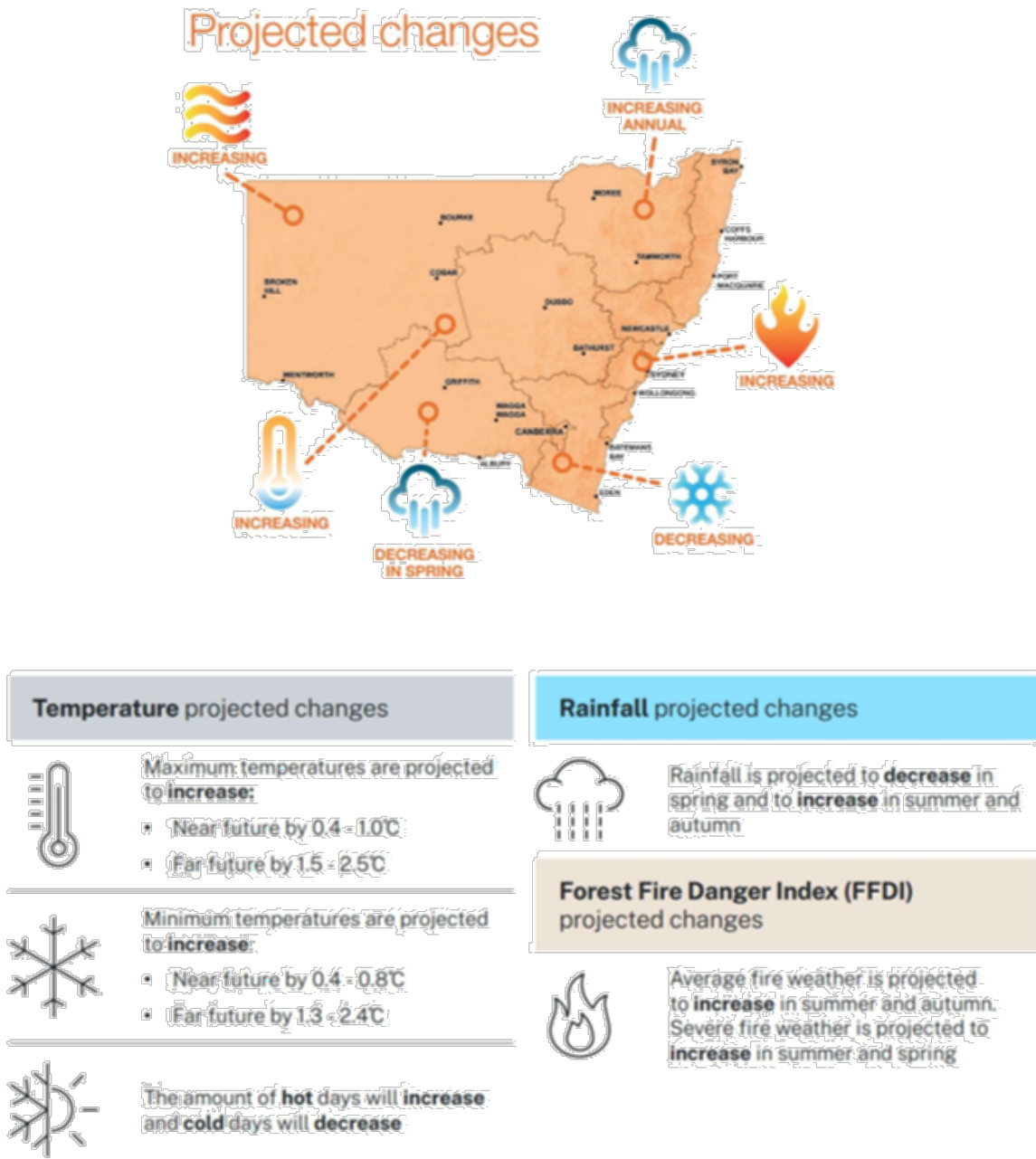
The future infrastructure demand for community infrastructure and facilities is driven by changes and trends in:

- population growth (decline)
- changes in the demography of the community
- urban planning
- residential occupancy levels
- commercial/industrial demand
- technological changes which impact the asset
- the economic situation
- government policy
- the environment.

Table 13: Future demand impacts

Demand drivers	Present position	Projection	Impact on services
Population	Current estimated population is 5,731 (ld.) – current proportion of population over the age of 60 (31.1%)	Estimated decline to 4,800 by 2036 (DPIE) as well as an aging population profile primarily due to net migration to nearby Urban centres (Albury, Griffith, Wagga)	While the decline in council's population is not expected to result in significant changes to levels of service provided, Council will need to consider whether the assets currently provided adequately for the aging population.
Economy	Agriculture remains the dominant industry within the LGA employing 17.2% of residents.	Projects nominated for upgrade in the Riverina Murray Regional Plan 2041 include: <ul style="list-style-type: none"> • WR Connect • Inland Rail and Newell Highway Program Alliance 	These projects are expected to reduce heavy vehicle movements through the LGA and may have positive impacts on the condition of the transport network as well as encourage growth in the LGA.
Environment	The NSW and ACT Regional Climate Modelling (NARClIM) Project has undertaken climate modelling of the region for 2020-2039 and 2060-2079	Expected climatic changes can be found in figure seven. This includes: <ul style="list-style-type: none"> • overall increased temperatures • increased risk and intensity of natural disaster (fire) events 	Anticipation of greater rainfall in the region as well as greater likelihood of severe weather events will strain existing infrastructure and may cause damage as recently experienced by council.

Figure 11: NARClm Modelling and Expectations



6.2 Demand management strategies

Demand management strategies have been developed to effectively manage the change in Narrandera Shire. These strategies will need to be monitored to ensure that they capture and are responsive to changing community expectations and demographic profile as the region changes.

Table 14: Demand management strategies

Demand factor	Impact on services
Population	While it is unclear as to whether the region expects growth or decline in the short term, it is likely that there will be a transition and movement of the population to less flood prone areas and Council will need to ensure that ancillary infrastructure is appropriate to accommodate change.
Demographics	An increasing and older population will place an increased demand on some assets and increased accessibility requirements for footpaths, aged care facilities, community centres and recreation assets.
Increasing costs	Requirement to continue to maximise service delivery within the funding limitations.
Environment and climate	Assets may be impacted by changes such as increased severity of natural disasters and weather events.
Technology	May require improved environmental/economical management of assets.

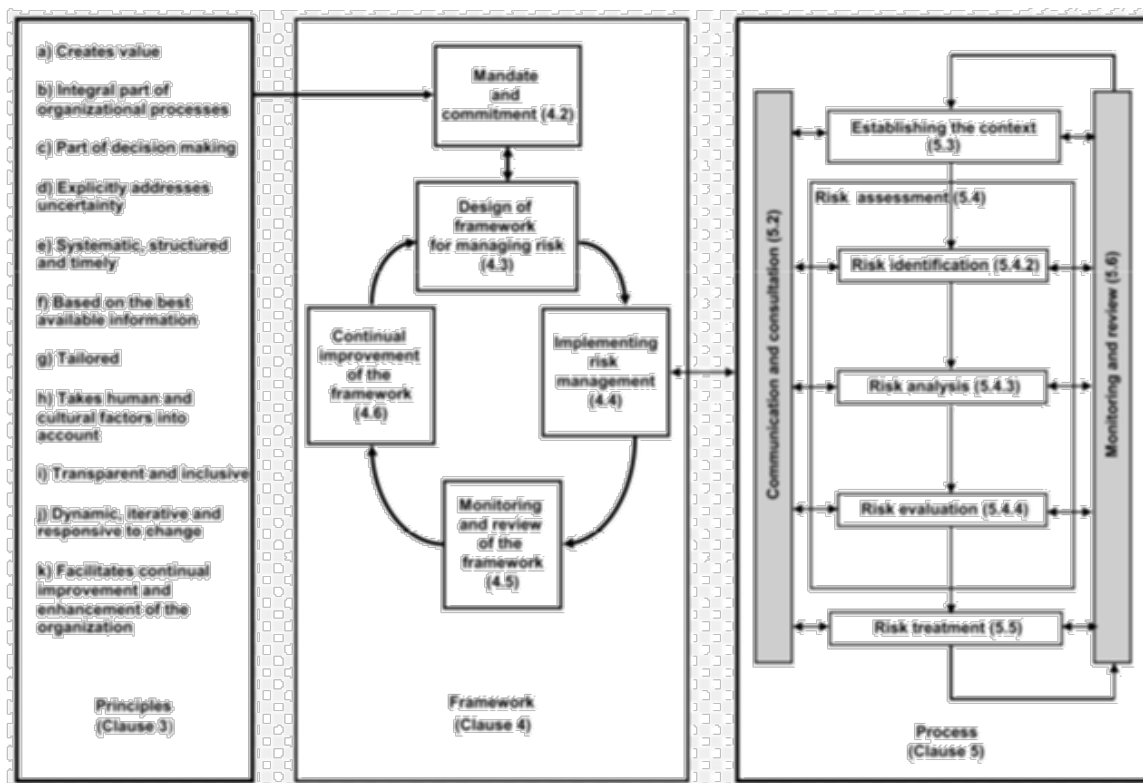
7 Risk management

Risk management is defined in 'AS/NZS 4360:2004' as: "the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects".

Council is committed to a structured and systematic approach to the management of risk with Councils enterprise risk management framework aligned with ISO 31000:2018 (To be read in conjunction with Council's Risk Management Policy and the Risk Management procedure TRIM ED45-159). This aims to embed the principles of risk management in all aspects of Council's operations, which ultimately:

- increases the likelihood of Council achieving its objectives
- creates an environment where all employees have a key role in managing risk
- encourages proactive management
- improves the identification of opportunities and threats
- improves stakeholder confidence and trust
- improves financial stability and minimise losses
- improves organisational performance.

Figure 12: ISO 31000 Framework



This is a structured, best-practice and proven approach that is to be applied Council-wide to support the management of strategic, operational, financial, regulatory, and other risk. Under this approach, there are five key stages to the risk management process:

- **communicate and consult** - with internal and external stakeholders
- **establish context** - the boundaries
- **risk assessment** - identify, analyse and evaluate risks
- **treat risks** - implement and assess controls to address risk
- **monitoring and review** - risks reviews and audit.

Council

7.1 Infrastructure risk management framework

Council has undertaken an analysis of the key infrastructure risks for each of its asset classes in its operational risk register. The risk analysis (likelihood and consequence) and treatment criteria specific to each asset class have been identified and in general, risks are evaluated in the following way:

- risk identification
- risk evaluation
- risk treatment
- risk treatment plan.

7.2 Strategic infrastructure risks

Council is currently in the process of identifying its high-level infrastructure-based risks that are associated with the management of its assets in accordance with its corporate infrastructure risk management framework. A summary of the identified high-level risks can be found in the Appendix F

7.3 Critical assets

Critical assets are those assets that are likely to result in a more significant financial, environmental and social cost in terms of impact on organisational objectives. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans at critical areas.

ISO 55001 Cl 6.2.1.2b requires organisations to 'review the importance of assets related to their intended outcomes, objectives and product or service requirements.' ISO 55002 Cl 6.2.2.1 suggests that 'a key aspect of planning is the identification of events in which the functionality of assets is compromised, including potentially catastrophic events in which function is completely lost'. Council determines the criticality of assets based upon the following criteria:

- complexity
- impact of loss of service
- environmental impact
- health and safety impact
- cost of failure.

Council is currently in the process of identifying its critical assets which will be listed in their respective asset management plans.

8 Expenditure projections

8.1 Asset values

Council has an infrastructure and asset portfolio with a current replacement cost of approximately \$306.2 million. The asset values are estimates of the value of assets, as at 30 June 2022, based on Council’s audited annual financial statements. These values should be updated on an annual basis, in line with the annual financial statements, once completed.

Table 15: Asset classes and values

Asset Class	Gross Replacement Cost (CRC) \$ (000's)	Written Down Value (WDV) \$ (000's)	Annual Depreciation Expense \$ (000's)	Asset Management Plan
Buildings	\$45,545	\$19,133	-\$1,148	Buildings and Open Space Assets
Other Structures	\$19,217	\$11,102	-\$642	Buildings and Open Space Assets
Roads	\$84,519	\$53,090	-\$1,831	Transport Assets
Bridges	\$15,203	\$9,190	-\$149	Transport Assets
Footpaths	\$1,464	\$982	-\$19	Transport Assets
Bulk Earthworks	\$58,836	\$58,836	\$0	Transport Assets
Stormwater	\$11,152	\$7,283	-\$79	Stormwater Assets
Water supply network	\$40,666	\$20,235	-\$497	Water and Sewer Assets
Sewer network	\$23,780	\$15,565	-\$305	Water and Sewer Assets
Swimming pools	\$4,217	\$3,036	-\$103	Buildings and Open Space Assets
Open Space and Recreation (inc. Land Improvements)	\$1,602	\$839	-\$105	Buildings and Open Space Assets
Total	\$306,201	\$199,291	-\$4,878	

8.2 Asset backlog

In 2021/22, Council had a combined asset backlog of \$16 million, with this being the estimated cost to bring assets to a satisfactory standard. The satisfactory standard is currently taken as condition 3. The breakdown of backlog per asset class as of 30 June 2022 is shown in the following table.

Table 16: Asset backlog summary

Estimated cost to satisfactory	Backlog \$ (000's)	Backlog ratio % (Backlog / WDV)
Buildings	3,652	19.1%
Other Structures	1,327	12.0%
Roads	4,638	8.7%
Bridges	403	4.4%
Footpaths	5	0.5%
Bulk Earthworks	-	0.0%
Stormwater	836	11.5%
Water Assets	3,738	18.5%
Sewerage Assets	1,164	7.5%
Swimming Pools	184	6.1%
Recreation Assets (Inc. Land Improvements)	119	14.2%
Total	16,067	8.22%

These assets have a significant Cost to Satisfactory and have resulted in a backlog level well beyond the OLG 2% benchmark. It is worth noting that the 22nd Flood events have impacted councils sealed surfaces and water assets and should partially be restored through Disaster Recovery Funding. As council receives clarity with respect to this funding, it will incorporate the findings into future iterations of this SAMP and councils LTFP.

8.3 Asset condition

Reviewing the asset condition data shows that there is a notable portion of councils assets in unsatisfactory condition (Table 18,19, Figure 3). The condition is represented as a percentage of the replacement cost of Council's assets. Condition is a measure of an asset's physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 1 - 5, where 1 = new and 5 = totally failed. Overall the quality of councils condition data is rated as acceptable, however it should be noted that the effects of the floods may not be fully represented in the data currently captured.

Table 17: Confidence in condition data

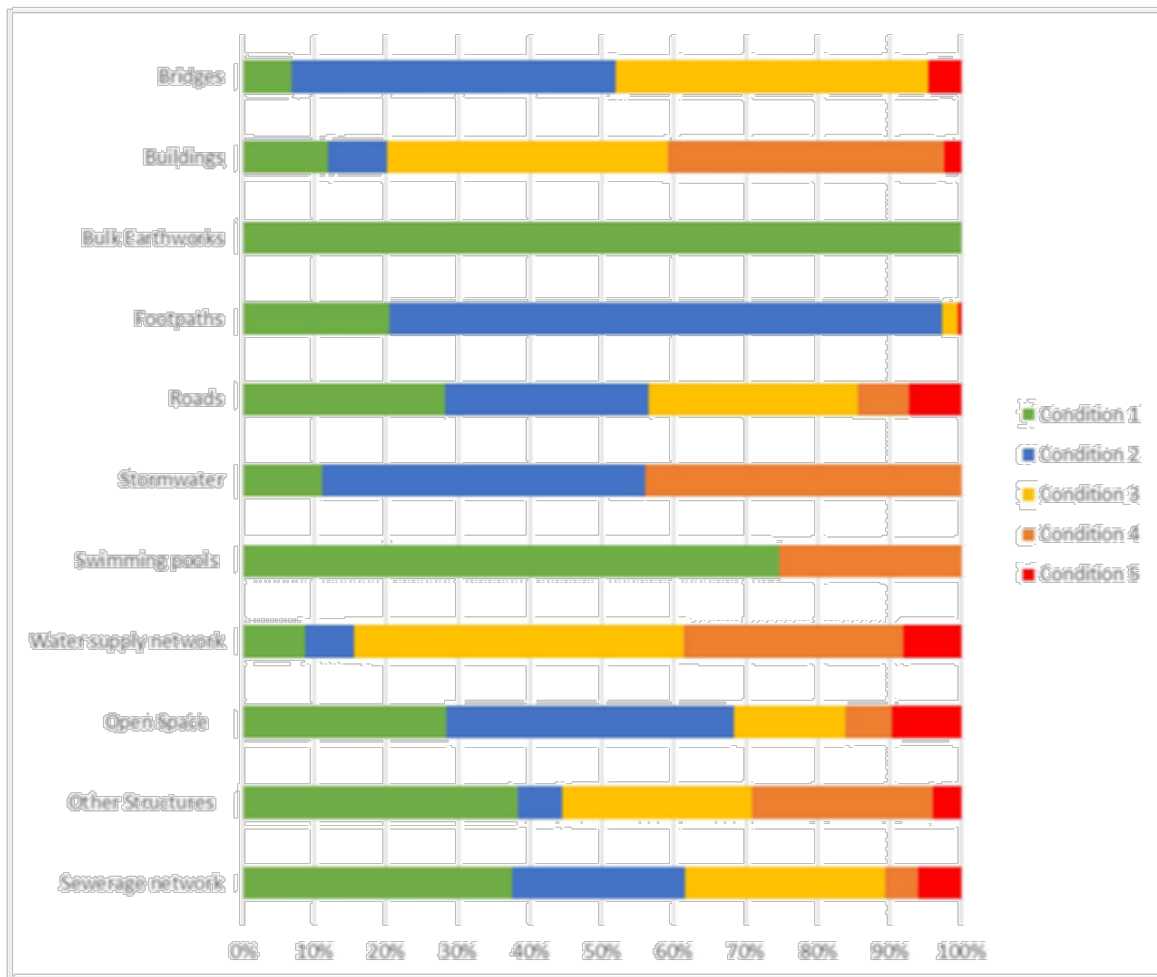
Asset class	Condition
Buildings	Acceptable
Other Structures, Open Space and Swimming Pools	Acceptable
Transport (Roads, Bridges, Footpaths)	Acceptable
Stormwater	Uncertain
Water	Acceptable
Sewer	Acceptable

Details of Council's current asset condition are shown in the table below. The condition is represented as a percentage of the replacement cost of Council's assets. Of particular concern is the significant portion of assets in Poor and Very Poor condition for councils' Buildings (41%), Other Structures (29%), Roads (20%), Water (39%) and Swimming Pools (25%).

Table 18: Asset Condition Data

Asset class	Asset condition (% of CRC)				
	1 - Excellent	2 - Good	3 - Satisfactory	4 - Poor	5 - Very poor
Buildings	12%	8%	39%	39%	2%
Other Structures	38%	6%	26%	25%	4%
Roads	28%	28%	29%	7%	7%
Bridges	7%	45%	43%	0%	5%
Footpaths	20%	77%	2%	0%	1%
Bulk Earthworks	100%	0%	0%	0%	0%
Stormwater	11%	45%	0%	44%	0%
Water supply network	9%	7%	46%	31%	8%
Sewerage network	37%	24%	28%	5%	6%
Swimming pools	75%	0%	0%	25%	0%
Open Space	28%	40%	15%	7%	10%
Combined	37.6%	16.8%	25.8%	15.4%	4.4%

Figure 13: Condition summary



8.4 Expenditure and reporting

The average capital and maintenance expenditure on Council assets over the ten-year forecast period is approximately \$13 million per year. This compares to the expenditure which is required to maintain, operate, and renew the asset network as required being \$14.7 million per year.

The projections indicate that Council currently has adequate funds to maintain the status quo and fund its assets over the 10 – year forecasting horizon. However, there is currently a significant backlog which is unfunded and Councils assets are expected to remain in poor condition. There is a surplus for councils' operations and maintenance activities (Average annual surplus of \$0.5m for Councils O&M) expenditure, there is a shortfall in asset renewal funding (Average annual deficit of \$2.1m for Councils Renewals).

A summary of the projected expenditure requirements can be found in the following tables.

Table 19: Combined asset expenditure projections

Budget Gap by Asset Group (\$,000s)		2022/23 Budget	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Consolidated	Actual										
	Renewal	\$3,298	\$3,334	\$4,235	\$4,705	\$4,322	\$2,955	\$2,976	\$5,730	\$3,916	\$3,136
	New and Expanded Assets	\$12,274	\$3,316	\$2,043	\$13,330	\$11,207	\$700	\$857	\$714	\$715	\$623
	Maintenance and Operations	\$4,201	\$4,294	\$4,388	\$4,484	\$4,583	\$4,684	\$4,787	\$4,892	\$5,000	\$5,110
	Total Expenditure	\$19,773	\$10,944	\$10,665	\$22,519	\$20,112	\$8,339	\$8,620	\$11,337	\$9,630	\$8,869
	Required										
	Required Renewal (Depreciation)	\$4,986	\$5,319	\$5,522	\$5,666	\$5,931	\$6,169	\$6,313	\$6,466	\$6,618	\$6,773
	New and Expanded Assets	\$12,274	\$3,316	\$2,043	\$13,330	\$11,207	\$700	\$857	\$714	\$715	\$623
	Required O&M	\$3,500	\$3,615	\$3,712	\$3,963	\$4,204	\$4,303	\$4,405	\$4,508	\$4,614	\$4,720
	Total	\$20,759	\$12,251	\$11,277	\$22,960	\$21,343	\$11,171	\$11,575	\$11,688	\$11,945	\$12,115
	Maintenance Overall (GAP)	\$701	\$678	\$676	\$521	\$379	\$381	\$382	\$385	\$387	\$391
	Renewals Overall (GAP)	-\$1,687	-\$1,985	-\$1,287	-\$962	-\$1,610	-\$3,214	-\$3,338	-\$736	-\$2,703	-\$3,637
	Overall (GAP)	-\$987	-\$1,306	-\$612	-\$441	-\$1,231	-\$2,832	-\$2,956	-\$353	-\$2,316	-\$3,247
	Comparison Group – Depreciation	\$4,006	\$4,269	\$4,427	\$4,545	\$4,810	\$5,039	\$5,155	\$5,280	\$5,403	\$5,529
	Comparison Total (Inc. New and Expanded)	\$19,780	\$11,201	\$10,182	\$21,840	\$20,221	\$10,041	\$10,418	\$10,501	\$10,730	\$10,870
	Comparison Overall (GAP)	-\$7	-\$257	\$484	\$680	-\$109	-\$1,702	-\$1,798	\$834	-\$1,101	-\$2,003

Figure 14: Consolidated Fund asset expenditure projections

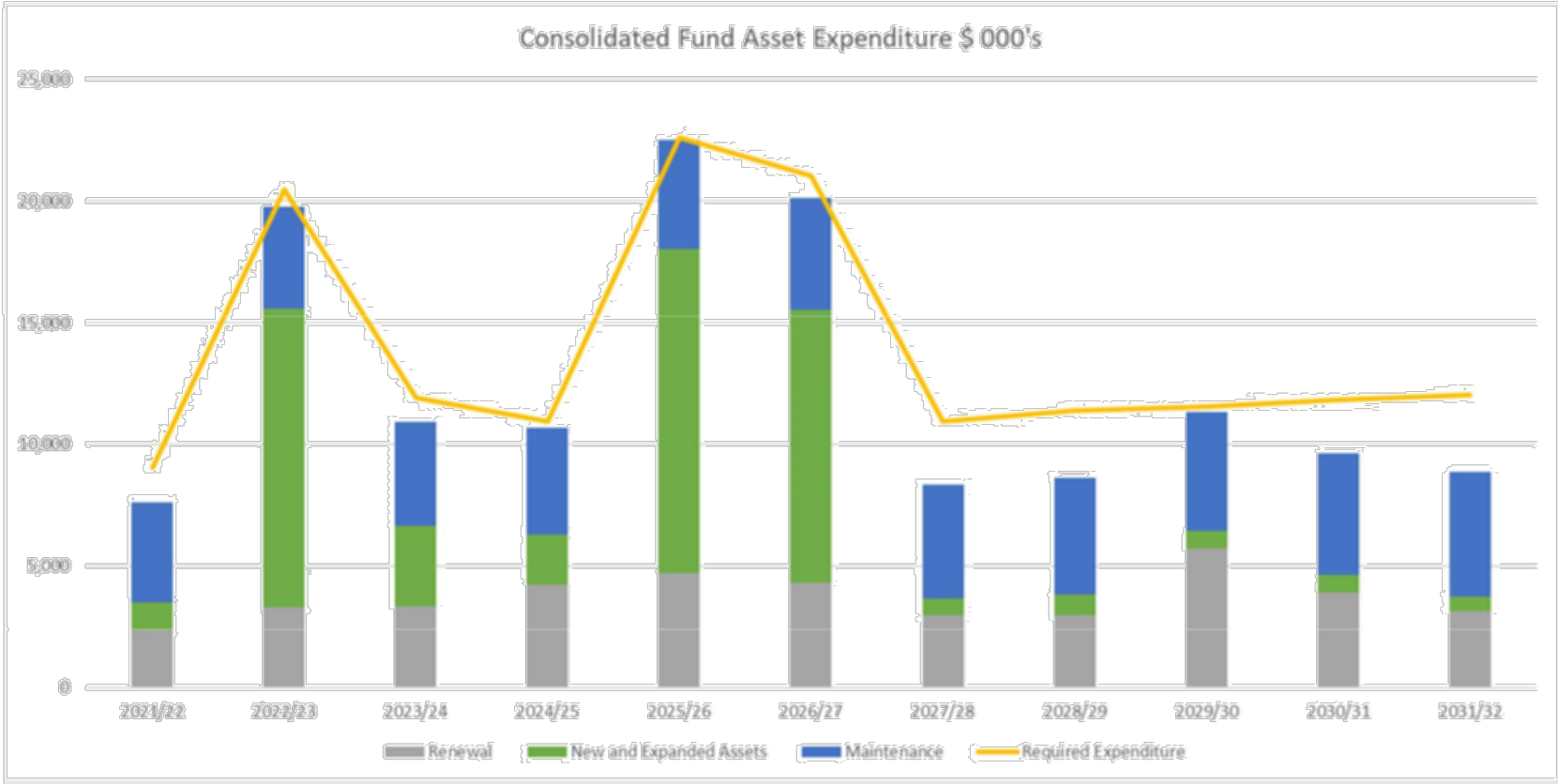


Table 20: General Fund expenditure projections

Budget Gap by Asset Group (\$,000s)			2022/23 Budget	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
General Fund	Actual											
		Renewal	\$2,563	\$2,599	\$2,500	\$2,545	\$2,387	\$2,420	\$2,441	\$2,495	\$2,831	\$2,501
		New and Expanded Assets	\$9,224	\$3,316	\$2,043	\$4,830	\$2,707	\$700	\$857	\$714	\$715	\$623
		Maintenance and Operations	\$2,245	\$2,294	\$2,345	\$2,396	\$2,449	\$2,503	\$2,558	\$2,614	\$2,672	\$2,730
		Total Expenditure	\$14,032	\$8,209	\$6,887	\$9,771	\$7,543	\$5,623	\$5,856	\$5,824	\$6,217	\$5,854
	Required											
		Required Renewal (Depreciation)	\$4,166	\$4,442	\$4,625	\$4,750	\$4,891	\$5,019	\$5,138	\$5,265	\$5,390	\$5,518
		New and Expanded Assets	\$9,224	\$3,316	\$2,043	\$4,830	\$2,707	\$700	\$857	\$714	\$715	\$623
		Required O&M	\$2,422	\$2,513	\$2,586	\$2,681	\$2,762	\$2,829	\$2,899	\$2,969	\$3,040	\$3,112
		Total	\$15,812	\$10,272	\$9,254	\$12,262	\$10,361	\$8,547	\$8,894	\$8,948	\$9,145	\$9,253
		Maintenance Overall (GAP)	-\$177	-\$219	-\$241	-\$285	-\$313	-\$326	-\$341	-\$354	-\$368	-\$381
		Renewals Overall (GAP)	-\$1,602	-\$1,843	-\$2,125	-\$2,206	-\$2,505	-\$2,599	-\$2,698	-\$2,770	-\$2,560	-\$3,017
		Overall (GAP)	-\$1,780	-\$2,062	-\$2,367	-\$2,491	-\$2,818	-\$2,925	-\$3,039	-\$3,125	-\$2,928	-\$3,399
		Comparison Group – Depreciation	\$3,073	\$3,273	\$3,409	\$3,505	\$3,625	\$3,726	\$3,814	\$3,909	\$4,001	\$4,096
		Comparison Total (Inc. New and Expanded)	\$14,719	\$9,103	\$8,038	\$11,017	\$9,094	\$7,254	\$7,570	\$7,591	\$7,756	\$7,830
		Comparison Overall (GAP)	-\$687	-\$893	-\$1,150	-\$1,246	-\$1,551	-\$1,631	-\$1,714	-\$1,768	-\$1,539	-\$1,977

Figure 15: General Fund asset expenditure projections

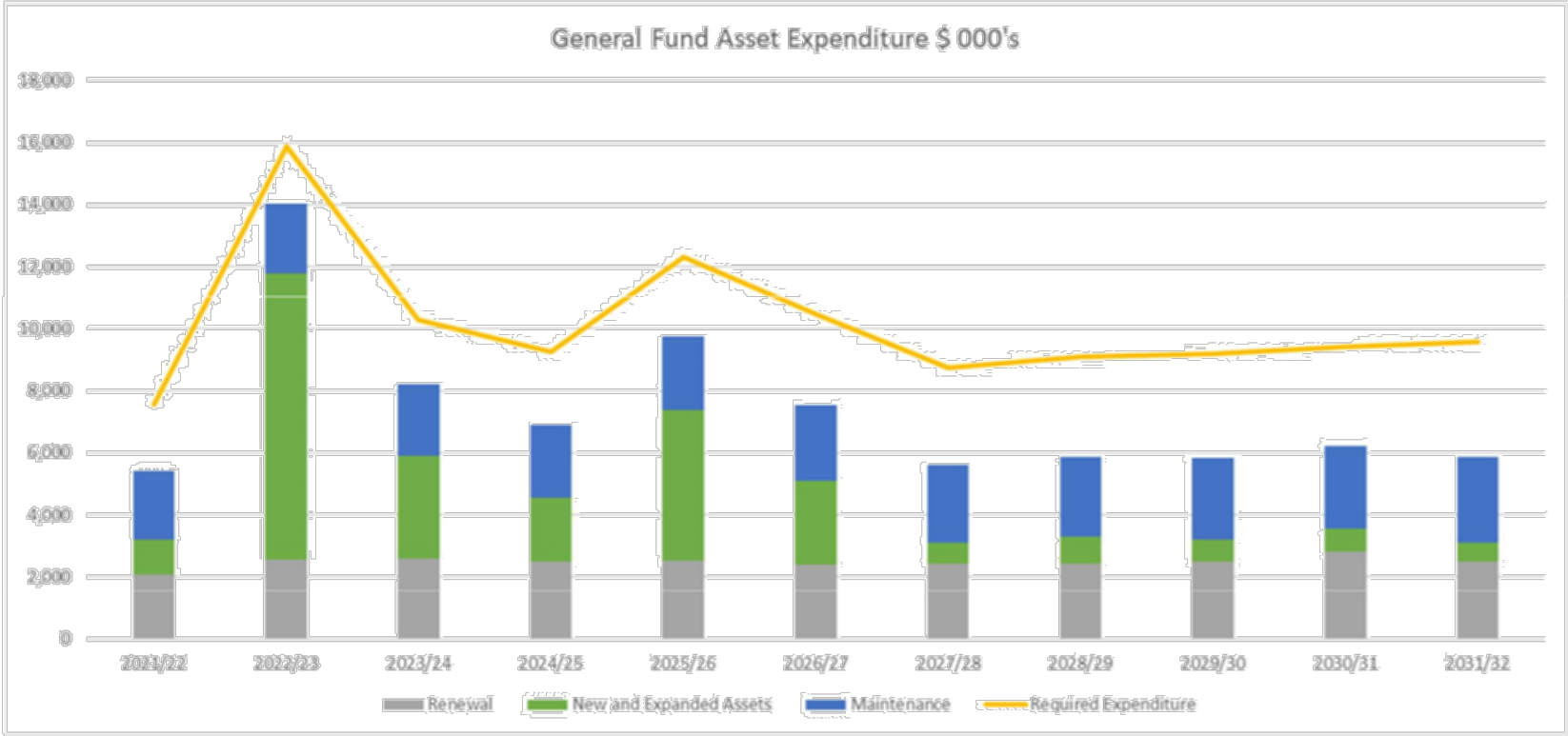
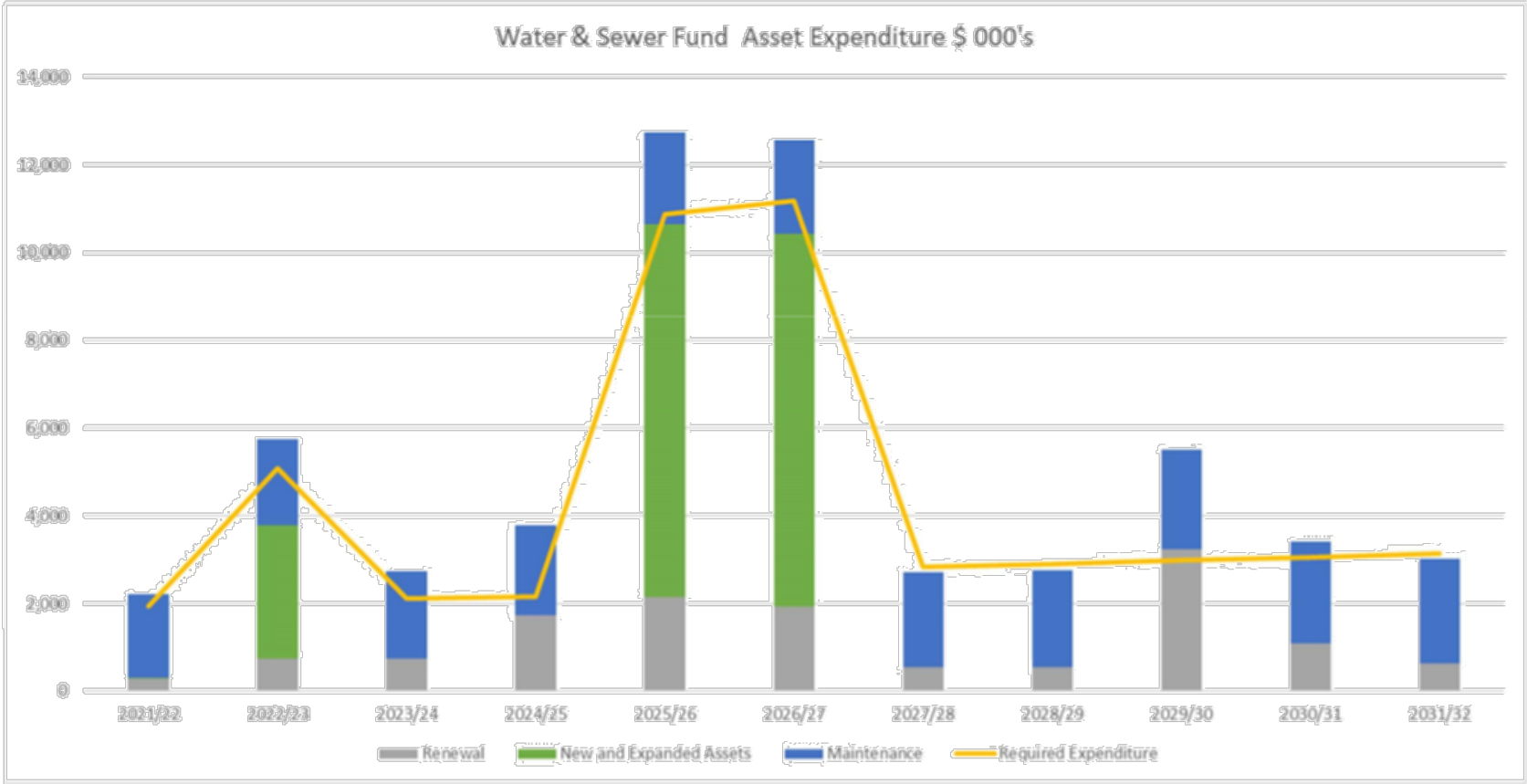


Table 21: Water and Sewer Fund expenditure projection

Budget Gap by Asset Group (\$,000s)		2022/23 Budget	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Water and Sewer	Actual										
	Renewal	\$735	\$735	\$1,735	\$2,160	\$1,935	\$535	\$535	\$3,235	\$1,085	\$635
	New and Expanded Assets	\$3,050	\$0	\$0	\$8,500	\$8,500	\$0	\$0	\$0	\$0	\$0
	Maintenance and Operations	\$1,956	\$2,000	\$2,043	\$2,088	\$2,134	\$2,181	\$2,229	\$2,278	\$2,328	\$2,380
	Total Expenditure	\$5,741	\$2,735	\$3,778	\$12,748	\$12,569	\$2,716	\$2,764	\$5,513	\$3,413	\$3,015
	Required										
	Required Renewal (Depreciation)	\$820	\$877	\$897	\$916	\$1,040	\$1,150	\$1,175	\$1,201	\$1,228	\$1,255
	New and Expanded Assets	\$3,050	\$0	\$0	\$8,500	\$8,500	\$0	\$0	\$0	\$0	\$0
	Required O&M	\$1,078	\$1,102	\$1,126	\$1,282	\$1,442	\$1,474	\$1,506	\$1,539	\$1,574	\$1,608
	Total	\$4,947	\$1,979	\$2,023	\$10,698	\$10,982	\$2,624	\$2,681	\$2,740	\$2,800	\$2,862
	Maintenance Overall (GAP)	\$878	\$897	\$917	\$806	\$692	\$707	\$723	\$739	\$755	\$772
	Renewals Overall (GAP)	-\$85	-\$142	\$838	\$1,244	\$895	-\$615	-\$640	\$2,034	-\$143	-\$620
	Overall (GAP)	\$793	\$756	\$1,755	\$2,050	\$1,587	\$93	\$83	\$2,772	\$612	\$152
Comparison Group – Depreciation	\$933	\$996	\$1,018	\$1,040	\$1,185	\$1,313	\$1,341	\$1,371	\$1,402	\$1,433	
Comparison Total (Inc. New and Expanded)	\$5,061	\$2,098	\$2,144	\$10,823	\$11,127	\$2,787	\$2,848	\$2,910	\$2,974	\$3,040	
Comparison Overall (GAP)	\$680	\$636	\$1,634	\$1,926	\$1,442	-\$71	-\$84	\$2,602	\$438	-\$26	

Figure 16: Water and Sewer Fund asset expenditure projections



8.5 Financial performance

The Office of Local Government has established financial benchmarks for councils to strive towards and adhere to. The charts below showcase Council's current financial service levels and the impacts of Council's projected expenditure upon these service levels.

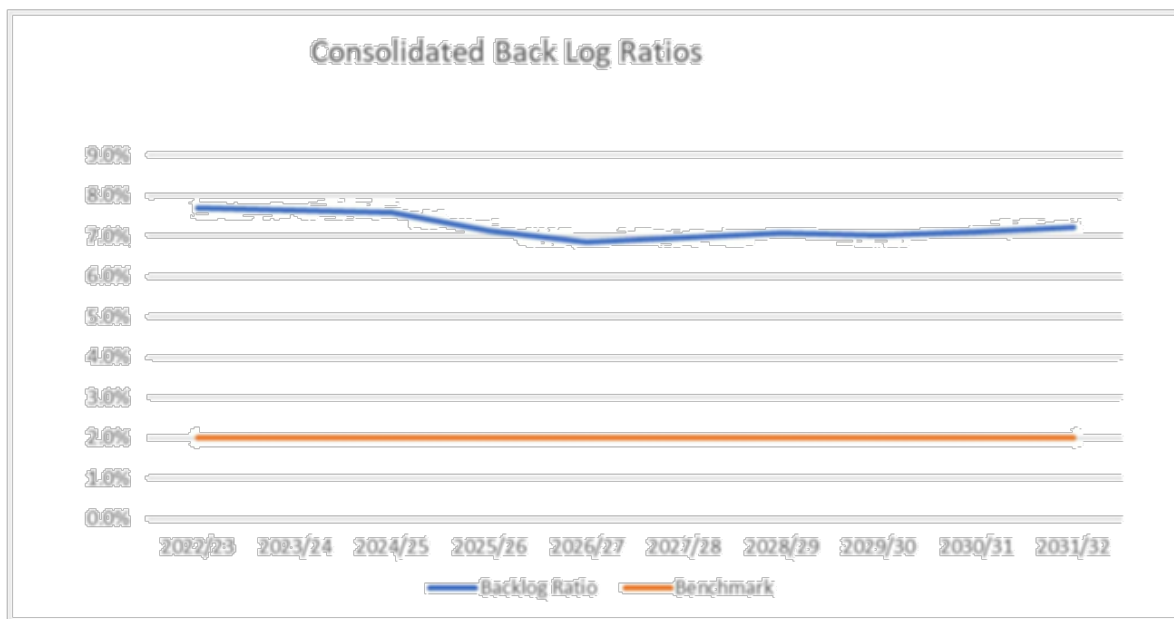
Figure 17: Consolidated Portfolio

Infrastructure Ratios	Budget 2022/23	Estimated 2031/32	Funding gap \$000's	
Infrastructure Renewals ratio Benchmark 100%	65.97%	44.67%	Yr 1	(-\$1,702)
			5 Yr Average	(-\$1,500)
			10 Yr Average	(-\$2,210)
Infrastructure Backlog Ratio Benchmark 2%	7.71%	7.23%	Yr 1	(-\$12,120)
			5 Yr Average	(-\$12,302)
			10 Yr Average	(-\$12,931)
Infrastructure Maintenance Ratio Benchmark 100%	131.14%	116.66%	Yr 1	\$998
			5 Yr Average	\$907
			10 Yr Average	\$822
Total Infrastructure Funding Gap			Yr 1	(-\$12,824)
			5 Yr Average	(-\$12,895)
			10 Yr Average	(-\$14,319)

Figure 18: Consolidated OLG asset expenditure ratios



Figure 19: Consolidated OLG backlog ratio



Overall, over the forecasting period, we observe that Council falls short of the OLG Benchmark for renewals and backlog. Councils' maintenance ratio exceeds the OLG benchmark for the forecasting period and councils' renewal ratio falling to just under 60% over the forecast. The level of backlog in Councils assets remains well above the 2% threshold hovering around 8%.

Figure 20: General Fund Portfolio

Infrastructure Ratios	Budget 2022/23	Estimated 2031/32	Funding gap \$000's	
Infrastructure Renewals ratio	61.95%	44.16%	Yr 1	(-\$1,615)
Benchmark 100%			5 Yr Average	(-\$2,038)
			10 Yr Average	(-\$2,435)
Infrastructure Backlog Ratio	6.63%	7.36%	Yr 1	(-\$7,996)
Benchmark 2%			5 Yr Average	(-\$8,497)
			10 Yr Average	(-\$9,418)
Infrastructure Maintenance Ratio	90.54%	83.23%	Yr 1	(-\$235)
Benchmark 100%			5 Yr Average	(-\$324)
			10 Yr Average	(-\$410)
Total Infrastructure Funding Gap			Yr 1	(-\$9,845)
			5 Yr Average	(-\$10,859)
			10 Yr Average	(-\$12,263)

Figure 21: General Fund OLG asset expenditure ratios

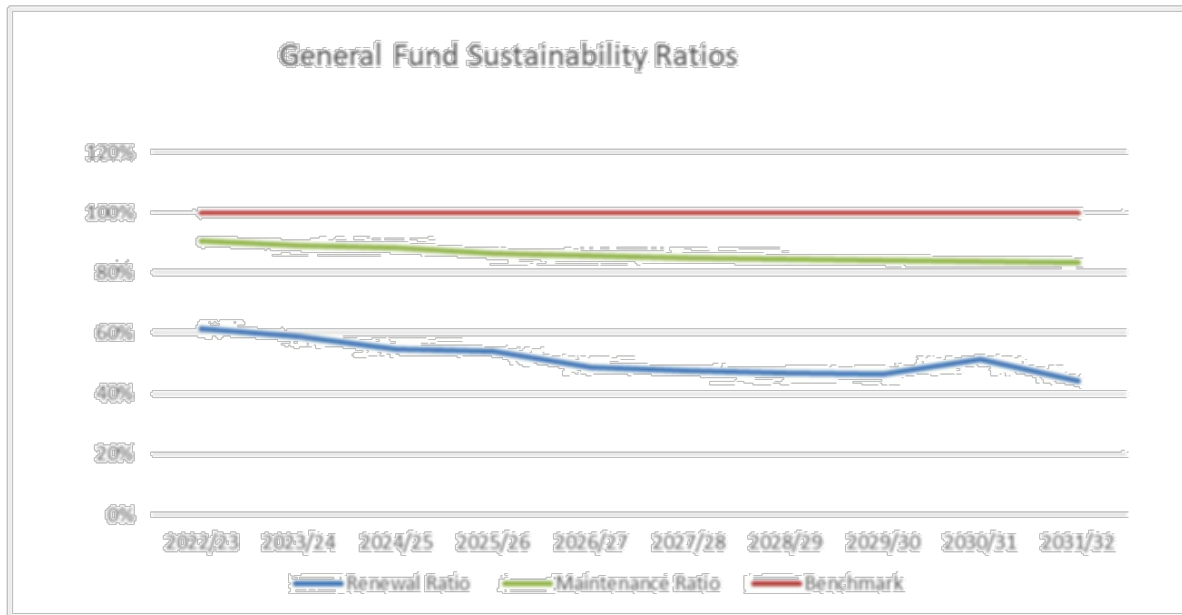
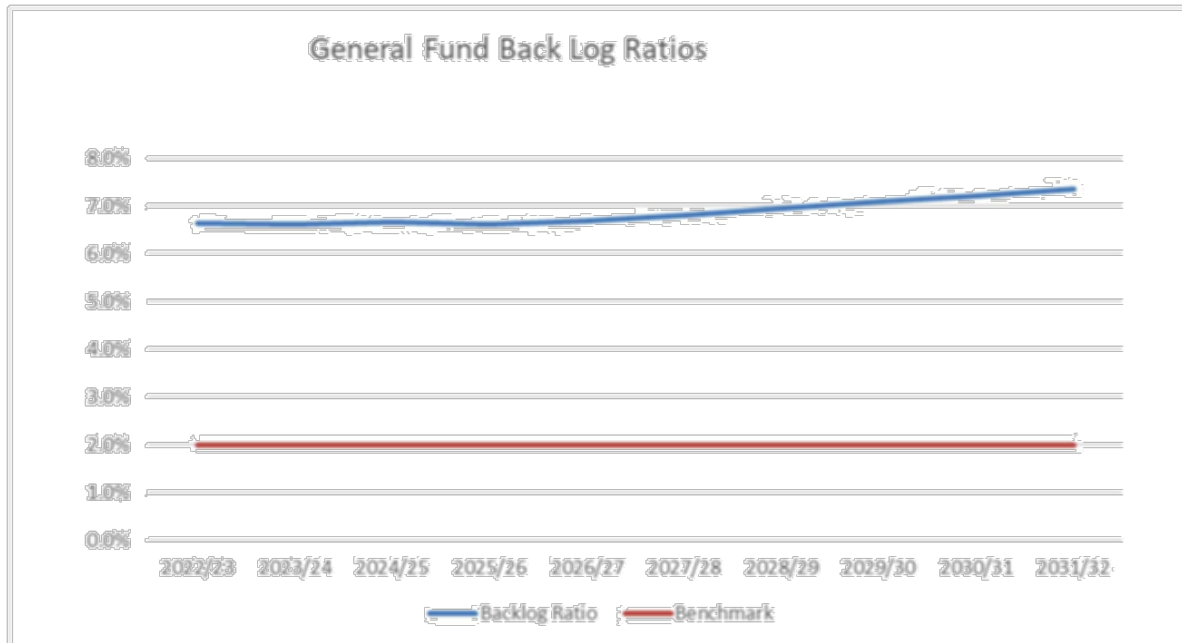


Figure 22: General Fund OLG backlog ratio



Overall, over the forecasting period, we observe that council falls short of the OLG Benchmark for renewals and backlog. Councils' maintenance ratio also currently sits below the OLG benchmark of 100% at around 80% and councils' renewal ratio falls close to 40% over the forecast. The level of backlog in Councils assets remains well above the 2% threshold hovering around 7%.

Figure 23: Water and Sewer Fund Portfolio

Infrastructure Ratios	Budget 2022/23	Estimated 2031/32	Funding gap \$000's	
Infrastructure Renewals ratio Benchmark 100%	89.41%	48.96%	Yr 1	(-\$87)
			5 Yr Average	\$543
			10 Yr Average	\$256
Infrastructure Backlog Ratio Benchmark 2%	12.41%	6.71%	Yr 1	(-\$4,124)
			5 Yr Average	(-\$3,803)
			10 Yr Average	(-\$3,692)
Infrastructure Maintenance Ratio Benchmark 100%	162.61%	129.22%	Yr 1	\$753
			5 Yr Average	\$690
			10 Yr Average	\$608
Total Infrastructure Funding Gap			Yr 1	(-\$3,458)
			5 Yr Average	(-\$2,570)
			10 Yr Average	(-\$2,628)

Figure 24: Water and Sewer Fund OLG asset expenditure ratios

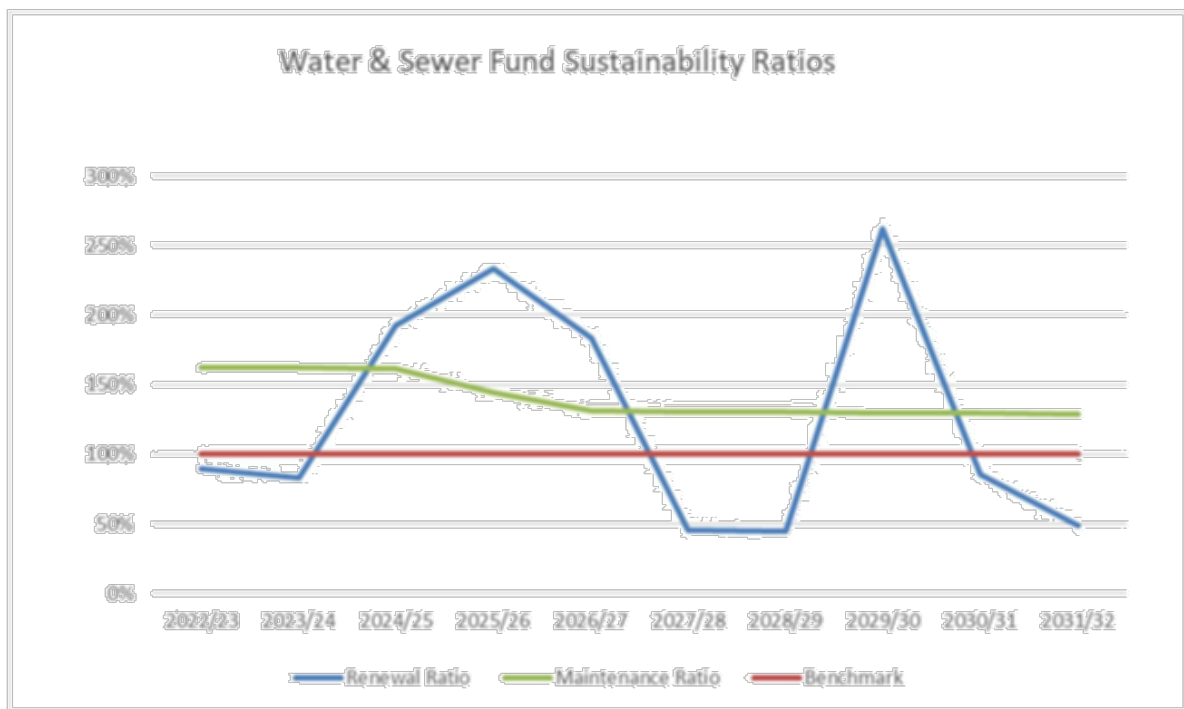
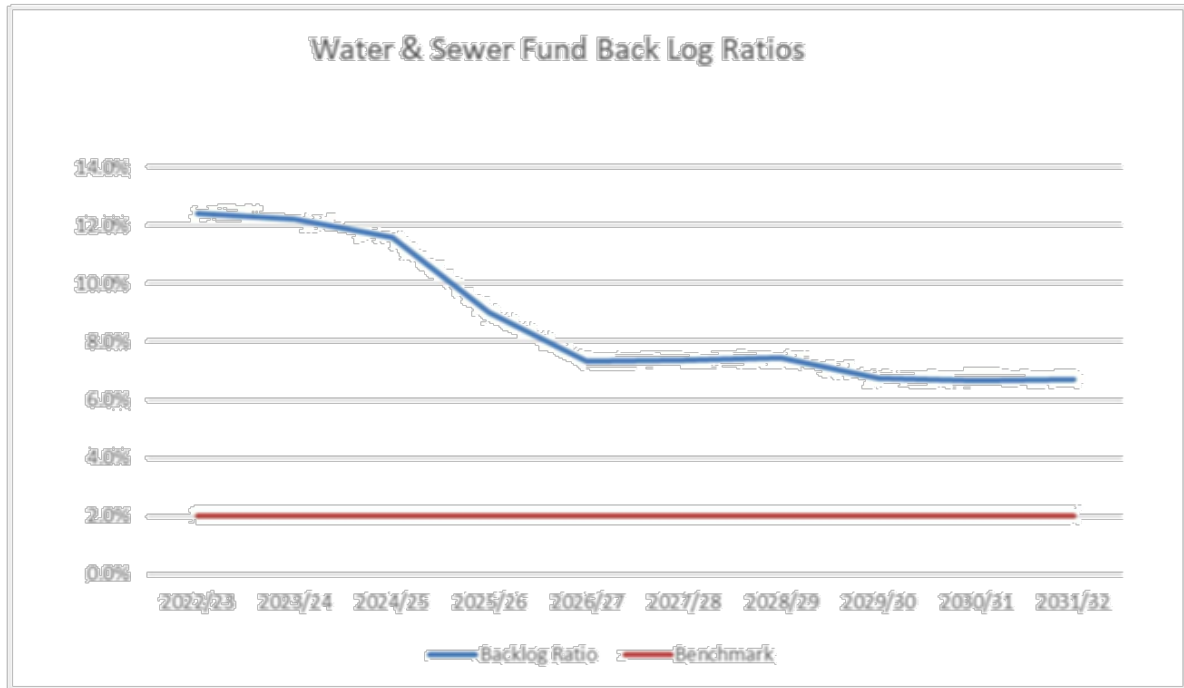


Figure 25: Water and Sewer Fund OLG backlog ratio



9 Overarching improvement Plan

The Strategic Asset Management Plan is to enable Council to:

- demonstrate how its asset portfolio will meet the service delivery needs of its community into the future
- ensure the integration of Council’s asset management with its Community Strategic Plan.

The Strategic Asset Management Plan proposes the following strategies to enable the objectives of the Community Strategic Plan to be achieved.

Table 22: Asset management strategic actions

No	Strategy	Desired outcome
1	Continue the move from annual budgeting to long term financial planning for all asset classes.	The long-term implications of Council services are considered in annual budget deliberations.
2	Further develop and review the Long-Term Financial Plan covering ten years incorporating asset management plan expenditure projections with a sustainable funding position outcome.	Sustainable funding model to provide Council services.
3	Review and update asset management plan financial projections and long-term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	Council and the community are aware of changes to service levels and costs arising from budget decisions.
4	Continue to report Council’s financial position at fair value in accordance with Australian accounting standards, financial sustainability and performance against strategic objectives in annual reports, ensuring that asset remaining lives are assessed on an annual basis.	Financial sustainability information is available for Council and the community.
5	Ensure Council’s decisions are made from accurate and current information in asset registers, on service level performance and costs and ‘whole of life’ costs.	Improved decision making and greater value for money.
6	Report on Council’s resources and operational capability to deliver the services needed by the community in the Annual Report.	Services delivery is matched to available resources and operational capabilities.
7	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions. Assess whether current resourcing is sufficient to cover all asset management functions for all asset classes.	Responsibility for asset management is defined.

8	Implement an improvement plan to initially realise 'core/good' maturity for the financial and asset management competencies, then progress to 'advanced/better' maturity.	Improved financial and asset management capacity within Council.
9	Report annually to Council on development and implementation of asset management strategy and plan and long-term financial plans.	Oversight of resource allocation and performance.

Table 23: Improvement plan

Action	Priority	Responsible	Timing
Asset knowledge and data			
Council to develop guidelines and adopt a consistent approach for condition assessment for all asset classes to ensure consistency with historical data.	M	Assets	30/9/23
Council to develop processes for extracting and reporting on lifecycle data which is to be fed back into asset management planning.	H	Operations Assets Systems	30/11/22
Council to review asset hierarchy on all systems and undertake asset data reconciliation to ensure alignment between systems and identify gaps in asset data.	M	Operations Assets Systems	30/9/23
Council to document spatial mapping templates, guidelines and procedures.	M	Assets	30/6/24
Asset knowledge processes			
Council to document process and develop guidelines for asset valuation, including clear documentation of responsibilities and data validation and auditing processes and procedures.	M	Assets Finance	30/6/23

Strategic asset planning processes			
Council to review long-term (ten-year) lifecycle costing requirements including CAPEX and OPEX for each asset class.	H	Assets Finance	30/11/22
Council to establish processes for annual review of asset management policy, strategy and plans.	H	Executive	31/3/23
Council to review current service levels and SLAs and develop outcome-based service levels which align with IP&R Framework.	H	Assets Operations	30/11/24
Council to engage community on developed service levels.	H	Assets	30/06/24
Council to undertake risk and criticality assessment of its asset portfolios.	H	Assets Operations	30/06/23
Operations and maintenance work practices			
Council is to implement a maintenance management system that records maintenance activity outputs against defined assets.	H	Internal	30/06/24
Following criticality assessment, Council to develop management strategies for critical infrastructure.	H	Assets	30/06/24

		Operations	
Information systems			
Council to review IT system framework including the use of and linkage to ancillary systems.	H	IT	30/06/24
Organisational context			
Council is to establish an asset management steering committee for reporting on asset management progress and improvement plan status and create a process for bi-annual reporting to senior management.	VH	Executive	31/10/24
Council to undertake an in-depth workforce review of asset management roles and responsibilities and ensuring that all functions of asset management are covered and are attached to position descriptions and such that Council has an understanding of current gaps in capacity and capability.	H	Executive	30/06/24

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Appendix A - Buildings, Other Structures and Open Space Areas Asset Management Plan

This asset management plan covers the portfolio of facilities and structures that deliver a wide range of services to the Narrandera Shire Council community.

Council's Buildings include its administration centre, depots, public halls, library, museum, emergency services and rural fire stations, stadium, childcare centre, as well as the swimming pool building.

Council's other structures and open spaces areas include its parks, playgrounds, pools and other recreational assets. Council also maintains significant natural areas and environmental assets which are not owned by Council. The cost to maintain these areas has been excluded from this iteration of the plan.

As the owner and operator of assets, Council has a responsibility for a number of functions including:

- maintenance
- renewal and refurbishment
- upgrades and improvements
- disposal of assets.

The planning of these functions is outlined in this asset management plan.

A1.1 Purpose of this Plan

The purpose of this asset management plan is to develop a strategic framework for the maintenance and renewal of buildings, other structures and open space assets and to provide an agreed level of service in the most effective manner.

This plan includes the following scope of management:

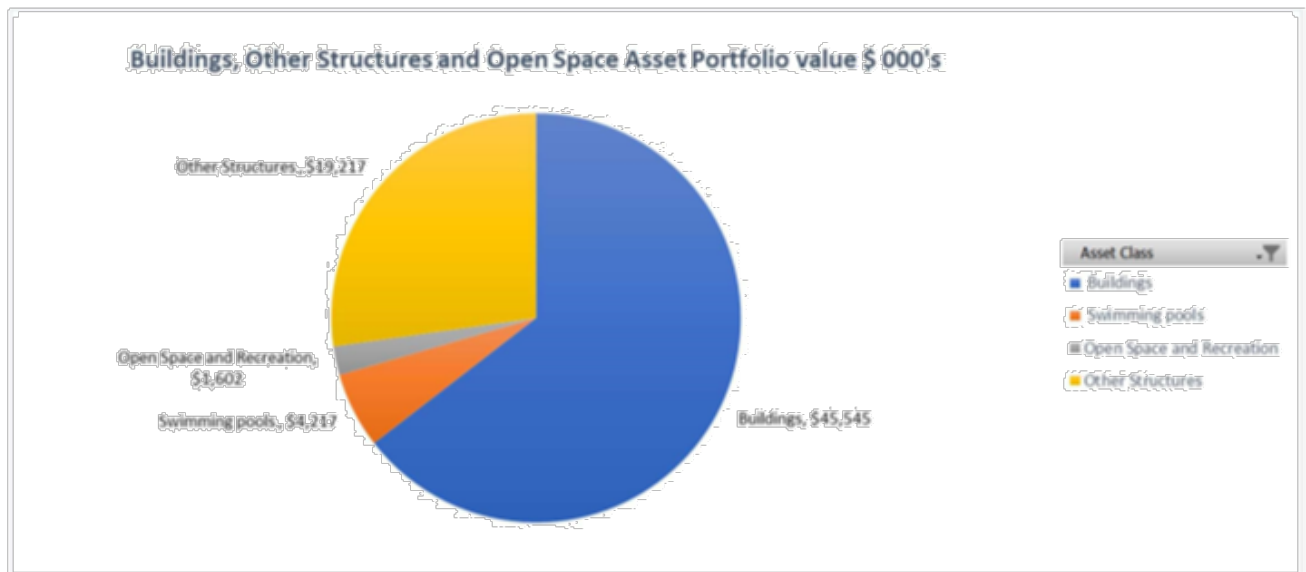
- asset inventory, values and condition
- asset-based levels of service
- demand and service management
- risk management
- development of the long-term financial plan (LTFP) for the maintenance and renewal of buildings assets.

A1.2 Asset Class Summary

Currently there is a significant portion of Council's portfolio in unsatisfactory condition, which is expected to further deteriorate due to a lack of capital funding for Council's buildings, other structure, and open space assets. There is currently an average annual deficit of around \$2.16m for Council's renewal expenditure and a average annual operational shortfall of \$0.58m. In light of this, Council should review the depreciation requirements of these asset classes as they far exceed that, of comparable councils designated by the Office of Local Government. Further while Councils' data has been assessed as being acceptable, there is further work required to cleanse and improve the captured information to drive strategic decisions moving forward. Both operational and capital planning have been relatively reactive and opportunistic in nature, which will improve as Council's quality of data improves. As such, in order for councils to sustainably manage its portfolios, a shift to a strategic approach is required as well as a need for better quality asset data. Future iterations of this asset management plan will focus on a more strategic approach to managing the portfolios.

A1.3 Portfolio Overview

Figure 1 Portfolio Overview



Infrastructure Ratios	Budget 2022/23	Estimated 2031/32	Funding gap \$000's	
Infrastructure Renewals ratio Benchmark 100%	23.14%	6.62%	Yr 1	(-\$1,574)
			5 Yr Average	(-\$1,953)
			10 Yr Average	(-\$2,196)
Infrastructure Backlog Ratio Benchmark 2%	13.92%	23.06%	Yr 1	(-\$4,759)
			5 Yr Average	(-\$5,420)
			10 Yr Average	(-\$6,436)
Infrastructure Maintenance Ratio Benchmark 100%	42.43%	39.96%	Yr 1	(-\$632)
			5 Yr Average	(-\$696)
			10 Yr Average	(-\$751)
Total Infrastructure Funding Gap			Yr 1	(-\$6,965)
			5 Yr Average	(-\$8,070)
			10 Yr Average	(-\$9,383)

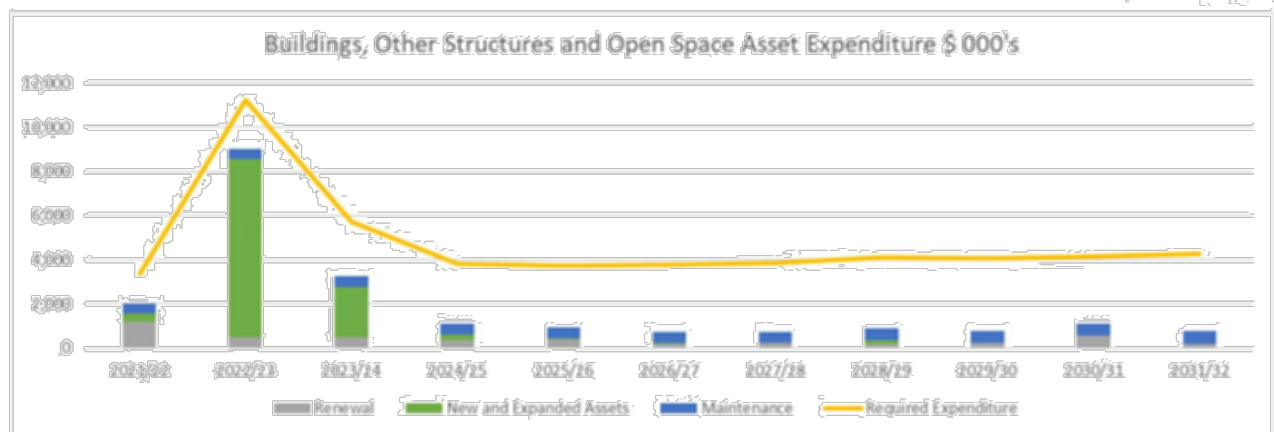
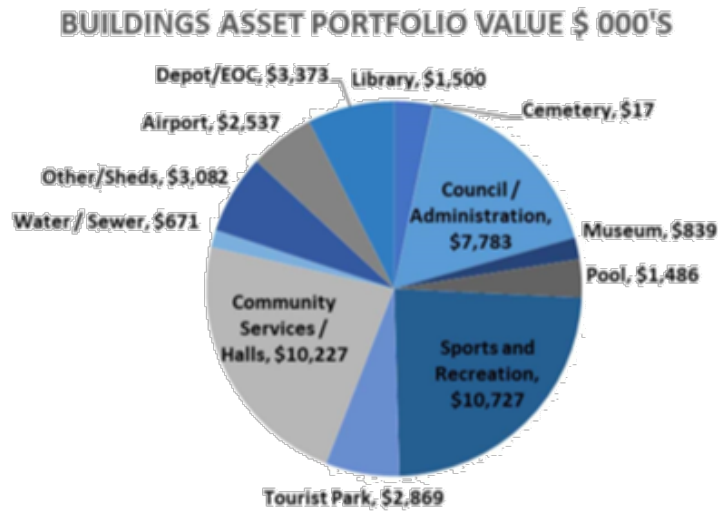


Figure 2 Buildings Portfolio Overview



Infrastructure Ratios	Budget 2022/23	Estimated 2031/32	Funding gap \$ 000's	
Infrastructure renewals ratio Benchmark 100%	16.74%	11.27%	Yr 1	(-\$977)
			5 Yr Average	(-\$1,148)
			10 Yr Average	(-\$1,233)
Infrastructure Backlog Ratio Benchmark 2%	16.54%	28.88%	Yr 1	(-\$3,360)
			5 Yr Average	(-\$3,779)
			10 Yr Average	(-\$4,341)
Infrastructure Maintenance Ratio Benchmark 100%	20.07%	20.05%	Yr 1	(-\$484)
			5 Yr Average	(-\$506)
			10 Yr Average	(-\$536)
Total Funding Gap			Yr 1	(-\$4,821)
			5 Yr Average	(-\$5,433)
			10 Yr Average	(-\$6,110)

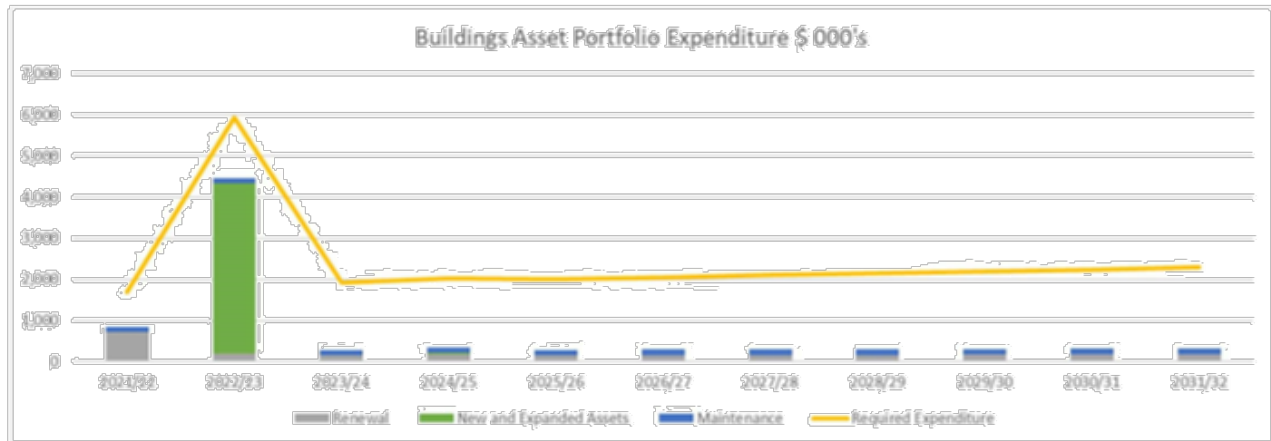
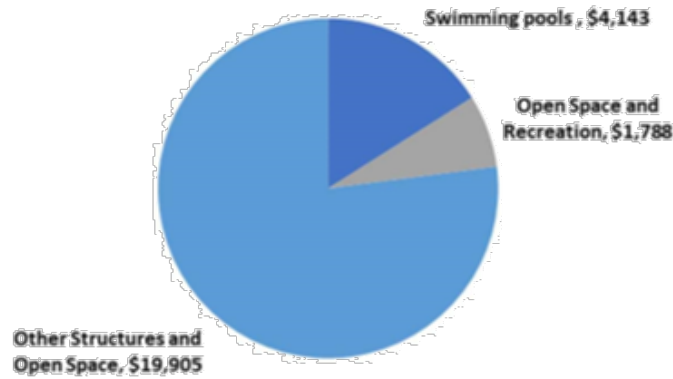
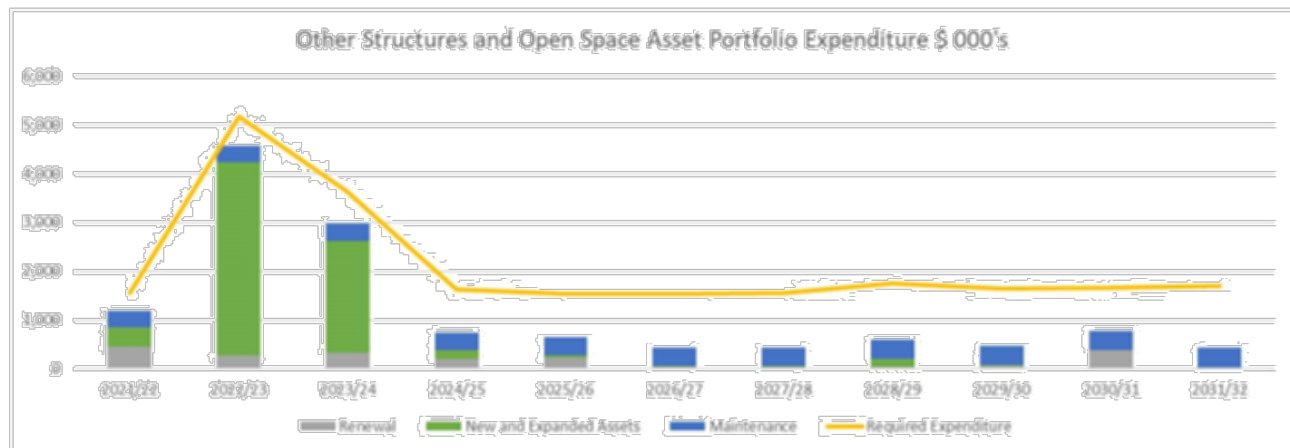


Figure 3 Other Structures and Open Space Portfolio Overview

OTHER STRUCTURES AND OPEN SPACE ASSET PORTFOLIO VALUE \$ 000'S



Infrastructure Ratios	Budget 2022/23	Estimated 2031/32	Funding gap \$ 000's	
Infrastructure renewals ratio Benchmark 100%	31.94%	1.13%	Yr 1	(-\$591)
			5 Yr Average	(-\$792)
			10 Yr Average	(-\$931)
Infrastructure Backlog Ratio Benchmark 2%	10.44%	22.85%	Yr 1	(-\$1,402)
			5 Yr Average	(-\$1,649)
			10 Yr Average	(-\$2,102)
Infrastructure Maintenance Ratio Benchmark 100%	97.75%	89.20%	Yr 1	(-\$8)
			5 Yr Average	(-\$34)
			10 Yr Average	(-\$41)
Total Funding Gap			Yr 1	(-\$2,001)
			5 Yr Average	(-\$2,476)
			10 Yr Average	(-\$3,075)



A1.4 Asset Inventory, Values and Condition

The assets covered by this asset management plan are shown below:

Table 1 Buildings Asset Inventory

Asset Class	Asset Type	Unit	Units
Buildings	Airport (Buildings and Hangers)	No.	6
Buildings	Other Buildings, Houses and Shops	No.	6
Buildings	Museums and Culture	No.	3
Buildings	Community Halls (Incl. Senior Citizens Hall)	No.	3
Buildings	Emergency Operations Centre / Playgroup	No.	2
Buildings	Swimming Pools (Buildings)	No.	5
Buildings	Sportsground / Recreational Buildings	No.	10
Buildings	Community Services	No.	1
Buildings	Administration Chambers	No.	1
Buildings	Tourist Park (Buildings)	No.	9
Buildings	Library	No.	1
Buildings	Public Toilet (Buildings)	No.	9
Buildings	Works Depot (Buildings)	No.	9
Buildings	Water Supply	No.	2
Buildings	Rural Fire Stations	No.	9

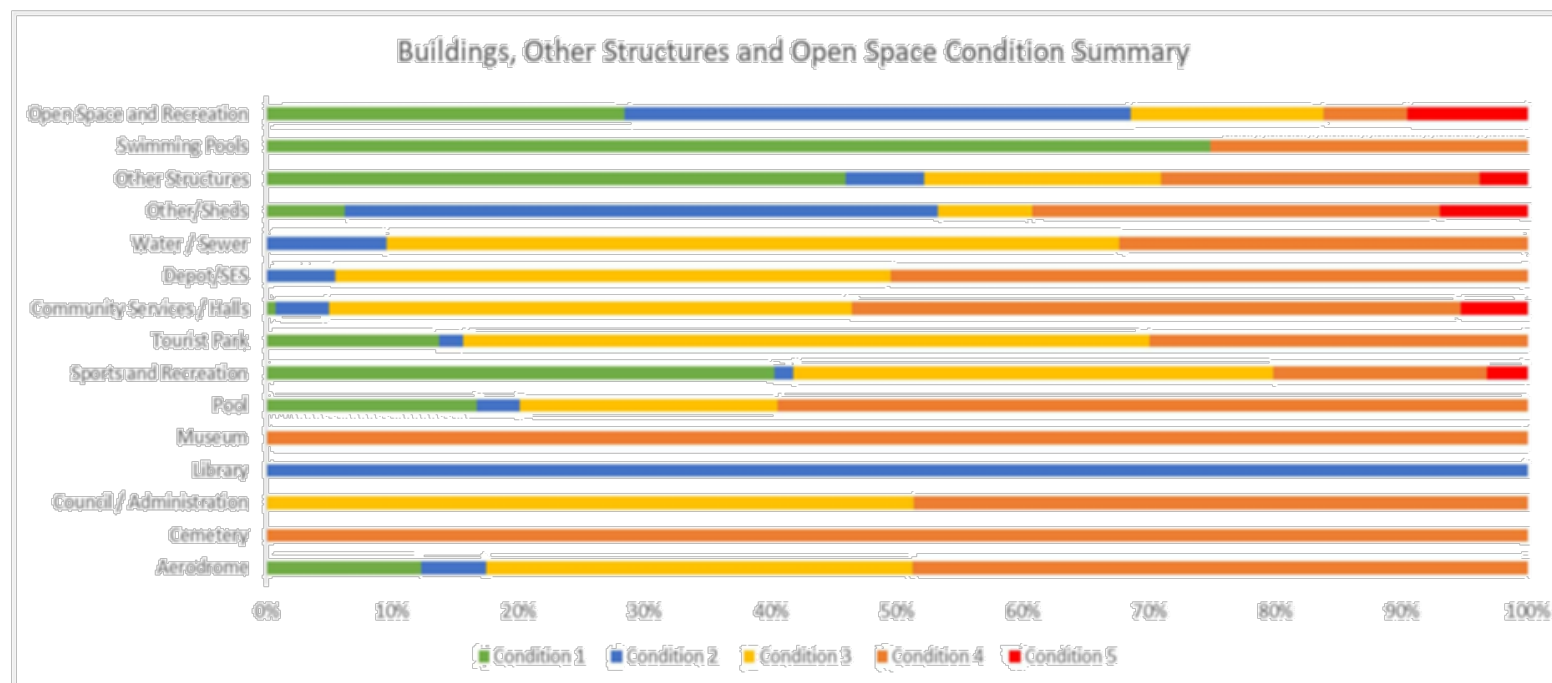
Table 2 Recreational Areas Summary

Open Space and Recreational Areas	Unit	Units
Margaret Street Park	Ha.	0.05
Pirani Place Park	Ha.	0.12
Joe Babbs Park	Ha.	0.16
Shady Street Park	Ha.	0.13
Marie Bashir Park	Ha.	5.23
Melbourne Street Park	Ha.	0.24
Japonica Place Park	Ha.	0.06
Jonsen Street Park	Ha.	0.28
Hankinson Park	Ha.	0.06
Memorial Gardens	Ha.	0.26
Evonne Goolagong Park	Ha.	0.26
Barellan Hall Park	Ha.	0.16
Memorial Park at Barellan Pool	Ha.	0.03
Grong Grong Park	Ha.	0.16
Noel Reid Park	Ha.	0.21
Water Tower	Ha.	0.25
Narrandera Sportsground	Ha.	7.61
Henry Mathieson Oval	Ha.	3.21
Barellan Sportsground	Ha.	7.52
Grong Grong Sportsground	Ha.	4.82
Beaches	No.	3
Cemeteries	No.	3
Major Reserves	No.	6

Table 3 Portfolio Valuation

Asset	Gross Replacement Cost \$ 000's	Written Down Value \$ 000's	Annual Depreciation \$ 000's	Condition 1	Condition 2	Condition 3	Condition 4	Condition 5
Buildings	\$45,545	\$19,133	-\$1,148	12%	9%	39%	38%	2%
Other Structures	\$19,217	\$11,102	-\$642	46%	6%	19%	25%	4%
Aquatic Centers	\$4,217	\$3,036	-\$103	75%	0%	0%	25%	0%
Open Space and Recreation	\$1,602	\$839	-\$105	28%	40%	15%	7%	10%

Figure 4 Condition Summary*



* Representation of inspected visual condition of council's asset portfolio. Council has reviewed the performance of its network and reassessed scores based on asset function and capacity in section A1.8.

A1.5 Roles and Responsibilities

Council has adopted the following roles and responsibilities matrix for its building's assets.

Table 4 Roles and Responsibilities Summary

Role	Responsibilities	Functions
Asset Owner	This position takes ownership responsibility for the management of assets and is usually responsible for policy and overall asset strategy	<ul style="list-style-type: none"> Establish long term policy and strategy Establish existing demand for assets Establish future demand for assets (type and standard) Establish long term community expectation Implement policy and strategy for existing assets Establish community asset service level Ensure integration of asset management into Council's community, delivery and operational plans and resourcing Strategy Maintain and develop asset systems and reporting Ensure asset accounting is accurate and maintained, and asset valuation Develop capital works prioritisation Develop capital works program Liaison with the organisation as a whole on asset matters.
Asset Custodian	This position is the technical expert and has responsibility for collecting and maintaining asset data, determining works programs and maintenance strategies etc.	<ul style="list-style-type: none"> Develop and oversee capital works and maintenance program Handover and documentation Control budgets Develop asset plans Asset condition rating Risk management Data custodian – Hierarchy, level of detail Recommendation of asset disposal and renewal 4yr program.
Asset Delivery – Maintenance and Operations Asset Delivery - CAPEX	Responsible for the day-to-day maintenance, operations and services delivered by assets as well as the delivery of capital works	<ul style="list-style-type: none"> Controls asset use, in line with policy Deliver programmed and reactive maintenance, internal/external Deliver and / or manage capital works Manage all operations and service delivery functions Manage service user expectations Deliver adopted levels of service.

Table S Roles and Responsibilities Matrix

Asset Class	Asset Category	Asset Owner (Ownership and Strategy)	Asset Custodian (Plan and Manage)	Asset Delivery (Delivery and Ops) - CAPEX	Asset Delivery (Delivery and Ops) - Maintenance
Buildings	Airport	DGMI	DGMI	Works Manager	Traffic and Airport Engineer
Buildings	Cemetery	DGMI	OSRM	OSRM	OSRM
Buildings	Council / Administration	DGMI	PAM	PAM	PAM
Buildings	Library	DGMI	PAM	PAM	PAM
Buildings	Museum	DGMI	PAM	PAM	PAM
Buildings	Pool	DGMI	PAM	PAM	PAM
Buildings	Sports and Recreation	DGMI	OSRM	OSRM	OSRM
Buildings	Tourist Park	DGMI	PAM	PAM	PAM
Buildings	Community Services / Halls	DGMI	PAM	PAM	PAM
Buildings	Depot/EOC	DGMI	PAM	PAM	PAM
Buildings	Water / Sewer	DGMI	WSM	WSM	WSM
Buildings	Other/Sheds	DGMI	PAM	PAM	PAM
Other Structures	Other Structures	DGMI	PAM / OSRM	PAM / OSRM	PAM / OSRM
Swimming pools	Swimming pools	DGMI	PAM	PAM	PAM
Open Space and Recreation	Open Space and Recreation	DGMI	OSRM	OSRM	OSRM

A1.5 Asset Based Levels of Service

Council undertook a Community Satisfaction Survey to inform the development of the Community Strategic Plan, with the latest survey having been completed in December 2021. A sample of residents was polled on how important they view each of Council's services as well as how satisfied they are with the service delivery. The table below presents most recent community satisfaction survey reported for importance and satisfaction levels for the following services:

Table 6 Community Satisfaction Survey

Service/Facility	2021			2016		
	Importance	Satisfaction	Gap	Importance	Satisfaction	Gap
Library services	3.90	4.38	0.48	4.18	4.24	0.06
Narrandera Sports Stadium	3.94	4.21	0.27	3.92	4.26	0.34
Community buildings/halls	3.89	0.85	-3.04	3.99	3.62	-0.37
Heritage sites protected and maintained	3.94	3.77	-0.17	3.77	3.56	-0.21
Parks and open spaces	4.50	4.11	-0.39	4.43	3.97	-0.46
Our urban treescape	4.16	3.79	-0.37	4.04	3.47	-0.57
Playing fields	4.36	4.14	-0.22	4.26	4.16	-0.10
Protecting our natural flora and fauna	4.38	3.79	-0.59	N/A	N/A	
Cemeteries	4.51	3.91	-0.60	4.54	3.68	-0.86
Swimming pools	4.51	4.38	-0.13	4.58	4.29	-0.29
Narrandera / Leeton Airport	4.61	4.18	-0.43	4.69	4.17	-0.52

Community satisfaction is used in informing the strategic plan and developing the Levels of Service.

Table 7 Buildings Levels of Service

Service level Outcome	Level of service	Performance measurement process	Target performance	Current performance
Accessibility	Provide adequate physical access to facilities	Disability (Access to Premises - Building) Standards 2010	New and old buildings comply with Disability (Access to Premises - Building) Standards 2010.	Ongoing
		NSC "Our Disability Inclusion Action Plan	Commitment to disability awareness when considering, designing and executing projects.	Ongoing
Quality / Condition	Percent of physical assets in condition 4 or better	Condition assessment	95% of assets in satisfactory condition or better.	97.4% of assets currently in condition 4 or better
Customer satisfaction	Ensure services are reliable	Community satisfaction survey	90% of customer requests are completed within Council's Customer Charter.	Achieving
	Art centres and library facilities are provided that meet community demand	Community satisfaction survey – Community Buildings/Halls and libraries	To continually maintain a customer's satisfaction.	Community satisfaction score has increased
		Review of service agreements and benchmark with other councils	Total operating and maintenance are not greater than benchmarking against comparable councils.	Narrandera Shire's required maintenance is approximately 20% higher than comparable group 10 councils
Affordability	Assets are managed with respect for future generations	Lifecycle approach to managing assets	Prepare a ten-year asset functionality/condition-based renewals plan. Ensure the plan is approved by authorities and updated every four years.	LTFP
Sustainability	Assets meet financial sustainability ratios	Backlog ratio (estimated cost to bring asset to a satisfactory condition / written down value of the assets)	OLG benchmark <2%.	16.54%

Service level Outcome	Level of service	Performance measurement process	Target performance	Current performance
		Asset renewal ratio (asset renewal expenditure / annual depreciation expense)	Between 90% and 110%.	16.74%
		Asset maintenance ratio, measured by (actual maintenance expenditure. Required maintenance expenditure	Between 90% and 110%.	20.07%
Health and safety	Ensure buildings/facilities are safe and do not cause a hazard to people	Regular inspections, operational reports and safety audits	Audits are conducted for each building, with legislated Fire Safety measures inspected.	Ongoing
			Safety inspections are carried out for each facility.	Annual inspections conducted by building coordinator

Table 8 Open Space Levels of Service

Service level Outcome	Level of Service	Performance Measure process	Performance Target	Current Performance
Affordability	The services are affordable and managed using the most cost-effective methods for the required level of service	Review of service agreements and benchmark with other group 10 councils	Maintenance/Opex budget expenditure +/- 5% of Annual Budget	Currently +2% of the adopted Operating Expenditure compared to the YTD expenditure
	Council maintains its open space assets	Asset maintenance ratio, measured by (actual maintenance expenditure. Required maintenance expenditure	OLG benchmark 100%	21.5%
Health and Safety	Ensure all Playgrounds are safe and do not cause a hazard to people	Scheduled Playground audits and Compliance certification	Fewer than five reported incidents which can be attributed to poorly maintained facilities	Less than 1 incident reported annually. Routine inspections carried out with corrective actions addressing faults and safety concerns

Service level Outcome	Level of Service	Performance Measure process	Performance Target	Current Performance
	Sport fields are safe and free of hazards to users	Sport fields (excluding buildings) maintained in accordance with inspection and maintenance schedules	90% completion within service standard.	Sporting fields continually maintained to maintenance schedules
Quality/Condition	Provide parks, recreation, and bushland areas in appropriate condition for recreational activity and amenity.	Condition inspections of Open space assets undertaken.	90% of Open Space assets in condition 3 or better	74.6%
	Assets are maintained in a satisfactory condition	Backlog ratio (estimated cost to bring asset to a satisfactory condition / written down value of the assets)	OLG benchmark <2%	10.44%
Customer satisfaction	Fast and efficient response to reactive maintenance requests.	Planned versus reactive maintenance distribution AM work order reports.	> 60 Planned: 40 reactive ratio	Maintenance requests are usually prioritised and dealt with accordingly, completion time for approved maintenance requests are generally completed within 1-10 weeks depending on urgency of works, mainly due to the backlog of scheduled maintenance in core service areas and the additional areas of service
Customer Satisfaction	Be responsive to the needs of Customers using asset	No customer requests received	85% of requests are completed within Council's service charter	85% of requests are addressed. Completion is dependent on specific situations and the budget allocation for the specific area. (Cedar Grubs, cat heads, lane way spraying not previous an area of OSR)
Reliability/ responsiveness	Provide well maintained park facilities that are affordable to the community.	Annual Condition Assessment. Planned v's reactive	Greater than 60% of maintenance expenditure is undertaken through planned maintenance schedules	Over 100% expended each financial Year, maintenance schedules adhered to as much as possible, increase in areas of service lead to decrease in levels of quality service (GG sportsground/ GG town and surrounds, , Broad street, Reserves, lane ways, all vegetation within towns, Barellan table drains and surrounds

Service level Outcome	Level of Service	Performance Measure process	Performance Target	Current Performance
	Planned works completed in accordance with schedules	Completion of scheduled work	90% completion within service standard	80% completion rate 20% unscheduled and responsive to events, councillor requests, customer requests, storms, climate influences, funerals, Vandalism, graffiti etc
	Provide well maintained wharves, jetties and boat ramps facilities that are affordable to the community.	Annual Condition Assessment. Planned v's reactive	Greater than 50% of maintenance expenditure is undertaken through planned maintenance schedules	Future improvements at Lake Talbot budgeted
Sustainability	Open space Assets are being renewed in a sustainable manner	Asset renewal ratio (asset renewal expenditure / annual depreciation expense)	OLG benchmark >100%	31.94%%

A1.6 Future Demand

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset condition.

Opportunities identified to date for demand management are shown in the table below. Further opportunities will be developed in future revisions of this asset management plan.

Table 8 Demand Management

Demand factor	Impact on assets
Population	While there is a small decrease in population over the life of the plan, Council will need to monitor usage to ensure that demand is not exceeding the service capacity of its existing portfolio. Further, Council will need to regularly assess whether the current portfolio is fit for purpose and has the functionality and capacity to provide the current range of services and any additional services required in the future.
Demographics	Changing demographics may not have a direct impact on the type of facilities Council provides, however if the current and/or new services required as a result of changing demographics are not appropriate for the current facilities, then new, enhanced or different facilities may be required to accommodate the aging population.
Increasing costs	Will be a requirement to continue to maximise service delivery within the funding limitations.
Environment and climate	May impact on the environmental sustainability of facilities and recreational areas and their increasing move to renewable energy sources.
Technology	May require improved environmental management of construction and the management of the portfolio into the future.

A1.7 Lifecycle - Maintenance Strategy

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets functioning but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life. Typically, this can be categorised as:

- Operations - regular activities to provide services such as public health, safety and amenity
- Reactive Maintenance - work on breakdowns, failures and or damaged assets that are not operating or are about to fail on an ad hoc basis
- Planned Proactive and Cyclical Maintenance – works identified through scheduled maintenance/asset inspections whereby assets are not operating as designed or to 100% capacity.

Council currently has no documented maintenance strategy for its buildings and open space assets. However, there is a significant focus on proactive maintenance through regular defect inspections, particularly on assets in poor condition.

Figure 5 OPEX Buildings Expenditure

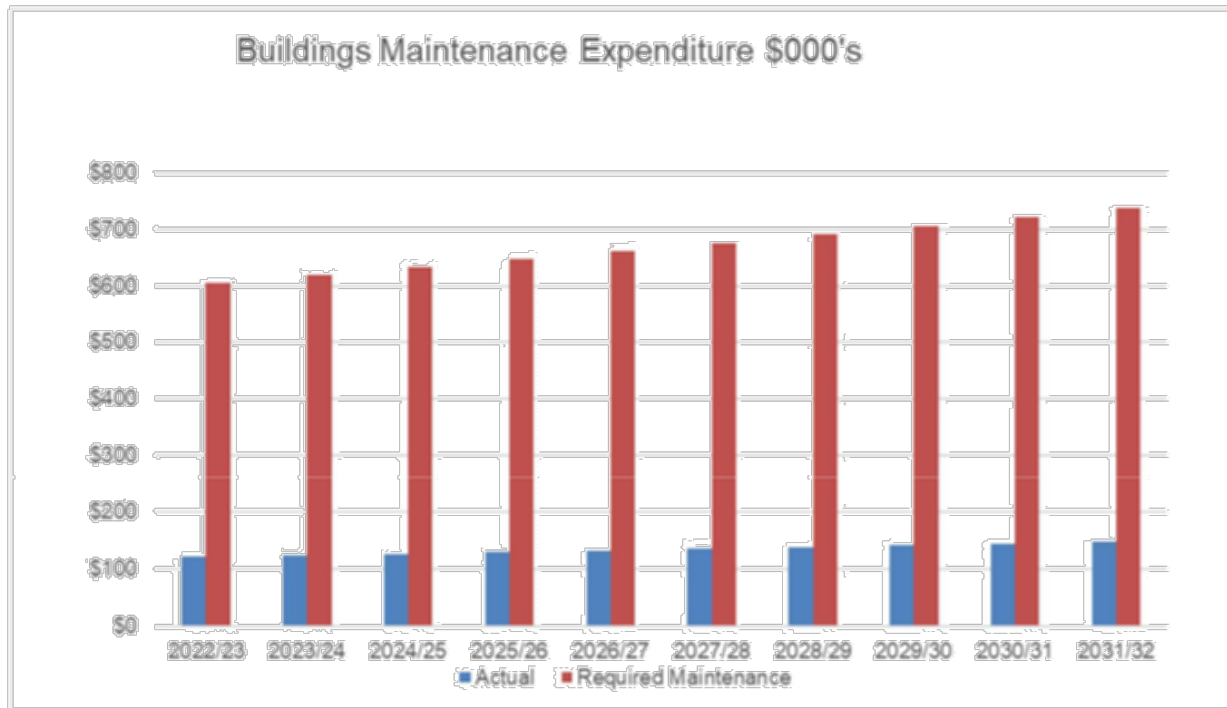
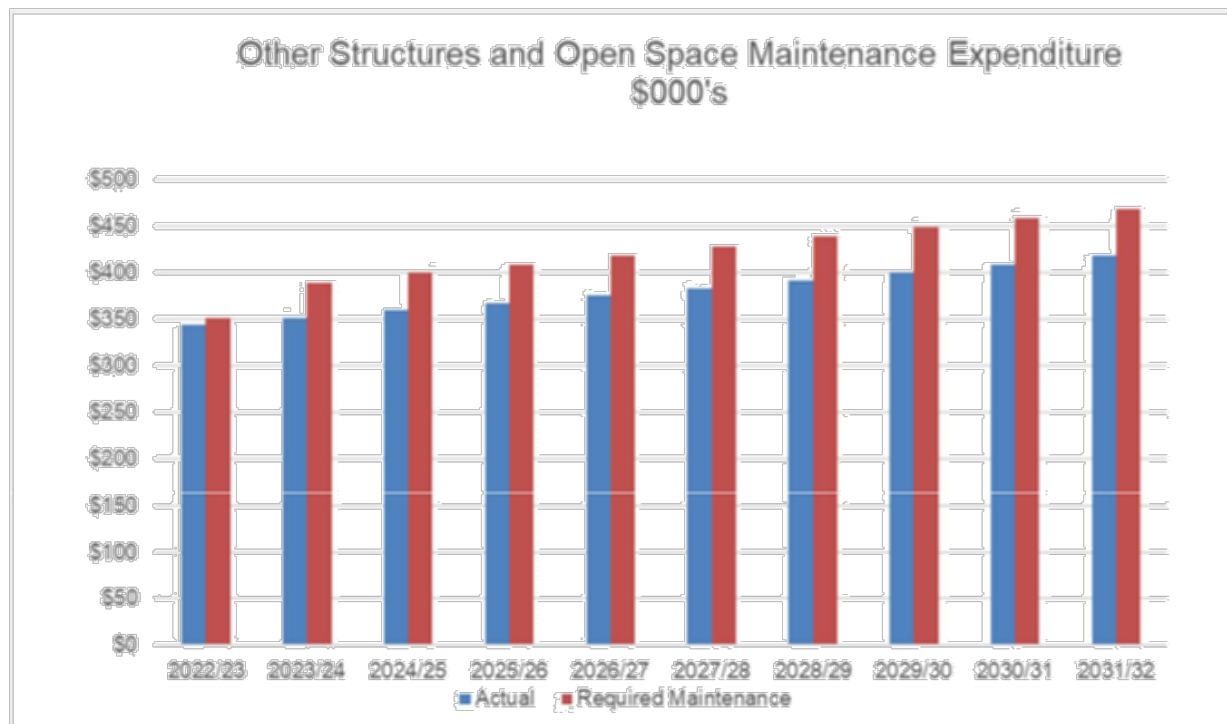


Table 9 OPEX Other Structures and Open Space Expenditure



Reviewing OPEX expenditure against required spend, there is a notable shortfall in buildings maintenance expenditure and a small shortfall in the Open Space area. Council should review whether any of this work is capital in nature and can be captured accordingly. Council currently also maintains significant natural assets as well as assets which are not owned by council. The costs associated with these assets has not been included in this iteration of the asset management plan.

A1.8 Lifecycle - Renewal/Replacement Strategy

Council currently has no documented strategy for the renewal of its building's, other structures and open space assets. In developing renewal plans for these assets, inspections are scheduled based on the age and condition of assets to determine remaining life and required replacement. Council is opportunistic with grant funding with respect to the replacement of its assets and undertakes business case analysis to explore options and feasibility of the potential project. Council's documented renewal criteria is as follows:

Table 10 Renewal Criteria

Criteria	Weighting
Fit for Purpose	25%
Condition / Safety	25%
OPEX Costs	25%
Community Expectations	25%
Total	100%

Council has reviewed the functionality and capacity of its assets in low condition to determine whether their performance is 'Fit for Purpose' and meets the needs of the community. This is reflected in the following performance profile of the portfolio.

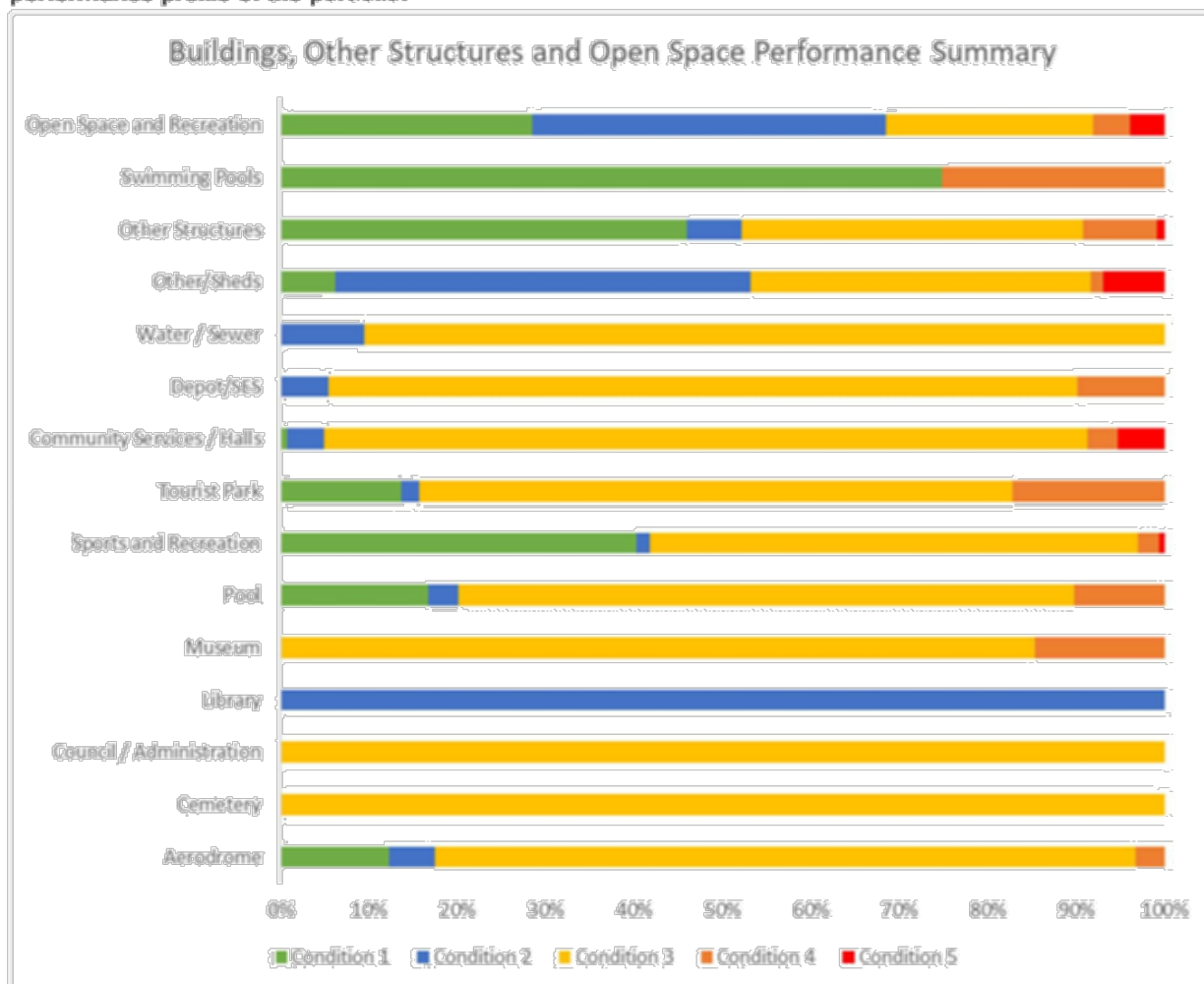
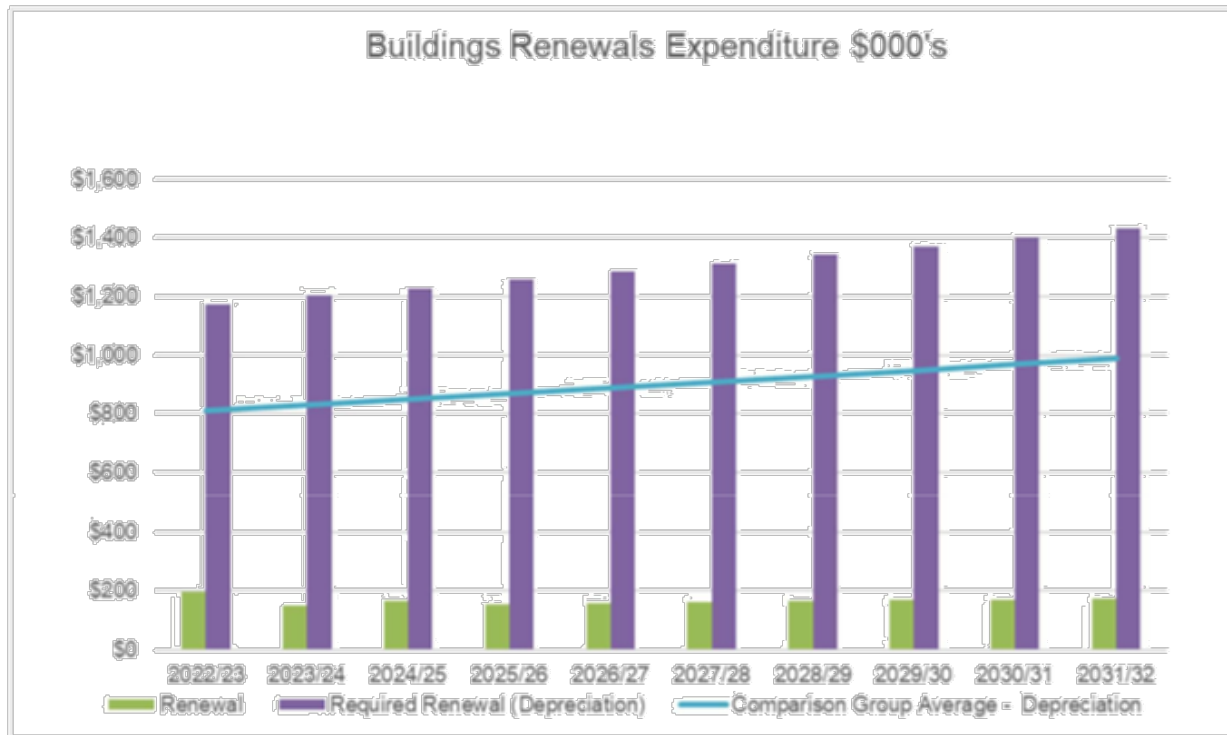


Figure 6 Buildings, Other Structures and Open Space Performance Summary

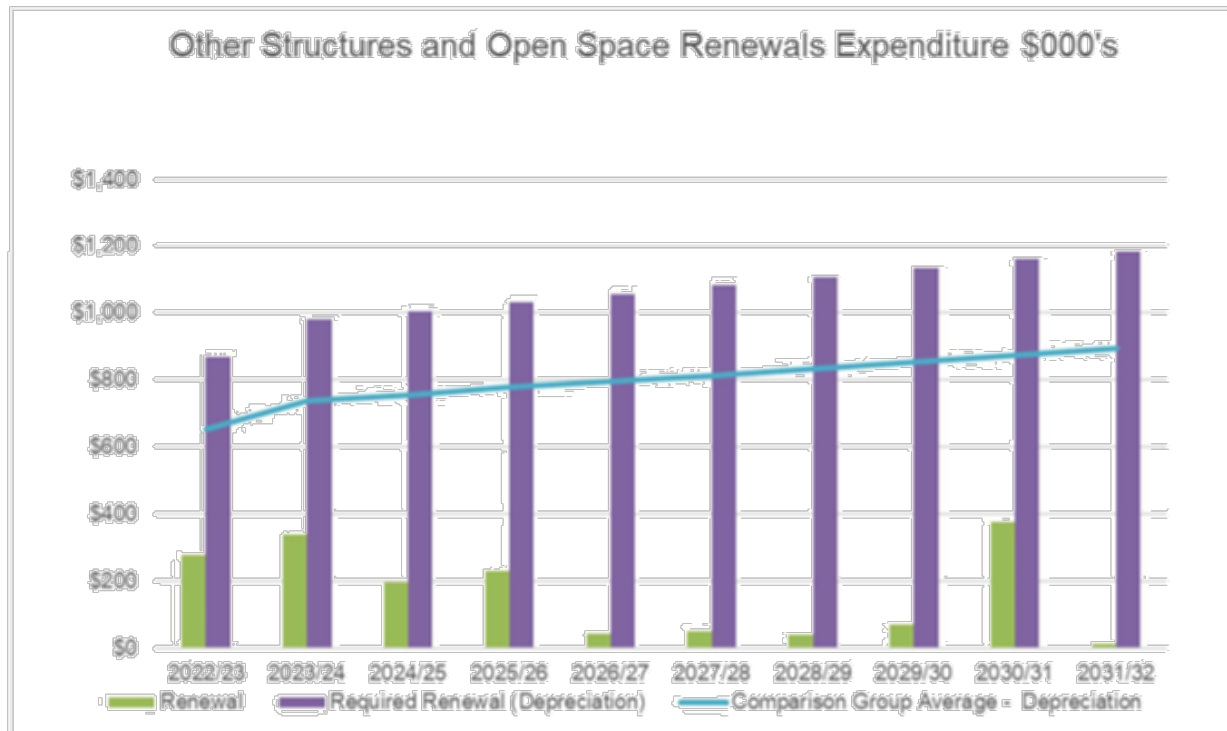
Councils' capital planning aligns with this assessment of the portfolio prioritising asset performance and the needs of the community over the physical condition of its assets.

Figure 7 Buildings CAPEX Expenditure



Council compared its budgeted/actual CAPEX expenditure for its Buildings portfolio against its annual depreciation requirements. This showed that Council currently had a significant deficit of funds to meet the required level of funding and it is anticipated that the condition of these assets will continue to degrade. Further, Council also compared its depreciation against similarly categorised councils by the OLG which showed that Council depreciates its assets at a rate significantly higher than that of the comparison group.

Figure 8 Other Structures and Open Spaces CAPEX Expenditure



Similarly, Council compared its budgeted/actual CAPEX expenditure for its Other Structures/ Open Space portfolio against its annual depreciation requirements. This showed that again, Council currently had a significant deficit of funds to meet the required level of funding and it is anticipated that the condition of these assets will continue to degrade. Further, Council also compared its depreciation against similarly categorised councils by the OLG which showed that Council depreciates its assets at a rate higher than that of the comparison group.

A1.9 Expenditure Projections

Table 11 Buildings Expenditure Projections

Budget Gap by Asset Group (\$,000s)		2022/23 (Budget)	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Buildings	Actual										
	Renewal	\$196	\$149	\$167	\$155	\$158	\$162	\$165	\$168	\$172	\$175
	New and Expanded Assets	\$4,146	\$0	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Maintenance and Operations	\$122	\$124	\$127	\$130	\$133	\$136	\$139	\$142	\$145	\$148
	Total Expenditure	\$4,464	\$274	\$344	\$285	\$291	\$297	\$303	\$310	\$316	\$323
	Required										
	Required Renewal (Depreciation)	\$1,173	\$1,304	\$1,332	\$1,363	\$1,393	\$1,423	\$1,455	\$1,487	\$1,519	\$1,553
	New and Expanded Assets	\$4,146	\$0	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Required O&M	\$606	\$619	\$634	\$647	\$662	\$676	\$691	\$706	\$722	\$738
	Total	\$5,926	\$1,923	\$2,016	\$2,010	\$2,054	\$2,100	\$2,146	\$2,193	\$2,241	\$2,291
	Maintenance Overall (GAP)	-\$484	-\$495	-\$506	-\$518	-\$529	-\$541	-\$553	-\$565	-\$577	-\$590
	Renewals Overall (GAP)	-\$977	-\$1,154	-\$1,165	-\$1,207	-\$1,234	-\$1,262	-\$1,290	-\$1,319	-\$1,348	-\$1,378
	Overall (GAP)	-1,461	-1,649	-1,671	-1,725	-1,763	-1,802	-1,842	-1,883	-1,925	-1,968
	Comparison Group – Depreciation	\$811	\$901	\$921	\$942	\$963	\$984	\$1,006	\$1,028	\$1,051	\$1,074
	Comparison Total (Inc. New and Expanded)	\$5,563	\$1,521	\$1,605	\$1,590	\$1,625	\$1,660	\$1,697	\$1,734	\$1,772	\$1,811
	Comparison Overall (GAP)	-\$1,099	-\$1,247	-\$1,260	-\$1,305	-\$1,334	-\$1,363	-\$1,394	-\$1,425	-\$1,456	-\$1,489

Table 12 Other Structures, Open Space Expenditure Projection

Budget Gap by Asset Group (\$,000s)			2022/23 (Budget)	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Other Structures	Actual											
Open Spaces		Renewal	\$278	\$338	\$197	\$230	\$45	\$50	\$42	\$70	\$375	\$14
Swimming Pools		New and Expanded Assets	\$3,949	\$2,293	\$183	\$53	\$23	\$8	\$158	\$8	\$0	\$0
		Maintenance and Operations	\$344	\$351	\$359	\$367	\$375	\$383	\$392	\$400	\$409	\$418
		Total Expenditure	\$4,570	\$2,982	\$739	\$650	\$442	\$441	\$591	\$478	\$784	\$432
	Required Expenditure											
		Required Renewal (Depreciation)	\$869	\$954	\$1,047	\$1,076	\$1,101	\$1,126	\$1,152	\$1,182	\$1,208	\$1,235
		New and Expanded Assets	\$3,949	\$2,293	\$183	\$53	\$23	\$8	\$158	\$8	\$0	\$0
		Required O&M	\$352	\$389	\$400	\$409	\$418	\$428	\$439	\$449	\$459	\$469
		Total	\$5,169	\$3,636	\$1,630	\$1,538	\$1,542	\$1,562	\$1,748	\$1,639	\$1,667	\$1,704
		Maintenance Overall (GAP)	-\$8	-\$37	-\$41	-\$42	-\$43	-\$44	-\$47	-\$48	-\$50	-\$51
		Renewals Overall (GAP)	-\$591	-\$616	-\$850	-\$846	-\$1,057	-\$1,076	-\$1,110	-\$1,112	-\$833	-\$1,221
		Overall (GAP)	-599	-654	-891	-888	-1,100	-1,121	-1,157	-1,161	-883	-1,272
		Comparison Group – Depreciation	\$654	\$719	\$789	\$810	\$830	\$848	\$867	\$890	\$910	\$930
		Comparison Total (Inc. New and Expanded)	\$4,955	\$3,400	\$1,371	\$1,272	\$1,271	\$1,284	\$1,464	\$1,347	\$1,369	\$1,395
		Comparison Overall (GAP)	-\$385	-\$418	-\$632	-\$623	-\$828	-\$843	-\$873	-\$869	-\$585	-\$967

Table 13 Consolidated Expenditure Projections

Budget Gap by Asset Group (\$,000s)		2022/23 (Budget)	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Combined	Actual										
AMP											
	Renewal	\$474	\$487	\$364	\$385	\$203	\$212	\$206	\$238	\$547	\$189
	New and Expanded Assets	\$8,095	\$2,293	\$233	\$53	\$23	\$8	\$158	\$8	\$0	\$0
	Maintenance and Operations	\$466	\$476	\$486	\$497	\$508	\$519	\$530	\$542	\$554	\$566
	Total Expenditure	\$9,034	\$3,255	\$1,083	\$935	\$733	\$738	\$894	\$788	\$1,101	\$755
	Required										
	Required Renewal (Depreciation)	\$2,042	\$2,258	\$2,380	\$2,439	\$2,494	\$2,550	\$2,606	\$2,669	\$2,728	\$2,788
	New and Expanded Assets	\$8,095	\$2,293	\$233	\$53	\$23	\$8	\$158	\$8	\$0	\$0
	Required O&M	\$958	\$1,008	\$1,033	\$1,057	\$1,080	\$1,104	\$1,130	\$1,155	\$1,181	\$1,207
	Total	\$11,095	\$5,558	\$3,645	\$3,548	\$3,597	\$3,661	\$3,894	\$3,832	\$3,909	\$3,995
	Maintenance Overall (GAP)	-\$492	-\$532	-\$547	-\$560	-\$572	-\$585	-\$600	-\$613	-\$627	-\$640
	Renewals Overall (GAP)	-\$1,568	-\$1,771	-\$2,015	-\$2,054	-\$2,291	-\$2,338	-\$2,400	-\$2,431	-\$2,181	-\$2,599
	Overall (GAP)	-\$2,060	-\$2,303	-\$2,562	-\$2,613	-\$2,864	-\$2,923	-\$3,000	-\$3,044	-\$2,808	-\$3,239
	Comparison Group – Depreciation	\$1,466	\$1,620	\$1,710	\$1,753	\$1,793	\$1,833	\$1,873	\$1,918	\$1,961	\$2,004
	Comparison Total (Inc. New and Expanded)	\$10,518	\$4,921	\$2,976	\$2,862	\$2,895	\$2,944	\$3,161	\$3,081	\$3,141	\$3,210
	Comparison Overall (GAP)	-\$1,484	-\$1,665	-\$1,893	-\$1,927	-\$2,162	-\$2,206	-\$2,267	-\$2,293	-\$2,041	-\$2,455

Figure 9 Buildings Sustainability Ratios

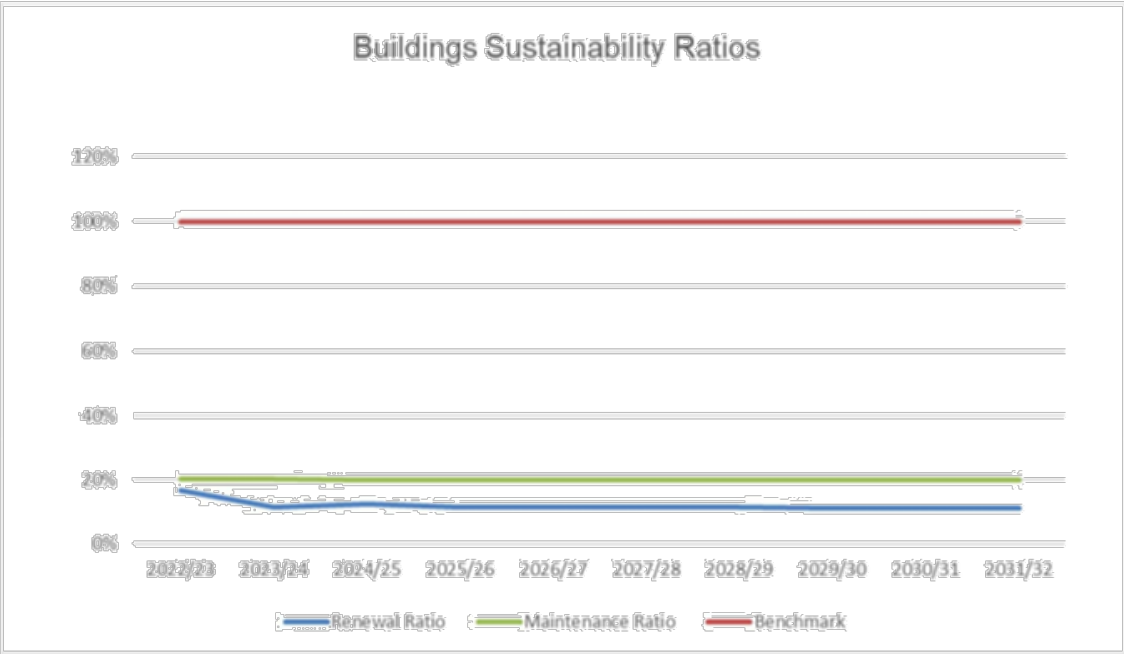


Figure 10 Buildings Backlog Ratio

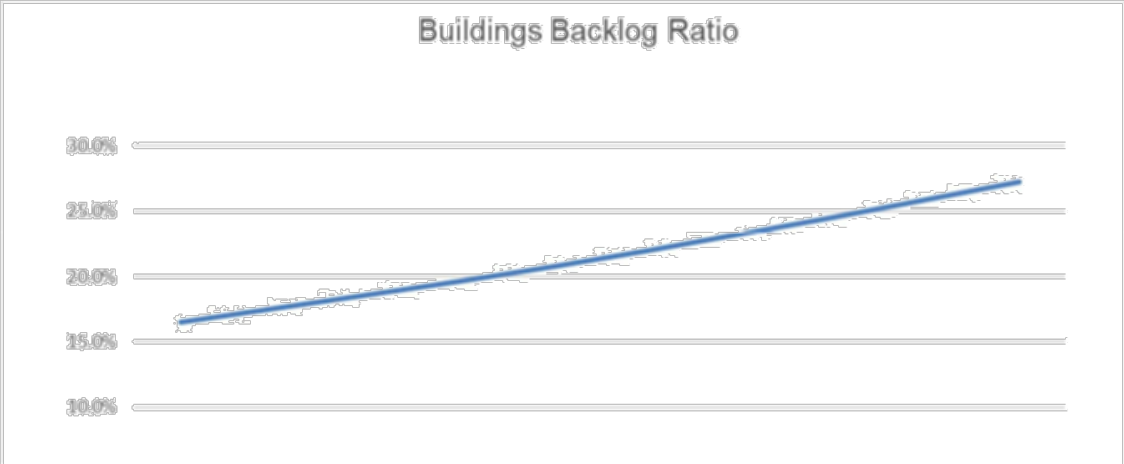


Figure 11 Other Structures and Open Space Sustainability Ratios

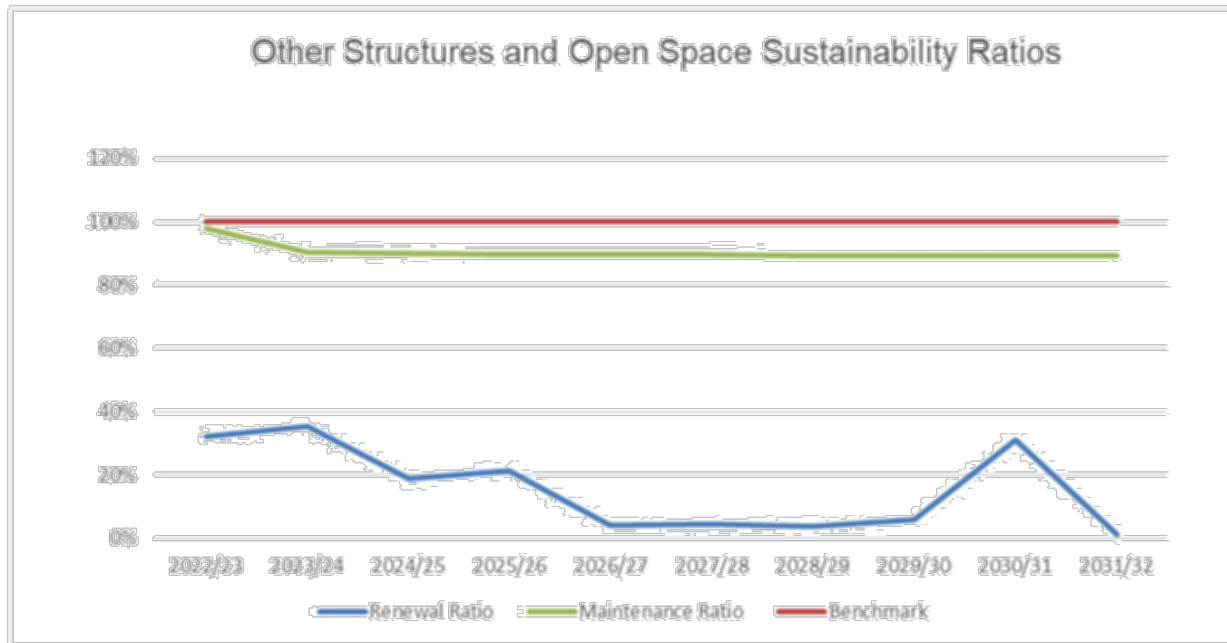
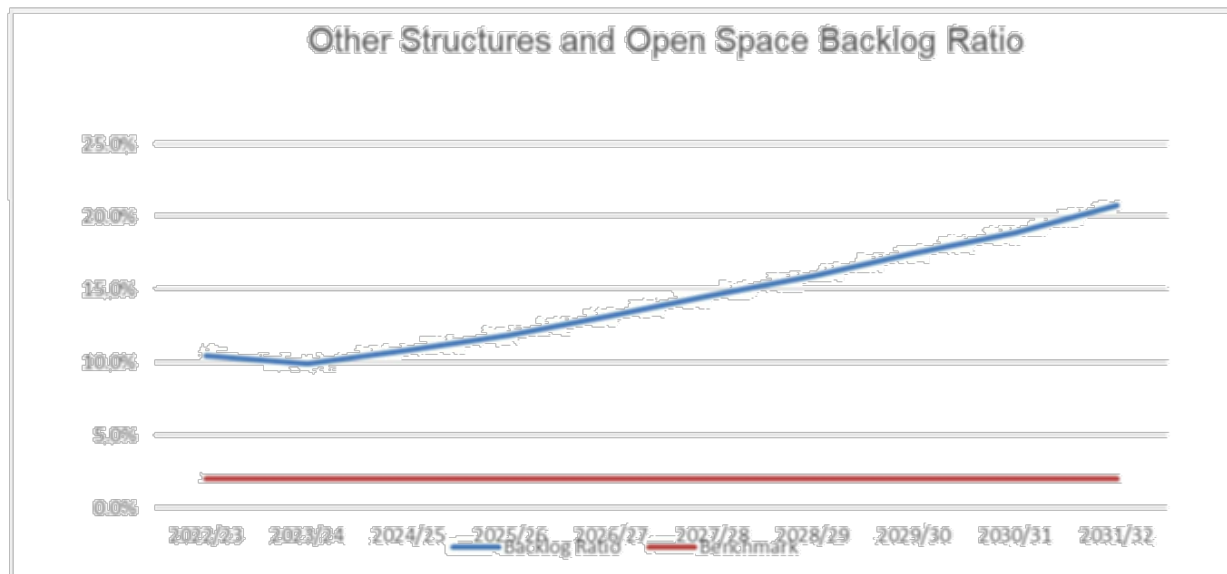


Figure 12 Other Structures and Open Space Backlog Ratio



A1.10 Critical Assets

Critical assets are those assets that are likely to result in a more significant financial, environmental and social cost in terms of impact on organisational objectives. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans in critical areas. Council is currently in the process of assessing and documenting the criticality of its building portfolio.

The following attributes are currently being considered as part of this analysis:

Table 14 Critical Assets

Attribute	High	Medium	Low
Essential Services	Yes		
Size	Large	Medium	Small
Multipurpose	>3 users	2-3 users	1 primary user
Frequency of use	Daily	3 - 4 times per week	1 - 2 times per week
Hazardous Material Store	Yes		
Historical significance	Yes		
Emergency service/management use	Yes		

Identified critical assets include Council's administration office, depot, emergency services, library, community centre and critical water and sewer buildings infrastructure.

A1.11 Risk Management

Council utilises a corporate risk framework which aligns with ISO 31000:2018. The framework has been adopted for Council's buildings, other structures and open space assets and highlights the strategic risks which impact Council's asset portfolio.

Table 15 Strategic Risk Management

Service or Asset at Risk	What Can Happen	Risk Rating	Risk Treatment Plan	Associated Costs
Building Maintenance	Maintenance costs increasing due to inadequate renewal program	Medium	Continue to improve data Maintenance is managed appropriately at an operational; level. Future planning improvements can be made by documented service level risks and utilisation of these in establishing future maintenance priorities.	Ongoing staff time
Building Renewal	Buildings deteriorate to a lesser service standard and higher risk situation	Medium	Continue to improve data Required renewal of building components is being achieved in the short to medium term. Future planning improvements can be made by further documented service level risks and utilisation of these in establishing future renewal priorities.	Ongoing staff time
Utilisation	Buildings not suiting the needs of service providers	Medium	Continue to monitor not only the condition of buildings, but how well they suit the needs of users.	Ongoing staff time
Increasing financial pressure to adequately maintain the building portfolio	Growth in building portfolio due to provision of grants	Medium	Although grants may be available for the capital cost of new or expanded facilities, due consideration should be made to ensure sufficient ongoing operation and maintenance funds can be provided to support these additional assets.	Ongoing staff time

Service or Asset at Risk	What Can Happen	Risk Rating	Risk Treatment Plan	Associated Costs
All buildings and facilities	Building Defects or non-compliance with regulations resulting in injury or discrimination against the disabled	High	Regular inspection programme targeted and prioritised based on risk, levels or use and types of use.	Ongoing staff time
Parks and Gardens Maintenance	Increasing maintenance requirements	High	Continue to improve data Documented service level risks and utilisation for establishing future maintenance priorities.	Staff Time
Parks and Gardens Renewal	Assets deteriorate to a lesser service standard and higher risk situation	High	Continue to improve data Required renewal of parks and gardens assets is being achieved in the short to medium term Future planning improvements can be made by further documented service level risks and utilisation of these in establishing future renewal priorities.	Staff Time
Damage to Assets	Damage to Assets due to excessive wear, environmental damage or vandalism	Very High	At present cannot be managed within Council's resourcing. Continue to improve data.	Staff Time
Playgrounds	Incident or injury for the Community using facilities	High	Regular renewal of softfall, prevention of usages if broken, repairs faulty or broken equipment through regular inspection and maintenance.	Ongoing staff time Existing maintenance and renewal budget.
Parks and Reserves	Inadvertent destruction of natural or protected assets missed by review of environmental factors Loss of reputation, fines, loss of natural or cultural asset	High	Update plans of management to include protection and preservation obligations.	Ongoing staff time

A1.12 Confidence Levels

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, as outlined in the following below.

Table 16: Asset data confidence scale

Confidence grade	General meaning
Highly reliable	Data based on sound records, procedures, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Summary of confidence in asset data for all asset classes is detailed in the table below.

Table 17: Asset data confidence rating

Asset class	Inventory	Condition	Age	Overall
Buildings	Acceptable	Acceptable	Reliable	Acceptable
Other Structures and Open Space	Acceptable	Acceptable	Acceptable	Acceptable

The overall confidence level of the plan is considered to be **'Acceptable'**.

A1.13 Improvement Plan

There is a significant portion of Council’s assets currently in poor condition as well as a significant shortfall in renewal capital expenditure for both buildings and open space assets. As Council recovers from the impact of natural disasters in 2022, it is critical it integrates adequate funding to maintain these assets into its long-term financial plan. Future iterations of this asset management plan will focus on a more strategic approach to managing the portfolios. The improvement plan below sets out the pathway for Council to achieve this.

Table 18 Improvement Plan

Action	Priority	Responsible	Timing
Asset knowledge and data			
Council to develop and document guidelines and adopt a consistent approach for condition and defect assessment.	M	Assets	30/06/24
Council to undertake inventory stock take of asset portfolios to ensure all assets are accounted for on Council’s asset register.	M	Assets	30/6/25
Council to review buildings and open space assets hierarchy as well as composition of assets to be included as part of revaluation	M	Assets	30/6/25
Asset knowledge processes			
Council to review required maintenance and depreciation requirements for its buildings and open space portfolio	M	Assets Finance	30/06/24
Council to review condition impairment identified in end of financial year reporting and update assets registers accordingly	H	Assets	30/6/23
Strategic asset planning processes			
Council to review long-term (ten-year) lifecycle costing requirements including CAPEX and OPEX	H	Assets Finance	30/06/24
Council to develop comprehensive maintenance and renewal strategy for the management of its assets.	H	Assets	30/06/24
Council to review current service levels and SLAs and develop outcome-based service levels which align with IP&R Framework.	H	Assets Operations	30/06/24
Council to engage community on developed service levels.	H	Assets	30/06/25
Council to undertake risk and criticality assessment of its asset portfolios.	H	Assets Operations	30/06/24
Operations and maintenance work practices			
Council is to implement a maintenance management system that records maintenance activity outputs against defined assets including infrastructure, non-depreciable/natural assets as well as assets that are maintained but not owned by council.	H	Assets Operations Systems	30/06/24
Following criticality assessment, Council to develop management strategies for critical infrastructure.	H	Assets Operations	30/06/25
Information systems			
Organisational context			
Council to undertake an in-depth workforce review of asset management roles and responsibilities and ensuring that all functions of asset management are covered and are being carried out.	H	Executive	30/06/23

A1.14 Capital Works Program

To be provided by Council

Appendix B - Transport Asset Management Plan

This asset management plan covers the portfolio of Transport assets that deliver a wide range of services to the Narrandera Shire Council community.

Council's Transport infrastructure includes its roads, bridges, footpaths and cycleways, kerb and gutter, bulk earthworks, as well as other ancillary traffic management assets.

As the owner and operator of transport assets, Council has a responsibility for a number of functions including:

- maintenance
- renewal and refurbishment
- upgrades and improvements
- disposal of assets.

The planning of these functions is outlined in this asset management plan.

B1.1 Purpose of this Plan

The purpose of this asset management plan is to develop a strategic framework for the maintenance and renewal of Transport assets and to provide an agreed level of service in the most effective manner.

This plan includes the following scope of management:

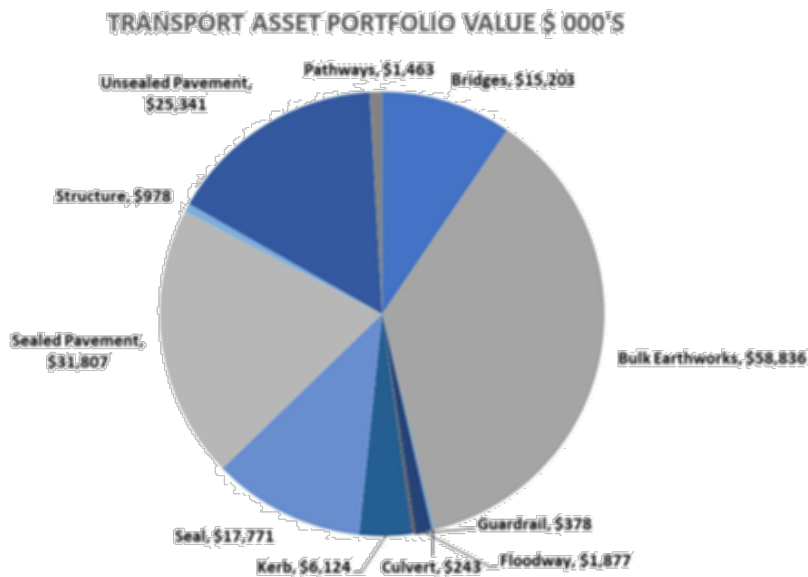
- asset inventory, values and condition
- asset-based levels of service
- demand and service management
- risk management
- development of the long-term financial plan (LTFP) for the maintenance and renewal of Transport assets.

B1.2 Asset Class Summary

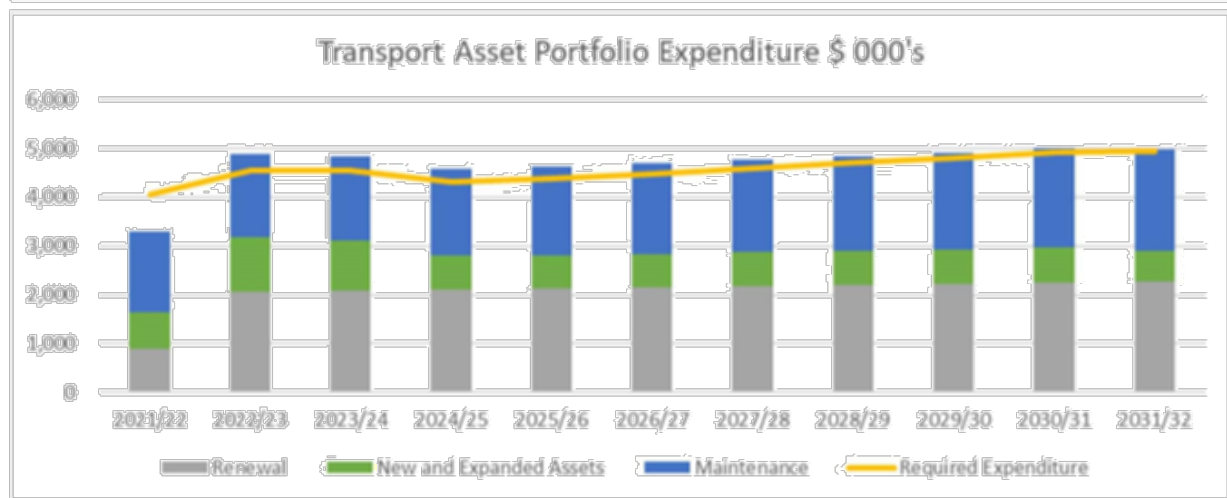
Council is currently in the process of repairing the damage sustained during the 2022 flood events with a recent survey of the network highlighting that the condition of the roads portfolio is better than was initially anticipated following the event. In light of this, Council has budgeted adequate funds through the life of this plan to maintain the current portfolio in its current state and to marginally improve the backlog towards the OLG 2% benchmark. There is an average annual surplus of \$0.19m of which \$0.0.33m can be attributed to OPEX expenditure and a \$0.14m CAPEX shortfall. This iteration of the asset management plan sets a pathway for a strategic approach for the management of Council's assets to improve confidence in asset data which will promote sound decision making for the community.

B1.3 Portfolio Overview

Figure 1 Portfolio Overview



Infrastructure Ratios	Budget 2022/23	Estimated 2031/32	Funding gap \$ 000's	
Infrastructure renewals ratio Benchmark 100%	100.80%	88.38%	Yr 1	\$16
			5 Yr Average	(\$54)
			10 Yr Average	(\$140)
Infrastructure Backlog Ratio Benchmark 2%	4.04%	3.88%	Yr 1	(\$2,549)
			5 Yr Average	(\$2,473)
			10 Yr Average	(\$2,421)
Infrastructure Maintenance Ratio Benchmark 100%	123.69%	119.41%	Yr 1	\$326
			5 Yr Average	\$326
			10 Yr Average	\$330
Total Funding Gap			Yr 1	(\$2,207)
			5 Yr Average	(\$2,200)
			10 Yr Average	(\$2,232)



B1.4 Asset Inventory, Values and Condition

The assets covered by this asset management plan are shown below:

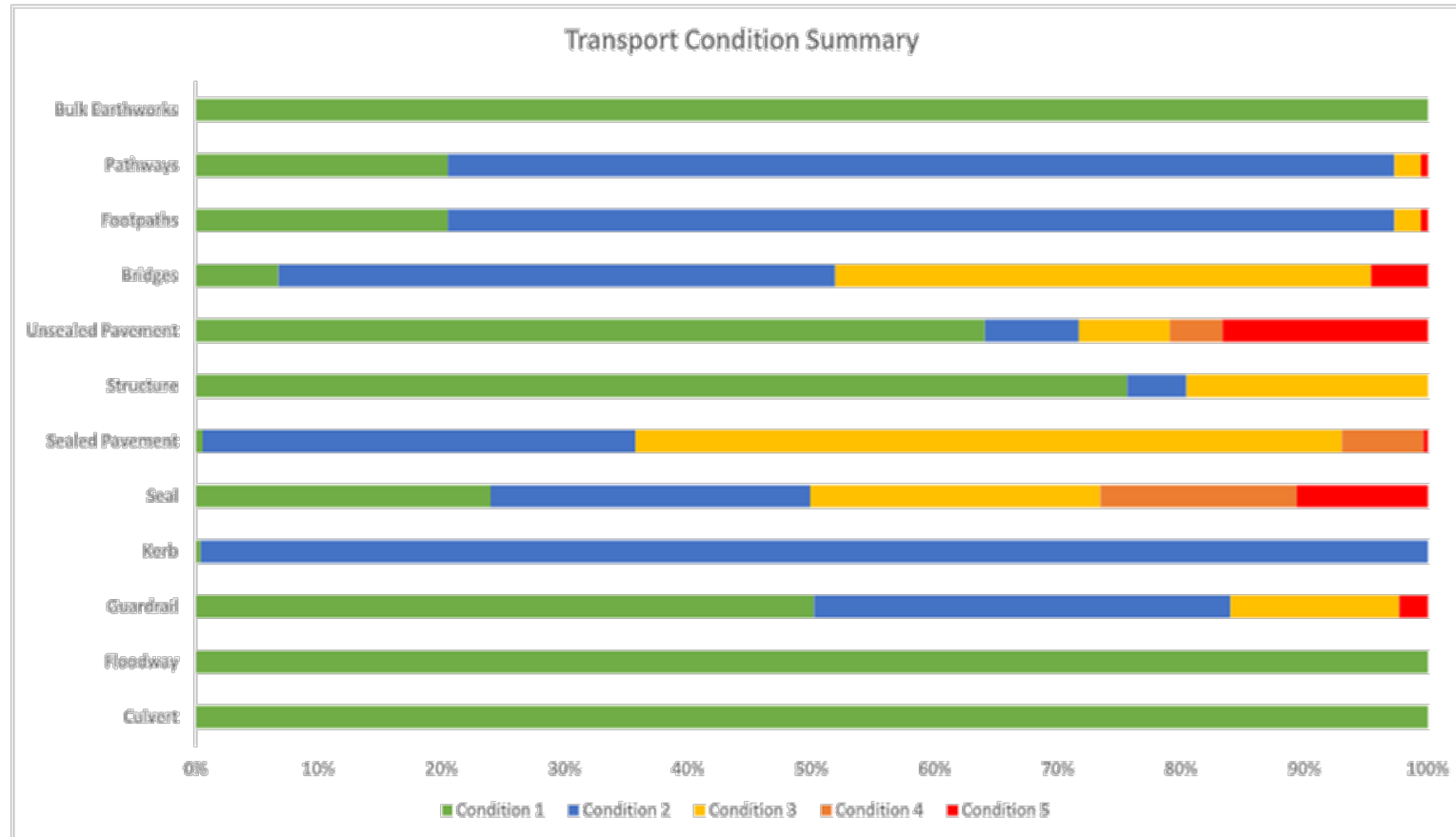
Table 1 Transport Asset Inventory

Asset Type	Unit	Units
Sealed Road	KM	595
Unsealed Road	KM	884
Footpaths	KM	19
Kerb and Gutter	KM	80
Bridges	No.	23

Table 2 Portfolio Valuation

Asset	Gross Replacement Cost \$ 000's	Written Down Value \$ 000's	Annual Depreciation \$ 000's	Condition 1	Condition 2	Condition 3	Condition 4	Condition 5
Roads	\$84,519	\$53,090	-\$1,831	28%	28%	29%	7%	7%
Bridges	\$15,203	\$9,190	-\$149	7%	45%	43%	0%	5%
Footpaths	\$1,464	\$982	-\$19	20%	77%	2%	0%	1%
Bulk Earthworks	\$58,836	\$58,836	\$0	100%	0%	0%	0%	0%

Figure 2 Condition Summary



B1.5 Roles and Responsibilities

Council has adopted the following roles and responsibilities matrix for its Transport assets.

Table 3 Roles and Responsibilities Summary

Role	Responsibilities	Functions
Asset Owner	This position takes ownership responsibility for the management of assets and is usually responsible for policy and overall asset strategy	<ul style="list-style-type: none"> Establish long term policy and strategy Establish existing demand for assets Establish future demand for assets (type and standard) Establish long term community expectation Implement policy and strategy for existing assets Establish community asset service level Ensure integration of asset management into Council's community, delivery and operational plans & resourcing Strategy Maintain and develop asset systems and reporting Ensure asset accounting is accurate and maintained, and asset valuation Develop capital works prioritisation Develop capital works program Liaison with the organisation as a whole on asset matters.
Asset Custodian	This position is the technical expert and has responsibility for collecting and maintaining asset data, determining works programs and maintenance strategies etc.	<ul style="list-style-type: none"> Develop and oversee capital works and maintenance program Handover and documentation Control budgets Develop asset plans Asset condition rating

		<ul style="list-style-type: none"> • Risk management • Data custodian – Hierarchy, level of detail • Recommendation of asset disposal and renewal 4yr program.
<p>Asset Delivery – Maintenance and Operations</p> <p>Asset Delivery - CAPEX</p>	<p>Responsible for the day-to-day maintenance, operations and services delivered by assets as well as the delivery of capital works</p>	<ul style="list-style-type: none"> • Controls asset use, in line with policy • Deliver programmed and reactive maintenance, internal/external • Deliver and / or manage capital works • Manage all operations and service delivery functions • Manage service user expectations • Deliver adopted levels of service.

Table 4 Roles and Responsibilities Matrix

Asset Category	Asset Owner (Ownership and Strategy)	Asset Custodian (Plan and Manage)	Asset Delivery (Delivery and Ops) - CAPEX	Asset Delivery (Delivery and Ops) - Maintenance
Culvert	DGMI	WM	WM	WM
Floodway	DGMI	WM	WM	WM
Guardrail	DGMI	WM	WM	WM
Kerb and Gutter	DGMI	WM	WM	WM
Seal	DGMI	WM	WM	WM
Sealed Pavement	DGMI	WM	WM	WM
Structure	DGMI	WM	WM	WM
Unsealed Pavement	DGMI	WM	WM	WM
Bridges	DGMI	WM	WM	WM
Pathways	DGMI	WM	WM	WM
Bulk Earthworks	DGMI	WM	WM	WM

B1.5 Asset Based Levels of Service

Council undertakes a Community Satisfaction Survey to inform the development of the Community Strategic Plan, with the latest survey having been completed in December 2021. A sample of residents was polled on how important they view each of Council's services as well as how satisfied they are with the service delivery. The table below presents most recent community satisfaction survey reported for importance and satisfaction levels for the following services:

Table 5 Community Satisfaction Survey

Service/Facility	2021			2016		
	Importance	Satisfaction	Gap	Importance	Satisfaction	Gap
Provision of bike paths	3.76	3.39	-0.37	3.44	3.28	-0.16
Road safety	4.52	3.58	-0.94	4.6	3.63	-0.97
Maintaining local streets/lanes & roads	4.66	3.01	-1.65	4.79	2.82	-1.97
Maintaining footpaths	4.54	2.98	-1.56	4.35	3.08	-1.27
Availability of car parking	4.19	3.66	-0.53	4.27	3.43	-0.84

Community satisfaction is used in informing the strategic plan and developing the Levels of Service.

Table 6 Transport Levels of Service

Service level Outcome	Level of Service	Performance Measure process	Performance Target	Current Performance
Quality/Condition	Provide sealed road with smooth ride appropriate to road type and speed limits	Survey of road pavement condition	100% of Road pavements in condition 3 or better	93% of Sealed road Pavement in condition 3 or higher, 74% of Sealed road Surface condition 3 or higher
	The condition of local sealed Roads in your area	Community satisfaction survey	Gap between importance and satisfaction decreases	Gap between importance and satisfaction has decreased
Affordability	The services are affordable and managed using the most cost effective methods for the required level of service	Review of service agreements and benchmark with other councils	Maintenance/Opex budget expenditure +/- 5% of Annual Budget	Currently +32% of the adopted Operating Expenditure compared to the YTD expenditure
Health and Safety	Provide roadways free from hazards	Number of road accidents annual RMS accident reports	The three year rolling average of total accidents decreases	Crash 3-year rolling average is decreasing. 2021 Rolling 3-year average: 15.7 2020 Rolling 3-year average: 17 2019 Rolling 3-year average: 20.4
Reliability/ responsiveness	Planned works completed in accordance with schedules	Completion of scheduled work	90% completion within scheduled service standard.	>90% of planned maintenance work completed each year
	Be responsive to the needs of the road and transport asset users	Number of customer requests received	85% of requests are completed within Council's service charter	829 customer service requests in the past 5 years.
	Provide well maintained transport assets that are affordable to the community.	Annual works program Planned v's reactive, based on the 3 year plan.	Greater than 50% of maintenance expenditure is undertaken through planned maintenance schedules.	Data not currently clearly captured
Sustainability	Continues to provide road and transport assets to meet the need of the community	Complete capital work program On-time and on-Budget	Annual Capital works for time and budget +/- 5%	For 2021-2022 year, budget was underspent by -20%, due to extreme weather events. Some projects were postponed or span multiple years such that the funds appear unspent but were to be used in future year
Health and Safety	Provide footpaths free from hazards	Number of insurance claims received	The three year rolling average of total claims	Claims 3-year rolling average is zero

Service level Outcome	Level of Service	Performance Measure process	Performance Target	Current Performance
			decreases	2021 Rolling 3-year average: 0 claims \$0 2020 Rolling 3-year average: 1 claim \$0 2019 Rolling 3-year average: 2 claims \$0
Quality/Condition	Provide sealed footpaths which are smooth and free of defects	Survey of footpath Condition	90% of footpaths in condition 3 or better	Currently our condition for footpaths is recorded as 99% in condition 3 or better, but our confidence with that is low and more inspections and investigation will be required
	The condition of local footpaths in your area	Community satisfaction survey	Gap between importance and satisfaction decreases	Gap has increased from 1.27 to 1.56
Quality/Condition	Provide kerb and gutter in a good condition and fit for purpose	Survey of kerb and gutter asset condition	90% of kerb and gutter in condition 3 or better	Similar to the footpaths, 100% is recorded as condition 3 or better, but we have low confidence in the data and would need more investigation and inspection
Sustainability	Assets are being renewed in a sustainable manner	Asset renewal ratio (asset renewal expenditure / annual depreciation expense)	OLG benchmark >100%	100.8%
Affordability	Council maintains its Transport assets	Asset maintenance ratio, measured by (actual maintenance expenditure. Required maintenance expenditure	OLG benchmark 100%	123.69%
Quality/Condition	Transport Assets are maintained in a satisfactory condition	Backlog ratio (estimated cost to bring asset to a satisfactory condition / written down value of the assets)	OLG benchmark <2%	4.04%

B1.6 Future Demand

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset condition.

Opportunities identified to date for demand management are shown in the table below. Further opportunities will be developed in future revisions of this asset management plan.

Table 7 Demand Management

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Customer demands	Customers currently prefer driving on our sealed roads as opposed to our unsealed roads	That Council will continue sealing more of its unsealed network	Council is currently completing an Otta seal trial which will result in a larger upfront cost which will occur when roads are sealed or resheeted and sealed but in theory should result in a lower cost long term due to the elimination of maintenance grading on specific roads and more frequent resheeting	Continue to seal roads where possible and get a defined agreed level of service with the community to determine what they are happy with.
	Customers prefer walking on Concrete footpaths as opposed to the nature strip	That Council will continue constructing new footpaths in the shire	This will result in higher annual depreciation and higher maintenance costs, but may reduce the number of complaints received	Continue to budget for construction of new footpaths and/or cycleways around Narrandera Shire
Harvest	Currently Council has few roads built for road trains and b-doubles which creates a potential bottleneck harvest season	As more freight is transported through the road network more of our roads will be required to be upgraded	There will be a higher ongoing cost through maintenance and depreciation in order to maintain any upgraded road to a standard that is suitable for road trains and B-Doubles	Coordinate with stakeholders to determine the main routes that will be beneficial for heavy vehicles
Customer expectations	In general, many of our customers expect that Council will continue sealing more roads while also grading our gravel roads to be less rough	This expectation is likely not going to change	This impact is mostly in line with what Council is already doing regarding sealing gravel roads	Council will continue to seal more gravel roads in order to reduce the overall renewal cost of resheeting gravel roads

B1.7 Lifecycle - Maintenance Strategy

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate

service condition, including regular ongoing day-to-day work necessary to keep assets functioning but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life. Typically, this can be categorised as:

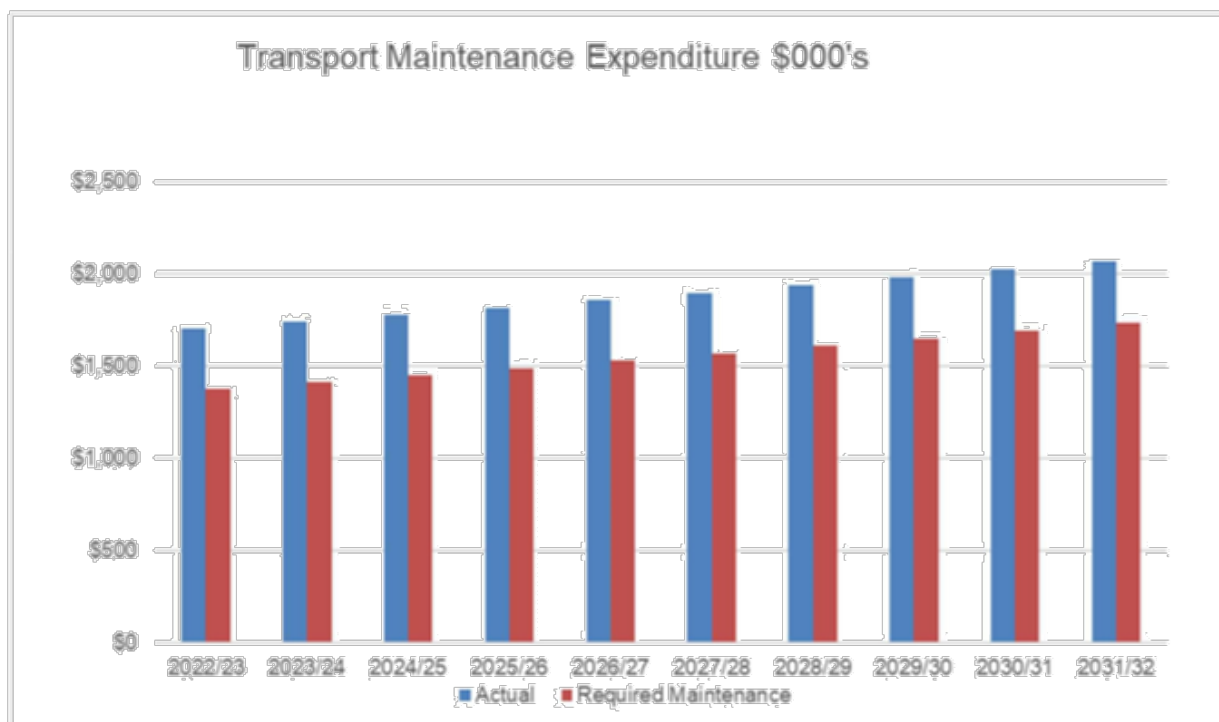
- Operations - regular activities to provide services such as public health, safety and amenity.
- Reactive Maintenance - work on breakdowns, failures and or damaged assets that are not operating or are about to fail on an ad hoc basis.
- Planned Proactive and Cyclical Maintenance – works identified through scheduled maintenance/asset inspections whereby assets are not operating as designed or to 100% capacity.

Council currently maintains its roads network with respect to the following asset hierarchy:

Table 8 Roads Hierarchy

Service Hierarchy	Service Level Objective
Class 1	National Highways – Transport for NSW owned and managed
Class 2	State Roads – Transport for NSW owned and maintained under Roads Maintenance Council Contract (RMCC)
Class 3	Regional Roads (Classified and unclassified) – 7-8m seal on 9-10m gravel
Class 4	Sealed Roads – Urban roads width to match purpose, rural roads 6m seal on 7m gravel
Class 5	Rural Gravel Roads – 7-8m gravel
Class 6	Rural Gravel Roads – 6m gravel
Class 7	Rural Gravel/Earth Roads – 4-6m formation
Class 8	Rural Unformed Roads – unmaintained tracks
Class 9	Paper Roads Only

Figure 3 OPEX Transport Expenditure



Reviewing OPEX expenditure against required spend, Council is currently meeting the required levels to operate and maintain its network. However further investigation is required into whether all costs are operational in nature and whether any costs are associated with other asset classes.

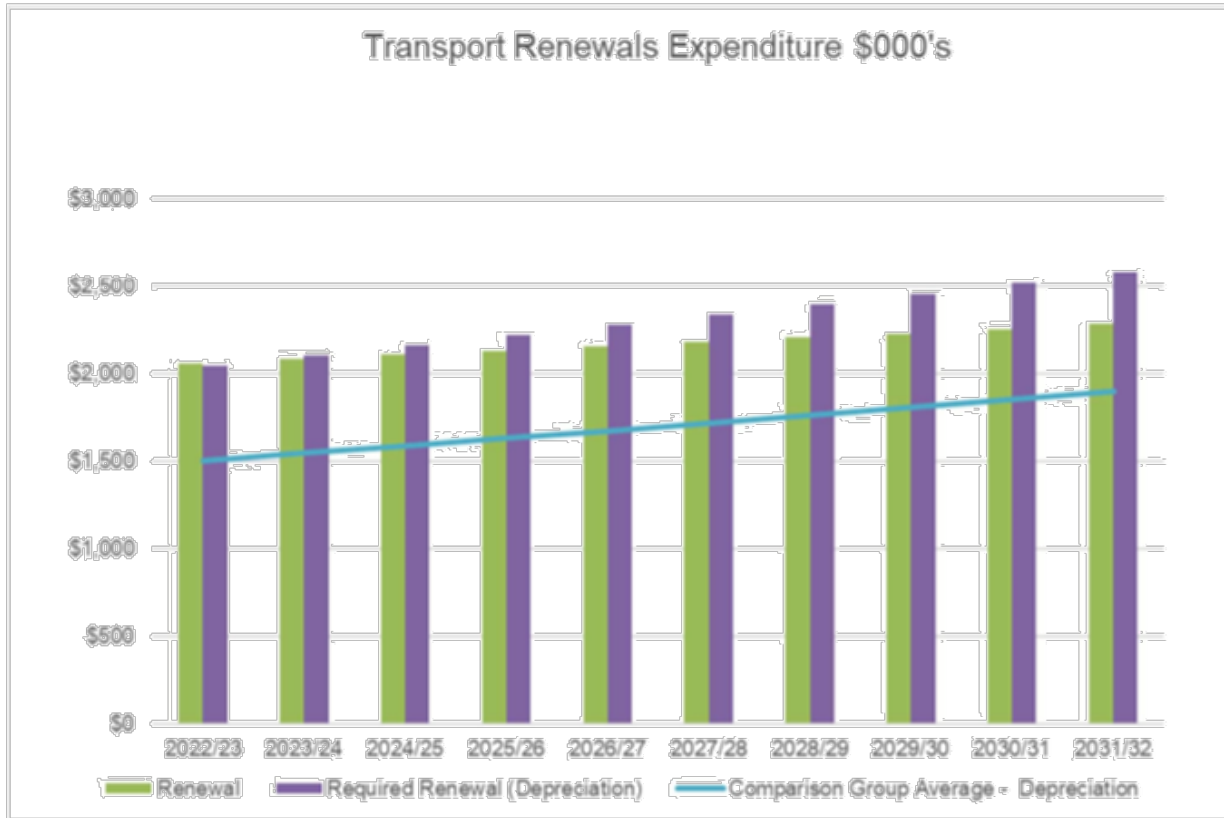
B1.8 Lifecycle - Renewal/Replacement Strategy

Council currently has no documented strategy for the renewal of its transport assets. In developing renewal plans for these assets, inspections are scheduled based on the age and condition of assets to determine remaining life and required replacement. Council's documented renewal criteria are as follows:

Table 9 Renewal Criteria

Criteria	Weighting
Road Hierarchy	10%
Remaining Life / Condition	80%
Customer Complaints	10%
Total	100%

Figure 4 Transport CAPEX Expenditure



Council compared its budgeted/actual CAPEX expenditure for its Transport portfolio against its annual depreciation requirements. This showed that Council currently has adequate funds to meet the required level of funding in the short term however marginally falls short over the forecasting period. Further, Council also compared its depreciation against similarly categorised councils by the OLG which showed that Council depreciates its assets at a rate significantly higher than that of the comparison group.

B1.9 Expenditure Projections

Table 10 Transport Expenditure Projections

Budget Gap by Asset Group (\$,000s)		2022/23 (Budget)	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Transport	Actual										
	Renewal	\$2,059	\$2,082	\$2,105	\$2,129	\$2,154	\$2,179	\$2,204	\$2,227	\$2,254	\$2,282
	New and Expanded Assets	\$1,129	\$1,024	\$710	\$677	\$685	\$692	\$700	\$707	\$715	\$623
	Maintenance and Operations	\$1,701	\$1,739	\$1,777	\$1,816	\$1,856	\$1,897	\$1,939	\$1,981	\$2,025	\$2,069
	Total Expenditure	\$4,890	\$4,844	\$4,593	\$4,623	\$4,694	\$4,768	\$4,843	\$4,915	\$4,993	\$4,974
	Required										
	Required Renewal (Depreciation)	\$2,043	\$2,102	\$2,161	\$2,217	\$2,275	\$2,333	\$2,393	\$2,454	\$2,517	\$2,581
	New and Expanded Assets	\$1,129	\$1,024	\$710	\$677	\$685	\$692	\$700	\$707	\$715	\$623
	Required O&M	\$1,376	\$1,414	\$1,451	\$1,489	\$1,527	\$1,567	\$1,607	\$1,648	\$1,691	\$1,733
	Total	\$4,547	\$4,540	\$4,323	\$4,384	\$4,487	\$4,592	\$4,700	\$4,809	\$4,922	\$4,937
	Maintenance Overall (GAP)	\$326	\$324	\$326	\$327	\$329	\$330	\$332	\$333	\$334	\$336
	Renewals Overall (GAP)	\$16	-\$20	-\$56	-\$88	-\$121	-\$154	-\$189	-\$227	-\$263	-\$300
	Overall (GAP)	\$342	\$305	\$270	\$239	\$208	\$176	\$143	\$106	\$71	\$37
Comparison Group – Depreciation	\$1,501	\$1,545	\$1,588	\$1,629	\$1,671	\$1,714	\$1,758	\$1,803	\$1,850	\$1,897	
Comparison Total (Inc. New and Expanded)	\$4,006	\$3,982	\$3,750	\$3,796	\$3,883	\$3,973	\$4,065	\$4,159	\$4,255	\$4,253	
Comparison Overall (GAP)	\$884	\$862	\$843	\$827	\$811	\$794	\$778	\$757	\$739	\$721	

Figure 5 Transport Sustainability Ratios

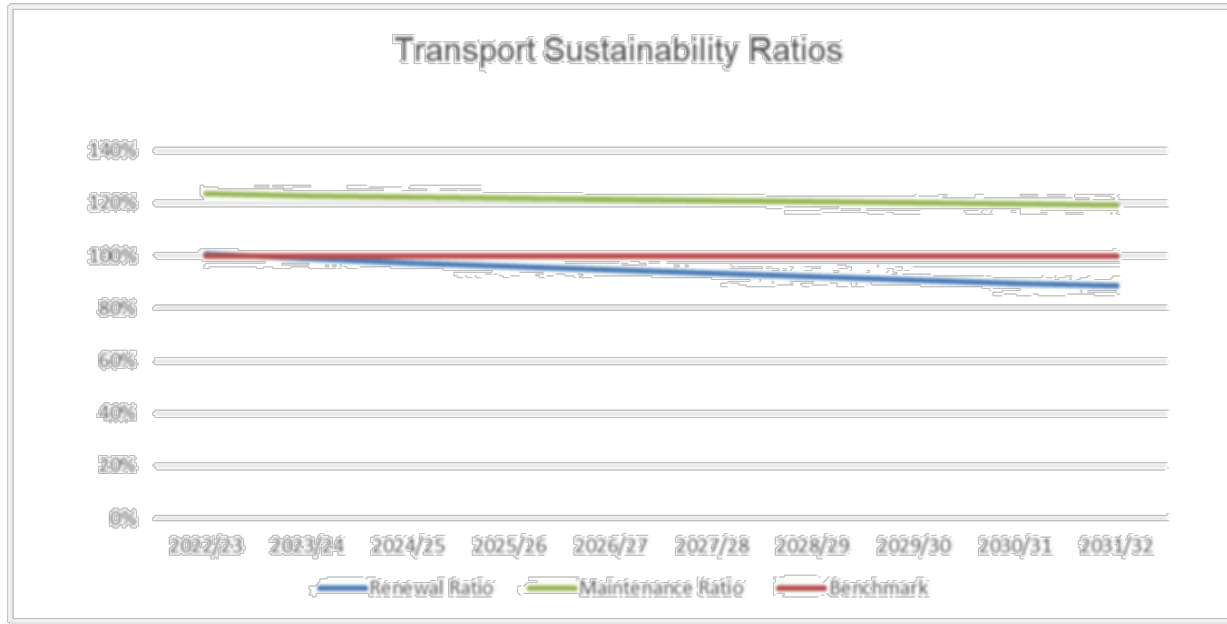
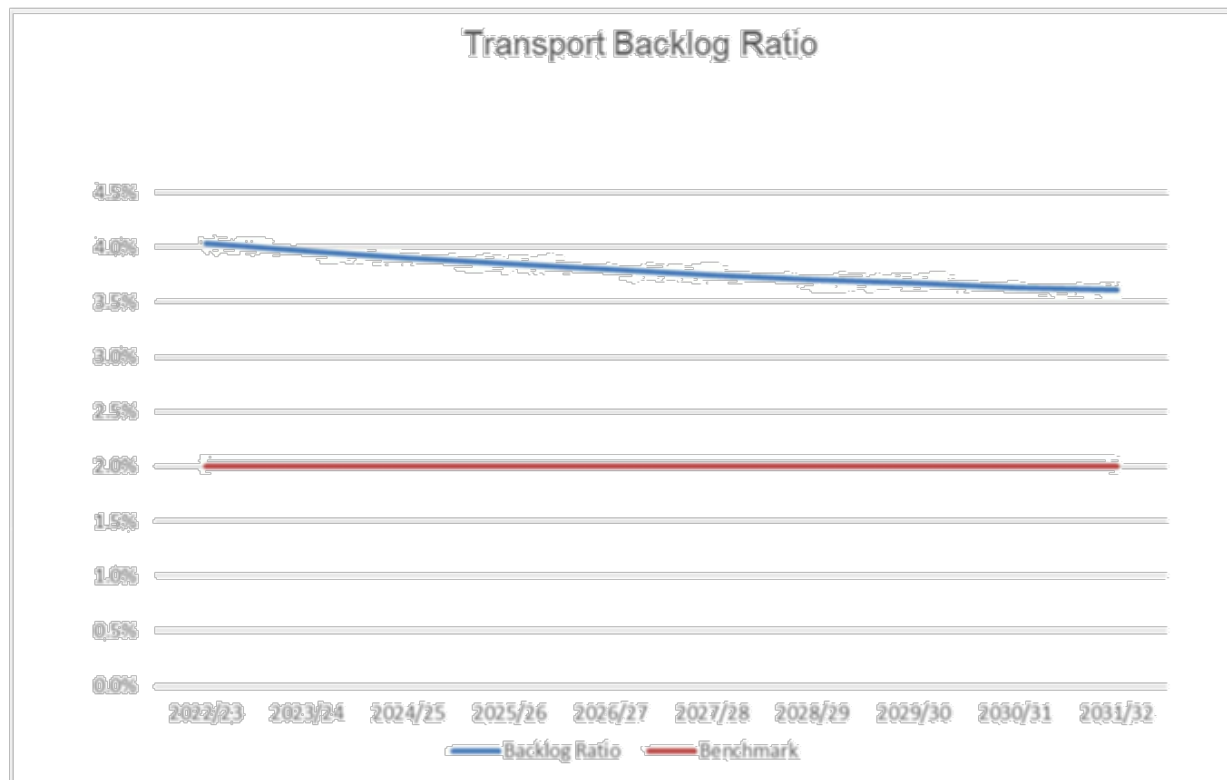


Figure 6 Transport Backlog Ratio



B1.10 Critical Assets

Critical assets are those assets that are likely to result in a more significant financial, environmental and social cost in terms of impact on organisational objectives. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans at critical areas. Council is currently in the process of assessing and documenting the criticality of its transport portfolio.

The following attributes are currently being considered as part of this analysis:

Table 11 Critical Assets

Criteria	High	Medium	Low
Road classification	Arterial	Primary Collector/Local Collector	Local Access
Waterway area	Roads near or parallel to waterways	Road runs perpendicular to waterways	Road near retention/treatment system
Emergency services	Police Ambulance	RFS, NSWFB, SES	Airfield, Council Depot
Schools	40km zones		
Bus routes	School Bus Routes		
Accident history	Fatality	Accidents (hospitalisation)>5	
Commercial/Industrial	Roads to Energy Supply/Distribution Facilities	Roads to Quarry/Waste/Water Supply/Treatment Facilities	Roads to Administration (Essential Services)
Isolated communities	Only one road providing access to or from a community		

Council is currently identifying its critical assets.

The following failure modes have been identified:

Table 12 Modes of Failure

Asset(s)	Failure Mode	Impact
Sealed Roads	Due to the low traffic of Narrandera shire, most of our sealed roads tend to fail due to oxidation from their age as opposed to wear from use.	If Council allows a seal to degrade to the point that the pavement underneath is compromised, then the renewal cost for the road is much higher in a rehabilitation than from a simple reseal
Gravel Roads	Gravel roads tend to get rough with age and as they get older and the more traffic that uses them, more gravel "erodes" from the surface due to wear giving a less stable surface to drive on	As the roughness increases the risk to road users does as well. Users will likely drive slower or take more risks both of which will likely lead to more customer complaints
Sealed road shoulders	Due to the seal keeping the gravel underneath in place, the gravel at the edge of a bitumen road when old enough can produce a drop off	The drop off produced increases the risk to rough users where if they happen to drop off at speed while not paying attention or dozing off may produce a large enough shock to cause a crash
Kerbs	As there are a large number of trees in Narrandera kerbs tend to get lifted	It not only creates a potential trip hazard but can impede the water flow and, in some cases, increases the risk of water penetrating into the gravel under the seal
Footpaths	Suffers from trees similar to kerbs	Creates a trip hazard for pedestrians on the path

B1.11 Risk Management

Council utilises a corporate risk framework which aligns with ISO 31000:2018. The framework has been adopted for Council's Transport assets and highlights the strategic risks which impact Council's asset portfolio.

Table 13 Strategic Risk Management

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Sealed roads with Shoulder drop offs	Vehicle Crash/Near miss	High	Flag customer complaints and conduct safety inspections regarding drop off to works staff for future planning to be fixed by Councils Jetpatcher	Medium-High	TBC
Road Roughness	Vehicle crash/vehicle damage	High	Inspect the roughness of roads with Council's Roughness meter to determine the highest risk road segments to users for future works	Medium	TBC
Footpath and Kerb Trip Hazards	Pedestrian Tripping	High	Grind the lifted section, or reconstruct a short section of the kerb/footpath	Low	TBC
Collapsed Stormwater Pipe	Damage to vehicle and potential injuries	Medium	Upon inspection of potholes whether or not they are above a culvert to determine whether a replacement needs to occur	Low	TBC

B1.12 Confidence Levels

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, as outlined in the following below.

Table 14: Asset data confidence scale

Confidence grade	General meaning
Highly reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Summary of confidence in asset data for all asset classes is detailed in the table below.

Table 15: Asset data confidence rating

Asset class	Inventory	Condition	Age	Overall
Transport	Reliable	Acceptable	Reliable	Reliable

The overall confidence level of the plan is considered to be **'Reliable'**.

B1.13 Improvement Plan

There is a significant portion of Council’s assets currently in poor condition as well as a significant shortfall in renewal capital expenditure for both Transport and open space assets. As Council recovers from the impact of natural disasters in 2022, it is critical it integrates adequate funding to maintain these assets into its long-term financial plan. Future iterations of this asset management plan will focus on a more strategic approach to managing the portfolios. The improvement plan below sets out the pathway for Council to achieve this.

Table 15 Improvement Plan

Action	Priority	Responsible	Timing
Asset knowledge and data			
Council to develop and document guidelines and adopt a consistent approach for condition and defect assessment.	M	Assets	30/06/24
Asset knowledge processes			
Council to review required maintenance and depreciation requirements for its Transport portfolio	M	Assets Finance	30/06/24
Council to review condition impairment identified in end of financial year reporting and update assets registers accordingly	H	Assets	30/6/23
Strategic asset planning processes			
Council to review long-term (ten-year) lifecycle costing requirements including CAPEX and OPEX	H	Assets Finance	30/06/24
Council to develop comprehensive maintenance and renewal strategy for the management of its assets.	H	Assets	30/06/24
Council to review current service levels and SLAs and develop outcome-based service levels which align with IP&R Framework.	H	Assets Operations	30/06/24
Council to engage community on developed service levels.	H	Assets	30/06/25
Council to undertake risk and criticality assessment of its asset portfolios.	H	Assets Operations	30/06/24
Operations and maintenance work practices			
Council is to implement a maintenance management system that records maintenance activity outputs against defined assets.	H	Assets Operations Systems	30/06/24
Following criticality assessment, Council to develop management strategies for critical infrastructure.	H	Assets Operations	30/06/25
Information systems			
Organisational context			
Council to undertake an in-depth workforce review of asset management roles and responsibilities and ensuring that all functions of asset management are covered and are being carried out.	H	Executive	30/06/23

B1.14 Capital Works Program

To be provided by Council

Appendix C - Stormwater Asset Management Plan

This asset management plan covers the portfolio of Stormwater assets that deliver a wide range of services to the Narrandera Shire Council community.

Council's Stormwater infrastructure includes its pipes, culverts, pits as well as its stormwater quality improvement devices.

As the owner and operator of Stormwater assets, Council has a responsibility for a number of functions including:

- maintenance
- renewal and refurbishment
- upgrades and improvements
- disposal of assets.

The planning of these functions is outlined in this asset management plan.

C1.1 Purpose of this Plan

The purpose of this asset management plan is to develop a strategic framework for the maintenance and renewal of Stormwater assets and to provide an agreed level of service in the most effective manner.

This plan includes the following scope of management:

- asset inventory, values and condition
- asset-based levels of service
- demand and service management
- risk management
- development of the long-term financial plan (LTFP) for the maintenance and renewal of Stormwater assets.

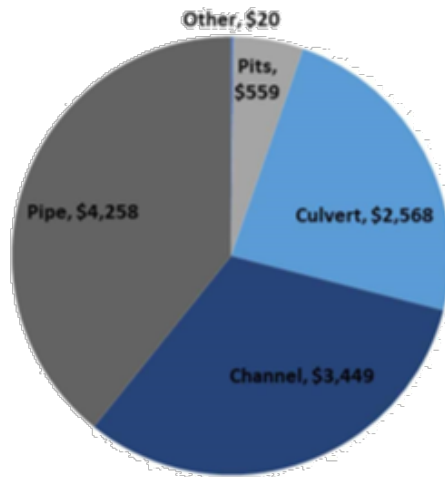
C1.2 Asset Class Summary

Council currently has a low level of confidence in the available data for its stormwater portfolio, however there are significant capital works planned in the medium term and as such Council has established the foundations to drive strategic asset planning for its stormwater portfolio. Currently there is a small shortfall in the budgeted expenditure for the portfolio \$0.14m of which \$0.05m can be attributed to OPEX and \$0.09m in renewal CAPEX spend. However, there is low level of confidence in the condition data and as such the need may be understated. Further, a detailed review of Council's expenditure should be undertaken to see whether any of Council's OPEX is capital and as to whether expenditure on Council's stormwater assets has been misallocated to other asset classes.

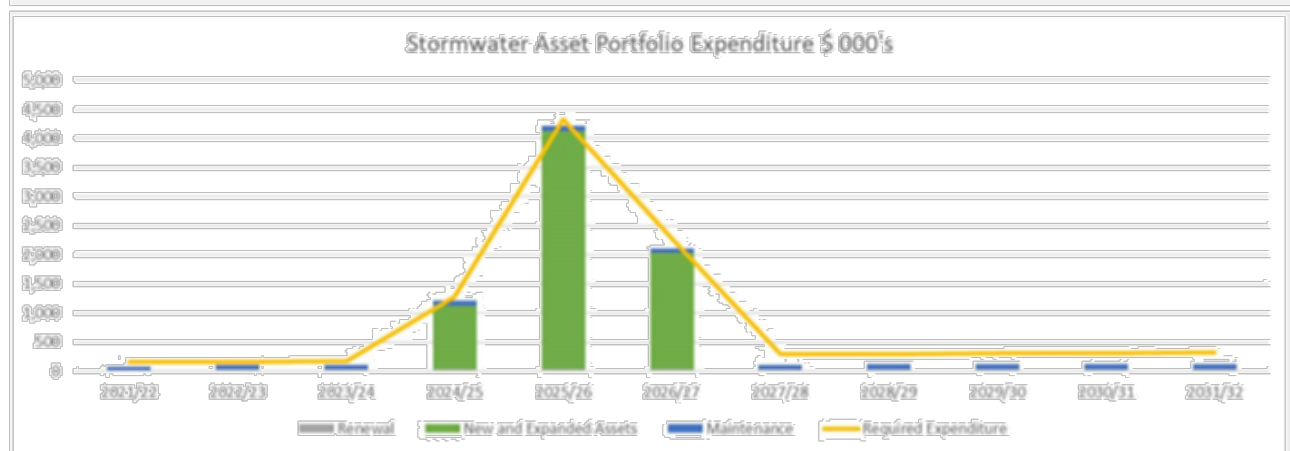
C1.3 Portfolio Overview

Figure 1 Portfolio Overview

STORMWATER ASSET PORTFOLIO VALUE \$ 000'S



Infrastructure Ratios	Budget 2022/23	Estimated 2031/32	Funding gap \$ 000's
Infrastructure renewals ratio Benchmark 100%	37.16%	20.20%	Yr 1 (-\$51) 5 Yr Average (-\$63) 10 Yr Average (-\$88)
Infrastructure Backlog Ratio Benchmark 2%	11.35%	5.86%	Yr 1 (-\$696) 5 Yr Average (-\$656) 10 Yr Average (-\$639)
Infrastructure Maintenance Ratio Benchmark 100%	87.54%	55.05%	Yr 1 (-\$11) 5 Yr Average (-\$33) 10 Yr Average (-\$54)
Total Funding Gap			Yr 1 (-\$758) 5 Yr Average (-\$751) 10 Yr Average (-\$780)



C1.4 Asset Inventory, Values and Condition

The assets covered by this asset management plan are shown below:

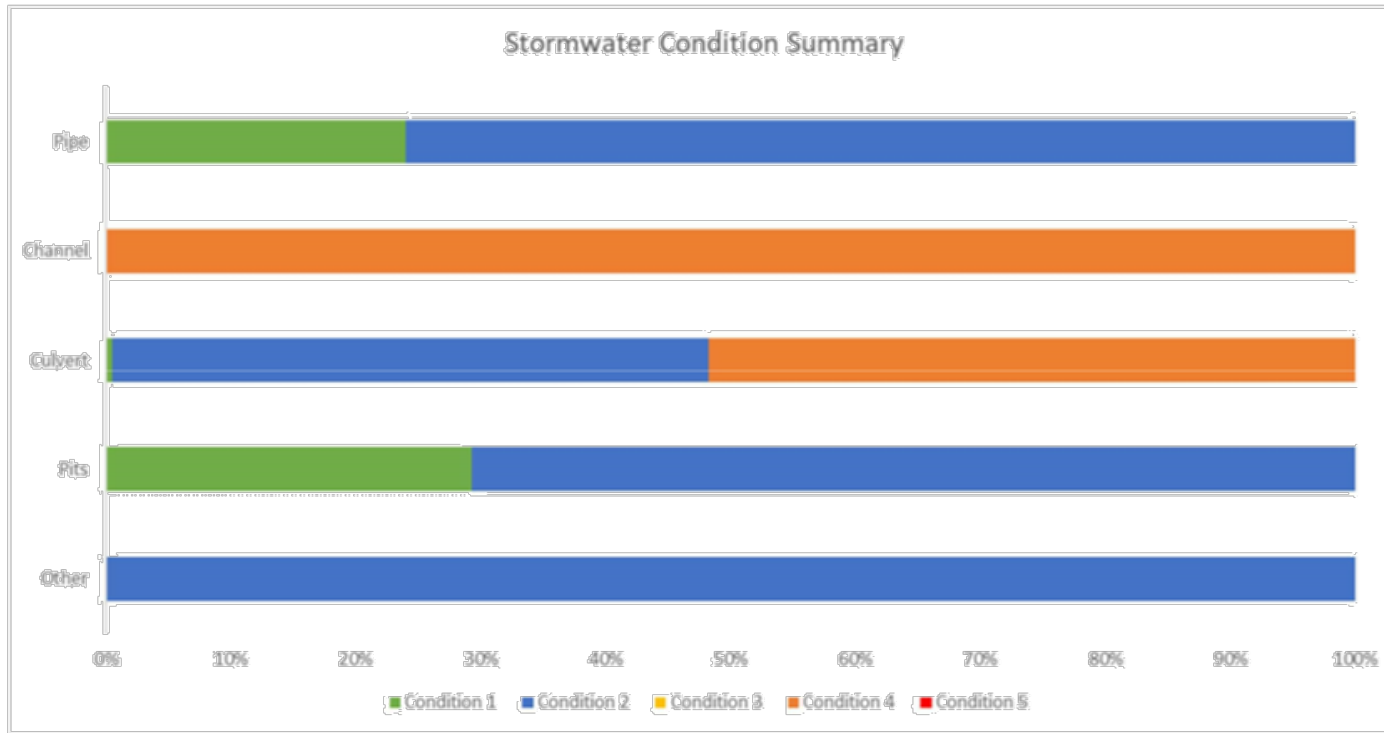
Table 1 Stormwater Asset Inventory

Asset Type	Unit	Units
Pipes	KM	9
Pits	No.	274
Channels	KM	0.7
Culverts	KM	1
Other Stormwater Assets	No.	5

Table 2 Portfolio Valuation

Asset	Gross Replacement Cost \$ 000's	Written Down Value \$ 000's	Annual Depreciation \$ 000's	Condition 1	Condition 2	Condition 3	Condition 4	Condition 5
Channel	\$3,449	\$2,074	\$26	0.0%	0.0%	0.0%	100.0%	0.0%
Culvert	\$2,568	\$1,549	\$19	0.5%	47.8%	0.0%	51.8%	0.0%
Other	\$20	\$19	\$0	0.0%	100.0%	0.0%	0.0%	0.0%
Pipe	\$4,258	\$2,950	\$32	24.0%	76.0%	0.0%	0.0%	0.0%
Pits	\$559	\$398	\$4	29.2%	70.8%	0.0%	0.0%	0.0%
Total	\$11,152	\$7,283	-\$79	11%	45%	0%	44%	0%

Figure 2 Condition Summary



C1.5 Roles and Responsibilities

Council has adopted the following roles and responsibilities matrix for its Stormwater assets.

Table 3 Roles and Responsibilities Summary

Role	Responsibilities	Functions
Asset Owner	This position takes ownership responsibility for the management of assets and is usually responsible for policy and overall asset strategy	<ul style="list-style-type: none"> Establish long term policy and strategy Establish existing demand for assets Establish future demand for assets (type and standard) Establish long term community expectation Implement policy and strategy for existing assets Establish community asset service level Ensure integration of asset management into Council's community, delivery and operational plans & resourcing Strategy Maintain and develop asset systems and reporting Ensure asset accounting is accurate and maintained, and asset valuation Develop capital works prioritisation Develop capital works program Liaison with the organisation as a whole on asset matters.
Asset Custodian	This position is the technical expert and has responsibility for collecting and maintaining asset data, determining works programs and maintenance strategies etc.	<ul style="list-style-type: none"> Develop and oversee capital works and maintenance program Handover and documentation Control budgets Develop asset plans Asset condition rating Risk management Data custodian – Hierarchy, level of detail Recommendation of asset disposal and renewal 4yr program.
Asset Delivery – Maintenance and Operations Asset Delivery - CAPEX	Responsible for the day-to-day maintenance, operations and services delivered by assets as well as the delivery of capital works	<ul style="list-style-type: none"> Controls asset use, in line with policy Deliver programmed and reactive maintenance, internal/external Deliver and / or manage capital works Manage all operations and service delivery functions Manage service user expectations Deliver adopted levels of service.

Table 4 Roles and Responsibilities Matrix

Asset Category	Asset Owner (Ownership and Strategy)	Asset Custodian (Plan and Manage)	Asset Delivery (Delivery and Ops) - CAPEX	Asset Delivery (Delivery and Ops) - Maintenance
Channel	DGMI	WM	WM	WM
Culvert	DGMI	WM	WM	WM
Other	DGMI	WM	WM	WM
Pipe	DGMI	WM	WM	WM
Pits	DGMI	WM	WM	WM

C1.5 Asset Based Levels of Service

Council undertakes a Community Satisfaction Survey to inform the development of the Community Strategic Plan, with the latest survey having been completed in December 2021. A sample of residents was polled on how important they view each of Council's services as well as how satisfied they are with the service delivery. The table below presents most recent community satisfaction survey reported for importance and satisfaction levels for the following services:

Table 5 Community Satisfaction Survey

Service/Facility	2021			2016		
	Importance	Satisfaction	Gap	Importance	Satisfaction	Gap
Protecting our natural flora and fauna	4.38	3.79	-0.59	N/A	N/A	
Stormwater services	4.34	3.1	-1.24	4.16	3.37	-0.79

Community satisfaction is used in informing the strategic plan and developing the Levels of Service.

Table 6 Stormwater Levels of Service

Service level Outcome	Level of Service	Performance Measure process	Performance Target	Current Performance
Affordability	The services are affordable and use the most cost-effective methods for the required level of service	Review of service agreements and benchmark with other councils	Maintenance/Opex budget expenditure +/- 5% of Annual Budget	Currently more than the renewal and additions budgets combined but it is planned to change in the coming financial years. Maximum stormwater charge being applied to all rateable properties.
Health and Safety	Sufficient capacity to protect life and Property	Number of customer impacted internally as a result of storm event and requests of flooding reported annually	Nil internal stormwater inundation due to non-riverine flooding events. 1% AEP protection to the entire urban area.	Undersized drainage system has resulted in several properties being impacted during 2022 storm events. Records is getting us this information Monday.
Quality/Condition	Pipes and culverts in adequate condition to convey design stormwater flows	Survey of Drainage network condition	90% of Drainage Assets condition 3 or better	Per a sample inspection completed in 2010 of 10% of the network, the averaged condition ratings are all better than condition 2. We know this is not the case and that we have many stormwater assets of low condition that require maintenance or repair, including the main stormwater drain.

Service level Outcome	Level of Service	Performance Measure process	Performance Target	Current Performance
	Rubbish and material from GPT's regularly removed to maintain effectiveness	Annual Tonnage of litter organics and sediment collected	<2 tonnes	Data not currently connected. Stormwater pits and collection basins are currently cleaned as required.
Customer satisfaction	Fast and efficient response to reactive maintenance requests.	Planned versus reactive maintenance distribution work order reports.	> 60 Planned : 40 reactive ratio	Data not currently captured.
	Be responsive to the needs of Customers requesting service of stormwater assets	No customer requests received	85% of requests are completed within Council's service charter	188 Records are contained within the Council's CSMS.
Reliability/ responsiveness	Proactive cyclic inspections of known hotspots of flooding	Completion of scheduled inspections	100% completion within service standard	No scheduled inspections programmed, only reactive inspections. Inspection of main network in Narrandera currently being undertaken.
	Planned inspection and associated works completed in accordance with schedules	Completion of scheduled inspections work	90% completion within service standard.	Complaints for routine maintenance works completed during allocated timeframe.
Sustainability	Assets are being renewed in a sustainable manner	Asset renewal ratio (asset renewal expenditure / annual depreciation expense)	OLG benchmark >100%	37.16%
Sustainability	Assets are maintained in a satisfactory condition	Backlog ratio (estimated cost to bring asset to a satisfactory condition / written down value of the assets)	OLG benchmark <2%	11.35%
Sustainability	Council maintains its stormwater assets	Asset maintenance ratio, measured by (actual maintenance expenditure. Required maintenance expenditure	OLG benchmark 100%	87.54%

C1.6 Future Demand

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset condition.

Opportunities identified to date for demand management are shown in the table below. Further opportunities will be developed in future revisions of this asset management plan.

Table 7 Demand Management

Demand Factor	Impact on Services
Climate Change	Climate change and long and short-term weather patterns, are expected to change such that storm events are more intense and the burden on stormwater assets is greater, making levels of service difficult to achieve.
Regulatory Control	NSW planning reforms are likely to be a regulatory driver for protecting water quality and stability within urban waterways. This will require a refinement of Councils current regulatory controls and may require the upgrade of both public and private infrastructure.

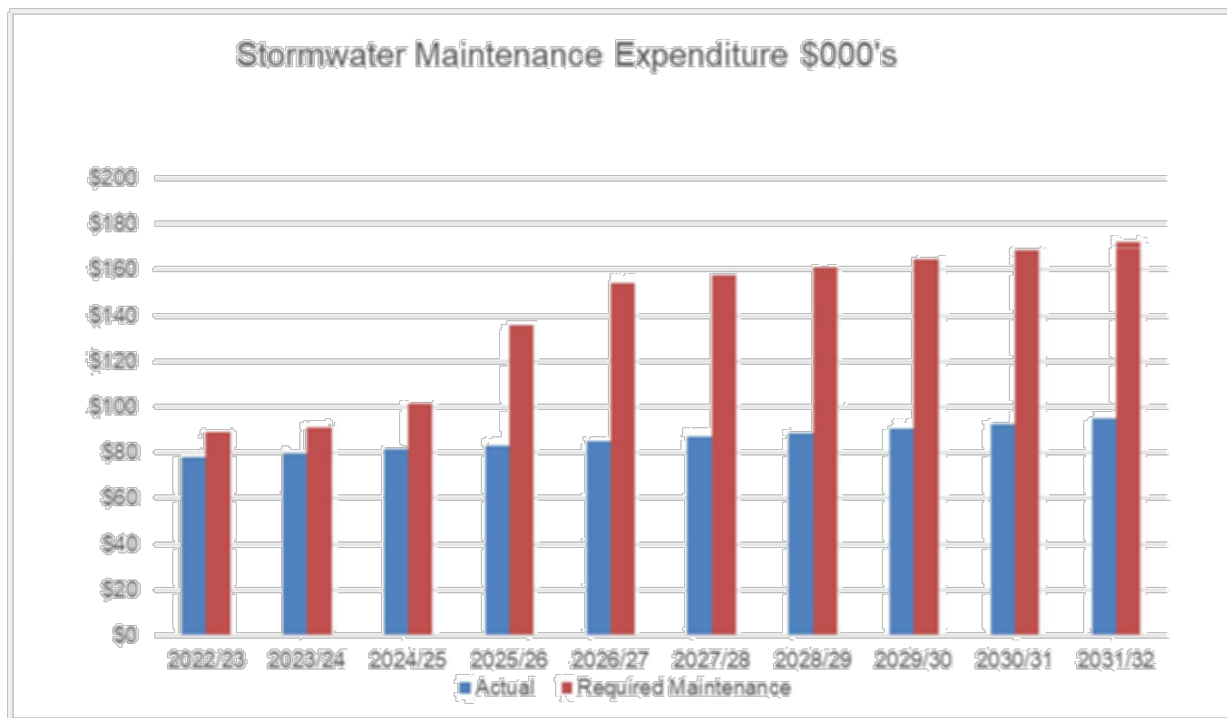
C1.7 Lifecycle - Maintenance Strategy

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets functioning but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life. Typically, this can be categorised as:

- Operations - regular activities to provide services such as public health, safety and amenity.
- Reactive Maintenance - work on breakdowns, failures and or damaged assets that are not operating or are about to fail on an ad hoc basis.
- Planned Proactive and Cyclical Maintenance – works identified through scheduled maintenance/asset inspections whereby assets are not operating as designed or to 100% capacity.

Council currently has no documented maintenance strategy for stormwater assets, with maintenance work currently being reactive on a need's basis. There is however a regular regime of clearing GPT's and clearing earth drainage canals of debris.

Figure 3 OPEX Stormwater Expenditure

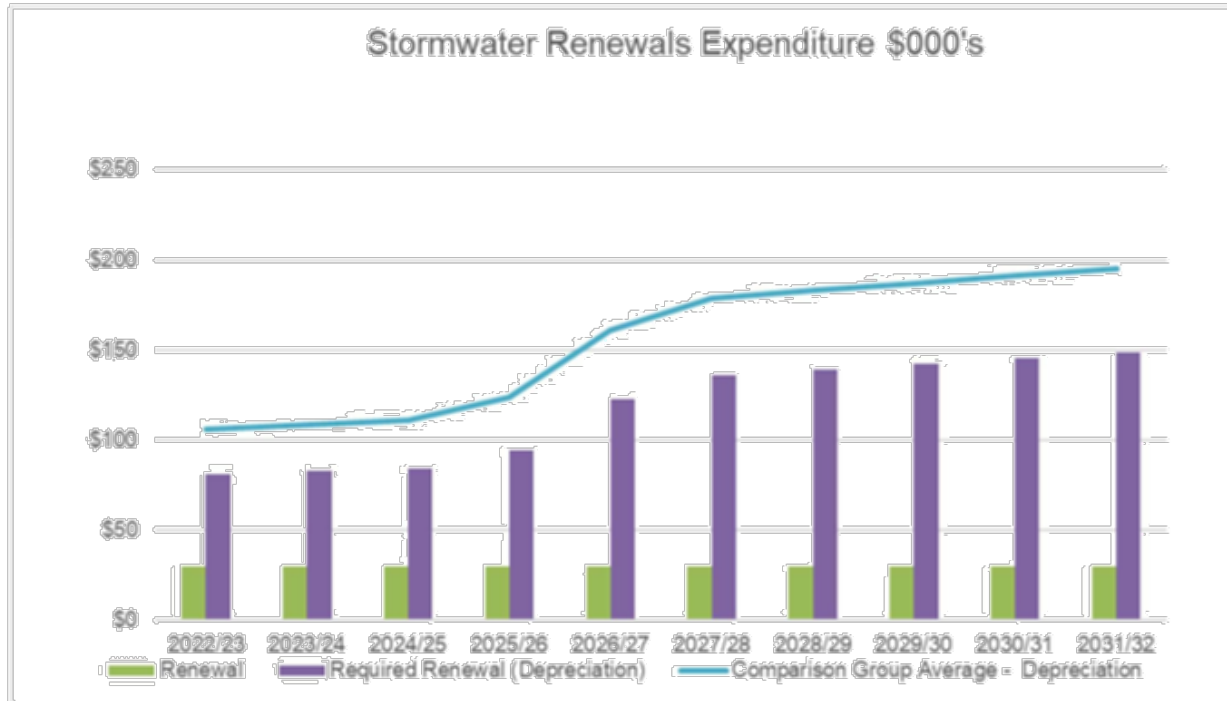


Reviewing OPEX expenditure against required spend, while Council is close to meeting its maintenance obligations in the short term, no additional funding has been allowed for in the medium term after significant new infrastructure is constructed with the parallel stormwater system in Narrandera town.

C1.8 Lifecycle - Renewal/Replacement Strategy

Council's stormwater renewal program is currently driven by an age-based condition assessment approach. However, there is currently low confidence in the quality of Council's condition and further work is required for decision grade data.

Figure 4 Stormwater CAPEX Expenditure



Council compared its budgeted/actual CAPEX expenditure for its Stormwater portfolio against its annual depreciation requirements. This showed that Council currently has a deficit of funds to meet the required level of funding and it is anticipated that the condition of assets will degrade. Council also compared its depreciation against similarly categorised councils by the OLG which showed that Council depreciates its assets at a rate lower than that of the comparison group.

C1.9 Expenditure Projections

Table 8 Stormwater Expenditure Projections

Budget Gap by Asset Group (\$,000s)		2022/23 (Budget)	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Stormwater	Actual										
	Renewal	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30
	New and Expanded Assets	\$0	\$0	\$1,100	\$4,100	\$2,000	\$0	\$0	\$0	\$0	\$0
	Maintenance and Operations	\$78	\$80	\$81	\$83	\$85	\$87	\$89	\$91	\$93	\$95
	Total Expenditure	\$108	\$110	\$1,211	\$4,213	\$2,115	\$117	\$119	\$121	\$123	\$125
	Required										
	Required Renewal (Depreciation)	\$81	\$83	\$84	\$94	\$123	\$136	\$139	\$142	\$145	\$149
	New and Expanded Assets	\$0	\$0	\$1,100	\$4,100	\$2,000	\$0	\$0	\$0	\$0	\$0
	Required O&M	\$89	\$91	\$102	\$136	\$154	\$158	\$161	\$165	\$168	\$172
	Total	\$170	\$173	\$1,286	\$4,330	\$2,277	\$294	\$300	\$307	\$314	\$321
	Maintenance Overall (GAP)	-\$11	-\$11	-\$20	-\$53	-\$69	-\$71	-\$73	-\$74	-\$76	-\$77
	Renewals Overall (GAP)	-\$51	-\$53	-\$54	-\$64	-\$93	-\$106	-\$109	-\$112	-\$115	-\$119
	Overall (GAP)	-\$62	-\$64	-\$75	-\$117	-\$162	-\$177	-\$182	-\$186	-\$191	-\$196
	Comparison Group – Depreciation	\$106	\$108	\$111	\$123	\$161	\$179	\$183	\$187	\$191	\$195
	Comparison Total (Inc. New and Expanded)	\$195	\$199	\$1,312	\$4,359	\$2,315	\$337	\$344	\$352	\$359	\$367
	Comparison Overall (GAP)	-\$87	-\$90	-\$101	-\$146	-\$200	-\$220	-\$225	-\$231	-\$237	-\$242

Figure 5 Stormwater Sustainability Ratios

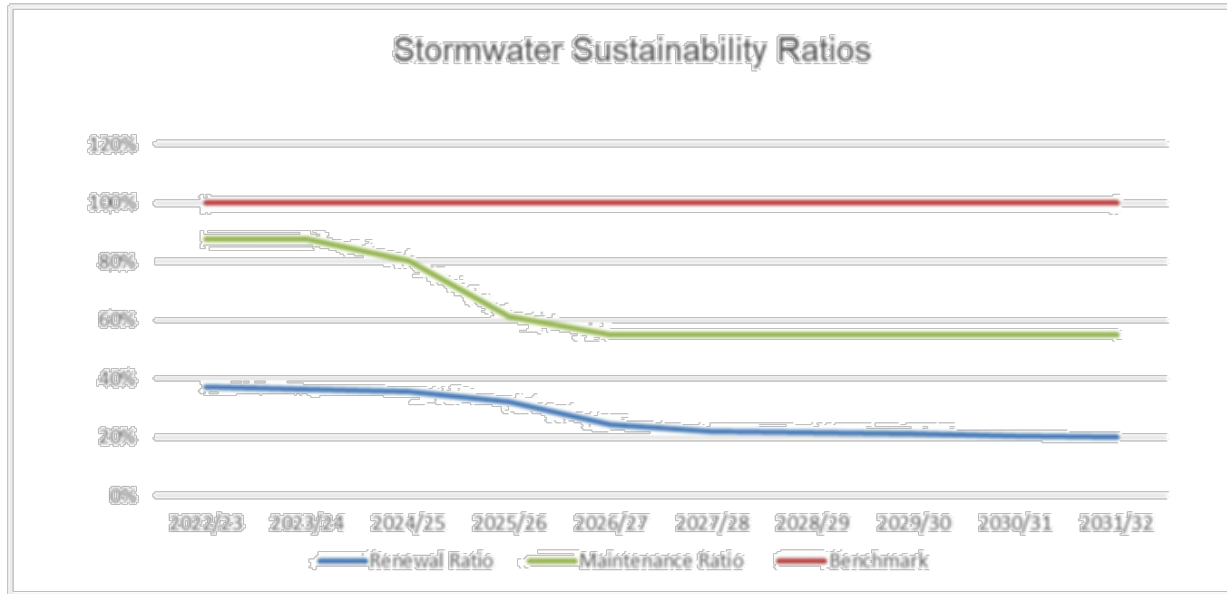
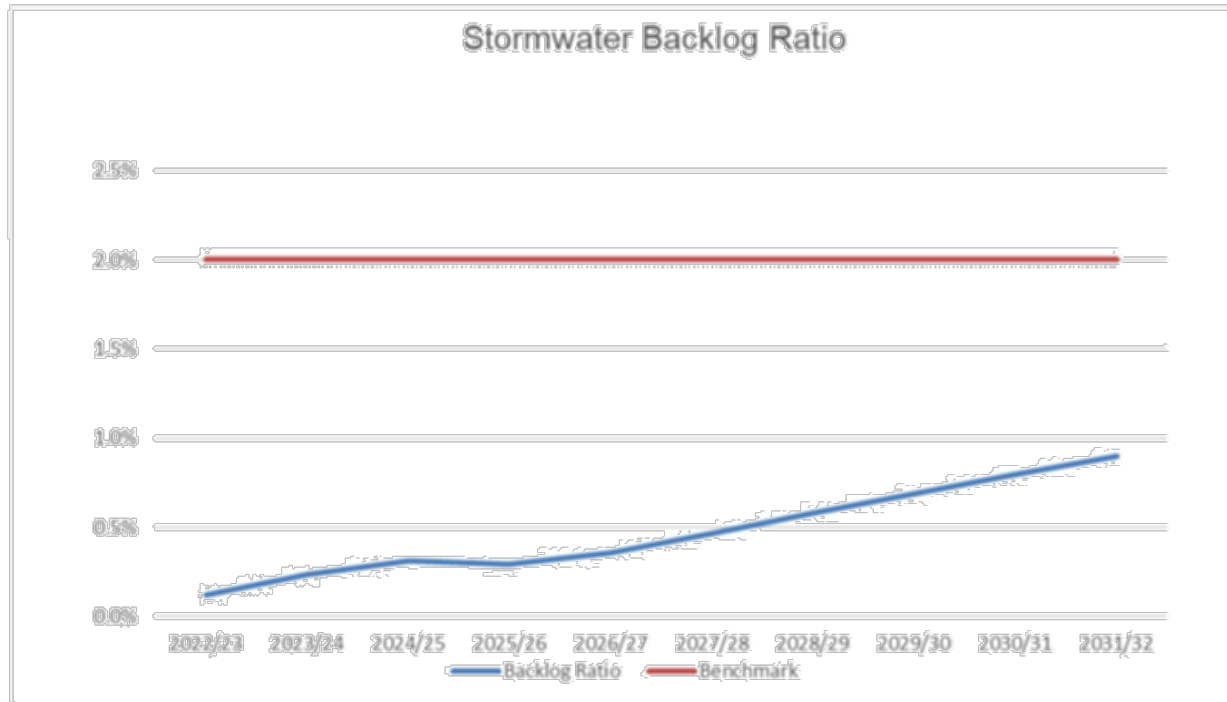


Figure 6 Stormwater Backlog Ratio



C1.10 Critical Assets

Critical assets are those assets that are likely to result in a more significant financial, environmental and social cost in terms of impact on organisational objectives. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans in critical areas. Council is currently in the process of assessing and documenting the criticality of its Stormwater portfolio.

The following attributes are currently being considered as part of this analysis:

Table 9 Critical Assets

Criteria	High	Medium	Low
Asset Size/Diameter	>1200mm	1200 - 600mm	<600mm
Proximity to Stormwater Corridor	State	Regional	Local
Proximity to Facilities and Critical Utilities	Critical Assets, Emergency and Medical		
Environmental Sensitive	Assets known to provide Native Species Habitat		
Flood Zone	Yes		

Council is currently identifying its critical assets.

C1.11 Risk Management

Council utilises a corporate risk framework which aligns with ISO 31000:2018. The framework has been adopted for Council's Stormwater assets and highlights the strategic risks which impact Council's asset portfolio.

Table 10 Strategic Risk Management

Issue	Impact	Risk ranking	Treatment	Residual risk ranking
Severe climatic conditions from global warming causing increased long periods of rain.	<p>Increased deterioration of open drain and levee surface leading to more frequent renewal costs.</p> <p>Increased open drain and pipeline blockages leading to increased routine maintenance costs.</p> <p>Pooling of water on roads leads to potential driver safety.</p>	Extreme	Assess potential deterioration impacts and increase funding if necessary for blockage maintenance and open drain and levee renewal work.	Low
There is very limited amount of data on the asset condition and performance.	Limited inspection of drains is carried out leading to inability to accurately forecast asset related issues and prioritise planning.	High	Identify asset related risks, their treatment requirements and prioritise maintenance funding.	Low
Provision of insufficient maintenance funding.	Sedimentation and buildup of material reduces capacity of stormwater network and increase risk of localised flooding.	High	Identify key locations in low spots and flooding occurs and develop inspection program to maintain pipes and pits are clear of obstructions.	Low

C1.12 Confidence Levels

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, as outlined in the following below.

Table 11: Asset data confidence scale

Confidence grade	General meaning
Highly reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Summary of confidence in asset data for all asset classes is detailed in the table below.

Table 12: Asset data confidence rating

Asset class	Inventory	Condition	Age	Overall
Stormwater	Acceptable	Uncertain	Uncertain	Uncertain

The overall confidence level of the plan is considered to be **'Uncertain'**.

C1.13 Improvement Plan

There is a body of work required to ensure Council’s stormwater asset data is of decision grade quality. While the current portfolio size is relative, this is expected to significantly increase with the town centre stormwater upgrade project. It is crucial that Council establishes a strategic approach to managing these assets and future iterations of this asset management plan will focus on a more strategic approach to managing the portfolio. The improvement plan below sets out the pathway for Council to achieve this.

Table 13 Improvement Plan

Action	Priority	Responsible	Timing
Asset knowledge and data			
Council to develop and document guidelines and adopt a consistent approach for condition and defect assessment.	M	Assets	30/06/24
Council to undertake CCTV sampling of existing stormwater network to validate current age and condition profile	M	Assets	31/12/23
Asset knowledge processes			
Council to review required maintenance and depreciation requirements for its Stormwater portfolio	M	Assets Finance	30/06/24
Strategic asset planning processes			
Council to review long-term (ten-year) lifecycle costing requirements including CAPEX and OPEX	H	Assets Finance	30/06/24
Council to develop comprehensive maintenance and renewal strategy for the management of its assets.	H	Assets	30/06/24
Council to review current service levels and SLAs and develop outcome-based service levels which align with IP&R Framework.	H	Assets Operations	30/06/24
Council to engage community on developed service levels.	H	Assets	30/06/25
Council to undertake risk and criticality assessment of its asset portfolios.	H	Assets Operations	30/06/24
Operations and maintenance work practices			
Council is to implement a maintenance management system that records maintenance activity outputs against defined assets.	H	Assets Operations Systems	30/06/24
Following criticality assessment, Council to develop management strategies for critical infrastructure.	H	Assets Operations	30/06/25
Information systems			
Organisational context			
Council to undertake an in-depth workforce review of asset management roles and responsibilities and ensuring that all functions of asset management are covered and are being carried out.	H	Executive	30/06/23

C1.14 Capital Works Program

To be provided by Council

Appendix D - Water and Sewer Asset Management Plan

This asset management plan covers the portfolio of water and sewerage infrastructure that deliver a wide range of services to the Narrandera Shire Council community.

Council's water and sewer infrastructure include its pumping, reticulation, treatment and storage infrastructure.

As the owner and operator of assets, Council has a responsibility for a number of functions including:

- maintenance
- renewal and refurbishment
- upgrades and improvements
- disposal of assets.

The planning of these functions is outlined in this asset management plan.

D1.1 Purpose of this Plan

The purpose of this asset management plan is to develop a strategic framework for the maintenance and renewal of water and sewer assets and to provide an agreed level of service in the most effective manner.

This plan includes the following scope of management:

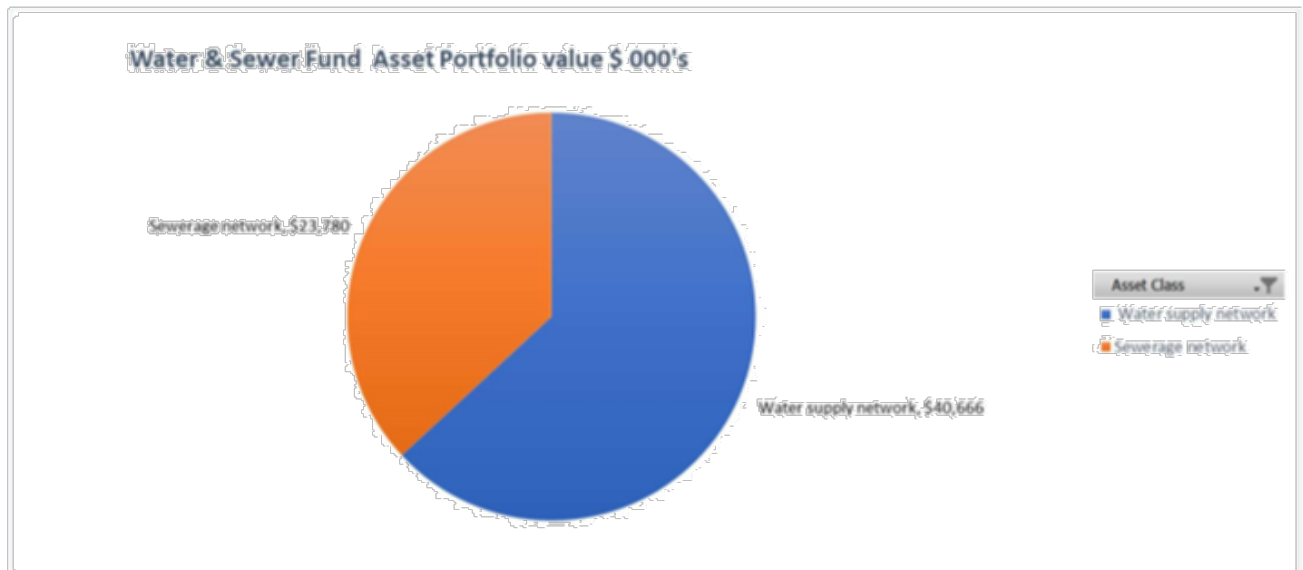
- asset inventory, values and condition
- asset-based levels of service
- demand and service management
- risk management
- development of the long-term financial plan (LTFP) for the maintenance and renewal of buildings assets.

D1.2 Asset Class Summary

Council has done significant work and is nearing completion of a draft of the integrated water cycle management plan and as such has projected out the community needs for its water and sewer infrastructure over a 30 – year horizon. As such Council's Water and Sewer assets are adequately funded over the 10 – year horizon of this iteration of the plan with an average annual surplus of \$1.07m which can be attributed to a \$0.79m average annual surplus in OPEX spend and \$0.28m average annual surplus in capital expenditure. Council should review the forward budgets to see if a higher proportion of this spend is capital in nature and whether funding can be optimised moving forward. Further it should be noted that Council currently has a sizable portion of its water infrastructure currently in poor condition, however the replacement of this has been programmed and incorporated into the AMP with a new treatment facility expected to come online in 2025/26.

D1.3 Portfolio Overview

Figure 1 Portfolio Overview



Infrastructure Ratios	Budget 2022/23	Estimated 2031/32	Funding gap \$000's
Infrastructure Renewals ratio Benchmark 100%	89.41%	48.96%	Yr 1 (-\$87) 5 Yr Average \$543 10 Yr Average \$256
Infrastructure Backlog Ratio Benchmark 2%	12.41%	6.71%	Yr 1 (-\$4,124) 5 Yr Average (-\$3,803) 10 Yr Average (-\$3,492)
Infrastructure Maintenance Ratio Benchmark 100%	162.61%	129.22%	Yr 1 \$753 5 Yr Average \$690 10 Yr Average \$608
Total Infrastructure Funding Gap			Yr 1 (-\$3,458) 5 Yr Average (-\$2,570) 10 Yr Average (-\$2,628)

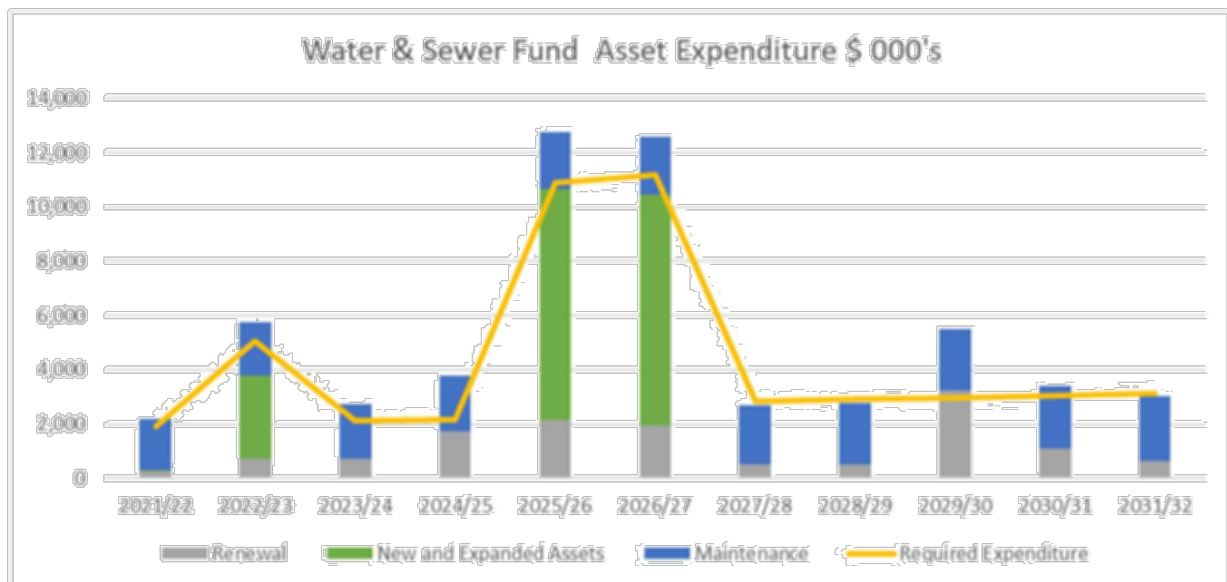
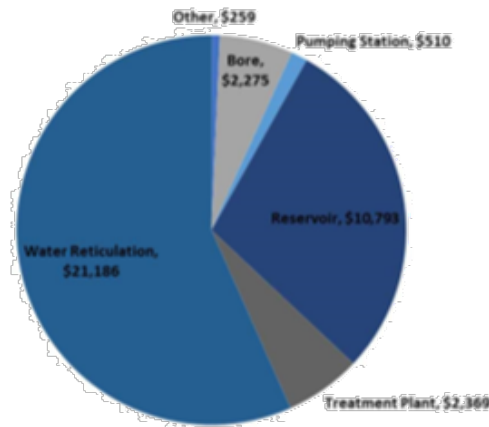


Figure 2 Water Portfolio Overview

Asset Class ▼

WATER ASSET PORTFOLIO VALUE \$ 000'S



Infrastructure Ratios

Infrastructure renewals ratio
Benchmark 100%

Budget 2022/23 Estimated 2031/32
75.80% 46.46%

Funding gap \$ 000's

Yr 1 (-\$123)
5 Yr Average \$38
10 Yr Average \$85

Infrastructure Backlog Ratio
Benchmark 2%

18.23% 8.64%

Yr 1 (-\$3,348)
5 Yr Average (-\$3,214)
10 Yr Average (-\$3,009)

Infrastructure Maintenance Ratio
Benchmark 100%

177.05% 128.38%

Yr 1 \$495
5 Yr Average \$438
10 Yr Average \$365

Total Funding Gap

Yr 1 (-\$2,975)
5 Yr Average (-\$2,737)
10 Yr Average (-\$2,559)

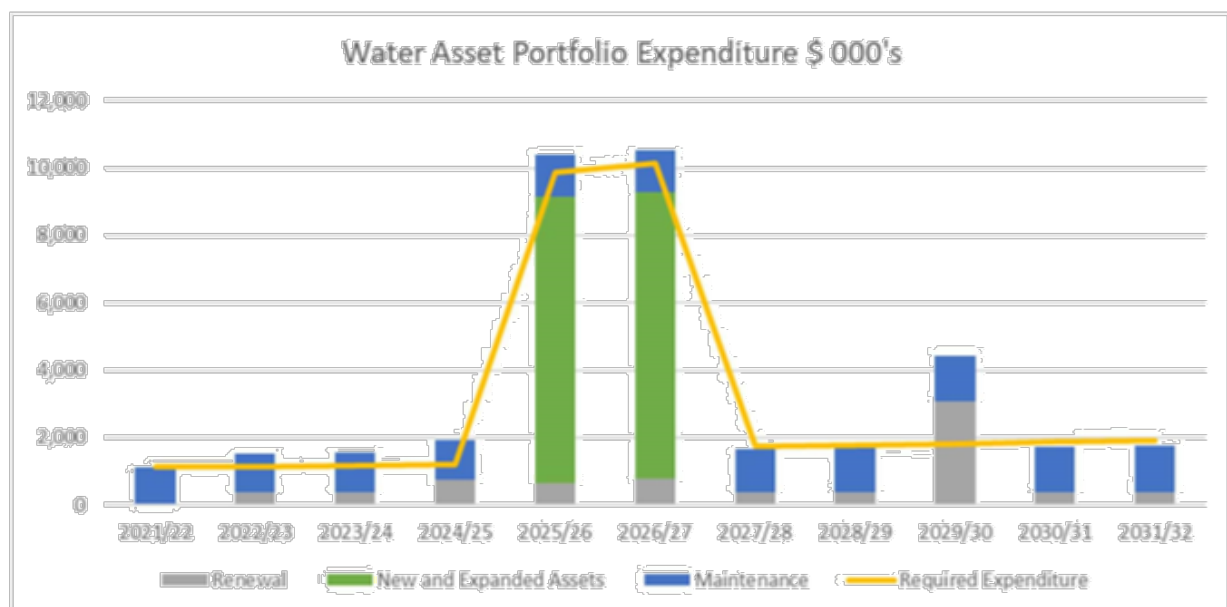
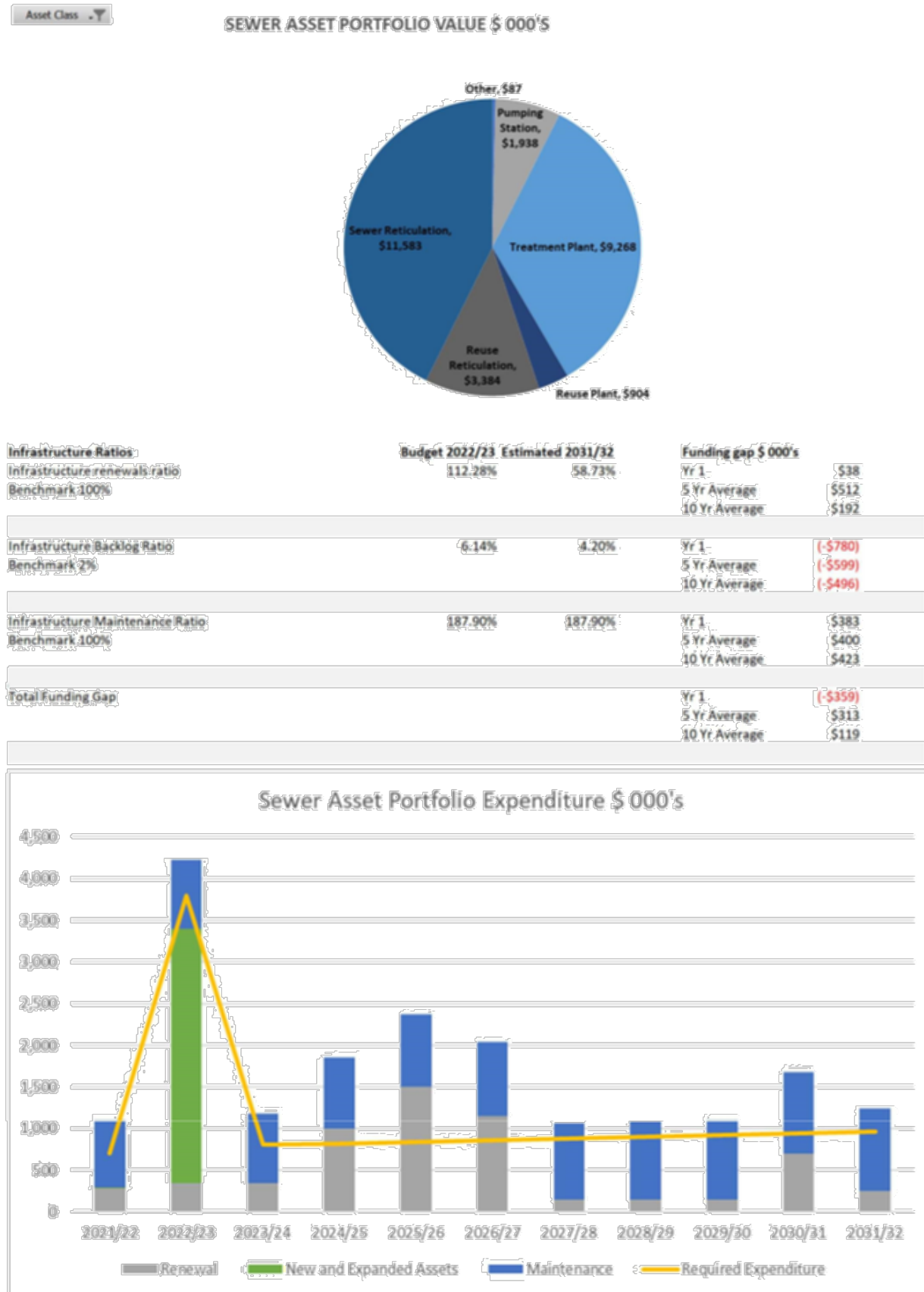


Figure 3 Sewer Portfolio Overview



D1.4 Asset Inventory, Values and Condition

The assets covered by this asset management plan are shown below:

Table 1 Water Asset Inventory

Asset	Unit	Units
Reticulation Mains	Km	80.2
Trunk Mains	Km	6
Water Treatment Plants	No.	1
Bores	No.	2
Water Pumping Stations	No.	2
Reservoirs	No.	3

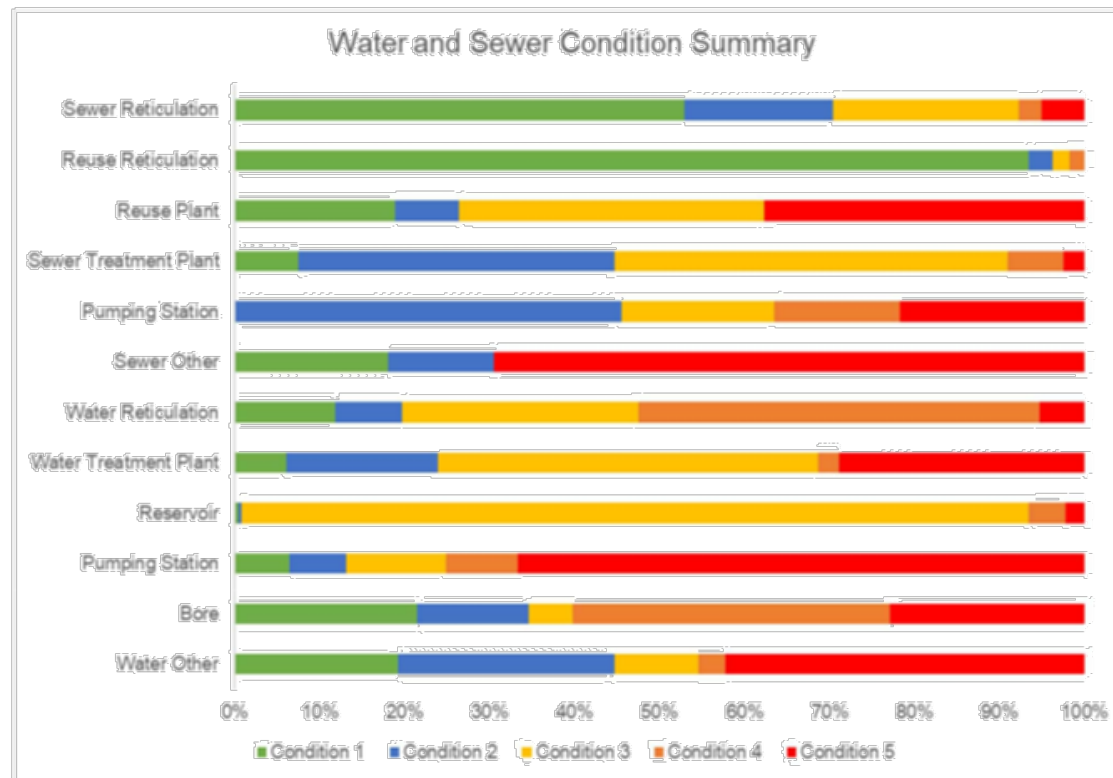
Table 2 Sewer Asset Inventory

Asset	Unit	Units
Gravity Mains	Km	83.4
Rising Mains	Km	4
Manholes	No.	631
Reuse Reticulation Main	Km	1.4
Reuse Trunk Main	Km	6
Sewer Treatment Plant (incl. Reuse Facility)	No.	1
Sewer Pumping Stations	No.	5

Table 3 Portfolio Valuation

Asset	Gross Replacement Cost \$ 000's	Written Down Value \$ 000's	Annual Depreciation \$ 000's	Condition 1	Condition 2	Condition 3	Condition 4	Condition 5
Water Supply	\$40,666	\$20,235	-\$497	9%	7%	46%	31%	8%
Sewerage	\$23,780	\$15,565	-\$305	37%	24%	28%	5%	6%

Figure 4 Water Condition Summary



D1.5 Roles and Responsibilities

Council has adopted the following roles and responsibilities matrix for its water and sewer assets.

Table 4 Roles and Responsibilities Summary

Role	Responsibilities	Functions
Asset Owner	This position takes ownership responsibility for the management of assets and is usually responsible for policy and overall asset strategy	<ul style="list-style-type: none"> Establish long term policy and strategy Establish existing demand for assets Establish future demand for assets (type and standard) Establish long term community expectation Implement policy and strategy for existing assets Establish community asset service level Ensure integration of asset management into Council's community, delivery and operational plans & resourcing Strategy Maintain and develop asset systems and reporting Ensure asset accounting is accurate and maintained, and asset valuation, Develop capital works prioritisation Develop capital works program Liaison with the organisation as a whole on asset matters.
Asset Custodian	This position is the technical expert and has responsibility for collecting and maintaining asset data, determining works programs and maintenance strategies etc.	<ul style="list-style-type: none"> Develop and oversee capital works and maintenance program Handover and documentation Control budgets Develop asset plans Asset condition rating Risk management Data custodian – Hierarchy, level of detail Recommendation of asset disposal and renewal 4yr program.
Asset Delivery – Maintenance and Operations Asset Delivery - CAPEX	Responsible for the day-to-day maintenance, operations and services delivered by assets as well as the delivery of capital works	<ul style="list-style-type: none"> Controls asset use, in line with policy Deliver programmed and reactive maintenance, internal/external Deliver and / or manage capital works Manage all operations and service delivery functions Manage service user expectations Deliver adopted levels of service.

Table 5 Roles and Responsibilities Matrix

Asset Class	Asset Category	Asset Owner (Ownership and Strategy)	Asset Custodian (Plan and Manage)	Asset Delivery (Delivery and Ops) - CAPEX	Asset Delivery (Delivery and Ops) - Maintenance
Water supply network	Bore	DGMI	WSM	WSM	WSM
Water supply network	Other	DGMI	WSM	WSM	WSM
Water supply network	Pumping Station	DGMI	WSM	WSM	WSM
Water supply network	Reservoir	DGMI	WSM	WSM	WSM
Water supply network	Treatment Plant	DGMI	WSM	WSM	WSM
Water supply network	Water Reticulation	DGMI	WSM	WSM	WSM
Sewerage network	Reuse Plant	DGMI	WSM	WSM	WSM
Sewerage network	Reuse Reticulation	DGMI	WSM	WSM	WSM
Sewerage network	Other	DGMI	WSM	WSM	WSM
Sewerage network	Pumping Station	DGMI	WSM	WSM	WSM
Sewerage network	Treatment Plant	DGMI	WSM	WSM	WSM
Sewerage network	Sewer Reticulation	DGMI	WSM	WSM	WSM

D1.5 Asset Based Levels of Service

Council undertakes a Community Satisfaction Survey to inform the development of the Community Strategic Plan, with the latest survey having been completed in December 2021. A sample of residents was polled on how important they view each of Council's services as well as how satisfied they are with the service delivery. The table below presents most recent community satisfaction survey reported for importance and satisfaction levels for the following services:

Table 6 Community Satisfaction Survey

Service/Facility	2021			2016		
	Importance	Satisfaction	Gap	Importance	Satisfaction	Gap
Protecting our natural flora and fauna	4.38	3.79	-0.59	N/A	N/A	
Water supply	4.75	2.45	-2.3	4.61	3.12	-1.49
Sewer services	4.42	3.58	-0.84	4.25	3.69	-0.56

Community satisfaction is used in informing the strategic plan and developing the Levels of Service.

Table 7 Water Levels of Service

Service level Outcome	Level of Service	Performance Measure process	Performance Target	Current Performance
Accessibility	Provision of a reliable water service where water supply services are available	Customer complaints	Provision of a reliable water service to properties where water supply services are available.	
	Water pressure	Customer complaints, testing and modelling	Provide between 15 and 90 metres head of static water pressure in reticulation system.	
Quality/condition	Provide safe drinking water.	Water Quality Sampling & Customer complaints	100% compliance with ADWG for health based parameters. Compliance with DWMS. 90% compliance with ADWG aesthetic parameters.	
	Percent of assets in condition 4 or better	Condition assessment	95% of assets in satisfactory condition or better.	93% of water assets are in condition 4 or better
Reliability/ responsiveness	Percent compliance with Council's documented response time	CRMS data	90% of requests are completed within Council's customer charter.	
		Water main breaks per 100km inline with NSW Performance Benchmarking Report (A8 - Water main breaks # per 100 km of water main) (C15 – Average Duration of unplanned interruptions water in minutes)	< the state average for water number and duration of water service interruptions.	
	Interruptions to supply	Planned interruptions	Customers to receive 24 hrs written notice for planned service interruptions	
Community satisfaction and involvement	Customers are happy with the services provided	Community satisfaction survey	The net differential between importance and performance is positive.	
Affordability	The services are affordable and managed at lowest possible cost for required level of service	Review of service agreements and benchmark with other councils	Total operating costs per volume of water distributed is equal or less than the industry average.	Yes

Service level Outcome	Level of Service	Performance Measure process	Performance Target	Current Performance
Sustainability	Long-term plans are prepared	Lifecycle approach to managing assets	Achieve compliance with 2022 Department of Planning and Environment strategic planning assurance framework.	Partial compliance
	Assets meet financial sustainability ratios	Consumption ratio	Between 50% and 75%.	49.80%
		Renewal funding ratio	Between 90% and 110%.	0% though the following years renewal ratios are planned to be higher
		Backlog ratio (estimated cost to bring asset to a satisfactory condition / written down value of the assets)	OLG benchmark <2%.	18.50%

Table 8 Sewer Levels of Service

Service level Outcome	Level of Service	Performance Measure process	Performance Target	Current Performance
Reliability	Operation of reliable sewerage network	Network performance data and customer complaints.	Wastewater overflows per 100km of main less than NSW average.	
			Wastewater main breaks and chokes per 100km less than NSW average.	No
Quality/condition	Effective treatment and disposal of sewage	Regulatory reporting	100% compliance with Environmental Protection Licence concentration and load limits.	No
Responsiveness	Percent compliance with Council's documented response time	CRMS data	90% of requests are completed within Council's customer charter.	
Community satisfaction and involvement	Customers are satisfied with the services provided	Community satisfaction survey	The net differential between importance and performance is positive.	
Affordability	The services are affordable and managed at lowest possible cost for required level of service	Review of service agreements and benchmark with other	Total operating costs equal or less than the industry average benchmark.	

Service level Outcome	Level of Service	Performance Measure process	Performance Target	Current Performance
		councils		
Sustainability	Long term plans are prepared	Life cycle approach to managing assets	Achieve compliance with 2022 Department of Planning and Environment strategic planning assurance framework.	Partial compliance
	Assets meet financial sustainability ratios	Consumption ratio	Between 50% and 75%.	65.50%
	Assets meet financial sustainability ratios	Renewal funding ratio	Between 90% and 110%.	91.8% currently within target
	Assets meet financial sustainability ratios	Backlog ratio (estimated cost to bring asset to a satisfactory condition / written down value of the assets)	OLG benchmark <2%	7.50%

D1.6 Future Demand

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset condition.

Opportunities identified to date for demand management are shown in the table below. Further opportunities will be developed in future revisions of this asset management plan.

Table 9 Demand Management

Demand factor	Impact on assets
Population	While there is a small decrease in population over the life of the plan, Council will need to monitor usage to ensure that demand is not exceeding the service capacity of its existing portfolio.
Increasing costs	Will be a requirement to continue to maximise service delivery within the funding limitations.
Environment and climate	May impact on the environmental sustainability of Council’s water and sewer facilities as well as the availability of water.
Technology	May require improved environmental management of construction and the management of the portfolio into the future.

D1.7 Lifecycle - Maintenance Strategy

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets functioning but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life. Typically, this can be categorised as:

- Operations - regular activities to provide services such as public health, safety and amenity.
- Reactive Maintenance - work on breakdowns, failures and or damaged assets that are not operating or are about to fail on an ad hoc basis.
- Planned Proactive and Cyclical Maintenance – works identified through scheduled maintenance/asset inspections whereby assets are not operating as designed or to 100% capacity.

Council undertakes a range of planned and reactive activities in the maintenance of its water and sewer systems. Treatment facilities are fully monitored, and treatment is changed to suit meet EPA guidelines. Major components are maintained on a cyclical basis and pumping stations are routinely inspected based on usage. The reticulation network however is typically managed on a reactive basis.

Figure 5 OPEX Water Expenditure

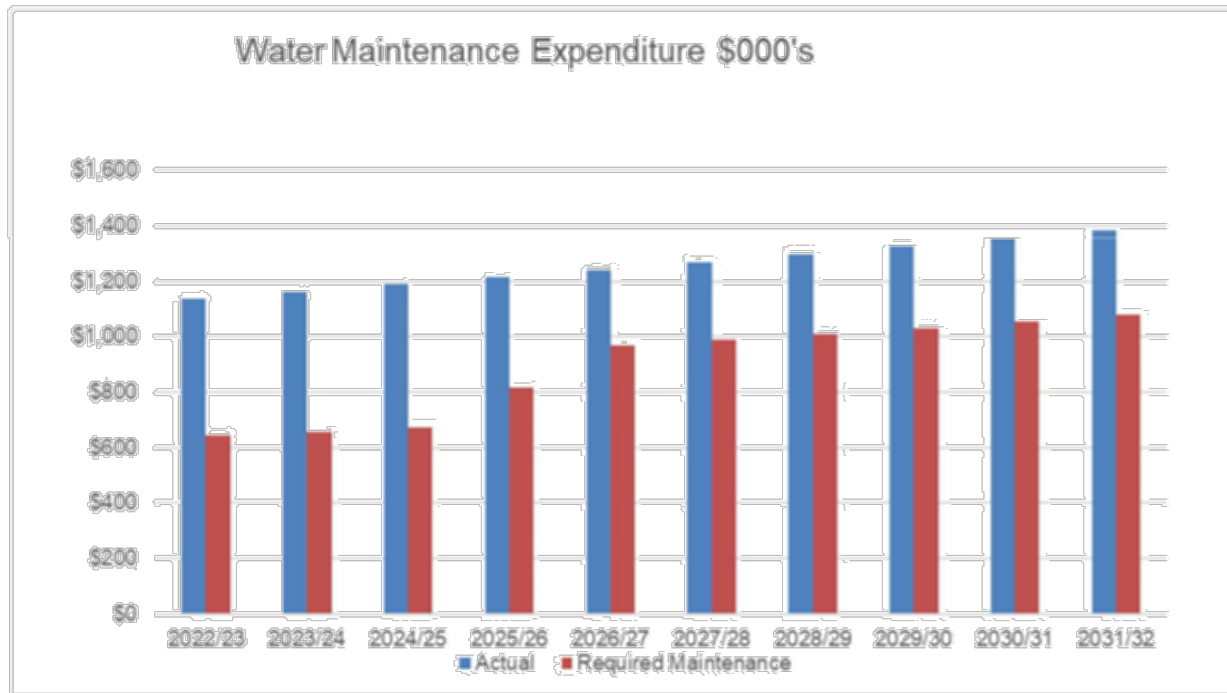
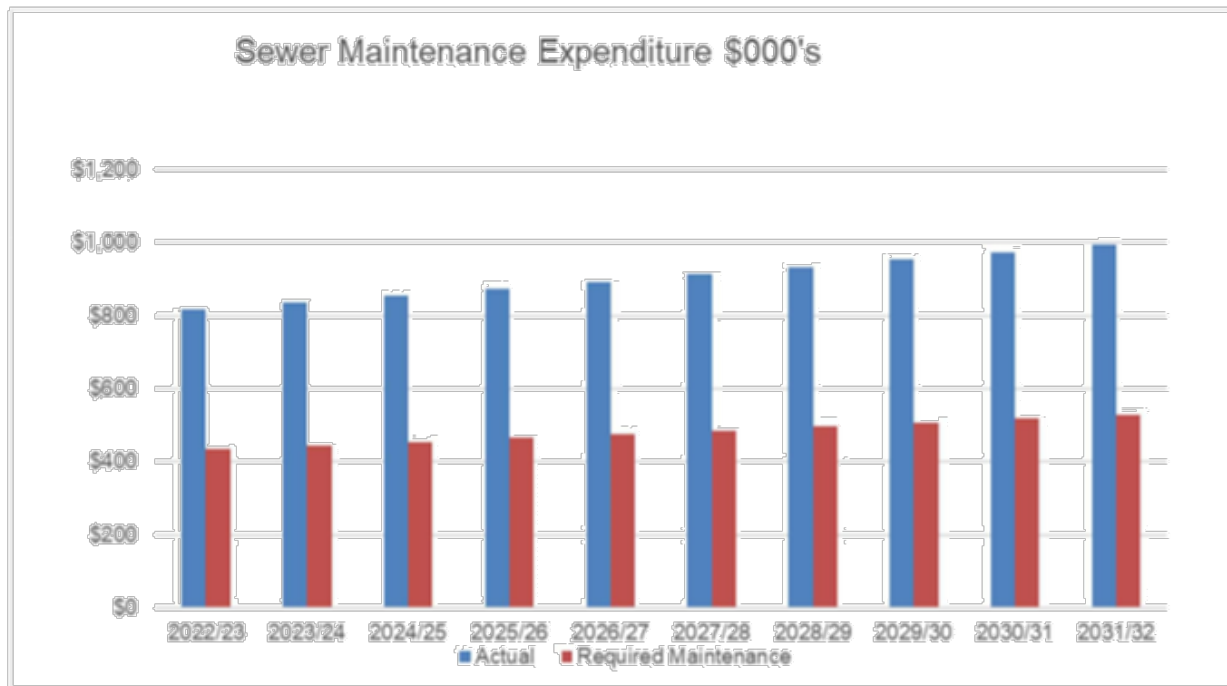


Table 10 OPEX Sewer Expenditure



Reviewing OPEX expenditure against required spend, there is a notable surplus in both water and sewer maintenance expenditure. Council should review whether any of this work is capital in nature and can be captured accordingly.

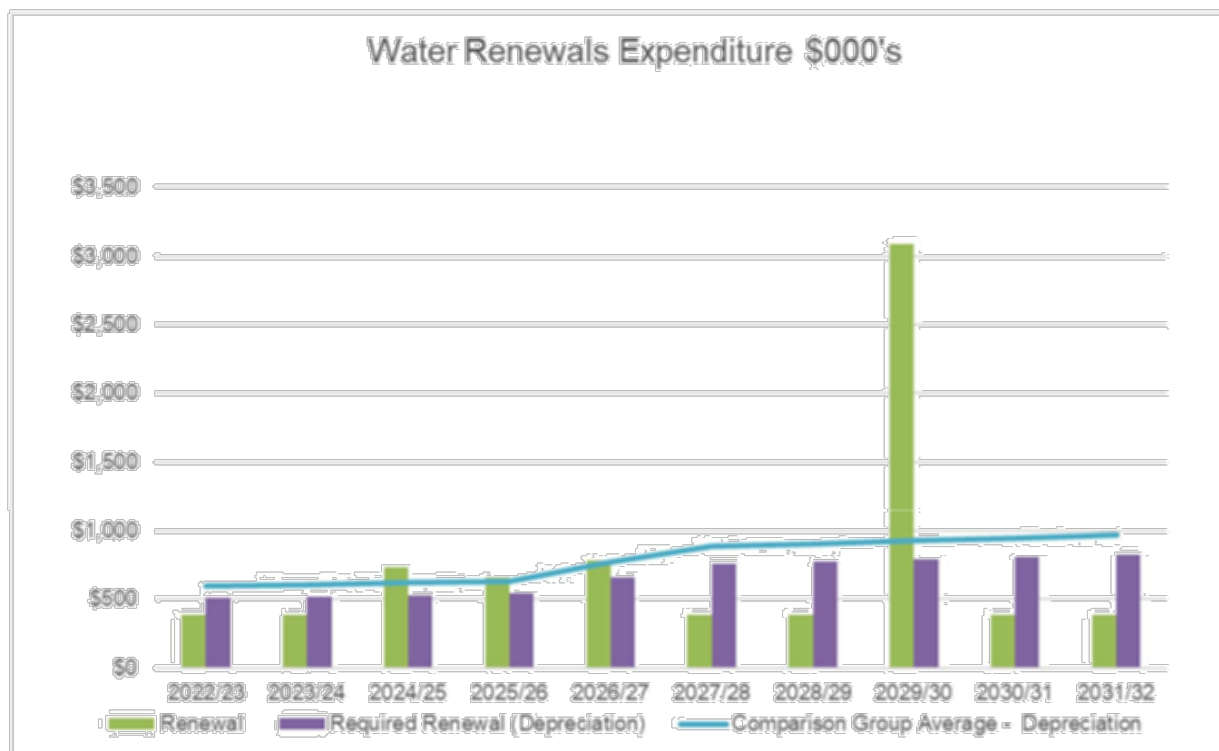
D1.8 Lifecycle - Renewal/Replacement Strategy

Council's capital works program is primarily driven by the risk profile of its assets network. The risk profile incorporates; criticality, age, condition, material as well as the amount of maintenance work/service requests undertaken for the asset. Capacity and functionality also play a key role in renewal and upgrade decisions Councils documented renewal criteria is as follows:

Table 11 Renewal Criteria

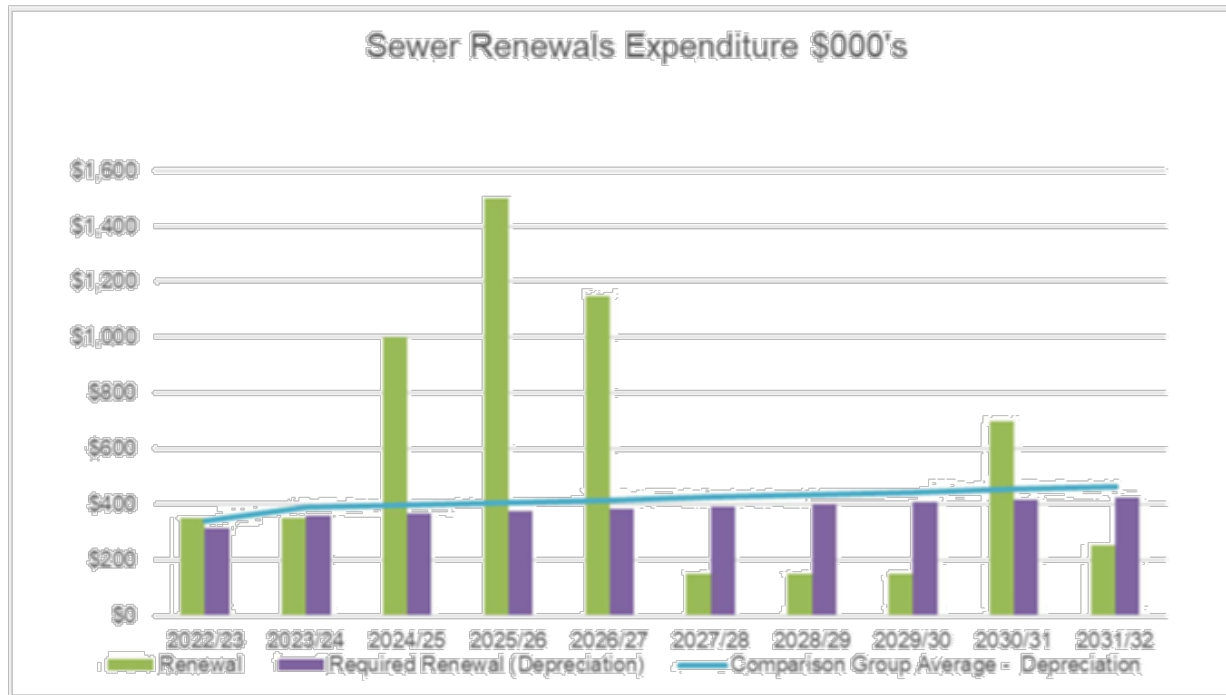
Criteria	Weighting
Structural Integrity	30%
Function	30%
Safety	30%
Service	10%
Total	100%

Figure 6 Water CAPEX Expenditure



Council compared its budgeted/actual CAPEX expenditure for its water portfolio against its annual depreciation requirements. This showed that Council currently had adequately budgeted to meet the required level of funding and it is anticipated that the condition of portfolio will improve. Further, Council also compared its depreciation against similarly categorised councils by the OLG which showed that Council depreciates its assets at a rate lower than that of the comparison group.

Figure 7 Sewer CAPEX Expenditure



Similarly, Council compared its budgeted/actual CAPEX expenditure for its sewer portfolio against its annual depreciation requirements. This showed that again, Council currently had sufficient funds to meet the required level of funding and it is anticipated that the condition of these assets will improve. Further, Council also compared its depreciation against similarly categorised councils by the OLG which showed that Council depreciates its assets in line with the comparison group.

D1.9 Expenditure Projections

Table 12 Water Expenditure Projections

Budget Gap by Asset Group (\$,000s)		2022/23 (Budget)	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Water	Actual										
	Renewal	385	385	735	660	785	385	385	3,085	385	385
	New and Expanded Assets	0	0	0	8,500	8,500	0	0	0	0	0
	Maintenance and Operations	1,137	1,163	1,188	1,214	1,241	1,268	1,296	1,325	1,354	1,384
	Total Expenditure	1,522	1,548	1,923	10,374	10,526	1,653	1,681	4,410	1,739	1,769
	Required										
	Required Renewal (Depreciation)	508	519	531	542	658	760	776	793	811	829
	New and Expanded Assets	0	0	0	8,500	8,500	0	0	0	0	0
	Required O&M	642	657	671	817	967	988	1,010	1,032	1,055	1,078
	Total	1,150	1,176	1,202	9,859	10,125	1,748	1,786	1,825	1,865	1,906
	Maintenance Overall (GAP)	495	506	517	397	274	280	287	293	299	306
	Renewals Overall (GAP)	-123	-134	204	118	127	-375	-391	2,292	-426	-444
	Overall (GAP)	372	372	721	515	401	-94	-105	2,584	-127	-138
	Comparison Group – Depreciation	594	607	621	634	770	889	908	928	949	970
	Comparison Total (Inc. New and Expanded)	1,237	1,264	1,292	9,952	10,237	1,877	1,918	1,960	2,003	2,047
	Comparison Overall (GAP)	286	283	631	423	289	-224	-237	2,449	-265	-279

Table 13 Sewer Expenditure Projection

Budget Gap by Asset Group (\$,000s)		2022/23 (Budget)	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Sewer	Actual										
	Renewal	350	350	1,000	1,500	1,150	150	150	150	700	250
	New and Expanded Assets	3,050	0	0	0	0	0	0	0	0	0
	Maintenance and Operations	819	837	855	874	893	913	933	953	974	996
	Total Expenditure	4,219	1,187	1,855	2,374	2,043	1,063	1,083	1,103	1,674	1,246
	Required										
	Required Renewal (Depreciation)	312	358	366	374	382	390	399	408	417	426
	New and Expanded Assets	3,050	0	0	0	0	0	0	0	0	0
	Required O&M	436	445	455	465	475	486	496	507	519	530
	Total	3,797	803	821	839	857	876	895	915	935	956
	Maintenance Overall (GAP)	383	391	400	409	418	427	436	446	456	466
	Renewals Overall (GAP)	38	-8	634	1,126	768	-240	-249	-258	283	-176
	Overall (GAP)	421	384	1,034	1,535	1,186	187	188	188	739	290
	Comparison Group – Depreciation	339	389	397	406	415	424	433	443	453	463
	Comparison Total (Inc. New and Expanded)	3,824	834	852	871	890	910	930	950	971	993
	Comparison Overall (GAP)	394	353	1,003	1,503	1,153	153	153	153	703	253

Table 14 Combined Expenditure Projection

Budget Gap by Asset Group (\$,000s)			2022/23 (Budget)	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Combined	Actual											
		Renewal	735	735	1,735	2,160	1,935	535	535	3235	1085	635
		New and Expanded Assets	3,050	0	0	8500	8500	0	0	0	0	0
		Maintenance and Operations	1956	2000	2043	2088	2134	2181	2229	2278	2328	2380
		Total Expenditure	5,741	2,735	3,778	12,748	12,569	2,716	2,764	5,513	3,413	3,015
	Required											
		Required Renewal (Depreciation)	820	877	897	916	1040	1150	1175	1201	1228	1255
		New and Expanded Assets	3,050	0	0	8500	8500	0	0	0	0	0
		Required O&M	1078	1102	1126	1282	1442	1474	1506	1539	1574	1608
		Total	4,947	1979	2023	10698	10982	2624	2681	2740	2800	2862
		Maintenance Overall (GAP)	878	897	917	806	692	707	723	739	755	772
		Renewals Overall (GAP)	-85	-142	838	1,244	895	-615	-640	2034	-143	-620
		Overall (GAP)	793	756	1,755	2,050	1,587	93	83	2772	612	152
		Comparison Group – Depreciation	933	996	1018	1040	1185	1313	1341	1371	1402	1433
		Comparison Total (Inc. New and Expanded)	5,061	2,098	2,144	10,823	11,127	2,787	2,848	2,910	2,974	3,040
		Comparison Overall (GAP)	680	636	1,634	1,926	1,442	-71	-84	2,602	438	-26

Figure 8 Water Sustainability Ratios

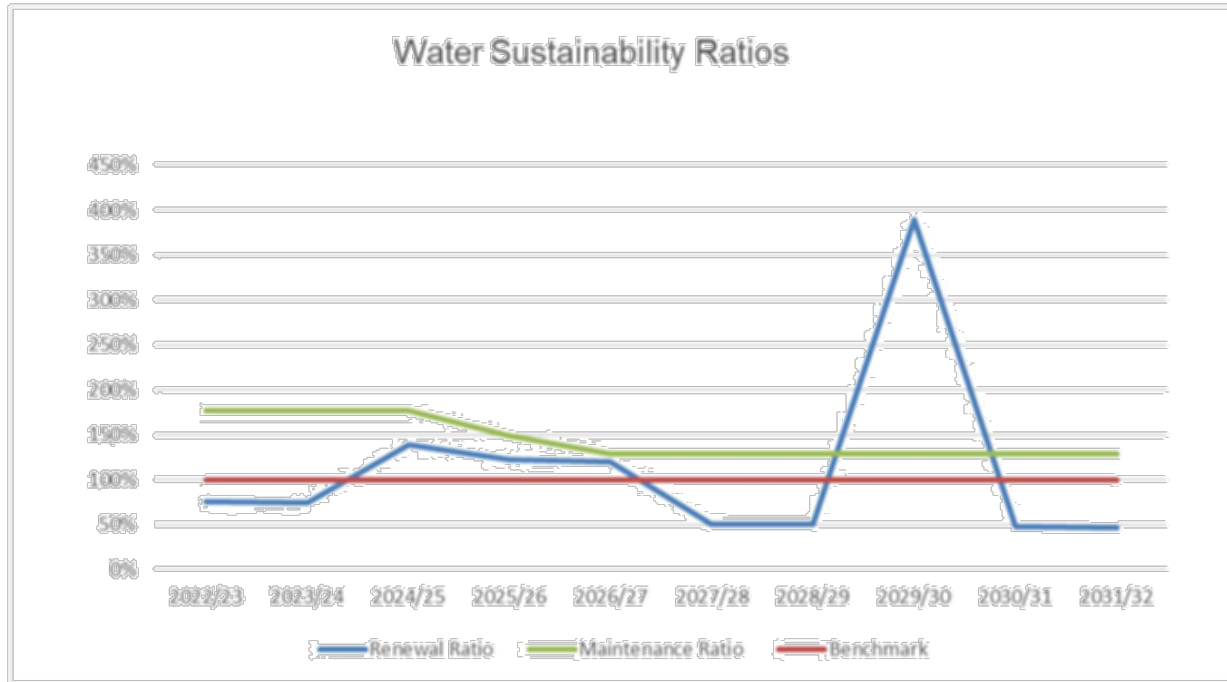


Figure 9 Water Backlog Ratio

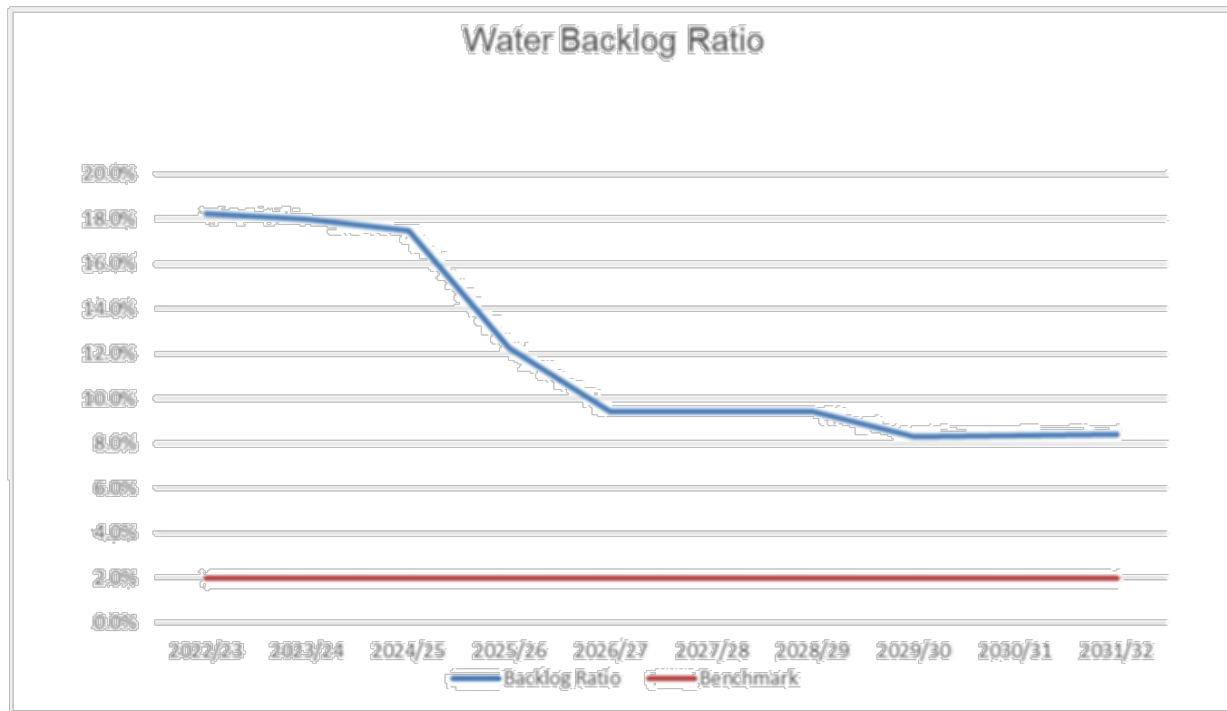


Figure 10 Sewer Sustainability Ratios

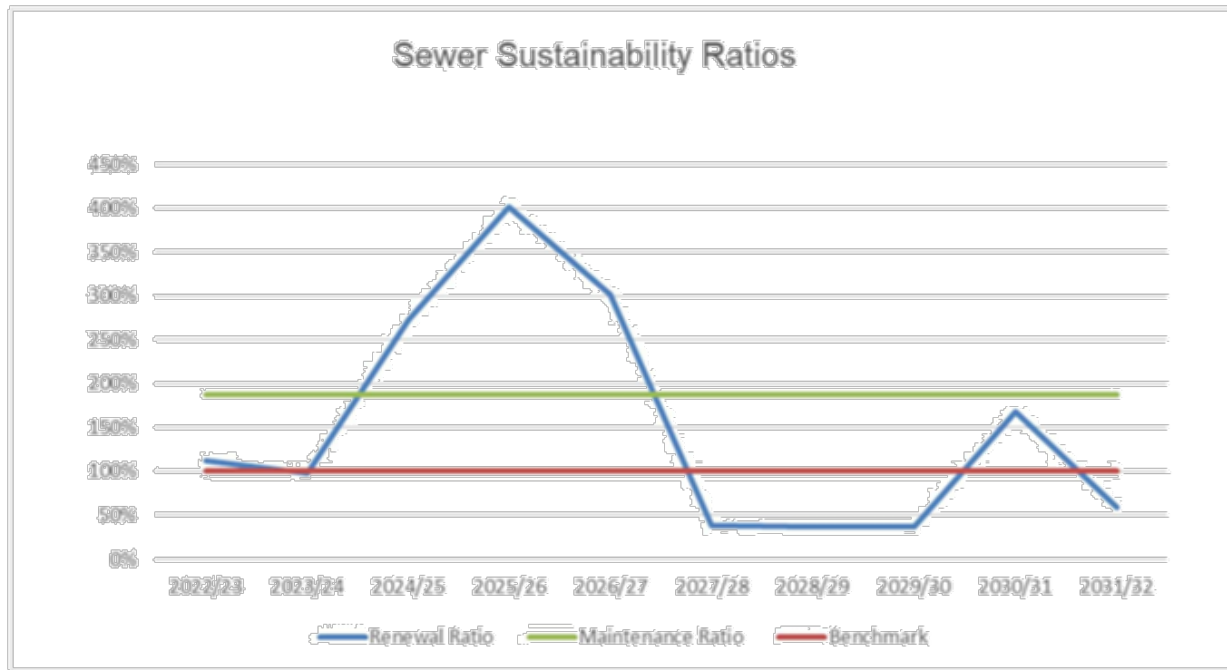
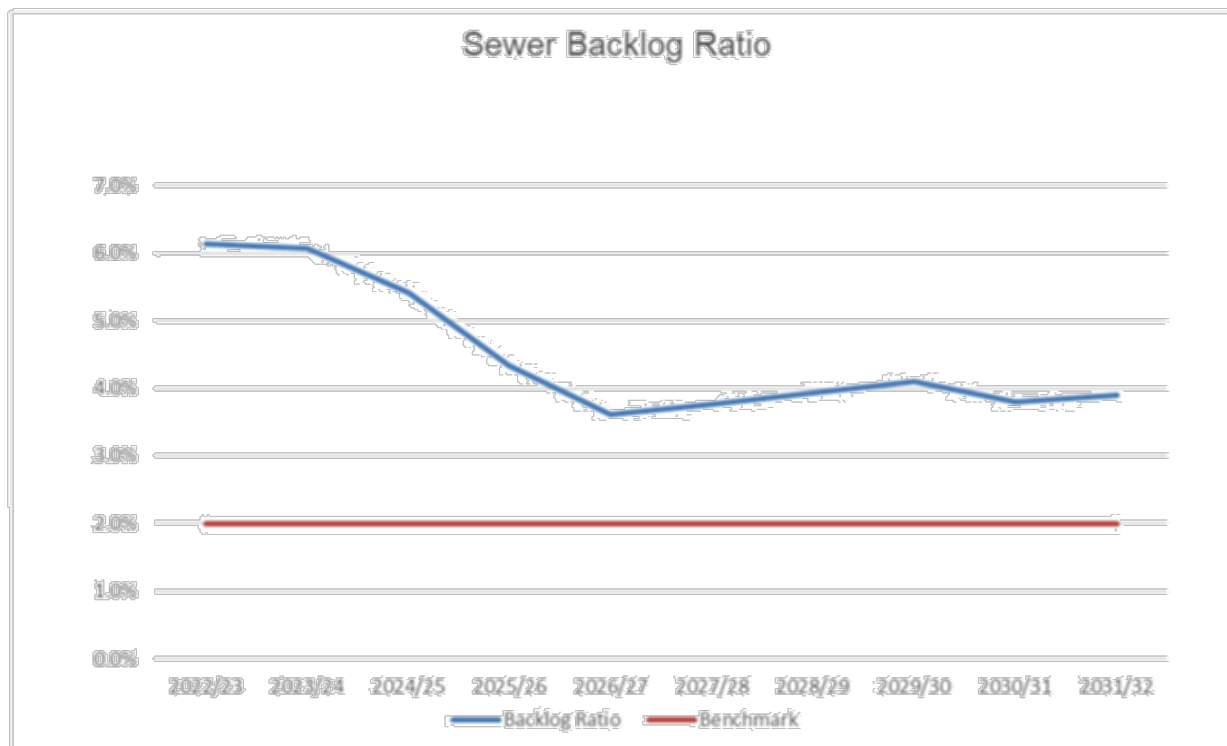


Figure 11 Sewer Backlog Ratio



D1.10 Critical Assets

Critical assets are those assets that are likely to result in a more significant financial, environmental and social cost in terms of impact on organisational objectives. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans at critical areas. Council is currently in the process of assessing and documenting the criticality of its building portfolio.

The following attributes are currently being considered as part of this analysis:

Table 15 Water Critical Assets

Criteria	High	Medium	Low
Reticulation			
Function	Supply	Trunk	Residential Reticulation
Material	AS/CI	CLS / PVC	HDPE
Flood zone	Yes		
Water Way	Line runs parallel to waterway	Line runs perpendicular to waterway	
Size	> 150mm Diameter	50 - 150mm Diameter	< 50mm Diameter
Pressure Pump			
Backup pump and power	No	Yes	Yes
Catchment	Large	Medium	Small
Storage Capacity			
Storage Capacity	Small	Medium	Large
Catchment	Large	Medium	Small
Treatment	Yes		

Table 16 Sewer Critical Assets

Criteria	High	Medium	Low
Reticulation			
Rising main	Yes		
Carrier	Yes		
Material	VC/AS	Concrete / PVC	
Flood zone			Yes
Water Way	Line runs parallel to waterway	Line runs perpendicular to waterway	
Size	> 300mm Diameter	200 - 300mm Diameter	150mm diameter
Pump Stations			
Storage Capacity	Small	Medium	Large
Backup pump and power	No	Accessible	Yes
Catchment	Large	Medium	Small
Flood zone	Yes		
Treatment	Yes		

Identified critical assets include Council's treatment infrastructure, its rising mains and supply trunks as well as its large pumping stations.

D1.11 Risk Management

Council utilises a corporate risk framework which aligns with ISO 31000:2018. The framework has been adopted for Council's water and sewer assets and highlights the strategic risks which impact Council's asset portfolio.

Table 17 Strategic Risk Management

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Associated Costs
Water Supply Asset Maintenance	Increasing maintenance requirements	High	Continue to improve data Documented service level risks and utilisation for establishing future maintenance priorities	Staff Time
Water Supply Asset Renewal	Assets deteriorate to a lesser service standard and higher risk situation	High	Continue to improve data Required renewal of water assets is being achieved in the short to medium term Future planning improvements can be made by further documented service level risks and utilisation of these in establishing future renewal priorities	Staff Time
Damage to Water Supply Assets	Damage to water supply assets as a result of major storm events	Very High	At present cannot be managed within Council's resourcing. Continue to improve data	Staff Time
Water Supply Network	Contamination or disruption of water supply to the Community	High	Higher levels of confidence about 10 year renewal programme. Improved knowledge of the condition of the existing network	Ongoing staff time
Sewer Network Maintenance	Increasing maintenance requirements	High	Continue to improve data Documented service level risks and utilisation for establishing future maintenance priorities	Staff Time

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Associated Costs
Sewer Network Renewal	Assets deteriorate to a lesser service standard and higher risk situation	High	Continue to improve data Future planning improvements can be made by further documented service level risks and utilisation of these in establishing future renewal priorities	Staff Time
Damage to Sewer Supply Assets	Damage to water and sewer networks as a result of major storm events	Very High	At present cannot be managed within Council's resourcing. Continue to improve data	Staff Time
Sewerage System	Deterioration of network	High	Improve knowledge of remaining life or condition of network	Ongoing Staff Time
Sewer Pump Stations	Environmental Damage and compliance issues	High	<ul style="list-style-type: none"> Continue to improve data by carrying out sample inspections Required renewal of sewerage system components is being achieved in the short to medium term. Future planning improvements can be made by further documented service level risks and utilisation of these in establishing future renewal priorities.	Ongoing staff time Funding for renewals included in the Capital Works Program and Long Term Financial Plan

D1.12 Confidence Levels

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, as outlined in the following below.

Table 18: Asset data confidence scale

Confidence grade	General meaning
Highly reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Summary of confidence in asset data for all asset classes is detailed in the table below.

Table 19: Asset data confidence rating

Asset class	Inventory	Condition	Age	Overall
Water	Reliable	Acceptable	Reliable	Reliable
Sewer	Reliable	Acceptable	Reliable	Reliable

The overall confidence level of the plan is considered to be **‘Reliable’**.

D1.13 Improvement Plan

Council's Water and Sewer assets are adequately funded over the 10 – year horizon of this iteration of the plan. Council has done significant work and is nearing completion of a draft of the integrated water cycle management plan and as such has projected out the community needs for its water and sewer infrastructure over a 30 – year horizon. Finalising this document to inform the AMP's is critical for the sustainable management of councils and this improvement plan sets out a pathway to improve the maturity of the portfolios.

Table 20 Improvement Plan

Action	Priority	Responsible	Timing
Asset knowledge and data			
Council to develop and document guidelines and adopt a consistent approach for condition and defect assessment.	M	Assets	30/06/24
Council to develop processes for extracting and reporting on lifecycle data which is to be fed back into asset management planning.	H	Operations Assets Systems	30/06/24
Asset knowledge processes			
Council to review required maintenance and depreciation requirements for its water and sewer portfolio	M	Assets Finance	30/06/24
Strategic asset planning processes			
Council to review long-term (ten-year) lifecycle costing requirements including CAPEX and OPEX	H	Assets Finance	30/06/24
Council to develop comprehensive maintenance and renewal strategy for the management of its assets.	H	Assets	30/06/24
Council to review current service levels and SLAs and develop outcome-based service levels which align with IP&R Framework.	H	Assets Operations	30/06/24
Council to engage community on developed service levels.	H	Assets	30/06/25
Council to undertake risk and criticality assessment of its asset portfolios.	H	Assets Operations	30/06/24
Operations and maintenance work practices			
Council is to implement a maintenance management system that records maintenance activity outputs against defined assets.	H	Assets Operations Systems	30/06/24
Following criticality assessment, Council to develop management strategies for critical infrastructure.	H	Assets Operations	30/06/25
Information systems			
Organisational context			
Council to undertake an in-depth workforce review of asset management roles and responsibilities and ensuring that all functions of asset management are covered and are being carried out.	H	Executive	30/06/23

D1.14 Capital Works Program

To be provided by Council

Delivery Program

2022 - 2026



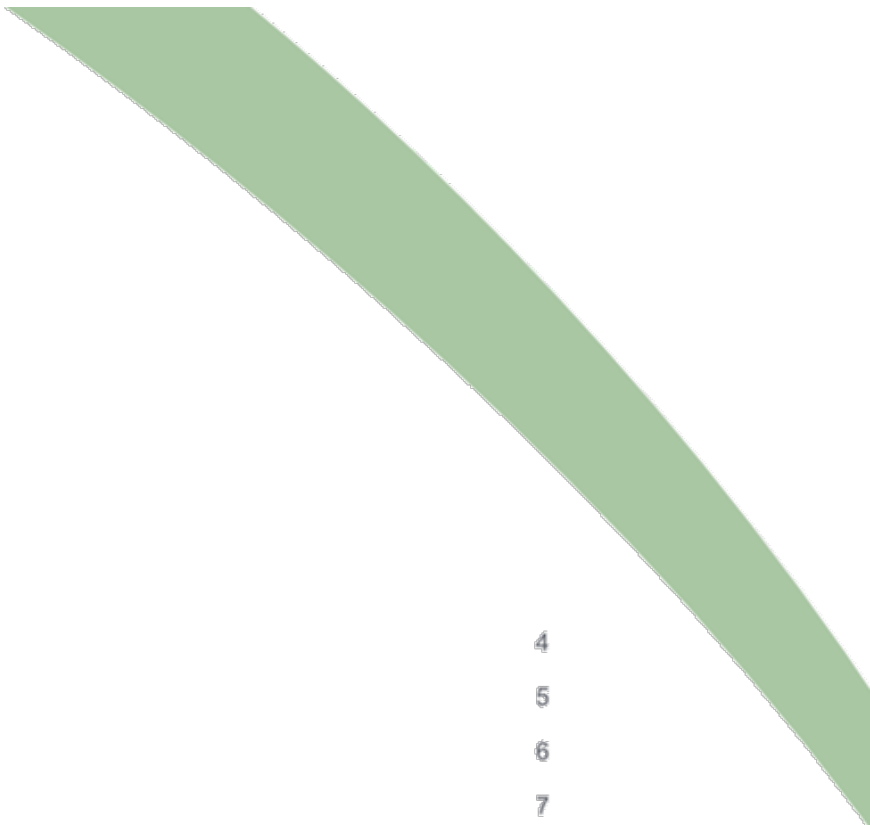
Welcome

Ngiyanhi Wiradjuri mayiny gawaymbanha nginyalgi Wiradjuri-gu Ngurabung-gu
We the Narrungdera Wiradjuri people welcome you all to Wiradjuri Country

Acknowledgement

Narrandera Shire acknowledges Aboriginal and Torres Strait Islanders as the first Australians and recognises that they have a unique relationship with the land and water. Council recognises that we are situated on the traditional lands of the Narrungdera Clan, of the Wiradjuri Nation who have lived here for thousands of years. We offer our respect to their elders past and present and through them, to all Aboriginal and Torres Strait Islander people.





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Message from the Mayor	5
Linkage to other plans	6
How to read this plan	7
Resourcing the Delivery Program	8
Details of the Delivery Program	10



*COVER PHOTO: Lake Talbot Water Park Splash Park.
INSIDE COVER IMAGE: Wiradjuri Elder Michael Lyons
playing the didgeridoo, as part of the Sandhills Artefacts
Tour.*

Introduction to the Delivery Program

ABOUT THIS DOCUMENT

The Delivery Program is a statement of commitment to the community from the Council elected in December 2021 and supports the Community Strategic Plan titled 'Our Narrandera Shire 2034'.

Like the Community Strategic Plan, this plan is divided into the 5 strategic themes with each theme further divided into strategies, actions, performance targets, measures, who the responsible officer will be and a timeframe for delivery.

The program has a 4 year horizon that aligns with the Council election cycle which is every 4 years; however, for this plan there will be an overlap in planning as the September 2020 election was delayed until December 2021 due to the COVID 19 pandemic with the next general Council election proposed to be held September 2024.

Development of the Delivery Program followed community consultation that informed the new Community Strategic Plan comprising:

- Priorities identified by community members
- Service levels expected by the community
- Resourcing options considered when preparing the Long Term Financial Plan
- Ongoing environmental, social/cultural or capital works programs
- Opportunities to link with Commonwealth, State and regional programs and projects
- Opportunities to partner with others
- Council's legislative responsibilities and regulatory functions.

Message from The Mayor

This plan forms part of the Integrated Planning and Reporting cycle of Council and has been developed using feedback from our community members, also the new Council elected in December 2021.

The Councillors and I have listened to the community, and we believe that the Community Strategic Plan titled 'Our Narrandera Shire 2034' and this program contain details of what is important to the community and how Council will work toward achieving outcomes – not all the actions can be achieved by Council alone, but Council has identified potential partners who may be able to assist. I encourage all community members to read the Community Strategic Plan when you have the opportunity to do so.

As part of accountability to the community, progress and outcomes are reported to both Council and the community on a six monthly basis. You can view previous Delivery Programs by visiting our website www.narrandera.nsw.gov.au and select 'Council Reporting' under the heading of 'Council'.

On behalf of Council, I thank you for your participation in developing the Community Strategic Plan called 'Our Narrandera Shire 2034' and its supporting documents.

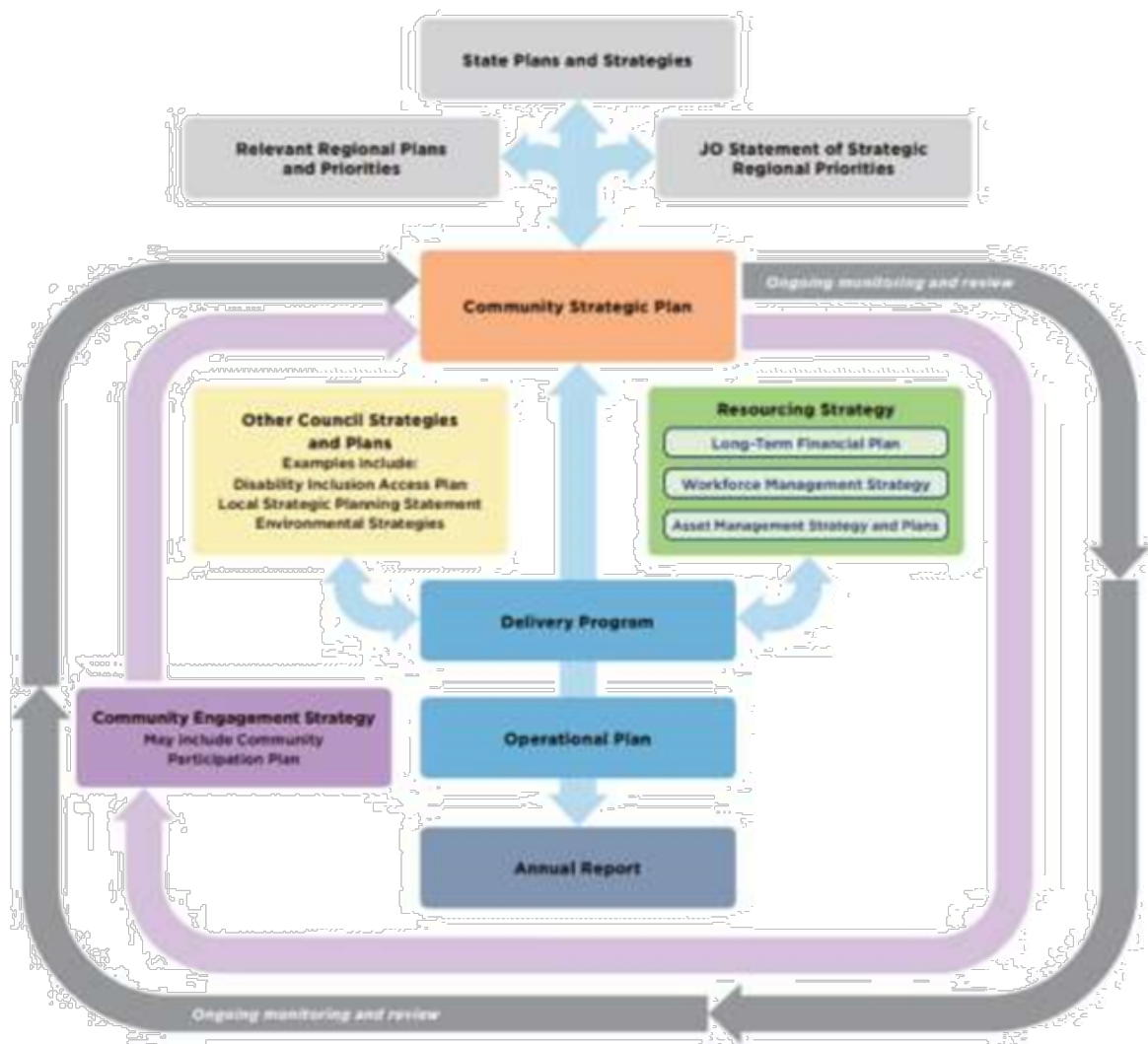
Councillor Neville Kschenka, Mayor



Linkage to Other Plans

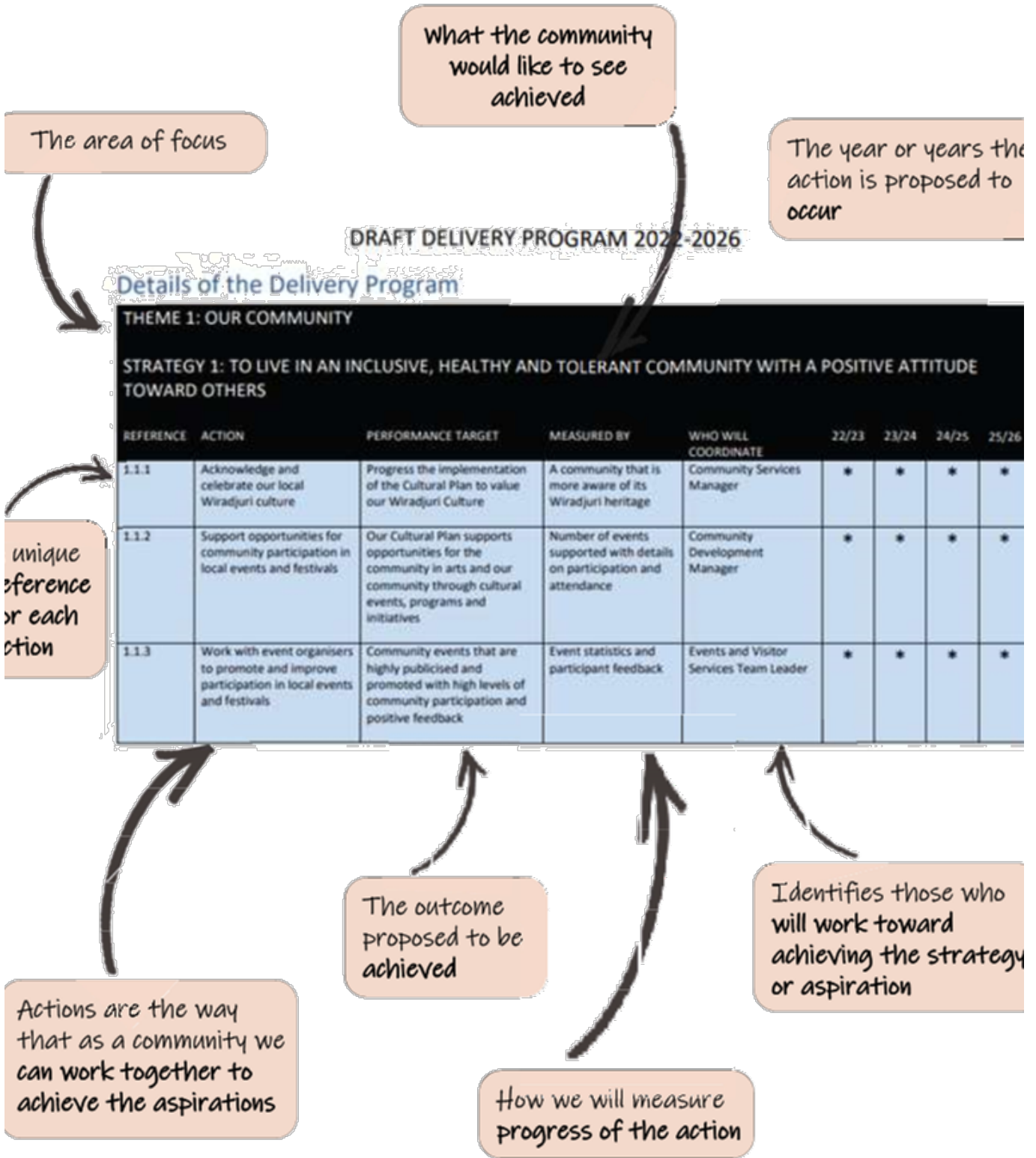
WHAT IS INTEGRATED PLANNING AND REPORTING?

In September 2021 the NSW Office of Local Government released new Integrated Planning and Reporting guidelines, the framework for which is provided below. The Delivery Program supports the Community Strategic Plan and has direct linkage to the Resourcing Strategy of Council also other Council strategies and plans.



Source: NSW OLG IP&R Handbook – viewed 24 January 2022.

How to read This Plan



ADOPTED DELIVERY PROGRAM 2022-2026

RESOURCING THE DELIVERY PROGRAM 2022-2026

Council's Financial Sustainability

Creating a more financially sustainable future for Council is necessary to ensure we can provide a safe and growing community, which provides all the services that our residents, businesses and farmers come to expect and enjoy. Councils are required to follow principles of sound financial management. Council must ensure its spending is responsible and sustainable, undertake responsible and sustainable investments in infrastructure for the benefit of the local community, implement effective financial and asset management, and have regard to achieving intergenerational equity.

Simply put, if our finances are not in order, we will find it difficult to offer all of our current services and we will put our Council at a significant operational risk. Council undertook a financial sustainability review in 2023 and identified a significant residual funding gap that places Council's financial sustainability at risk unless additional action is taken. Given Council's obligations to employ sound financial management principles and ensure that it generates sufficient revenue to provide the level and scope of services and infrastructure agreed with its community, it is critical that Council acts urgently to ensure its ongoing financial sustainability.

Considering the residual funding gap of both operational and capital requirements, Council undertook a service sustainability review that identified some cost containment actions, productivity and efficiency improvements but these alone are inadequate to address the general fund ongoing operating deficits and funding gap. Council has reviewed its options and plans to submit a special rate variation (SRV) to the Independent Pricing and Regulatory Tribunal (IPART) that will establish a sustainable future.

Proposed Special Rate Variation

To achieve financial sustainability and maintain fit for purpose infrastructure, Council requires a permanent cumulative rate increase from 1 July 2024. This includes the expected rate peg increases that Council would have otherwise increased rates by. Council has an obligation to ensure that it manages its financial resources sustainably, including that it has adequate revenue to cover expenditure. The revised Long Term Financial Plan (LTFP) looks at how Council's finances will shape up if it continues as it currently is (the base case) as well as modelling two different scenarios for a special rate variation to increase rates.

All three options were designed to:

- generate an operating surplus, before capital income
- ensure Council is able to fully fund its required renewal and maintenance and stormwater project

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- ensure Council is able to maintain a positive unrestricted cash position
- ensure Council delivers all its improvement program initiatives.

The two options were for relatively similar increases overall, the difference between them was the number of years it would take to implement the full extent of the rate rise. These two options are outlined in the following table.

Table 1 Proposed SV increases

SRV Options	2024-25	2025-26	Cumulative increase over SV period
Base Case – Rate Peg only	3.5%	2.5%	
Option 1: One-year SV including rate peg	41.5%		41.5%
Option 2: Two-year SV including rate peg	25.5%	18.0%	48.1%

Based on the analysis within the revised LTFP, including the capacity to pay analysis, Council is proposing to take the two SRV options to community engagement, with Council's preferred option being Option 1.

The special rate variations shown in these two options arrest the ongoing deficits seen in the base case and allow Council to maintain surpluses, that is revenues will fully cover expected operating expenditure. The base case scenario is not sustainable as it is, significant cost reductions of approximately \$2.0 million per year would be required for this to be financially viable. Achieving such cost reductions would result in significant reductions to Council services.

Council's revised LTFP details all the analysis, proposed changes in rates, the impact on ratepayers and the financial forecast for a sustainable Council.

ADOPTED DELIVERY PROGRAM 2022-2026

THEME 1: OUR COMMUNITY

STRATEGY 1: TO LIVE IN AN INCLUSIVE, HEALTHY AND TOLERANT COMMUNITY WITH A POSITIVE ATTITUDE TOWARD OTHERS

REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
1.1.1	Acknowledge and celebrate our local Wiradjuri culture	Progress the implementation of the Cultural Plan to value our Wiradjuri Culture	Outcomes aligned with the adopted Cultural Plan	Community Services Manager	*	*	*	*
1.1.2	Support opportunities for the community to participate in diverse arts and cultural activities	Outcomes aligned with the adopted Cultural Plan	Number of events supported with details on participation and attendance	Community Development Manager	*	*	*	*
1.1.3	Work with event organisers to improve the quality of	Events that are exciting and that have strong community participation	Event statistics and participant feedback along with	Events and Visitor Services Team Leader	*	*	*	*

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	and participation in local events and festivals		comparative statistics for a previous event					
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STRATEGY 2: WORK TOGETHER TO ADVOCATE FOR QUALITY HEALTH, EDUCATION, YOUTH AND SOCIAL SERVICES								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
1.2.1	Continue to work with the Aboriginal community fostering mutual respect, understanding through consultation seeking valuable feedback on important projects and initiatives	To build on the existing relationship and strengthen connections	Updates on meetings held and the outcomes of consultation on projects and initiatives	Community Services Manager	*	*	*	*
1.2.2	Work with the Youth Council to implement the Youth Strategy and to engage with youth across the Shire	A Youth Council that is engaged with youth across the Shire and a Youth Council that is representative of the community	Update of actions derived from the Youth Strategy also engagement and recruitment advocacy opportunities	Community Services Manager	*	*	*	*
1.2.3	Integrate the Youth Council into official Council events and community events	A Youth Council that is engaged with leadership activities	Outcomes achieved within the Youth Strategy, particularly the section of 'Voice'	Community Services Manager	*	*	*	*

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			where the objective is to involve youth in the decisions that affect them					
1.2.4	Strategic advocacy for the delivery of integrated health services and well-being programs	Integrated health services that support our community	Advocacy outcomes also participation in the Narrandera Health Advisory Group	General Manager	*	*	*	*

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STRATEGY 3: TO FEEL CONNECTED ALSO SAFE								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
1.3.1	Maintain and enhance the connection between Council and the community using available communication channels	A Council that is connected to the community through channels appropriate to all demographics	The monthly media report submitted to the Executive Leadership Team	Communications Officer	*	*	*	*
1.3.2	Continued strategic advocacy for the strengthening of critical emergency services personnel and 'fit for purpose' infrastructure through the Narrandera Community Safety Precinct Committee	Lobby for enhanced emergency services personnel and equipment when and where necessary to do so	Advocacy opportunities and outcomes	General Manager	*	*	*	*
1.3.3	Ensure that the CCTV network is functional and there is scope and budget allocations for enhancement	A functional CCTV network in strategic locations to discourage crime and anti-social	Improvements to the CCTV network leading to reduced incidents therefore a reduction in	Manager Information Technology	*	*	*	*

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		behaviour but also assist NSW Police	requests to view footage from the NSW Police					
1.3.4	Provide transport opportunities to support independent living at home	Community transport options are made available to eligible members of the community	The number of trips provided to clients by funding demographic, kilometres travelled cumulative per financial year and comparative to the previous year	Community Services Manager	*	*	*	*

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THEME 2: OUR ENVIRONMENT								
STRATEGY 1: TO VALUE, CARE FOR AND PROTECT OUR NATURAL ENVIRONMENT								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
2.1.1	Establish strong partnerships with key stakeholders to protect, expand and promote Narrandera’s koala population with a vision to establish a research centre in Narrandera	Develop strong partnerships with stakeholders to protect and enhance our koala population	Progress in establishing a research centre but also participation in and results of the annual koala count and actions taken to protect our koala population	Economic Development Manager	*	*	*	*
2.1.2	Key environmentally sensitive areas under the control of Council are managed with environmental awareness and sensitivity	Through the actions of Council, others in the community can model and deliver projects and works with minimal environmental harm	Outcomes based on funding applications for the deliverables contained with the Plans of Management for each area along with the Weeds action plan - target of 118 high risk site	Open Spaces and Recreation Manager	*	*	*	*

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			inspections, number of km high risk pathway inspections per year, and number of property inspections per year					
2.1.3	Preservation and enhancement of our significant tree assets to maintain our signature streetscapes	Continuation of the tree audit to identify risks and potential early issues with specific tree species	Outcomes measured again the 2022-2025 Tree Audit also details of ongoing maintenance to our tree assets and comparative statistical data on trees removed, plantings and any projects where trees will be a significant feature. Target of 50 new plantings per year Narrandera, 50 new plantings Grong Grong, and 50 New Plantings Barellan	Open Spaces and Recreation Manager	*	*	*	*

ADOPTED DELIVERY PROGRAM 2022-2026

STRATEGY 2: ENHANCE OUR PUBLIC SPACES TO ENRICH OUR COMMUNITY								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
2.2.1	Continually assess playgrounds to determine if fit for purpose and replace components to ensure compliance with the relevant standards to meet community needs relevant to the level of use of the area	Playground equipment that is well maintained and is age appropriate	Compliance with relevant playground standards and Council's insurer StateWide Mutual best practice manual titled 'Playgrounds'. Submit 2 funding applications to maximise opportunities to replace and upgrade play equipment that has passed its useful asset life. The beautification of 3 neighbourhood parks between 2022-2025	Open Spaces and Recreation Manager	*	*	*	*
2.2.2	Develop a renewal and maintenance schedule to support a diverse range of building facilities for the community	Maintain multi-purpose facilities	Percentage of completed renewal and maintenance activities achieved in the financial year in accordance with the	Projects and Assets Manager	*	*	*	*

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			schedule and allocated budgets					
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STRATEGY 3: MAXIMISE GREATER RE-USE OF RESOURCES TO INCREASE SUSTAINABILITY WITHIN OUR COMMUNITY								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
3.3.1	Progress the development and implementation of the Narrandera Shire Waste Management Plan and identify realistic opportunities for re-use of waste streams	Completion of masterplan works, implementation of the plan for the re-use and diversion of waste from landfill	Statistical information of waste diverted from landfill obtained from the current EPA reporting regime	Development and Environment Manager	*	*	*	*
3.3.2	Source funding and implement short to medium term actions from the Narrandera Shire Council Climate Action Strategy	Reduction in the environmental footprint of Council and the community as a whole	Statistical information on how Council has reduced its environmental footprint and outcomes achieved from the Strategy	Executive Engineer	*	*	*	*

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THEME 3: OUR ECONOMY								
STRATEGY 1: CREATE STRONG CONDITIONS FOR INVESTMENT AND JOB CREATION THROUGH QUALITY INFRASTRUCTURE AND PROACTIVE BUSINESS SUPPORT								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
3.1.1	Identify and develop targeted attraction campaigns for industry/business also building on our distinctive strengths in agriculture and its related supply chains	Identify suitable industry/business and develop a program to attract relocation to the Shire at the same time build on our agricultural strengths	Targeted campaigns and outcomes that align with the Economic Development Strategy	Economic Development Manager	*	*	*	*
3.1.2	Promote collaborative marketing initiatives through regular meetings between businesses and senior Council staff on both a formal and informal basis	A business community and a Council that work together on initiatives such as market days or promotional activities	Details of meetings held, such as attendance at regular business group meetings, also the outcomes achieved or proposed to be achieved	Economic Development Manager	*	*	*	*

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3.1.3	Promotion of Narrandera Shire using our heritage buildings, culture, location, waterways, ecotourism also business and sporting facilities	Use of our unique natural and built environment to the best advantage	Number of promotional campaigns and measuring the value-adding affects such as maximising visitor stays	Tourism and Economic Development Co-Ordinator				
3.1.4	Advocacy for the expansion of the Narrandera-Leeton Airport such as the construction of the parallel taxiway and continued support and advocacy for increased business opportunities	A regional airport that is regularly used by commercial and freight services and an airport that is adaptable for future development	Outcomes measured by additional usage and affiliated services for the Narrandera-Leeton Airport	Economic Development Manager	*	*	*	*

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STRATEGY 2: ENCOURAGE NEW HOUSING SUPPLY TO MEET THE NEEDS OF THE COMMUNITY								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
3.2.1	Actively seek prospective developers to facilitate a mixed housing development to include an independent living complex and affordable housing in Narrandera and where possible assistance to source funding opportunities	An independent living facility for the over 50's in our community and affordable housing for rentals	Advocacy actions to promote such a development within Narrandera	Economic Development Manager	*	*	*	*
3.2.2	Strategic land use planning for future housing, commercial and Industrial needs	Identification and planning for future residential, commercial and industrial subdivisions	Land is identified within the LEP for the future subdivision needs of the community	Deputy General Manager Infrastructure		*		
3.2.3	Continue to lobby NSW Government to resolve Aboriginal Land Claims on	Aboriginal Land Claims that are finalised on potential residential land	Progress of land claim settlements and community consultation about the management	General Manager	*	*	*	*

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	land for potential residential development		of the lands identified for potential residential development					
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THEME 4: OUR INFRASTRUCTURE								
STRATEGY 1: TO HAVE AN IMPROVED AND ADEQUATELY MAINTAINED ROAD NETWORK								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
4.1.1	Submit funding applications to maximise opportunities to upgrade the local and regional road network	Awareness of available funding opportunities and applications submitted when appropriate	The number of financial applications submitted for road related funding and details of successful applications, statistical information on annual improvements and upgrades to the network	Works Manager	*	*	*	*
4.1.2	Plan and undertaken road maintenance and upgrades based on available funding	Strategic 3 year works plan for road upgrades and undertaking the road maintenance	Details of the strategic plan and statistics of the upgrades and maintenance undertaken in accordance with the 3year plan	Works Manager	*	*	*	*

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4.1.3	Strategic lobbying for the replacement or upgrade of the bridge across the main irrigation canal on Irrigation Way	A bridge and approaches across the main irrigation canal that can accommodate of the increasing size of heavy vehicle traffic whilst addresses safety concerns of other road users	Lobbying outcomes	Deputy General Manager Infrastructure	Ongoing until successful	Ongoing until successful	Ongoing until successful	Ongoing until successful

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STRATEGY 2: ACTIVELY INVESTIGATE OPPORTUNITIES TO ENHANCE WATER QUALITY								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
4.2.1	Implement the adopted Integrated Water Cycle Management Plan (IWCM)	Long term planning for completion of all actions identified in IWCM	Level of implementation of actions from IWCM	Water Sewer Manager	*	*	*	*
4.2.2	Continue to address water quality issues within the potable water supply network	Implementation of actions outlined in 2020 Clean Water Strategy	Implementation of the action plan and statistical analysis of water quality monitoring reports	Water Sewer Manager	*	*	*	*
4.2.3	Ensure that wastewater returned to the environment is within guidelines from the monitoring authority	Wastewater released to the environment is within established guidelines	Reporting on wastewater testing regime and any variations outside of parameters of acceptable load limits of pollutant discharge	Water Sewer Manager	*	*	*	*

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4.2.4	Keep the community informed of water supply matters and proposed infrastructure upgrades, encourage water customers to register and use the new water billing portal	A community that is informed about water supply matters with customers able to self-monitor usage	The number of media items issued to the community	Communications Officer	*	*	*	*
STRATEGY 3: TO IMPROVE, MAINTAIN AND VALUE-ADD TO OUR ESSENTIAL PUBLIC AND RECREATIONAL INFRASTRUCTURE								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
4.3.1	Undertake upgrades of stages 1 & 1A of the Narrandera Business Centre Upgrade, including the implication of designed stormwater drainage & seek funding for the further stages of the project	Completion of the project stages 1 & 1A, including drainage works. Submit grant applications as the opportunity arises for the other stages	Milestones achieved as the project progresses	Deputy General Manager Infrastructure		*	*	*

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4.3.2	Through stakeholder consultation, in any project consider the diverse mobility needs of our community consistent with the DIAP	That the project management plans include stakeholder and agreed scope of works plans which consider mobility requirements for members of the community who require assistance	Stakeholder involvement and acknowledgment of elements included in projects that have diverse mobility requirements	Projects and Asset Manager	*	*	*	*
4.3.3	Through community consultation develop a new masterplan for Marie	A masterplan for Marie Bashir Park	Develop a scope of works, quotation specification and actioning the procurement process	Open Spaces and Recreation Manager		*		

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	Bashir Park to consider future projects		for the delivery of a new masterplan, including a timeline for implementation and budget predictions					
4.3.4	Through consultation with all user groups of Narrandera Shire Sporting facilities, prioritise improvements for the venues and seek funding to action the improvements	Continual improvements to Narrandera Shires Sporting facilities to meet user needs	Feedback from user groups and grants submissions. Conduct a minimum of two meetings per year with sports facility advisory groups	Open Spaces and Recreation Manager	*	*	*	*
4.3.5	Establishment of an off-leash area adjacent to Henry Mathieson Oval, including all items such as shelter, activities and alike within a modern off the off-leash area and seek funding for any additional items	An off-leash area that supports local pet owners and has a point of difference to attract visitors	Development of a new off-leash area	Development and Environment Manager	*			

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4.3.6	Source funding and investigate the current vehicle parking spaces at the Lake Talbot Water Park	Lake Talbot Water Park to cater for a range of vehicle parking options in line with Australian Standards 2890	Options available for presentation to Council on ways to address parking demands	Projects and Asset Manager		*		

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THEME 5: OUR LEADERSHIP								
STRATEGY 1: HAVE A COUNCIL THAT PROVIDES LEADERSHIP THROUGH ACTIONS AND EFFECTIVE COMMUNICATION								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
5.1.1	Manage the functions of ARIC also the schedule of Internal Audits and Service Reviews	4 Internal Audits per financial year	The reporting requirements of the proposed ARIC guidelines	Chairperson of the ARIC	*	*	*	*
5.1.2	Provide updates to Council and the community on the adopted Delivery Program	Delivery Program updates that provide current and accurate information	Delivery Program update reports at 6 month intervals being 31 December and 30 June	Governance and Engagement Manager	*	*	*	*
5.1.3	Gauge customer satisfaction	Identify the most important issues from the 2021 community survey and	Identify trends within the areas of importance from the	Governance and Engagement Manager	*	*	*	*

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		monitor complaints or service requests	2021 community survey and in 2024 action a new community survey and report on any shift in important issues					
5.1.4	Report on compliance with the financial performance measures within the annual financial statements	Where possible reach or exceed the financial performance measures	Attaining or exceeding the benchmark ratios for the financial performance measures	Deputy General Manager Corporate and Community Services	*	*	*	*
5.1.5	Continued strategic advocacy for the strengthening of the Shire centres of learning	Develop strong alliances with education service providers	Learning centre outcomes such as improved course availability and advancements in technology to assist in remote learning	General Manager	*	*	*	*

ADOPTED DELIVERY PROGRAM 2022-2026

5.1.6	Continued strategic advocacy for the improvement of telecommunication networks across the Shire	An improved telecommunication network for the Shire	Outcomes of advocacy, improved infrastructure and reduction in the number of 'black spots	General Manager	*	*	*	*
5.1.7	Representations to both Federal and State Government agencies seeking a scientific reassessment of the Lake Mejum and Lake Coolah concept	A plan for the Lake Mejum and Lake Coolah water storage concept that is reviewed	Progress of representations and outcomes of the review	General Manager	*	*	*	*
5.1.8	Ensure that workforce policies remain current in a changing environment	Workforce policies amended as necessary and endorsed using standard consultation and approval processes	Compliance to the policy review schedule	Human Resources Manager	*	*	*	*
5.1.9	Maintain the connection with Price Waterhouse Cooper to complete the LG	Provision of current information to the Price	Completing the survey on time, reporting the findings both the	Human Resources Manager	*	*	*	*

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	Performance Excellence Program on an annual basis	Waterhouse Cooper comparative survey	Executive Leadership Team and to Council					
5.1.10	A well trained workforce that meets the needs of the organisation now and into the future with succession planning advanced for key roles within the organisation	A workforce that is well skilled and succession planning for key roles in place	Details of organisational training and successes in attaining qualifications also details of successional appointments where appropriate	Human Resources Manager	*	*	*	*
5.1.11	Recognising the achievements of the Council workforce	Recognising individuals and teams where actions and achievements deserve merit	Continue the practice of hosting breakfasts with recognition of improved work outcomes as well as qualifications attained and service awards, also use the internal Communique to recognise individual and team efforts	Human Resources Manager	*	*	*	*

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5.1.12	Maintain an Information Strategy that meets the needs of the organisation, is fit for purpose and provides best value for money	A strategy that is revised periodically and makes recommendations for budget consideration	System availability (or uptime) indicating whether critical business operating systems are fully functioning during the standard business hours of operation but excluding scheduled maintenance or scheduled downtime	Information Technology Manager	*	*	*	*
5.1.13	Actively protect the organisation from cyber threats such as spear phishing emails and unauthorised access to the network	Update protection measures when necessary and be aware of potential threats	Addressing issues detected from periodic auditing or penetration testing	Information Technology Manager	*	*	*	*
5.1.14	Monitor the level of Federal and State funding grants payable to Council	Ensuring that funds payable to Council are received	Maintenance of documents that detail grant funding opportunities applied for and if the application was	Finance Manager	*	*	*	*

ADOPTED DELIVERY PROGRAM 2022-2026

			successful and the acquittal of funds					
5.1.15	Maximise the revenue streams of Council	Ensure that maximum notional rate revenue is levied, recover arrears, rating structure is equitable, review fees and charges annually also that Council funds are invested in accordance with the Investments Policy	Rate arrears collection statistics comparative to previous years, investment return against investment benchmark	Finance Manager	*	*	*	*
5.1.16	Provide a summary of ranger activities, including the number of dogs and cats registered in accordance with the Companion Animals Act 1998	A ranger service that promotes community awareness of companion animal ownership and statistical information on animals registered cumulative annually and comparatively to the previous year; also	Community awareness activities and information on companion animal registration, impounding, release, re-homing and euthanasia	Development and Environment Manager	*	*	*	*

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		impounding, release, re-homing and euthanasia						
5.1.17	Provide a summary of Development Applications received and assessed	Development applications received and assessed within established timeframes also statistical information on development applications received cumulative annually and comparatively to the previous year	Development application activity statistics based on annual cumulative and previous year comparative information	Development and Environment Manager	*	*	*	*
5.1.18	Maintain an up to date Asset Management Strategy and supporting Asset Management Plans which are reflected within the 10 year capital works program.	The performance target will be to have contemporary Asset Management Plans that have a 10 year rolling forecast, a 4 year timeline to guide asset decision making with detailed actions to be included or referenced within the annual Operational Plan.	Measurement will be the completion of projects identified in the LTFP or other supporting plans.	Projects and Asset Manager	*	*	*	*

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5.1.19	Investigate solutions that will assist in the financial stability of Narrandera Shire Council to undertake major capital expenditure such as a Special Rate Variation (SRV). A SRV would enable the commencement of the major capital works project - Narrandera CBD stormwater infrastructure duplication project.	The performance target would be to list the solutions being considered with commentary on the progress of assessing, planning, consultation and implementation.	Measurement will be the listing of outcomes and where successful the resulting benefits to the community.	General Manager	*	*	*	*

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THEME 5: OUR LEADERSHIP								
STRATEGY 2: PROMOTE COMMUNITY SPIRIT THAT ENCOURAGES VOLUNTEERISM AND VALUES EFFECTIVE PARTNERSHIPS								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
5.2.1	Through energised Advisory Committees seek input for the improvement of facilities under their management	Advisory Committees that are proactive and provide input for improvements to amenities as outlined in their Terms of Reference	Outcomes achieved for improvements	Community Development Manager	*	*	*	*
5.2.2	Encourage volunteerism within Council operations where possible with recognition of volunteers at key times such as 'National Volunteer Week'	Identify opportunities where additional volunteers may be able to become involved in the operations of Council and strategies to retain the volunteers	Statistical information on the number of volunteers within the organisation and the tasks performed, also details of recognition events	Community Development Manager	*	*	*	*

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Community Engagement Plan Special Variation 2023



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1. PURPOSE

Council is committed to providing the community with accurate and timely information about Council activities, opportunities and initiatives that may impact or interest them.


The purpose of this community engagement is to ensure that the community is adequately informed and consulted about the impact of the proposed special variation and the impact of not applying for a special variation.

The objectives of this community engagement process include:

- To present the proposed SV.
- To identify the impact of the SV on the average rates across each rating category.
- To exhibit an updated LTFP demonstrating the impact of the proposed SV on Council's operating results from 2023-24 for feedback and final endorsement by Council.
- To communicate to the community the timeline and process for any potential SV application.
- To gather and consider the community's feedback to inform Council's final decision on whether and how to move forward with an SV application.

2. APPROACH

Council will utilise a three-phase approach to inform, consult, and conduct a public exhibition period, concerning the IAP2 Public Participation Spectrum below as listed in Council's Community Engagement Policy.

		INCREASING IMPACT ON THE DECISION 				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
	PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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1 - International Association for Public Participation (IAP2) Australasia, 2018. IAP2 Spectrum of Public Participation.

To meet the assessment criteria for an SV application, Council must:

- Demonstrate that the need and purpose of a different rate path for Council's General Fund is clearly articulated and identified in Council's Integrated Planning and Reporting (IP&R) documents.
- Show evidence that the community is aware of the need for and the extent of a rate rise.
- Show that the impact on affected ratepayers is reasonable.
- Exhibit, approve and adopt the relevant IP&R documents.
- Explain and quantify the productivity improvements and cost containment strategies in its IP&R documents and/or application.
- Address any other matter that IPART considers relevant.

To meet criterion two, Council would only need to undertake engagement at the "inform" level, but a "consult" level would ensure it more fully meets criteria one and four.

2.1 Phase 1 – Create community awareness and provide information.

Council will release information through various communication channels:

- Advising that Council plans to apply for an SV.
- Explaining why Council proposes to apply for an SV.
- Providing details about what the SV is, and
- Providing an overview of the process, which includes a detailed proposal and consultation process with an accompanying timeline.

The process began with a report to the August 2022 Council meeting Revised Rating Methodologies and associated resolution 22/199. This was followed by announcements at 2023 Listening Posts information sessions held at Narrandera (Facebook live streamed), Barellan, Grong Grong and Sandigo.

2.2 Phase 2 – Consultation

The consultation phase will provide various avenues and opportunities for the public to provide their opinions and feedback on the SV proposal options and Council's existing service level regarding satisfaction versus expectation.

It will also provide multiple opportunities for the public to:

- Directly engage with Council on these matters
- Better understand Council's current financial position and existing service level ability, compared to the future feasibility of maintaining service levels should there be no application for an SV.

2.3 Phase 3 – Public Exhibition

This will consist of a comprehensive proposal detailing financial scenarios and the impacts on Council services and programs. It will include drafts of key documents, including the Revised Community Strategic Plan, Delivery Program, Operational Plan, fees, Long Term Financial Plan, Workforce Management Strategy, and revised Asset Management Strategy.

Council prepared a revised Asset Management Strategy with consultants Morrison Low which was presented to the April 2023 Council meeting, before being publicly exhibited between 19 April-17 May 2023. The Revised Asset Management Strategy was adopted at the September 2023 Council meeting.

3. KEY AUDIENCE

Stakeholder groups	Issues they will be concerned about
Residents of towns and villages, including Barellan, Binya, Grong Grong, Narrandera, and all rural localities and districts	Affordability, transparency and accountability, impact on services, alternatives, community engagement and opportunity to formally provide feedback.
Ratepayers	Affordability, transparency and accountability, impact on services, alternatives, community engagement and opportunity to formally provide feedback.
Councillors	Impact on the community, budget and financial planning, consultation and community engagement, transparency and accountability, alternatives.
Council staff	Managing workload, maintaining community trust, addressing political pressure, and communicating with the community.
Youth Advisory Councillors	Education and awareness, affordability, transparency and accountability, impact on services, alternatives, community engagement and opportunity to formally provide feedback, communication barriers.
Wiradjuri Elders and the local Aboriginal community	Affordability, transparency and accountability, impact on services, alternatives, community engagement and opportunity to formally provide feedback, respect for cultural heritage, inclusion, and participation.
Senior Citizens	Affordability, transparency and accountability, impact on services, alternatives, community engagement and opportunity to formally provide feedback, communication barriers.
Community Organisations	Increased operating costs, transparency and accountability, impact on services, alternatives, community engagement and opportunity to formally provide feedback.
Kurrajong Clients	Affordability, transparency and accountability, impact on services, alternatives, community engagement and

	opportunity to formally provide feedback, communication barriers.
Narrandera Business Group	Increased operating costs, transparency and accountability, impact on services, alternatives, community engagement and opportunity to formally provide feedback.
Media	Balancing unbiased reporting, ensuring transparency, and raising public awareness.

4. COMMUNITY ENGAGEMENT SCHEDULE – 19 SEPTEMBER 2023 TO 3 NOVEMBER 2023

5. ENGAGEMENT METHODS

Council will employ a range of engagement methods and many communication channels to ensure that target audiences are aware of the details of the proposed SV application and how they can have their say on the matter.

- Community information sessions at Narrandera, Barellan, Grong Grong and Sandigo, including live streaming at the Narrandera session.
- Dedicated webpage on the Council website, easily accessible with current and relevant content.
- Newsletter distributed monthly as a digital edition, local newspaper edition, and A4 double-sided flyer to all residences.
- Media releases.
- Newspaper advertisements.
- Social media content.
- Radio segments with the Mayor and General Manager through local community radio station Spirit FM.
- Radio interviews with regional stations.
- Meetings with listed community stakeholder groups.
- Video content.
- Fact sheets.
- Direct correspondence.
- Council reports.
- Online survey.

This community engagement will build from inform to consult:

- **Inform:** to raise awareness and inform all stakeholder groups of the options being considered.

- **Consult:** to seek considered community feedback on these options to inform Council in their final deliberations on a potential SV application.

The proposed mechanisms to be used for this engagement are outlined in the table below.

Mechanism	Level of consultation	Reach (stakeholder groups)
Direct mail-out	Inform	Residents, Ratepayers, Councillors, Council Staff, Youth Councillors, Wiradjuri Elders and local Aboriginal Community, Senior Citizens, Community Organisations, Kurrajong clients, Narrandera Business Group, Media
Newspaper and television advertisements	Inform	Residents, Ratepayers, Councillors, Council Staff, Youth Councillors, Wiradjuri Elders and local Aboriginal Community, Senior Citizens, Community Organisations, Kurrajong clients, Narrandera Business Group, Media
e-Newsletters	Inform	Residents, Ratepayers, Councillors, Council Staff, Youth Councillors, Wiradjuri Elders and local Aboriginal Community, Senior Citizens, Community Organisations, Kurrajong clients, Narrandera Business Group, Media
Video content	Inform	Residents, Ratepayers, Councillors, Council Staff, Youth Councillors, Wiradjuri Elders and local Aboriginal Community, Senior Citizens, Community Organisations, Kurrajong clients, Narrandera Business Group, Media
Social media channels	Inform	Residents, Ratepayers, Councillors, Council Staff, Youth Councillors, Wiradjuri Elders and local Aboriginal Community, Senior Citizens, Community Organisations, Kurrajong clients, Narrandera Business Group, Media
Have your Say page on the website	Inform & consult	Residents, Ratepayers, Councillors, Council Staff, Youth Councillors, Wiradjuri Elders and local Aboriginal Community, Senior Citizens, Community Organisations, Kurrajong clients, Narrandera Business Group, Media
Community public forums	Inform & consult	Residents, Ratepayers, Councillors, Council Staff, Youth Councillors, Wiradjuri Elders and local Aboriginal Community, Senior Citizens, Community Organisations, Kurrajong clients, Narrandera Business Group, Media
Consultative committees and working group meetings	Inform & consult	Residents, Ratepayers, Councillors, Council Staff, Youth Councillors, Wiradjuri Elders and local Aboriginal Community, Senior Citizens, Community Organisations, Kurrajong clients, Narrandera Business Group, Media
Drop-in sessions	Inform & consult	Residents, Ratepayers, Councillors, Council Staff, Youth Councillors, Wiradjuri Elders and local Aboriginal Community, Senior Citizens, Community Organisations, Kurrajong clients,

Mechanism	Level of consultation	Reach (stakeholder groups)
		Narrandera Business Group, Media

These external community engagement mechanisms will be coupled with internal communications to inform all staff about the proposed SV and process and provide them with information to direct questions from members of the public that may arise in their day-to-day interactions. This will include:

- A managers’ briefing.
- Information and scripting for customer service and frontline teams.
- Updates in staff e-news.

6. ROLES AND RESPONSIBILITIES

The roles of councillors, Council officers and Morrison Low in the engagement process are defined in the table below.

Role	Responsibility
Morrison Low (consultant)	<ul style="list-style-type: none"> • Develop the background paper on the SV. • Update the Long-Term Financial Plan (LTFP) and Delivery Program (DP) for exhibition
Narrandera communications and engagement team	<ul style="list-style-type: none"> • Develop collateral for the various written mechanisms, based on information provided by Morrison Low to inform Council communications. • Facilitate public forums, assist the Council in preparing presentations and taking notes at each forum. • Publish and release materials in line with this community engagement action plan, including internal communications. • Gather community feedback and prepare a report on community engagement outcomes
Narrandera DCS and finance team	<ul style="list-style-type: none"> • Manage the exhibition process and finalisation of the updated 2023/24 LTFP and DP (which includes the SV)
Narrandera executive and management team	<ul style="list-style-type: none"> • Brief staff on SV, process, and community engagement activities • Attend public forums, where required.
Narrandera councillors	<ul style="list-style-type: none"> • Approve community engagement plan
Narrandera General Manager	<ul style="list-style-type: none"> • Implement a community engagement plan, and approve any adjustments to the community engagement process as required. • Participate in media interviews and public forums, where required

7. DETAILED ACTION PLAN

Ref	Action	Responsible	By when	Dependency
1	Draft Background Paper for SV	Morrison Low (consultant)	19 Sept	
2	Finalise updated LTFP for exhibition	Morrison Low (consultant)	19 Sept	
2	Develop FAQs	Communications & Engagement team	31 Aug	1,2
4	Draft 'Direct Mail' content	Communications & Engagement team	31 Aug	1,2
5	Draft (and translate, where applicable) Newspaper advertisements	Communications & Engagement team	8 Sept	1,2
6	Draft e-Newsletter content	Communications & Engagement team	29 Sept	1,2
7	Develop advertisements	Communications & Engagement team	8 Sept	1,2
8	Develop survey	Communications & Engagement team and	1 Oct	1,2
9	Build 'Have Your Say' page	Communications & Engagement team	19 Sept	1,2
10	Schedule public forums	Communications & Engagement team	24 Aug	
11	Develop media releases and social media content for the commencement of engagement	Communications & Engagement team	19 Sep	1,2
12	Develop and distribute information and scripting for customer service and frontline staff	Communications & Engagement team	8 Sept	1,2
13	Council resolves to proceed to community consultation on an SV	Council	19 Sept	1,2
14	Brief managers on Council decisions and next steps	General Manager / Directors	19 Sept	14

Ref	Action	Responsible	By when	Dependency
15	Publish first newspaper advertisement on SV	Communications & Engagement team	28 Sept	5,14
16	Open the 'Have Your Say' page and Survey to the community	Communications & Engagement team	19 Sept	9,14
17	Engagement period commences		19 Sept	14
18	Publish e-Newsletter	Communications & Engagement team	5 Oct	6,17
19	Release direct mail out	Communications & Engagement team	2-6 Oct	4,17
20	Manage social media	Communications & Engagement team	19 Sept – 3 Nov	11,17
21	Manage media enquires	Communications & Engagement team	19 Sept – 3 Nov	11,17
22	Conduct public and roadshow forums	Communications & Engagement team	27 Sept 10 Oct 11 Oct 12 Oct 18 Oct	10,17
23	Publish a second newspaper advertisement	Communications & Engagement team	5 Oct	5,17
24	Release reminder of SV community engagement closing on 8 November; <ul style="list-style-type: none"> • Social media 	Communications & Engagement team	26 Sept	6,11,17
25	Close engagement, exhibition of updated LTFP and survey, and gathering all community feedback	Communications & Engagement team	3 Nov	17
26	Analyse submissions and survey results and draft a community engagement report	Communications & Engagement team	20 Nov	25

Ref	Action	Responsible	By when	Dependency
27	Finalise updated LTFP based on feedback over the exhibition period	Finance team	20 Nov	25
28	Draft report to Council	General Manager	20 Nov	25
29	Council resolves on whether to proceed with the SV application	Council	28 Nov	28
30	Council notifies IPART of intent to apply for SV (date tentative, TBC by IPART)	General Manager	1 Dec	29

8. EXPECTED ENGAGEMENT OUTCOMES

These methods will aid in the statistical and qualitative data analysis of the community opinion on the proposed SV options and community understanding of the level of investment required for service levels.

The community feedback will allow the Council to make informed decisions and, where necessary, amendments to the SV proposal, Community Strategic Plan, Delivery Program, Operational Plan and Resourcing Strategy as part of the Council's submission to the IPART.

9. KEY MESSAGES

It is important to communicate to the community those aspects that are negotiable and those that are not. Council has identified two non-negotiable aspects:

- The legislative requirement to adhere to sound financial management principles, and
- Addressing the current core deficits in the Council's base case scenario.

To ensure the community's opinion is considered, their feedback is sought on the level of SV required to ensure financial sustainability. Community engagement activities, and a background paper outlining the need for and financial impact of the SV, will be presented to facilitate communication.

Key messages in all community communications and collateral will include how members can gain additional information or have their questions answered, how to provide feedback regarding the proposed SV increase, and what to expect once the community engagement activities have been completed, including the IPART's public submission and assessment process.

10. OTHER KEY POINTS

To ensure the community is well-informed, the materials provided will have quality content, clarity, and timely delivery.

Key information to be included:

- Definition of an SV.
- Explanation of why an SV is under consideration.
- Explanation that the proposed SV is a permanent rate increase that will be maintained in the rating base.
- Explanation of what the additional income from the proposed SV will fund.
- Sufficient opportunity for ratepayers to gain an understanding of the proposal.
- Simplified presentation of information with clear and concise messaging.
- Easily accessible and informative material.

- Use of charts, tables, and explanatory text to make financial calculations easy to understand.
- Average annual rate increases, and total rate increases in dollars for residential, business, and farmland ratepayers.
- Actions by the Council to become more financially sustainable.
- Review options available for consideration.
- Overview of how ratepayers can provide feedback and participate in the process.

The goal of the communication plan is to provide clear, concise, and accessible information for the community, inviting them to actively participate in the decision-making process.

11. ENGAGEMENT REPORTING

To provide a comprehensive record of the community engagement process and ensure maximum participation, a final report will be generated. It will detail the planning, activities, outcomes, and extent of community engagement with all relevant stakeholder groups.

To gauge the level of participation in the engagement process, the following measures will be applied:

- Number of SV-related inquiries processed by customer service staff.
- Attendance records for public forums.
- Number of submissions received on the SV proposal.
- Number of unique survey responses.
- Click-through rate for the engagement site pages.

Where possible, demographic information will be collected from participants to ensure representation of the Shire community and that all relevant groups have been engaged, including those often harder to reach.

The aim is to obtain accurate data that assesses the level of community engagement, to provide a complete understanding of stakeholder participation in the SV decision-making process.

12. REPORT TO COUNCIL

Included in the report to Council are the results of community engagement, presented scenarios to be deliberated by the Council, as well as the determination whether to proceed in formally submitting an SV application to the IPART.

13. MONITOR RISK

Council’s communication and engagement team will monitor the level of engagement during the consultation process. Council’s General Manager must approve any proposed alterations to the plan before implementation.

This table contains the primary risks associated with community engagement, and the risk ratings reflect the residual risk after executing the documented risk responses.

Risk	Risk Response	Residual Likelihood	Residual Consequences	Residual Risk Rating
Engagement doesn't meet IPART assessment Criteria	Engagement plan and activities. Analyse and integrate requirement to meet criteria.	Low	Medium	Low
Impact on ratepayers of raising rates at a time of increasing inflation and cost of living pressures	Clearly quantifying the impact of the SRV on average rates across all categories.	Medium	Medium	Medium
	Outlining measures taken to find efficiencies and cost savings within council operations before considering the SRV	Medium	Medium	Medium



**Organisational Sustainability Review
and Improvement Plan**

Narrandera Shire Council

April 2023



Document status

Job #	Version	Written	Reviewed	Approved	Report Date
7686	1 - Draft	M Drummond	G Smith	G Smith	March 2023
	2 - Final	M Drummond	G Smith	G Smith	May 2023

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1 Introduction

Narrandera Shire Council ('Council') has undertaken an organisational sustainability review to identify financial and operational opportunities that can guide Council through an improvement plan outlining productivity gains, cost savings, increased income and/or additional resource needs for long-term operational sustainability. This sustainability review may also be used to form one of the key elements to support a potential special variation (SV) application to be implemented from 1 July 2024.

Council has identified a funding gap going forward that places Council's financial sustainability at risk unless action is taken. Council has been on an improvement journey and remains committed to continuing with efficiency improvements and saving initiatives as part of a whole-of-organisation improvement plan. This organisational review and productivity improvement plan seek to focus on cost containment strategies and productivity improvements that have been utilised by Council in the past and present, as well as opportunities for improvement in the future.

The objectives of an organisational review and undertaking an improvement journey are:

- Long-term financial sustainability and viability across the organisation with a collaborative approach to solutions.
- Utilising the combined knowledge of the organisation to create a range of productivity improvements.
- Providing an improvement plan for future decision-making that embeds 'sustainability' principles in decisions at all levels.
- Enable engagement with the community on the alternative options and choices to an SV.
- Demonstrate to IPART that Council has considered and consulted on a range of improvements prior to making any application.
- Demonstrate to IPART and the Office of Local Government (OLG) that Council has a prioritised program of ongoing service reviews aimed at continuous improvement and optimisation of its services.
- Cost savings, revenue increase and productivity improvements as a means of reducing the amount of any SV.

This improvement plan summarises the outcomes of the review and improvement journey process that has been undertaken, what is proposed as part of an SV application and identification of potential future improvements.



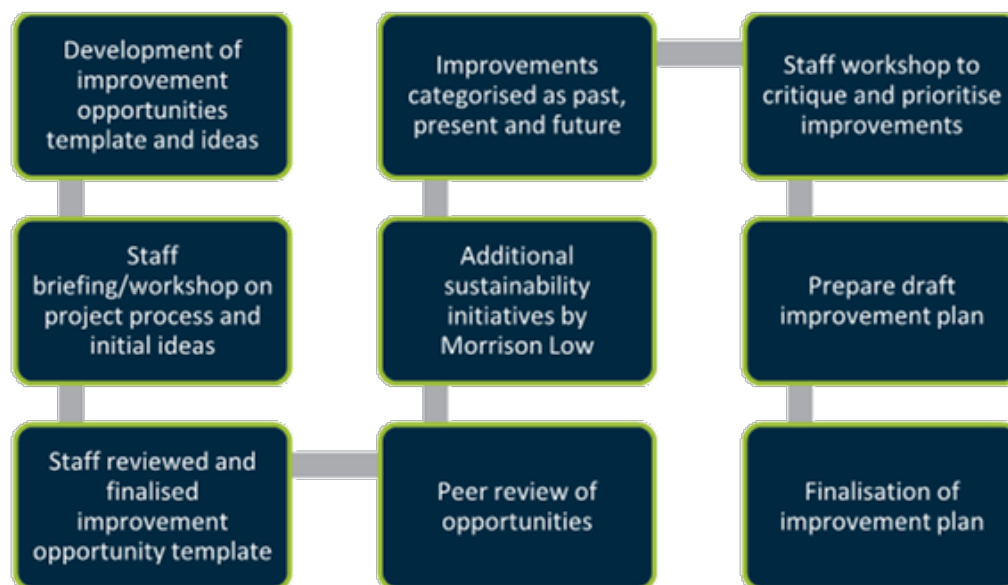
2 Methodology for organisational sustainability review and improvement plan

This project covers two elements:

- A high-level, but focused, organisation-wide review aimed at identifying improvements to Council's financial position, operational productivity or efficiencies and/or resource needs.
- Creating an improvement plan or program for community information as part of the sustainability journey and a potential SV application for community enegagement and an application to IPART.

The following diagram outlines the process Council followed for this organisational service review.

Figure 1 Process for organisational service and activity review



3 Background

3.1 Sustainability review

There are several components for achieving a sustainable organisation. Financial sustainability is not the only component to provide organisational sustainability. For an organisation to be sustainable, its strategy, services, capability, capacity and resources must integrate to guide sustainable decision-making. The Integrated Planning and Reporting (IP&R) framework aims to guide the pathway to organisational sustainability, instead of ad hoc decisions, made in isolation, which may threaten an organisation's sustainability.



3.2 Elements of organisational sustainability

Financial and operational sustainability can only be achieved if the organisation itself is aligned to be sustainable. This includes the following main elements:

- planned strategic direction
- clear direction for services
- Council assets are maintained and renewed appropriately
- Council is able to retain and attract a quality workforce
- long-term financial sustainability and capacity
- integrated resourcing strategy – adequate resources
- review/develop/align policies, strategies, systems and processes to support and improve sustainability
- consistency of decision-making.

Figure 2 Organisational sustainability: the relationship between long term plans and sustainable decisions



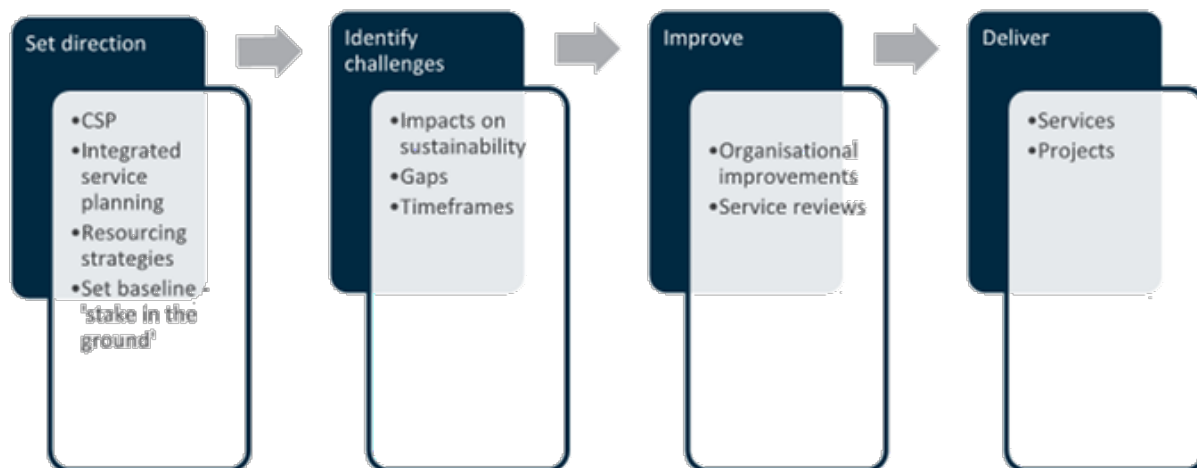
3.3 Long-term improvement and sustainable decision making

For prolonged sustainability, Council is taking a longer-term direction, so it can plan how to get there. One of the challenges for local government is that service planning may take a short-term view, leading to temporary solutions that try to solve specific problems. These may not be sustainable over the longer term, or appropriate when integrated with other organisational priorities.

Council is ensuring that this improvement journey will support Council’s strategic direction on the long term goals of its service planning to enhance its organisational sustainability. The following high-level diagram outlines the steps in this sustainability and improvement journey.



Figure 3 Improvement Journey steps



There are a number of components to achieving a sustainable organisation. Financial sustainability is often seen as the main goal, but financial sustainability does not necessarily provide organisational sustainability. For an organisation to be sustainable, its strategy, services, capability, capacity and resources must integrate to guide sustainable decision-making. The Integrated Planning and Reporting (IP&R) framework was developed for the pathway to organisational sustainability, with integration between the key resourcing strategies.

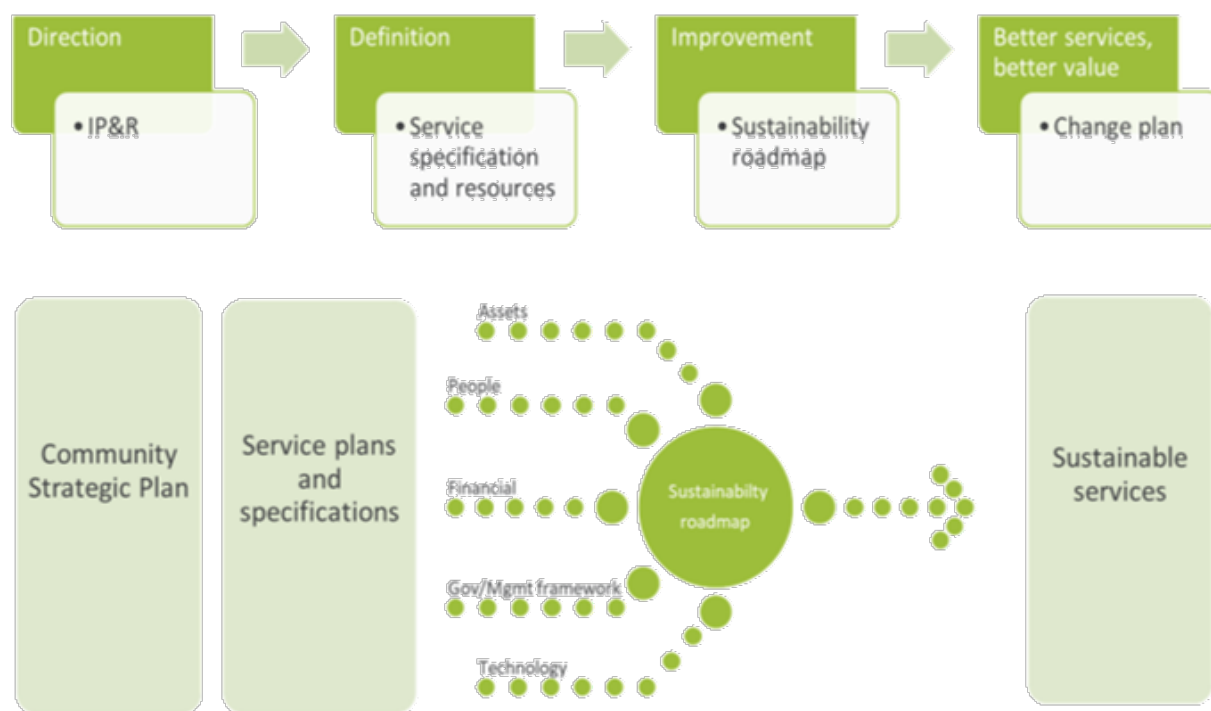
If Council decides to apply for an SV, IPART will focus on whether Council’s application satisfies criterion five: where Council must explain and quantify productivity improvements and cost containment strategies it has realised in past years and plans to realise over the proposed SV period. IPART will look for evidence of strategies and activities the Council has adopted in the past, robust data quantifying the efficiency gains achieved and confirmation if any gains have been incorporated into Council’s Long Term Financial Plan. Council is addressing these challenges through a number of initiatives, including this improvement plan.



4 Improvement framework

We used the following framework as the basis for our approach.

Figure 4 Sustainability improvement framework



The foundation of this improvement plan is building organisational capacity and capability through a range of improvement initiatives that will require investment as well as provide savings/improvement in a financial capacity.

Details of all improvement initiatives, containing past, present and future improvements, are identified in section 7, reflecting the following strategic objectives:

- cost containment strategies
- productivity and process improvements and efficiencies
- revenue generation
- long-term organisational and operational sustainability.

These will ensure Council is able to achieve organisational sustainability through enhanced financial and operational savings, efficiency gains and resource needs.

The improvement plan contains the following key themes or categories to achieve the strategic objectives for delivering the saving and efficiency outcomes:

- asset rationalisation
- change in service levels or stop services



- increased fees and charges
- energy efficiencies
- staffing and process efficiencies
- revenue generation enhancements.

5 Productivity improvement review process

The review process included:

- two staff workshops
- a spreadsheet to collect, collate and analyse improvement opportunities across the entire organisation
- an elected member workshop.

5.1 Gathering opportunities

The first step was a workshop held on the review process and overall financial sustainability, to bring leadership collaboration and organisational participation. The session looked at:

- long-term financial sustainability
- organisational capacity to deliver
- process for the organisational service review
- a potential special variation.

The next step involved the gathering of opportunities using a tailored spreadsheet to collect and collate improvement opportunities across the entire organisation. One sheet was to collect past improvements that have already been implemented and the second sheet to collect potential opportunities for further improvement. These covered all services and identified cost savings, productivity and process improvements, revenue-generating opportunities and any resourcing shortfalls. This initiative required a higher-level scan across all services, as opposed to a detailed service-by-service review (which was one of the opportunities identified). This initial step in the service improvement journey is designed for banking quick wins and identifying future opportunities.

The process included:

- Revisiting financial savings, organisational improvements or revenue opportunities that have previously been considered and/or discarded but need to be reconsidered alongside other opportunities.
- Developing further cost-saving opportunities.
- Providing Council with a list of opportunities that can be considered and prioritised to create financial savings.
- Providing a list of the other organisational improvements (technology, processes, policies etc) that will enable the organisation to operate more efficiently and be more sustainable.



Survey respondents considered the efficiency and effectiveness of each opportunity, as well as the following factors:

- reasons for pursuing the opportunity
- ease of implementation
- productivity, process and other non-financial gains
- one-off implementation costs
- ongoing expenditure/costs
- ongoing savings/reduction in expenditure
- ongoing increase in income/revenue.

5.2 Prioritisation of opportunities

Following the opportunity gathering process, a second session was held with senior staff to discuss all potential improvement opportunities suggested, as well as any previously completed past improvements. Improvements were feasibility tested, figures checked and then improvements were ranked to be either low, medium or high priority for Council to undertake.

Following the workshop, the final fully prioritised improvement plan was created and this is included as section 7. A summary of the improvement plan total benefits and analysis is included as section 6.

The improvement plan details the following:

- past improvements that have been incorporated into Council's previous LTFPs (section 7.1)
- present improvements that are high and medium priority and have now been built into and accounted for within Council's updated LTFP, which will feed into Council's sustainability journey and any potential SV application (section 7.2)
- lower priority future improvements that have not been fully analysed but may create additional benefits for Council in the future and as such have not been included in the updated LTFP (section 7.3).



6 Summary of improvements

6.1 Past improvements

During the course of the review, staff identified and cost 59 past improvements which Council have already completed as part of its ongoing push for organisational sustainability. These past improvements often involve continuing cost savings, as well as productivity gains and process improvements, and these are already accounted for within Council's LTFP.

Some of the biggest cost savings made by Council have been due to a reduction in workers' compensation claims, an optimisation of the loan cycle by taking loans at lower rates, the installation of LED street lighting and the review of village servicing at Barellan, which have saved Council a combined \$702,000 through these four improvements. 32 of the identified past improvements have increased cost savings, 44 encouraged productivity and efficiency gains, and three increased revenue generation.

Full details of all of the identified past improvements are included in the past improvement plan as section 7.1. These past improvements total \$0.939 million per year in financial benefits, plus an estimated \$98,700 in additional efficiency and productivity savings.

6.2 Present improvements

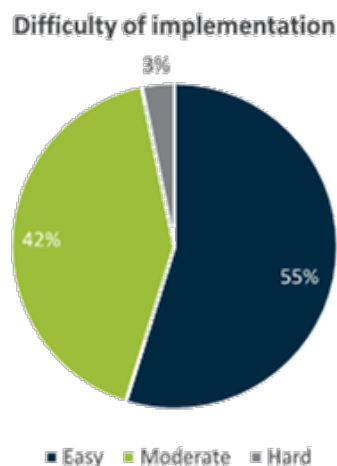
As part of the review, Council's senior management identified, cost and prioritised 33 present improvements, which Council will be implementing over the next three financial years and will be accounted for within Council's revised LTFP. The present improvements include cost savings, efficiency gains and requirements for additional resources to ensure an operationally sustainable council long-term. This includes items such as a salary system review and the employment of an IT trainee. All present improvements have been allocated an identified starting year, in the next three financial years, within the LTFP.

All present improvements were categorised, through the senior staff workshop, as either high or medium priority. Some of the higher priority items will require additional investment to ensure Council is able to operate in a sustainable way going forward. This includes the potential costs associated with a salary system review for which Council has created a reference group to investigate issues raised by employees. This is considered a high priority for Council and would account for \$650,000 in ongoing expenditure if a 7.5% salary increase was implemented, along with more flexible working arrangements, performance management and salary sacrifice improvements. This is, however, considered crucial for Council to attract and retain quality staff to ensure substantial long-term productivity and efficiency benefits.

There was a relatively even split in regards to difficulty of implementation, with 55% of the present opportunities being considered easy to implement by Council senior staff and 42% being considered moderate in their implementation difficulty. Only 3% of the present improvements are considered hard to implement, and this improvement would not provide any cost savings but would improve efficiency and the customer experience.



Figure 5 Difficulty of implementation



Excluding the salary system review noted above, the total value of all present improvements is estimated to be \$349,000 in yearly net benefit (not including one-off savings of \$200,000 in the implementation years).

Table 1 Improvement difficulty and estimated benefits of high/medium priority improvements

Improvement implementation difficulty	Estimated potential yearly net benefit
Easy	\$206,000
Moderate	-\$532,000 (due to \$650,000 in likely costs incurred following the salary system review) plus an additional \$200,000 one-off cost saving
Hard	\$0
Total	-\$326,000 plus additional \$200,000 one-off cost saving

The following improvements were considered to be some of the highest priority for Council and able to be implemented within the 2023/24 financial year:

- review Council’s current utility (water, electricity and gas) usage and identification of ways to reduce usage/costing
- improvements to Asset Management Plans
- roads hierarchy review as part of the service review plan
- Climate Action Strategy implementation
- Council to go to market for a new Enterprise Management Solution and commence implementation
- Open Space and Recreation to implement technology to assist in management of weeds, parks and gardens and cemeteries
- section and position review when positions become vacant and ensure positions are reviewed before advertising
- undertake resourcing reviews for all works to determine most efficient and effective delivery option



- implementation/improved use of GPS tracking on all light and heavy fleet
- standardisation of plant and equipment where practicable
- whole Economic and Development team move into new Destination and Discovery Hub
- review new visitor centre staffing
- upgrade Depot fibre link from 1Gps to 10Gps
- review Council minute binding.

The full list of Council's present improvements, including cost savings, revenue and efficiency gains, are detailed in section 7.2.

6.3 Future improvements

Following the improvement gathering process, six of the improvement opportunities were considered to be lower priority and/or needing further analysis. These form Council's future improvements and full details are included in section 7.3; these improvements may require further assessment to determine if they will provide any additional financial, sustainability and/or operational benefits for Council. An estimated start date for the future improvements has also been included as either 2027 or 2028. The total value of the future improvements is currently estimated to be \$60,000 in yearly net benefit with an additional \$300,000 in the implementation year, along with further productivity and efficiency gains.

In addition to the future improvements incorporated within the improvement plan, Council will also undertake the mandatory yearly service review process, as defined by the Office of Local Government. There will likely be further long-term benefits from these reviews, although these will most likely be productivity improvements rather than cost savings.



7 Improvement plan

7.1 Past improvements

Past improvement details	One-off/ ongoing	Cost savings/revenue prior to 2022-23	Efficiency/ productivity gains prior to 2022-23	Efficiency gains in \$ prior to 2022-23
All financial documents located in records management system (creditor and debtor invoices, supp levy, timesheets, journals etc)	Ongoing		✓	\$9,000
Building alarm systems consolidation	Ongoing	\$1,000	✓	
Centrelink Rural Agency established in library - new income stream	Ongoing	\$40,000 (revenue)		
Change to procurement process - automated of purchase orders and payments - in record management system	Ongoing		✓	\$23,000
Change to procurement process - increased use of purchase orders and payments	Ongoing		✓	\$5,000
Eftpos system implementation	Ongoing		✓	\$5,000
Changing computer systems - reduced processing time and therefore increased productivity for staff	Ongoing		✓	
Changing the booking system for community transports	Ongoing		✓	\$1,000
Consolidation of photocopiers in last RFQ - cost savings on the lease and standardisation of consumables to reduce staff maintenance requirements	Ongoing	\$3,000		
Development of workforce plan 2017-21 and 2022-23 - provided a more defined reporting framework where HR report monthly on workforce profiling and associated challengers			✓	
Employed experienced IT Support Officer - reduced reliance on contractors for new IT projects and ongoing support	Ongoing	-\$14,000	✓	
Fibre optic network connections to EOC and Arts Centre - reused surplus fibre optic cabling from Teloca House sale to connect sites to Council network	One-off		✓	
Fringe Benefit Tax savings and improved processes through change in policy on vehicle leases	Ongoing	\$10,000	✓	



Past improvement details	One-off/ ongoing	Cost savings/revenue prior to 2022-23	Efficiency/ productivity gains prior to 2022-23	Efficiency gains in \$ prior to 2022-23
Implement mobile device management solution - centralised control of mobile devices, efficiencies as no longer required to manually update each device, plus improved security on mobile devices	Ongoing		✓	
Implementation of drone operations - reduces the need for land surveys and inspections on gravel pits, landfill etc	Ongoing	\$2,000	✓	
Implementation of hybrid vehicles in community transport	Ongoing	\$3,000	✓	
Implementation of RFID and lockable DVD cases	Ongoing		✓	
Implementation of VendorPanel to increase value and reduce risk	Ongoing		✓	
Implemented Papercut print management software	Ongoing	\$1,000	✓	
Implemented PDC Inventory - reduced staff time patching software, reduced staff time to inventory hardware and software, plus improved IT security	Ongoing	\$30,000	✓	
Implemented Sophos RED SD-WAN devices	Ongoing		✓	
Implemented Microsoft Office 365	Ongoing		✓	
Improved process for delegations and policy reviews reduced duplication and streamlined processes	Ongoing		✓	\$3,000
Incentive payments for training	Ongoing		✓	
Inhouse training as opposed to other forms of training facilitation	Ongoing	\$20,000	✓	
Installation of LED lighting in offices - cost savings through decreases in billing, plus reduced carbon emissions	Ongoing	\$2,000		
Installation of LED street lighting	Ongoing	\$60,000		
Internal borrowings	Ongoing	\$18,000		
Introduce staff wellbeing program	Ongoing		✓	
Introduction of councilor iPads – reduction of printing costs, staff preparation and delivery time	Ongoing		✓	\$1,000
Introduction of e-signing documents - process reduces paper costs and time associated with printing, seeking approval signatures, scanning of document to save to records management system	Ongoing		✓	\$31,700



Past improvement details	One-off/ ongoing	Cost savings/revenue prior to 2022-23	Efficiency/ productivity gains prior to 2022-23	Efficiency gains in \$ prior to 2022-23
Introduction of Infocouncil business papers - standardisation of meeting agendas and minutes and improved staff efficiencies	Ongoing		✓	\$1,000
Introduction of technology for community transport	Ongoing		✓	\$2,000
IT server virtualisation	Ongoing		✓	
Learning and development opportunities are provided to all employees	Ongoing		✓	
MagiQ Council Connect Portal - cost saving from previous hub solution; used for all Council and committee meetings; reduced printing requirements and staff time	Ongoing	\$5,000	✓	
Management of digital mail items and hardcopy mail items	Ongoing	\$10,000	✓	
Migrated from Microsoft 365 E3 to 365 Business Premium – cost saving through consolidation	Ongoing	\$13,000		
Moved into Arts Centre - using a current Council asset for temporary visitor centre, increased local visitation and awareness	Ongoing		✓	
NBN migration	Ongoing		✓	
Optimised loan cycle by taking loans at lower rates	Ongoing	\$330,000		
Previous Library Service Review	Ongoing		✓	
Procurement decisions considering the benefit of collaborative arrangements locally and regionally	Ongoing		✓	
Reduce cash handling plus reduce petty cash – small reduction in costs	Ongoing		✓	
Reduced annual leave liability (2017/18 annual liability at \$840,744 compared with 2021/22 at \$648,153)	Ongoing		✓	
Reduced audit process timing through automated process - from 3 weeks to 1 week	Ongoing		✓	\$16,000
Reduction in workers' compensation savings	Ongoing	\$252,000		
Reuse of existing IT server hardware at Disaster Recovery Site (reduced purchasing costs)	One-off	\$16,000		



Past improvement details	One-off/ ongoing	Cost savings/revenue prior to 2022-23	Efficiency/ productivity gains prior to 2022-23	Efficiency gains in \$ prior to 2022-23
Sale of aged care centre (also ensured removal of operational risk)	One-off	Sale returned \$6,000,000 in revenue for other General Fund projects		
Service optimization by way of seeking external contractors for cleaning and the like	Ongoing		✓	
Solar panels on buildings	Ongoing	\$4,000		
Solar panels, ceiling insulation, entry airlock doors and LED lighting installed in library and admin depot – 75% reduction in energy costs	Ongoing	\$9,000		
Standardising Council to Samsung A13 mobile phones rather than more expensive brands/models	Ongoing	\$42,000		
Standardising of HPE switches has extended useful life to 10+ years with lifetime warranty and no ongoing maintenance contract	Ongoing	\$2,000		
Succession planning – clear career path provided to staff and allows for internal promotion	Ongoing		✓	
SUREWAY Employment Office relocated to library - new income stream	Ongoing	\$12,000 (revenue)		
Improved turnover rate	Ongoing		✓	
Upgraded Council internet to 1Gbps NBN Enterprise Ethernet	Ongoing		✓	
Works and Open Space and Recreation reviewed village servicing at Barellan, removing two staff and grader - saved one employee	Ongoing	\$60,000	✓	



7.2 Present improvements

Present improvement detail	Starting year	Priority	Difficulty of implementation	Efficiency/productivity gains	Yearly net financial benefit (ongoing)	One-off financial benefit
Review Council's current utility (water, electricity and gas) usage and identify ways to reduce usage/costing - target a 10% saving	Yr1-2024	1	Moderate		\$15,000	
Improvements to Asset Management Plans - changes to asset management spend and improvement plan	Yr1-2024	1	Moderate			
Roads hierarchy review as part of the service review plan	Yr1-2024	1	Moderate	✓		
Develop service review program for year 3 and beyond - one per year	Yr1-2024	1	Easy	✓		
Organisational flexible workplace arrangements	Yr1-2024	2	Moderate	✓		
Climate Action Strategy implementation – includes solar power implementation as stage 1	Yr1-2024	1	Easy		\$90,000	
Council to go to market for a new Enterprise Management Solution and commence implementation	Yr1-2024	1	Moderate	✓		
Open Space and Recreation to implement technology to assist in management of weeds, parks and gardens and cemeteries	Yr1-2024	1	Easy	✓		
Section and position review when positions become vacant and ensure positions are reviewed before advertising	Yr1-2024	1	Easy	✓		
Undertake resourcing reviews for all works, to determine most efficient and effective delivery option.	Yr1-2024	1	Easy	✓		
Implementation/improved use of GPS tracking on all light and heavy fleet	Yr1-2024	1	Easy		\$30,000	
Consider administrative burden when implementing additional reporting processes	Yr1-2024	2	Easy	✓		
Standardisation of plant and equipment where practicable	Yr1-2024	1	Easy	✓		



Present improvement detail	Starting year	Priority	Difficulty of implementation	Efficiency/productivity gains	Yearly net financial benefit (ongoing)	One-off financial benefit
Whole Economic and Development team move into new Destination and Discovery Hub = will increase team efficiency and morale	Yr1-2024	1	Moderate	✓		
Review new visitor centre staffing	Yr1-2024	1	Moderate	✓	\$27,000	
Employment of IT trainee as part of staff building and opportunity for local school leaver	Yr1-2024	1	Easy			
Upgrade Depot fibre link from 1Gps to 10Gps to improve connectivity to administration building, allowing more staff to work onsite	Yr1-2024	1	Easy	✓		
Review Council minute binding	Yr1-2024	1	Easy	✓	\$6,000	
Review of street sweeping service - involving residents	Yr2-2025	2	Moderate		\$20,000	
Review contribution plans 7.12 (capital income)	Yr2-2025	1	Easy		\$15,000	
Review fleet (heavy and small) and plant hire charges - potential savings from fleet plus efficiency savings from plant hire and plant optimisation prior to the replacement of any item	Yr2-2025	2	Easy		\$5,000	
Procurement review - e.g. one-off contract negotiations and competitive tendering (group procurement)	Yr2-2025	2	Moderate		\$5,000	
Review the need to retain all current pocket parks	Yr2-2025	1	Moderate		\$15,000	\$200,000
Move to fee-for-service model for aged care services as part of aged care reforms	Yr2-2025	1	Moderate		\$41,000	
Rationalisation of the potential duplication of assets when undertaking capital projects	Yr2-2025	1	Easy			
Working conditions reference group to investigate issues raised by employees – including an anticipated increase in salary from the salary system review (expected at approximately 7.5%)	Yr2-2025	1	Moderate		-\$675,000	
Service review plan for Destination and Discovery Hub including tourism strategy to capitalise on opportunities ensure targeted and accurate marketing	Yr2-2025	1	Hard			



Present improvement detail	Starting year	Priority	Difficulty of implementation	Efficiency/ productivity gains	Yearly net financial benefit (ongoing)	One-off financial benefit
Migrate from Cisco VoIP to Microsoft Teams	Yr2-2025	1	Easy	✓		
Migrate MagiQ documents from on-premise to MagiQ Cloud, which will improve options for staff to work remotely	Yr2-2025	1	Easy	✓		
Domestic waste management charge review - how much is it contributing to financial sustainability of General Fund, along with Water and Sewer Funds	Yr3-2026	2	Easy			
Introduction of charges to offset merchant charges on credit cards	Yr3-2026	2	Moderate		\$20,000	
Increase the potential for private works	Yr3-2026	1	Easy		\$60,000	
Access control systems for all Council offices	Yr3-2026	1	Easy	✓		



7.3 Future improvements

Future improvement detail	Starting year	Priority	Difficulty of implementation	Efficiency/productivity gains	Yearly net financial benefit	One-off benefit/income/saving
Automation of suitable machinery and equipment - assess and evaluate further opportunities	Yr4-2027	3	Moderate	✓		
Solar power installation at Arts Centre, Parkside Museum, Borellan Museum (minimal savings per site) – anticipated saving of 50% of energy costs	Yr4-2027	3	Easy	✓		
Review amount of involvement in non-core service delivery	Yr5-2028	2	Hard		TBC	
Consider the conversion to electric vehicles across all suitable fleet, currently evaluating hybrids	Yr5-2028	2	Easy		TBC	
Look into paying a dividend from the Water Fund to the General Fund	Yr5-2028	2	Moderate		\$60,000	
Land and property strategy - review the land under Council operational ownership and sell any excess land	Yr5-2028	2	Hard			\$300,000



Long Term Financial Plan 2024 - 2034

Narrandera Shire Council

September 2023



Document status

Job #	Version	Written	Reviewed	Approved	Report Date
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1 Executive summary

1.1 Who we are

The name 'Narrandera' originates from the Wiradjuri word 'Narrungdera' which mean 'place of lizard or goanna'.

Narrandera Shire is centrally located in the Riverina Region of NSW being 554kms southwest of Sydney, 339km west of Canberra, 437kms north of Melbourne and 824kms east of Adelaide.

The Shire lies within the catchment area of the Murrumbidgee River and is located at the junction of both the Newell and Sturt Highways. Having an area of 4,116 square kilometres, the Shire sits midway between the main regional centres of Wagga Wagga (99km to the east) and Griffith (98km to the west).

The Shire marks the transition between the extensive broad acre agricultural areas of the western slopes and plains to the east and the highly productive Murrumbidgee Irrigation Area (MIA) to the west.

1.2 What are the challenges we face

All councils are required to complete a Long-Term Financial Plan (LTFP) as part of the Resourcing Strategy that informs the Delivery Program. Financial planning supports the delivery and realisation of Council's vision, as set out in the Community Strategic Plan, while ensuring Council's continued financial sustainability. The Long-Term Financial Plan addresses challenging questions:

- How financially resilient are we?
- Are community assets fit for purpose?
- Can we afford what the community is asking for?
- What are the opportunities for new revenue and economic growth?

In the six years to 2021/22, the average operating performance ratio of NSW councils has steadily declined from 9.8% in 2016/17, to 1.5% in 2021/22. Councils have been faced with a range of natural disasters, COVID 19 and more recently low unemployment and a high inflationary economic environment. The high level of inflation is impacting the cost of wages, materials and contracts that Council purchases to deliver services. The cost to maintain, repair, replace or improve community assets and infrastructure has dramatically risen. Projected wages growth and increased regulatory demands on local government means that Council can no longer keep expenditure contained within the levels forecasted in the LTFP without significant impact on service delivery to the community.

1.3 What we know

Narrandera Council ('Council') operates General, Water and Sewer Funds, along with a domestic waste business. The General Fund financial position is unsustainable at the current levels of expenditure and income due to a range of issues. These include the long-term impacts of rate capping with rates income capped and expenses uncapped driven by economic conditions: The annual inflation rate in Australia climbed from 6.1% to 7.3% in the third quarter of 2022, above market forecasts of 7.0%. The annual CPI to June 2023 is 6.0%¹ and RBA forecast CPI to decline to 4.75% by the end of 2023 and around 3.25% by the end of 2024².

¹ RBA - [Inflation Overview | RBA](#)

² RBA - [Overview | Statement on Monetary Policy – February 2023 | RBA](#)



Cost shifting from state government to local government, such as Internal Audit and Risk committee obligations and the emergency service levy, and more recently grant-funded construction of new assets, impose additional operating costs on councils.

Council's general fund average forecast operating results is a \$2.0 million deficit for the period 2023/24 to 2033/2034. The unrestricted cash position of \$144,000 in 2021/22 and \$215,000 in 2022/23 is very low and is forecasted to be negative for the majority of the forecast period without some cost reductions or income injection.

Council has made efforts to address the operating deficit position with a comprehensive organisational review of services and operations. Council undertakes regular reviews to ensure that it is containing costs and implementing efficiency gains, so that it is able to provide value for money to the community. Council has found savings to date of approximately \$0.939 million per year in financial benefits plus an estimated \$384,000 in additional efficiency and productivity savings.

Going forward, Council has identified a further 33 improvement initiatives that it will implement in the coming years providing a further annual net benefit of \$388 thousand. Council has also absorbed some key service expenditure items such as the Emergency Service Levy subsidy reduction and additional operation costs of the Barellan swimming pool totalling \$169 thousand. These improvements have been included in the updated LTFP.

Council has also identified additional costs that it must incur to ensure its ongoing organisational sustainability. These are investing in an updated technology solution to address operational and cyber security issues and an adequate remuneration system to attract and retain staff across the whole organisation over the long term. These additional costs total \$1.04 million per year including a one-off cost of \$780 thousand for the IT solution, which have been included in the updated LTFP.

As part of this review Council also undertook review of its asset management planning, practices, data, system and processes including revised asset modelling of renewal and maintenance requirements. The revised asset management strategy and plans include an ongoing improvement plan and the required level of investment to implement the asset strategies and plans to address the asset backlog ratio of 10.6%.

These changes will lead to an improvement in sustainability, alone they will not be sufficient for Council to be financially sustainable. In simple terms, Council is not collecting enough money each year to adequately cover the increasing cost of normal operations and maintain community infrastructure. The current DP does not provide for new services, an increase in services or service levels and the LTFP funds services at current levels for the full 10 years.

Council's general fund 2023-2033 Long Term Financial Plan (LTFP)³ forecasts year on year operating deficits to 2033. Further the revised LTFP base case analysis forecasts:

- an average operating general fund deficit for a 10-year forecast period of \$2.0 million pa
- the current General Fund Base Case has insufficient money to maintain current service levels and asset renewals
- inadequate funding for infrastructure renewals
- a negative unrestricted cash position by 2025.

³ [Long Term Financial Plan | Narrandera Shire Council \(nsw.gov.au\)](#)



1.4 What are our scenarios?

To achieve financial sustainability and maintain fit for purpose infrastructure, Council requires a permanent cumulative rate increase from 1 July 2024. This includes the expected rate peg increases that Council would have otherwise increased rates by.

Council has an obligation to ensure that it manages its financial resources sustainably, including that it has adequate revenue to cover expenditure. This LTFP looks at how Council’s finances will shape up if it continues as it currently is (the base case) as well as modelling two different scenarios for a Special Variation (SV) to increase rates. All three options were designed to:

- generate an operating surplus, before capital income
- ensure Council is able to fully fund its required renewal and maintenance and stormwater project
- ensure Council is able to maintain a positive unrestricted cash position
- ensure Council delivers all its improvement program initiatives.

The two options were for relatively similar increases overall, the difference between them was the number of years it would take to implement the full extent of the rate rise. These two options are outlined in the table below.

Table 1 Proposed SV increases

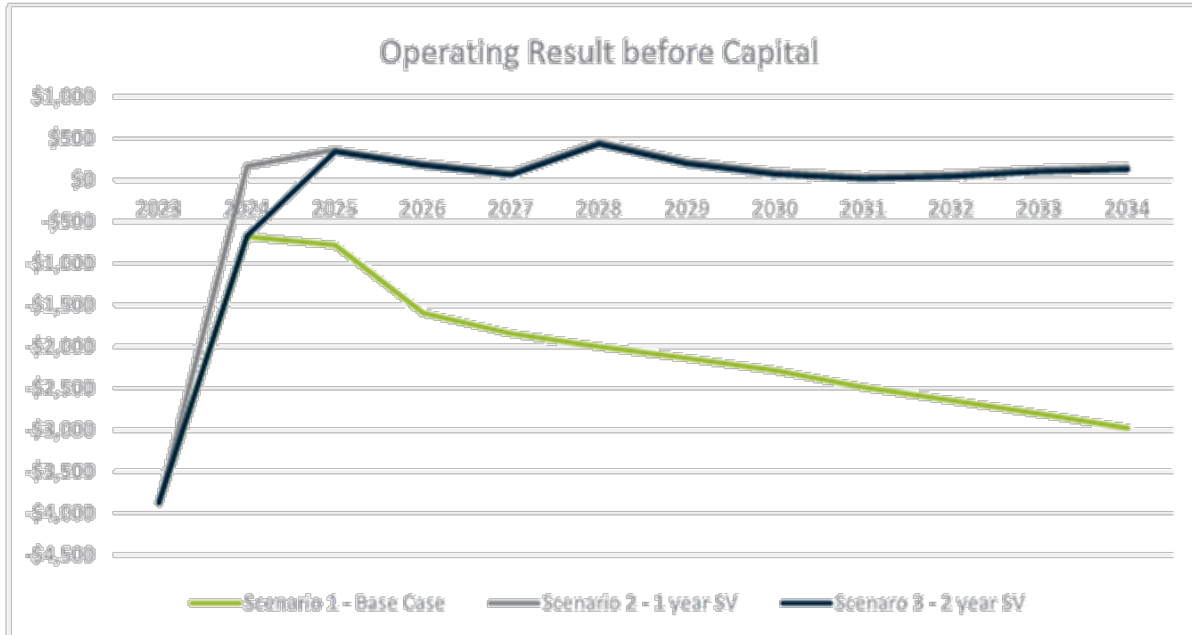
SV Options	2024-25	2025-26	Cumulative increase over SV period	Comparison Rate at Year 2
Base Case – Rate Peg only	3.5%	2.5%		6.1%
Option 1: One-year SV including rate peg	41.5%	2.5%	41.5%	45.04%
Option 1: One-year SV excluding rate peg	38.0%	0.0%	38.0%	
Option 2: Two-year SV including rate peg	25.5%	18.0%	48.1%	48.1%
Option 2: Two-year SV excluding rate peg	22.0%	15.5%	40.9%	

Based on the analysis within this LTFP, including the capacity to pay analysis, Council is proposing to take the two SV options to community engagement, with Council's preferred option being Option 1.

The special rate variations shown in these two options arrest the ongoing deficits seen in the base case and allow Council to maintain surpluses, that is revenues will fully cover expected operating expenditure. The base case scenario is not sustainable as it is, significant cost reductions of approximately \$2.0 million per year would be required for this to be financially viable. Achieving such cost reductions would result in significant reductions to council services.



Figure 1 General fund forecast operating result



With a forecast modest surplus, council is able to borrow to invest in its stormwater asset upgrade and renewal and start to address the backlog of infrastructure that is below a satisfactory condition. Over the ten-year forecast, Council would be able to sustain an asset renewal rate averaging 100%, equivalent to the benchmark. As a result, Council would be able to reduce its backlog (cost to bring asset to a satisfactory level) from approximately 10.6% of its total asset value to 9.1% over the ten-year forecast period.

Figure 2 Forecast asset renewal ratio

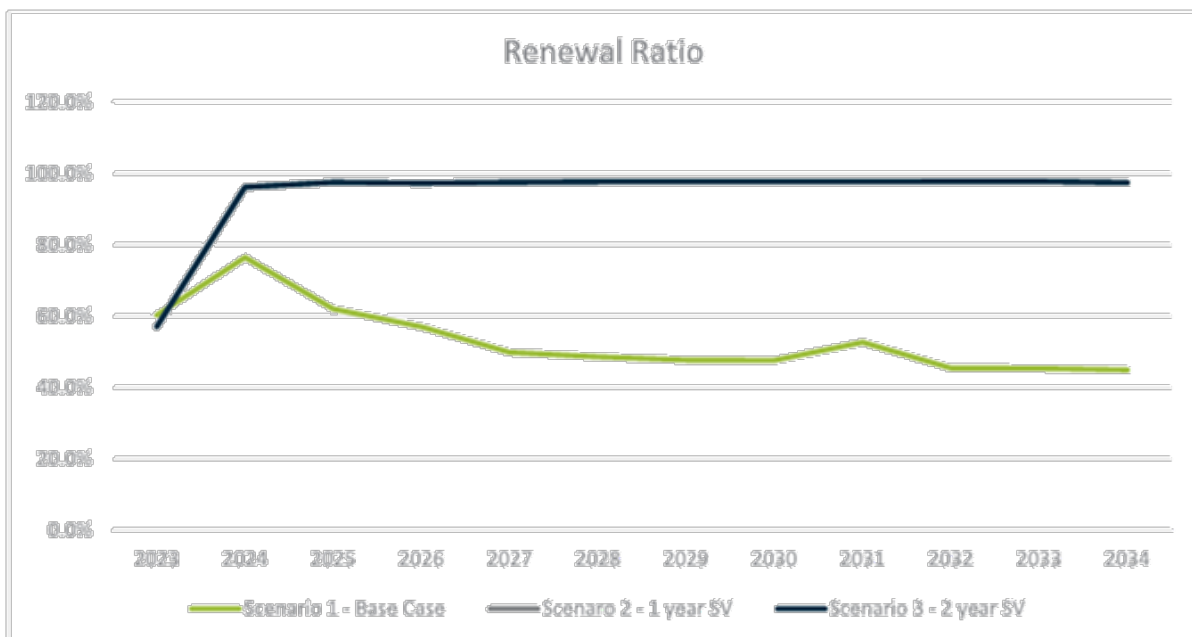
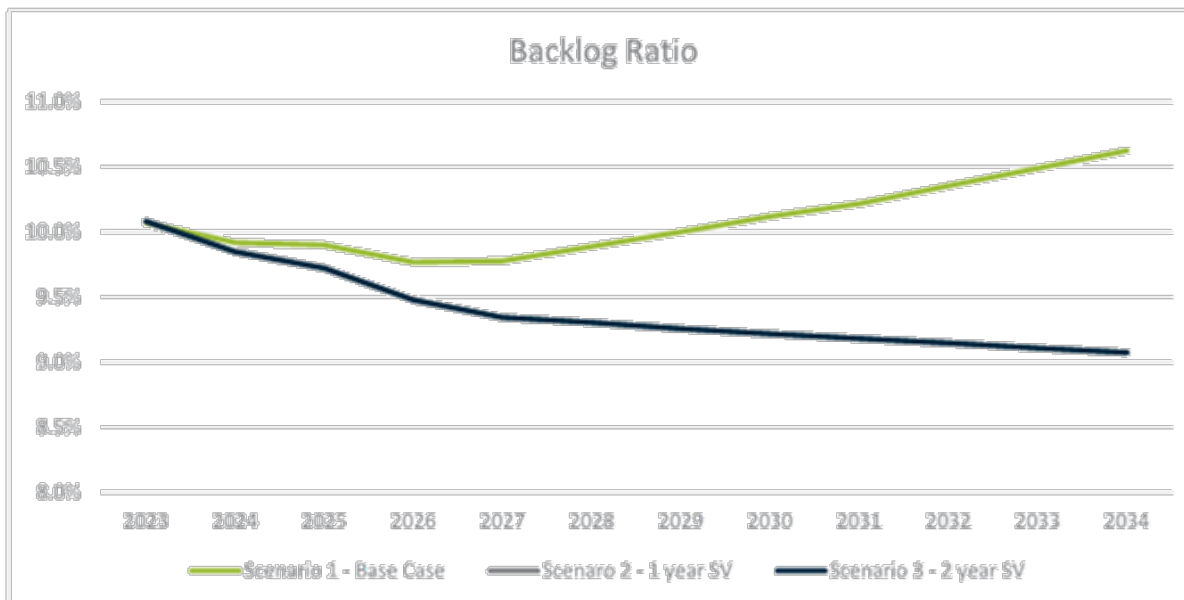




Figure 3 Forecast backlog ratio



With continuing operating deficits in the base case, Council would need to deplete its cash balances to fund ongoing operations. The two SV options will allow Council to continue to increase its unrestricted cash balances.

Councils need to hold sufficient unrestricted cash balance at the end of each financial year to at least cover the next four months of day-to-day operating expenditure, at which point Council starts to collect its rates revenue for the year.

Sound financial management encourages planning for modest operating surpluses and building of unrestricted cash reserves over time. This enables councils to respond to events that cannot be predicted or planned for in their Long-Term Financial Plan. Narrandera Shire Council has experienced these events and, while what exactly will occur in the future is unpredictable, it is prudent that it plans for similar un-forecasted expenditure in the future. The above unrestricted cash balance forecast does not take into account any movements in internal restrictions. As Council builds its cash balances over time, it will be able to transfer unrestricted cash for specific purposes to internal restrictions, including community buildings renewals, etc which will reduce its reported unrestricted cash.

2 Introduction

The NSW Local Government Act requires councils to have:

- a Community Strategic Plan (of at least ten years)
- a Delivery Program (four years)
- an Operational Plan (one year)
- a Resourcing Strategy containing:
 - Long-Term Financial Plan (LTFP, 10 years)
 - Workforce Management Plan
 - Asset Management Strategy.



The Resourcing Strategy was used to assist Council in drafting and finalising their Community Strategic Plan and Delivery Program actions and projects. It details how Council will provide the financial, human and infrastructure resources needed to achieve the objectives of the Community Strategic Plan and Delivery Program. The Delivery Program sets out the activities that Council will undertake in this term of Council to meet the community aspirations detailed in the Community Strategic Plan. The Operational Plan incorporates all the actions Council will undertake in the financial year, includes an overview of the responsible Council business unit, and details how the delivery of these actions will be measured.

Annual and quarterly reports will be prepared by Council to measure its performance against targets set out in the Delivery Program, along with an End of Term Report at the end of Council's term of office. This report will focus on the outcomes of the strategies implemented by the Community Strategic Plan.

The Long-Term Financial Plan (LTFP) spans ten years from 2023-24 to 2033-2034, providing a consolidated and General Fund position, being the funding for the 2023-24 Operational Plan and 2022-2026 Delivery Program.

The LTFP must be for a minimum of ten years and include the following:

- The planning assumptions used to develop the plan
- Projected income and expenditure statement, balance sheet and cash-flow statement
- Sensitivity analysis and testing
- Financial modelling for different scenarios
- Methods of monitoring financial performance.

The LTFP forecasts must be updated annually, together with preparation of the Operational Plan. On adoption of a revised Community Strategic Plan and new Delivery Program every four years, a detailed review of the LTFP should be undertaken.

2.1 Our future 2035

'Our Narrandera Shire 2034' Community Strategic plan was developed in consultation with the community. It focuses on five themes that were identified by the community as important to the future of Narrandera Shire. The five themes are:

1. Our community
2. Our environment
3. Our economy
4. Our infrastructure
5. Our civic leadership.

Our Narrandera Shire 2034 vision is 'to preserve and enhance the lifestyle of our community by encouraging, promoting and facilitating the sustainable development of the Shire'. We do this by 'Achieving Together'.

2.2 Purpose of the LTFP

The LTFP acts as a tool for Council and the community to use in deciding what resources Council needs to apply to deliver on the outcomes contained in *Our Narrandera Shire 2034*, through its Delivery Program. The LTFP 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?

This plan will model the financial implications of Council's ability to maintain existing services, facilities and infrastructure based on a range of assumptions and within any known constraints.

2.3 Long term financial plan (LTFP)

Council has a long-term financial forecasting model. This provides a budgetary projection (from a profit and loss perspective) for a ten-year period for a Consolidated and General, Water and Sewer positions. The model was used to prepare this LTFP and will be reviewed on an annual basis.

The model has been informed by updated asset management planning documents and the Workforce Management Plan and by a range of assumptions based on the best available data to guide forward projections. This forms the basis for the ten-year projections presented in this LTFP.

This LTFP has been reviewed and updated to align with the updated four-year Delivery Program 2022-2026 for Narrandera Shire Council.

3 Long term financial sustainability

3.1 How do we define long term financial sustainability

A financially sustainable council is one that can fund ongoing service delivery and renew and replace assets without imposing excessive debt or rate increases on future generations. This definition has been translated into four key financial sustainability principles:

- Council must achieve a **fully funded operating position** reflecting that it collects enough revenue to fund operational expenditure, repayment of debt and depreciation.
- Council must **maintain sufficient cash reserves** to ensure 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 identified ageing infrastructure, and ensuring cash reserves are set aside for those works yet to be identified.

3.2 How financially sustainable is council currently

The most recent Audited Consolidated Financial Statements, as at 30 June 2022, resulted in a \$337,000 operating surplus which excludes capital income. The General Fund estimated operating surplus was \$430,000.

The following performance indicators reported in the Annual Statements as at 30 June 2022 measure Council's broader financial performance and position. These indicators have been used to review Council's LTFP forecasts as part of assessing the long-term financial health of the organisation and its capacity to fund the delivery program.



Table 2 2021/22 performance indicators

Ratio	Calculation	What is being measured	Benchmark	2021/22 actual ratio
Operating performance ratio	Total operating revenue less revenue for capital purposes less total operating expenditure	Is the council sustainable in terms of its operating result?	>0%	0.28%
Own source operating revenue	Total continuing operating revenue excluding all grants and contributions divided by Total continuing operating revenue inclusive of all grants and contributions.	The 'own source operating revenue ratio' measures a council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions	>60%	46.51%
Unrestricted current ratio	Current assets less external restrictions divided by current liabilities	How much unrestricted current assets are available to cover current liabilities	>1.5	5.99
Cash expense cover ratio	Current year's cash and cash equivalents plus term deposits divided by monthly payments from cash flow operating and financing activities	How many months' worth of cash is at hand to cover monthly payments	>3 months	18.4
Debt service cover ratio	Operating result before capital excluding interest and depreciating/impairment/amortisation divided by principal repayments plus borrowing costs	Whether there are sufficient funds to cover debt servicing obligations	>2x	44.41
Asset renewal ratio (buildings and infrastructure)	Asset renewal expenditure divided by depreciation	Is asset renewal expenditure sufficient to maintain assets in the long term?	>=100%	154.6%
Infrastructure backlog ratio	Estimated cost to bring assets to satisfactory condition divided by net carrying amount of infrastructure assets	Measures ratio of renewal backlog against net carrying value of assets and reflects success of strategy to invest in asset renewals	<2%	14.68%
Asset maintenance ratio	Actual maintenance costs divided by required maintenance costs	Measures the level of maintenance required to maintain current assets	>100%	190.7%



4 Financial management in Council

4.1 Regulatory environment

Council operates in a highly regulated environment driven by legislation and state strategies such as:

- Local Government Act 1993
 - The Act defines the scope and boundaries of Council's role and the way it must conduct its business.
- NSW State Plan
 - The State Plan: A new direction for NSW which defines the overarching goals and outcomes that the NSW Government has set for the state, and which should shape public policy.

4.2 Financial environment – rate pegging

Council's ability to align rating revenues with the increased cost of providing local government services has been restrained by rate pegging since the 1970s, a legislative instrument whereby the maximum increase in rating revenues is set by IPART NSW.

IPART set the 2023/24 base rate peg for NSW councils at 3.7%. There is also an allowance for the level of population growth, meaning some councils will have rate pegs of up to 6.8% pa. For 2024/25, 3.5% is the estimated rate peg and 2.5% for the remaining forecast years.

4.3 Financial environment – the state of Council's finances

Council's consolidated operating results for 2020/21 and 2021/22 have been surpluses of \$1.1 million, \$0.34 million respectively, with very low unrestricted cash of \$254,000 and \$144,000.

As at 30 June 2022, Council had borrowings of \$2.05 million and cash reserves of \$29.2 million. Total carrying value of infrastructure and land assets was \$224.2 million, while the total liabilities were only \$9.1 million.

Most of the key financial ratios outlined in Table 2 are within industry benchmarks, however Council is below the benchmark for own source revenue and asset backlog ratios. These are critical ratios and will be monitored as part of becoming a sustainable council.

Council has a sound base and an ability to borrow for key infrastructure if required. The fundamental issue faced by Narrandera and other NSW councils is the restriction on the rate at which revenue can be increased. While Council is able to borrow to fund new works and asset renewal backlog, it is only able to increase revenues to service the additional debt or increase services to community by applying for an SV.

Council also faces a fundamental imbalance between its annual operating revenues and the annual operating costs, inclusive of depreciation. This imbalance is projected to grow over the term of this LTFP.

4.4 Financial environment – balancing the budget

Improvement savings alone is not sufficient for Council to become financially sustainable over the longer term as it does not fully address the ongoing core deficits in the General Fund.



Council is constantly challenged by the community to provide more services and by the NSW Government to take on some of its responsibilities without adequate compensation. Wage increases are pre-determined by the Local Government State Award and are generally at or above the rate peg increase.

Against this backdrop, Council's rate income is constrained by the rate peg, which is a cap on how much a council can increase rates by. The rate peg is in place to ensure the community is not disadvantaged by large increases; however, it is a blanket increase across all councils and does not account for each council's differing circumstances. Council's finances are under a great deal of pressure, resulting in deterioration in Council's current and forecast financial position.

While Council has limited scope to increase revenue, the costs of the good and services that it buys is experiencing the same, if not more, increases as Australian households.

Council's costs are influenced by inflation in general, with the Local Government Cost Index (LGCI) calculated by IPART to describe cost increases that are more akin to the goods and services that councils buy.

The high inflationary environment of the last two years is showing signs of easing, but inflation is still expected to remain higher than the Reserve Bank of Australia's target range of 2-3% for at least the short term.

The Reserve Bank of Australia's Statement on Monetary Policy – August 2023 notes that

"Inflation declined by more than expected in the June quarter, though it remains high and broadly based... However, services inflation remained strong and rent inflation has increased in response to tight conditions in the rental market. Measures of short-term inflation expectations have moved lower in recent months alongside the decline in inflation, though they remain elevated. Most measures of medium- and long-term inflation expectations remain consistent with the inflation target."

The Consumer Price Index for the year ending June 2023 is 6.0% and is forecast to decrease to 3.5% for the year ending June 2024 and 3% for the year ending June 2025.

Some initiatives are funded by state and federal government grants; however, these grants do not include the ongoing renewal, operation and maintenance costs which will need to be met by Council and are included in the LTFP.

4.5 Financial management principles and policies

The updated 2024-234 LTFP, is underpinned by the following principles:

- Council must achieve a **fully funded operating position** reflecting that it collects enough revenue to fund operational expenditure, repayment of debt and depreciation.
- Council must **maintain sufficient cash reserves** to ensure 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 identified ageing infrastructure, and ensuring cash reserves are set aside for those works yet to be identified.



Councils' objectives for a sustainable council are:

- to maintain its existing service levels to residents.
- to ensure community assets are fit for purpose with a timely asset renewal program
- to continually look for ways to structurally realign resources and/or increase income and efficiency opportunities.
- to achieve financial capacity to fund recurrent operations, asset renewals and unexpected events.

In conjunction with these principles and objectives, Council's LTFP is guided by several policies and strategies that are outlined below

4.5.1 Rating income strategy

Rating income is generated by a levy on properties within the council area in order to provide local government services. Council continually reviews its rating structure to ensure it is fair, equitable, simple and efficient, where each rating category and property will contribute to the rate levy according to the demands placed on Council's limited resources.

Councils current restructure and 2023/24 rating information is detailed in the following table.

Table 3 Narrandera Shire 2023/24 rate structure and charges

Rate Category	Minimum/ Base Amount	Ad Valorem-Cents in \$	Yield	Percentage of Yield
Residential Ordinary	\$510	\$0.696000	\$236,158	4.3%
Residential Narrandera	\$314.98 (BA)	\$0.610100	\$1,569,356	28.4%
Business Ordinary	\$510	\$1.032000	\$90,696	1.6%
Business Narrandera	\$570	\$1.645000	\$399,817	7.2%
Farmland Ordinary	\$510	\$0.181900	\$3,235,072	58.5%
Total			\$5,531,099	

Under the Local Government Act, councils are able to seek additional increases in general rates income beyond the annual rate peg, by applying to IPART for a 'special variation' to rates (SV) which Council has decided to consider.

Given the current pressure on Council's financial resources, this LTFP has modelled two scenarios that present different options for a Special Variation commencing from 1 July 2024. As a result of the proposed SV application, Council will also make a minimum rate application. These are outlined in the table below and are inclusive of the rate peg increase in that year.



Table 4 Proposed SV options

SV Options	2024-25	2025-26	Cumulative increase over SV period	Comparison Rate at 2025/26
Option 1: One-year SV	41.5%	2.5%	41.5%	45.04%
Option 2: Two-year SV	25.5%	18.0%	48.1%	48.10%

Councils preferred option is Option 1.

Minimum rate special rate variation

Council has in place a minimum rating structure. To maintain equity Council plans to apply the proposed SRV options evenly across the rating structure and will need to make an SV minimum rate application in accordance with the IPART requirements. The current and proposed minimums are detailed in the following table. The proposed minimums increase by the proposed SV options detailed in table 1 above.

Table 5 Proposed minimum rates

Rate Category	Current Minimum Amount	Minimum for 2024/25	Minimum for 2025/26
Residential Ordinary 1 year SV	\$510	\$720	\$740
Residential Ordinary 2 year SV	\$510	\$640	\$755
Business Ordinary 1 year SV	\$510	\$720	\$740
Business Ordinary 2 year SV	\$510	\$640	\$755
Business Narrandera 1 year SV	\$570	\$810	\$825
Business Narrandera 2 year SV	\$570	\$715	\$845
Farmland Ordinary 1 year SV	\$510	\$720	\$740
Farmland Ordinary 2 year SV	\$510	\$640	\$755

The impact on an individual’s rates will be different depending on the unimproved land value of their property. The following table provides an indication of the annual rates increase likely to be experienced by the average land value for each rating category. The increases include the forecast rate peg.



Table 6 Estimated average rates to 2025/26

Rate Category	Average Rate 2023/24	Average Rate Cumulative 2024/25	Average Rate Cumulative 2025/26	Average Annual Increase Over One Year	Average Annual Increase Over Two Years
Residential	2023/24	2024/25	2025/26	Annual Increase 2024/25	Annual Increase 2025/26
No SRV = rate peg only	\$743	\$769	\$788	\$26	\$22.50
1 Year SV	\$743	\$1,051	\$1,078	\$308	\$167.50
2 Year SV	\$743	\$932	\$1,100	\$189	\$178.50
Business					
No SRV = rate peg only	\$1,265	\$1,309	\$1,342	\$44	\$38.50
1 Year SV	\$1,265	\$1,790	\$1,835	\$525	\$285
2 Year SV	\$1,265	\$1,588	\$1,873	\$323	\$304
Farmland					
No SRV = Rate peg only	\$3,957	\$4,095	\$4,198	\$138	\$120.50
1 Year SV	\$3,957	\$5,599	\$5,739	\$1642	\$891
2 Year SV	\$3,957	\$4,966	\$5,860	\$1009	\$951.50

The Office of Local Government groups councils with other similar councils for comparison. Narrandera Shire Council is in Group 10 with 22 other councils. This group of councils represents a diverse cross section of geographies and communities across New South Wales. The neighbouring councils of Leeton and Griffith have also been included for comparative purposes.

The following table details estimated average rates to 2025/26 with the application of Council’s preferred one year option. Where known any approved SV or proposed SV have been included for other councils. Narrandera Shire Council’s average residential rates has increased slightly higher than the group average, for business rates they remain well below the group average. The average farmland rate remains relative to other councils in terms of its ranking; however, the amount has increased well above the group average.



Table 7 2025/26 Estimated average residential, business and farmland rates compared to other councils

2025/26 average rates: Group 10 Councils	Estimated Average Residential Rate (\$)	Estimated Average Farmland Rate (\$)	Estimated Average Business Rate (\$)
Berrigan	869	2,652	1,609
Blayney	1,443	3,507	1,278
Cobar	1,750	1,898	1,314
Dungog	1,445	3,694	1,497
Edward River	1,193	3,768	2,372
Forbes	1,004	2,966	3,186
Glen Innes Severn	994	3,596	1,800
Gwydir	870	6,533	1,927
Junee	1,170	4,659	2,970
Kyogle	1,279	2,226	1,604
Lachlan	642	3,889	829
Liverpool Plains	1,054	6,142	1,844
Narrandera	1,078	5,739	1,835
Narromine	877	4,776	2,196
Oberon	1,081	2,276	1,234
Temora	745	2,512	1,670
Tenterfield	997	2,550	2,173
Upper Lachlan	648	2,154	1,635
Uralla	806	4,541	766
Walgett	449	5,458	864
Warrumbungle	705	3,593	1,936
Wentworth	895	2,004	7,033
Leeton	1,254	4,188	1,101
Griffith	1,386	4,907	3,685
Average Group 10	1,000	3,688	1,981
Median Group 10	995	3,594	1,735

For more information on ratepayer impact and capacity to pay, refer to Appendix A - Capacity to Pay report. The report finds there is a level of capacity to pay across the Narrandera Shire Council area.



4.5.2 Domestic waste management

Council charges a Domestic Waste Management charge to owners of rateable properties. This covers the cost of general garbage, recycling and household clean-up and includes the full cost of administration, service provision, state government charges and tipping fees.

4.5.3 Investment principles

All council investment must comply with Council's Investment Policy objectives and framework

Council's policy objective is:

"Preservation of capital is the principal purpose of the investment portfolio. Investments are to be placed in a manner that seeks to ensure the security and safeguarding of the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameter".

Council's investments are to comply with the three framework criteria, namely:

1. **Within Council Portfolio Credit Framework:** limits the overall credit exposure of the portfolio
2. **Counterparty Institution Credit Framework:** limits exposure to individual institutions based on their credit ratings
3. **Term to Maturity Framework:** limits based upon maturity of securities.

The interest Council earns on General Fund revenue is untied and forms part of Council's consolidated revenue for distribution across services that are not funded by restricted funds.

4.5.4 Loan borrowings

Council debt as at 30/6/2022 was \$1.238 million. In order to partly fund the upgrade to the stormwater network, new borrowings of \$5.75 million are proposed in the LTFP.

4.5.5 Cash reserves and restrictions

Council has a number of cash reserves that are either a legislative requirement (externally restricted) or were made through a Council decision (internally restricted).

Establishing cash reserves is a financial management strategy to provide funds for future expenditures that could not otherwise be financed during a single year without having a material impact on the budget.

The balance of cash as at 30 June 2022 is \$29,242,000 comprising:

- externally restricted reserves \$14,727,000
- internally restricted reserves \$14,372,000
- unrestricted cash \$ 143,000

Council's external reserves are made up of unexpended grants and loans, developer contributions, water fund, sewer fund, stormwater, crown lands and domestic waste management.

Council's internal reserves are plant and vehicle replacement, employees leave entitlements, organisational service assets and projects, deposits, FAG received in advance, technology, property development, cemetery and others.



4.5.6 Developer contributions

The Environmental Planning and Assessment Act (1979) enables Council to levy contributions for public amenities and services required as a consequence of development. Council's adopted Developer Contributions Plans (section 7.11 and 7.12 Developer Contribution Plan) provides funds for Council-wide application:

- Roads
- Traffic facilities
- Open space
- Community facilities
- Bushfire.
- Other

The Contributions Plan detail works for which development contributions are to fund. A balance of \$466, 000 is held, as at 30 June 2022.

4.5.7 Discretionary and regulatory fees and charges

Council can raise revenues by adopting a fee or charge for services or facilities. Fees and charges are reviewed on an annual basis in conjunction with the preparation of the annual budget.

The fees and charges which Council can charge can be split into two categories:

1. Regulatory fees – these fees are generally determined by state government legislation, and primarily relate to building, development or compliance activities. Council has no control over the calculation or any annual increases of these fees and charges.
2. Discretionary fees – Council has the capacity to determine the charge or fee for discretionary works or services such as the use of community facilities and access to community services.

4.5.8 Asset management

Narrandera Shire Council is the custodian of assets with a gross replacement value of \$306.2 million and a depreciated value of approximately \$199.3 million, as at 30 June 2022.

As custodian of these assets, Council is responsible for establishing and implementing optimal asset management strategies and practices in line with Council's Policy and Procedures, that enable the assets to be sustained and related levels of service acceptable to the community to be provided at the minimal Life Cycle Cost (LCC) whilst controlling exposure to risk and loss.



Table 8 Asset values and annual depreciation as at 30 June 2022

Asset Class	Gross Replacement Cost (CRC) \$ (000's)	Written Down Value (WDV) \$ (000's)	Annual Depreciation Expense \$ (000's)
Buildings	\$45,545	\$19,133	-\$1,148
Other structures	\$19,217	\$11,102	-\$642
Roads	\$84,519	\$53,090	-\$1,831
Bridges	\$15,203	\$9,190	-\$149
Footpaths	\$1,464	\$982	-\$19
Bulk earthworks	\$58,836	\$58,836	\$0
Stormwater	\$11,152	\$7,283	-\$79
Water supply network	\$40,666	\$20,235	-\$497
Sewer network	\$23,780	\$15,565	-\$305
Swimming pools	\$4,217	\$3,036	-\$103
Open space and recreation (inc. land improvements)	\$1,602	\$839	-\$105
Total	\$306,201	\$199,291	-\$4,878

As part of Council’s sustainability review, the asset management strategy and plans were reviewed and updated. This review and analysis demonstrated that the infrastructure asset condition had a backlog ratio 8.2% and an organisational backlog ratio of 10.6%. To address the backlog issue, Council needs to spend more on renewing its assets. Council is planning to spend around \$2.3 million per year to reduce the backlog to 9.1% over the 10-year LTFP planning period and improve the safety and condition of the community’s assets.

4.6 Workforce plan

Achieving Together is Council’s Workforce Management Plan. This supports Council’s values and key directions and assists Council in achieving its community vision.

This LTFP caters for the proposed review of the salary system as a means to attract and retain employees to the Narrandera Shire. Currently, 88% of the workforce live in the Narrandera LGA and 18.3% have been employed for 20 years or more, 37.5% of staff have been employed for less than five years. The average employee age is 49.02 years. Workforce Plan does not indicate an increase in additional resources, and therefore has financial implications for the LTFP.

4.7 Long term financial plan assumptions

The long-term financial model requires Council to identify all material items of revenue and expenditure and determine the external and internal influences that could significantly impact on Council’s finances.

In preparing the LTFP, the following underpinning principles have been adopted:

- Population growth



- Increase in inflation
- Interest rate movements
- Revenue and expenditure
- Improvements – cost reductions, income increases, new resources and efficiency improvements
- Asset renewal expenses.

4.7.1 Population forecasts

Population growth also has a significant influence on asset provision and long-term financial sustainability. Planning NSW estimate the shires population to decrease by 0.37% annually, with the 2041 estimate of 5,373.

4.7.2 Inflation

The Consumer Price Index for the year ending June 2023 is 6.0% and is forecast to decreasing to 3.5% for the year ending June 2024 and 3% for the year ending June 2025.

The LTFP has modelled an inflation in accordance with the following table.

Table 9 Inflation

Year	2023-24	2024-25	2025-26	2026-27 onwards
CPI	4.8%	3.5%	2.5%	2.5%

4.7.3 Interest rate movements

The current Reserve Bank of Australia (RBA) cash rate is 4.01% August 2023)

Council has used an average of 3.58% as the investment interest rate over the life of this LTFP. Interest rates have been historically low, with an 0.8% interest rate assumption in 2022/23. However, as the RBA moves to keep inflation under control, interest rates are expected to rise. New debt has been modelled above current loan interest rates at 6% pa.

4.7.4 Revenue and expenditure assumptions

The following table outlines Council’s planning assumptions by revenue and expenditure types. These assumptions have been reviewed by a lending authority to ensure reliability for capacity to repay new borrowings.

Note: The assumptions included in the following tables are those which could have a material impact on Council’s finances.



Table 10 Revenue and expenditure assumptions for all scenarios

Year	2023-24	2024-25	2025-26	2026-27	2027-28 onwards
Rate peg	3.7%	3.5%	2.5%	2.5%	2.5%
Annual charges	3.0%	3.0%	3.0%	3.0%	3.0%
Fees and charges	3.0%	3.0%	3.0%	3.0%	3.0%
Employee benefits and costs	4.5%	4.0%	3.5%	3.0%	2.5%
Materials and contracts	5.0%	3.5%	2.5%	2.5%	2.5%
Other expenditure	4.0%	3.5%	3.0%	2.5%	2.5%

4.7.5 Improvements

Council has completed an organisational service review to identify improvement opportunities that can guide Council with a productivity improvement plan and cost savings and/or increased income.

The organisational service review forms one of the key elements to support a special rate variation (SV) application to be implemented in 2023.

This organisational service review and improvement plan focus on cost containment strategies and productivity improvements that have been utilised by Council in the past and present, as well as opportunities for improvement in the future.

Council has identified and implemented past improvements with an estimated annual benefit of \$2.2 million, which have been included in Councils income and costs structures and LTFP. Some of these improvements were the closure of High Street library and Hudson Park golf course, upgrade to golf driving range and closure of aged care centre.

In addition, Council has identified further net benefits of \$1.3 million annually to be implemented as part of the SV process and included in this revised LTFP. The following improvements include:

- review of community bus service – potentially stop service
- domestic waste management charge review – how much is it contributing to financial sustainability of organisation
- driving range business plan to improve return
- reduce ICT infrastructure hosting costs by rationalising resources and decommissioning unused and old systems
- review of rates structure (base amount to minimums) and industrial subcategories
- undertake off-street parking review to increase income generation
- maximise revenue from property portfolio.



Potential future improvements have also been identified; however, these require further research, analysis and consideration by Council. Some examples of these are a procurement review, review salary system, non-core service review and evaluation of environmental levy. Council will also create a comprehensive service review program that will drive further productivity and efficiency gains.

4.7.6 Asset renewal

In revising Council's asset management strategy and plans the analysis identified a renewal gap in the infrastructure assets of \$2.3 million per year. 56% or \$1.3 million is the buildings. With Other Structures, Swimming pools and Open Space and Recreation having a gap of \$1.0 million per year.

5 Scenario 1 – Base case business as usual

Council operates four separate businesses - General, Water, Sewer Funds and Domestic Waste. The following scenario information for 1 and 2 relates to General Fund operations.

5.1 Introduction

The base case scenario or business as usual outlines what would happen if Council continued to do what it is currently doing. The outcome means Council would:

- have an average operating deficit for 10-year forecast period is estimated at \$2.1 million pa
- have insufficient money to maintain current service levels
- have inadequate funding for infrastructure renewal
- forecast negative unrestricted cash from 2026 onwards, averaging -\$2,6 million per year

This scenario results in the need to reduce service delivery and will lead to an overall deterioration of asset conditions.

5.2 Components included in scenario

The assumption used in this scenario are:

- a 3.5% rate peg for 2024/25 and the IPART NSW recommended rate of 2.5% for the remaining forecast years
- rates growth forecast adjusted to better align to IPART population factor
- the known resource requirements of the Workforce Management Plan are included in LTFFP
- the \$16.5 million stormwater project funded 50% grants and 50% Council (\$2.5 million cash and \$5.75 million loan funds)
- asset maintenance and renewal program based on the current delivery program and operational plan.

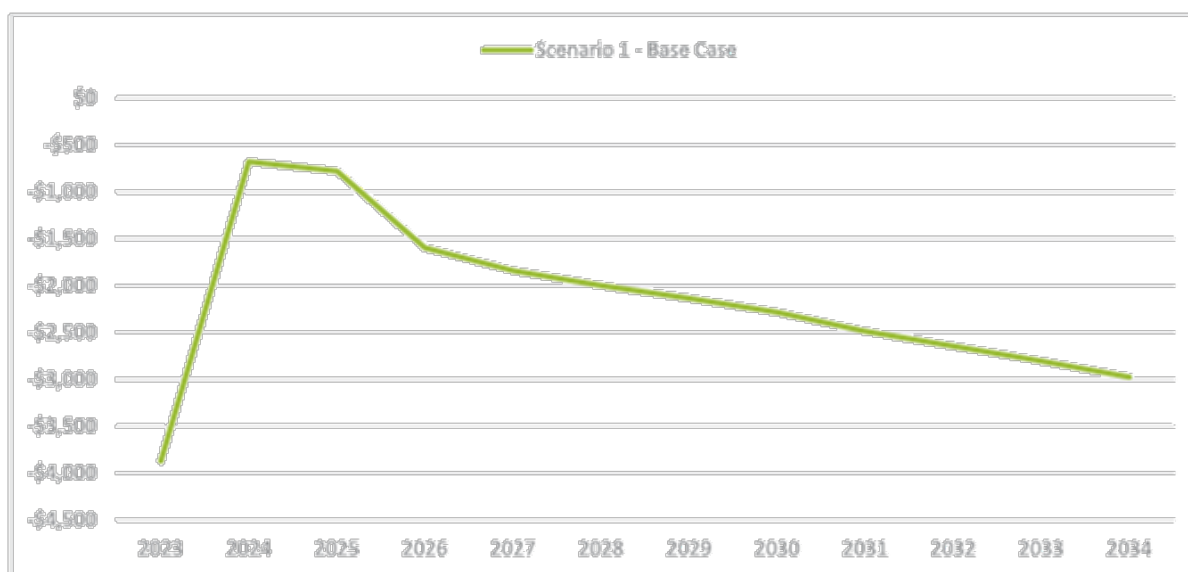


5.3 Sustainability assessment

This scenario is not financially sustainable and not recommended.

The following graph illustrates ongoing estimated operating deficits culminating in 2033/34 with a \$3.0 million annual operating deficit and an average operating performance ratio of negative 10%. Over the same period General Fund cash is estimated to decrease by \$8 million to \$15 million with an average negative unrestricted cash position of \$3.6 million from 2025.

Figure 4 General fund forecast operating results (excluding capital)



5.4 Sensitivity analysis

The LTFP contains several assumptions based on various sources such as population growth, inflation and wage markets. Variations in these assumptions during the life of the plan may have a significant impact on Council’s future financial plans. The assumptions in the Base Case scenario have been tested for sensitivity to both favourable and unfavourable fluctuations in revenues and expenditure, with particular reference to rates income and employee costs.

6 Scenarios 2 and 3– Long term sustainability

6.1 Introduction

This scenario requires a combination of improvement savings identified in Council’s Improvement Program, the revised asset management plans and a proposed special rate variation (SV) to become financially sustainable over the longer term. This scenario will also enable Council to address its ongoing core deficits in the General Fund and its cash position, ensuring Council is more resilient and responsive to shocks and unexpected events in the future.



6.2 Components included in this scenario

Under this scenario, in addition to the base case assumptions, the following assumptions include the following:

- Asset maintenance and renewal program based on the requirements in Councils revised asset management strategy and plans.
- Improvement plan savings and benefits, productivity and efficiency gains and additional technology and salary system costs.
- Funding building and recreation asset renewals by 75% grant finds and 25% Council funds.
- Two SV scenarios
 - Scenario 2 - One year option 1(Councils preferred option)
 - Scenario 3 - Two year option 2.

6.3 Sustainability assessment

Council can deliver consolidated surpluses with a special rate variation and address the core deficits in the General Fund, which finances all services and infrastructure except for domestic waste, water and sewer operations. Without the rate increase, there will be a need to generate savings through service rationalisation to create a fully funded operating position, enabling an appropriate level of fully funded asset renewal expenditure.

The special rate variation will ensure Council's ongoing financial sustainability with surpluses in the General Fund estimated from 2023/34 for Option 1 SV or 2024/25 for Option2 SV.

The impact of implementing Council's preferred one year SV option or the two-year option, will enable Council to meet the following objectives:

- Maintain and improve council assets.
- Achieve sufficient cash reserves.
- Achieve a fully funded operating position.
- Secure continued service delivery.

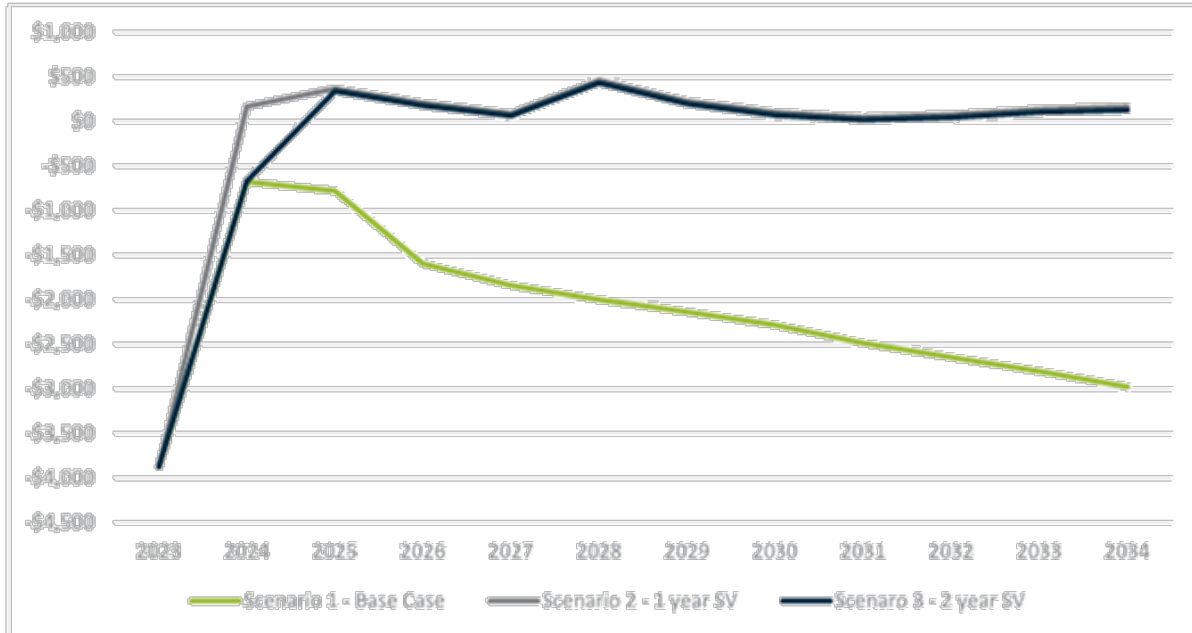
Council will also address the following operational challenges in achieving long term financial sustainability:

- Construction of a stormwater line to address flooding within Narrandera urban area.
- Updating the IT system to address operational and cyber security issues.
- Decreasing its asset backlog ratio of 10.6%.
- Having a current industry aligned salary system.

This is illustrated in the following graph where Council estimates operating surpluses under both SV options.

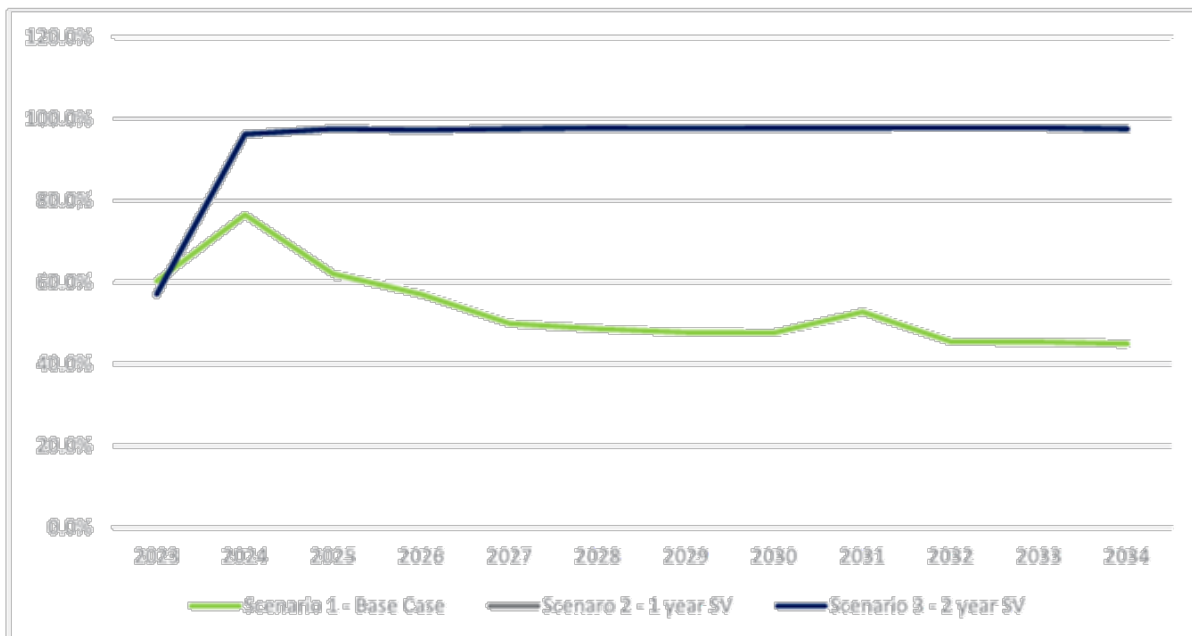


Figure 5 General fund forecast operating result (excluding capital)



The average annual investment of \$9.1 million in the asset renewal program has a positive impact on the renewal and backlog log ratios as detailed in the following graph (noting Scenario 2 and 3 are the same).

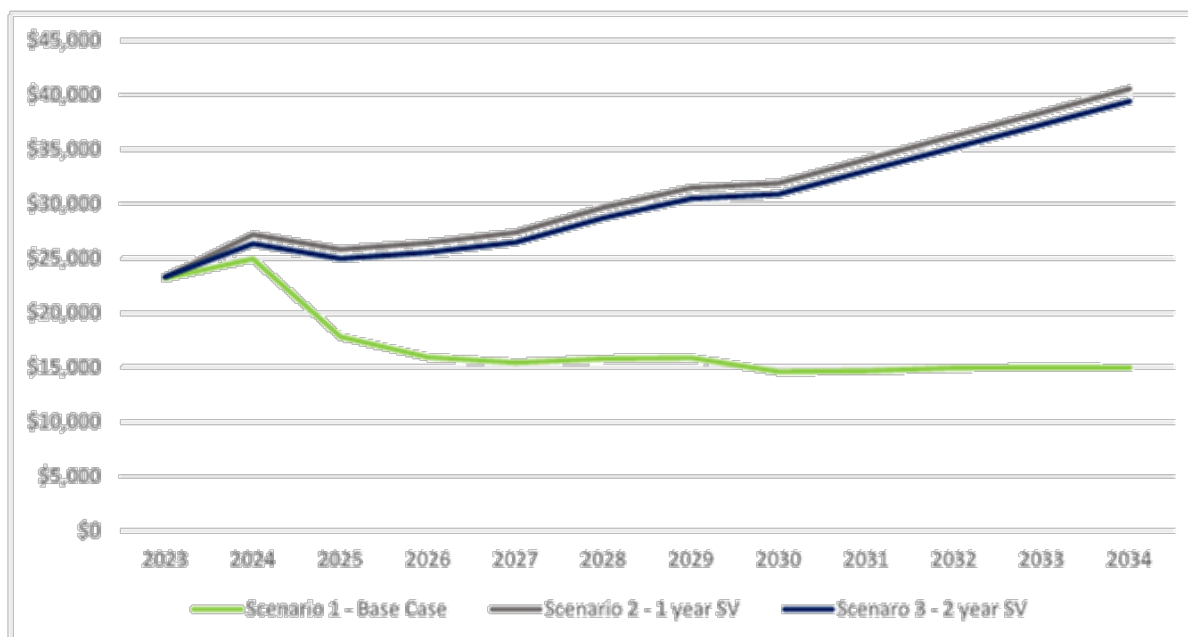
Figure 6 Forecast asset renewal ratio





In addition to addressing the operating deficits the additional income will resolve the cash position and based on the receipt of a modest flow of grant funds (\$2.0m) for community asset renewal the unrestricted cash position should increase from a negative \$2.6 million annual average to \$6.0 million annual average. General funds overall estimated cash position is detailed in the following graph.

Figure 7 General fund forecast total cash position



All councils need to hold sufficient unrestricted cash balance to at least cover the next four months of day-to-day operating expenditure, at which point Council starts to collect the majority of its rates revenue for that quarter.

Sound financial management encourages planning for modest operating surpluses and building of unrestricted cash reserves over time. This enables councils to respond to events that cannot be predicted or planned for in their Long-Term Financial Plan. Narrandera Shire Council has experienced these events and, while what exactly will occur in the future is unpredictable, it is prudent that it plans for similar unplanned expenditure in the future. This exact situation occurred in Narrandera with the 2022 emergencies where significant expenditure was required by Council to fund emergency response – expenditure yet to be reimbursed. The above forecast unrestricted cash position does not take into account any movements in internal restrictions. As Council builds its cash balances over time, it will be able to transfer unrestricted cash for specific purposes to internal restrictions, including employee leave provisions, which will reduce its reported unrestricted cash.

Council has updated its Long-Term Financial Plan to show the impacts of both the base case (no SV) and the proposed SV case scenarios. This will be out for exhibition during the SV consultation period.



6.4 Sensitivity analysis

There may be a number of risks associated with any long-term financial planning predictions. Risk can be minimised by regular review of LTFP assumptions, incorporation of risk assessment in all major project reviews, and modelling of scenarios.

The following is a range of identified external risks that may also impact on the LTFP should they eventuate as they could result in a significant change in operating revenue or expenditure and the need to review service levels.

- Budget reductions in state and federal governments may impact future funding provisions of grants and contributions.
- Continued increased cost-shifting from other levels of government may adversely impact current expenditure levels of Council.
- Climate change and its effect on council assets (roads, drainage, footpaths).
- Global issues impacting cost and supply of materials.

7 Long-term financial sustainability

7.1 Conclusion

Council's current base case is not financially sustainable, as it involves significant General Fund deficits of an average of approximately \$2.0 million over the ten-year forecast. On its current path, Council would likely run out of unrestricted cash to fund its day-to-day operations in 2024-25.

If Council could not increase its rates revenue through an SV, it would need to cut its operating costs by around \$2.0 million per year and continue not to adequately fund its asset renewal. Council would be faced with the decision to stop or significantly reduce discretionary services such as cultural or recreational services and facilities. Council's infrastructure would also continue to deteriorate without sufficient funds to maintain them fit for purpose.

Council will undertake the community engagement process on two SV options and determine whether to prepare a Special Rate Variation (SV) application to the Independent Pricing and Regulatory Tribunal (IPART). The application is proposed to come into effect from 1 July 2024.

8 Financial statements

Following are the 10-year financial forecasts for the Base Case and Long-Term Sustainability scenarios with regard to Council's consolidated and General Fund positions. This includes the Income, Balance Sheet and Cashflows Statements.



8.1 Scenario one - Base case

Following are the income statements, balance sheets and cash flow statements for Council’s consolidated position, general fund and water and sewer funds position for this scenario.

8.1.1 Consolidated position

Consolidated Income Statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$5,124	\$5,219	\$5,474	\$5,722	\$5,924	\$6,133	\$6,349	\$6,573	\$6,805	\$7,044	\$7,293	\$7,550	\$7,816
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$3,238	\$3,366	\$3,492	\$3,633	\$3,779	\$3,931	\$4,090	\$4,255	\$4,426	\$4,605	\$4,790	\$4,983	\$5,184
TOTAL RATES & ANNUAL CHARGES	\$8,362	\$8,585	\$8,966	\$9,355	\$9,703	\$10,064	\$10,439	\$10,828	\$11,231	\$11,649	\$12,083	\$12,533	\$13,000
User Charges and fees	\$3,873	\$4,128	\$2,949	\$3,050	\$3,156	\$3,265	\$3,378	\$3,495	\$3,616	\$3,741	\$3,871	\$4,005	\$4,144
Other revenues	\$1,357	\$1,422	\$1,178	\$1,219	\$1,250	\$1,281	\$1,313	\$1,346	\$1,380	\$1,414	\$1,449	\$1,486	\$1,523
Interest and Investment Income	\$188	\$604	\$906	\$1,292	\$995	\$801	\$689	\$736	\$778	\$681	\$712	\$772	\$831
Other Income	\$209	\$229	\$233	\$241	\$247	\$253	\$259	\$266	\$272	\$279	\$286	\$293	\$301
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$13,989	\$14,968	\$14,232	\$15,158	\$15,351	\$15,664	\$16,078	\$16,670	\$17,276	\$17,764	\$18,401	\$19,089	\$19,799
Grants & Contributions - Operating Purposes	\$9,267	\$8,097	\$7,647	\$7,761	\$7,878	\$7,996	\$8,116	\$8,237	\$8,361	\$8,486	\$8,614	\$8,743	\$8,874
Grants & Contributions for Capital Purposes	\$6,824	\$18,003	\$6,499	\$2,995	\$10,570	\$6,624	\$233	\$227	\$245	\$408	\$220	\$220	\$220
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$363	\$457	\$92	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal	\$30,080	\$41,068	\$28,377	\$25,914	\$33,798	\$30,284	\$24,427	\$25,134	\$25,882	\$26,658	\$27,235	\$28,052	\$28,893
TOTAL OPERATING INCOME (Excl. Capital)	\$23,619	\$23,522	\$21,970	\$22,919	\$23,228	\$23,660	\$24,194	\$24,907	\$25,637	\$26,250	\$27,015	\$27,832	\$28,673
Employee Benefits	\$8,234	\$8,011	\$8,871	\$9,311	\$9,726	\$10,110	\$10,458	\$10,819	\$11,192	\$11,577	\$11,977	\$12,390	\$12,817
Materials and Contracts	\$8,392	\$12,094	\$6,143	\$6,358	\$6,517	\$6,680	\$6,847	\$7,019	\$7,194	\$7,374	\$7,558	\$7,747	\$7,941
Borrowing Costs	\$39	\$103	\$96	\$226	\$483	\$466	\$449	\$431	\$413	\$395	\$376	\$356	\$335
Depreciation & Amortisation	\$5,980	\$6,358	\$6,660	\$6,920	\$7,280	\$7,573	\$7,755	\$7,946	\$8,136	\$8,331	\$8,528	\$8,731	\$8,939
Other Expenses	\$637	\$410	\$421	\$436	\$447	\$458	\$469	\$481	\$493	\$505	\$518	\$531	\$544
Losses on disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$60	\$62	\$63	\$65	\$67	\$68	\$70	\$72	\$73	\$75	\$77
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$23,282	\$26,976	\$22,252	\$23,313	\$24,516	\$25,352	\$26,044	\$26,763	\$27,498	\$28,254	\$29,030	\$29,830	\$30,654
OPERATING RESULT (Excl. Capital)	\$337	-\$3,454	-\$282	-\$394	-\$1,288	-\$1,692	-\$1,851	-\$1,856	-\$1,861	-\$2,004	-\$2,015	-\$1,998	-\$1,981
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$26	-\$3,911	-\$373	-\$394	-\$1,288	-\$1,692	-\$1,851	-\$1,856	-\$1,861	-\$2,004	-\$2,015	-\$1,998	-\$1,981
OPERATING RESULT (Incl. Capital)	\$7,161	\$14,549	\$6,217	\$2,601	\$9,282	\$4,932	-\$1,618	-\$1,629	-\$1,616	-\$1,596	-\$1,795	-\$1,778	-\$1,761



Consolidated Balance Sheet

Balance Sheet

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash & Cash Equivalents	\$4,306	\$10,255	\$8,255	-\$55	-\$5,483	-\$8,603	-\$7,292	-\$6,117	-\$8,834	-\$7,969	-\$6,271	-\$4,831	-\$2,868
Investments - Current	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846
Receivables - Current	\$2,201	\$2,205	\$2,388	\$2,472	\$2,763	\$2,857	\$2,754	\$2,855	\$2,959	\$1,068	\$1,180	\$1,297	\$1,418
Right of Use and Contract Assets - Current	\$644	\$644	\$644	\$644	\$644	\$644	\$644	\$644	\$644	\$644	\$644	\$644	\$644
Inventories - Current	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	\$32,878	\$41,801	\$39,904	\$31,698	\$26,360	\$23,335	\$24,743	\$26,018	\$23,406	\$24,380	\$26,190	\$27,947	\$29,830
Receivable Collection Days	315	315	315	315	315	315	315	315	315	315	315	315	315
Investments - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$229,164	\$235,312	\$245,366	\$261,094	\$283,278	\$295,294	\$296,052	\$301,008	\$303,870	\$306,779	\$309,647	\$312,660	\$315,738
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$26	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$224,190	\$235,312	\$245,366	\$261,094	\$283,278	\$295,294	\$296,052	\$301,008	\$303,870	\$306,779	\$309,647	\$312,660	\$315,738
Inventory Days	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL ASSETS	\$257,068	\$277,114	\$285,269	\$292,792	\$309,638	\$318,629	\$322,796	\$327,026	\$327,276	\$331,159	\$335,837	\$340,607	\$345,568
Payables - Current	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003
Contract Liabilities - Current	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057
Lease Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Current	\$144	\$276	\$367	\$437	\$454	\$459	\$446	\$464	\$421	\$440	\$459	\$480	\$480
Provisions - Current	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518
TOTAL CURRENT LIABILITIES	\$6,722	\$6,854	\$6,945	\$7,035	\$7,032	\$7,037	\$7,024	\$7,042	\$6,999	\$7,018	\$7,037	\$7,058	\$7,058
Payables Days	156	108	239	168	171	193	177	180	183	180	181	182	181
Payables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non-current	\$1,904	\$1,046	\$2,679	\$4,542	\$8,387	\$8,128	\$7,682	\$7,218	\$6,798	\$6,358	\$5,899	\$5,419	\$4,939
Provisions - Non-Current	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522
TOTAL NON-CURRENT LIABILITIES	\$2,426	\$3,568	\$3,201	\$5,064	\$9,109	\$8,650	\$8,204	\$7,741	\$7,320	\$6,880	\$6,421	\$5,941	\$5,461
TOTAL LIABILITIES	\$9,148	\$10,422	\$10,146	\$12,099	\$16,142	\$15,687	\$15,228	\$14,783	\$14,319	\$13,898	\$13,458	\$12,999	\$12,519
NET ASSETS	\$247,920	\$266,691	\$275,123	\$280,713	\$293,496	\$302,941	\$307,567	\$312,244	\$312,958	\$317,261	\$322,379	\$327,608	\$333,050
Accumulated Surplus	\$158,714	\$165,875	\$180,424	\$186,640	\$189,241	\$198,523	\$201,955	\$201,837	\$200,208	\$198,599	\$196,997	\$195,201	\$193,423
Revaluation Reserves	\$83,127	\$82,083	\$86,370	\$88,587	\$91,562	\$95,067	\$99,584	\$105,831	\$112,140	\$114,473	\$120,376	\$127,294	\$134,305
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$241,841	\$247,958	\$266,794	\$275,227	\$280,804	\$293,590	\$303,039	\$307,668	\$312,349	\$313,066	\$317,373	\$322,495	\$327,729
Non-controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$241,841	\$247,958	\$266,794	\$275,227	\$280,804	\$293,590	\$303,039	\$307,668	\$312,349	\$313,066	\$317,373	\$322,495	\$327,729
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$241,841	\$247,958	\$266,794	\$275,227	\$280,804	\$293,590	\$303,039	\$307,668	\$312,349	\$313,066	\$317,373	\$322,495	\$327,729
Net Operating Results for the Year	\$7,361	\$14,549	\$6,217	\$2,601	\$9,282	\$4,932	-\$1,618	-\$1,629	-\$1,616	-\$1,596	-\$1,295	-\$1,778	-\$1,761
Gain / (Loss) on Real of PPE	-\$1,082	\$4,384	\$2,112	\$2,885	\$3,410	\$4,420	\$6,147	\$6,205	\$2,325	\$5,791	\$6,801	\$6,891	\$7,082
Fair Value Measurement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$6,079	\$18,733	\$8,329	\$5,486	\$12,692	\$9,352	\$4,529	\$4,576	\$609	\$4,195	\$5,005	\$5,113	\$5,321
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$247,920	\$266,691	\$275,123	\$280,713	\$293,496	\$302,941	\$307,567	\$312,244	\$312,958	\$317,261	\$322,379	\$327,608	\$333,050



Consolidated Cashflow Statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Cashflow Statement													
Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Total Own Source Revenue	\$13,989	\$14,968	\$14,232	\$15,158	\$15,351	\$15,664	\$16,078	\$16,670	\$17,276	\$17,764	\$18,401	\$19,089	\$19,799
Grants and Contributions	\$15,494	\$8,097	\$7,647	\$7,761	\$7,878	\$7,996	\$8,116	\$8,237	\$8,361	\$8,486	\$8,614	\$8,743	\$8,874
Other Income from Continuing Operations	\$0	\$457	\$92	\$0	\$0	-\$0	-\$0	\$0	-\$0	\$0	\$0	-\$0	-\$0
Employee Benefits	-\$8,184	\$8,011	\$8,871	\$9,311	\$9,726	\$10,110	\$10,458	\$10,819	\$11,192	\$11,577	\$11,977	\$12,390	\$12,817
Materials and Contracts	\$8,392	\$12,094	\$6,143	\$6,358	\$6,517	\$6,680	\$6,847	\$7,019	\$7,194	\$7,374	\$7,558	\$7,747	\$7,941
Other Expenses from Continuing Operations	-\$10,786	\$410	\$481	\$498	\$510	\$523	\$536	\$549	\$563	\$577	\$592	\$606	\$621
CASHFLOW FROM OPERATIONS	\$40,061	\$3,007	\$6,474	\$6,752	\$6,475	\$6,347	\$6,352	\$6,521	\$6,689	\$6,722	\$6,888	\$7,089	\$7,293
Sale of Current Investments	\$25,836	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$212	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$339	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	-\$28,836	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$0	\$13,322	\$14,602	\$19,763	\$26,053	\$15,170	\$4,366	\$4,697	\$8,774	\$5,450	\$4,595	\$4,853	\$4,935
Purchase of Real Estate / Other	-\$12,619	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets (Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING	\$67,064	-\$13,322	-\$14,602	-\$19,763	-\$26,053	-\$15,170	-\$4,366	-\$4,697	-\$8,774	-\$5,450	-\$4,595	-\$4,853	-\$4,935
Proceeds from Grants and Contributions - Capital purp	\$6,824	\$18,003	\$6,499	\$2,995	\$10,570	\$6,624	\$233	\$127	\$245	\$408	\$220	\$220	\$220
Proceeds from Borrowings	\$0	\$1,543	\$0	\$2,300	\$4,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$1,620	\$372	\$372	\$594	\$920	\$920	\$908	\$877	\$877	\$815	\$815	\$815	\$815
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING	\$5,204	\$19,174	\$6,127	\$4,701	\$14,150	\$5,704	-\$675	-\$650	-\$632	-\$407	-\$595	-\$595	-\$595
Opening Cash	-\$28,754	\$29,242	\$38,101	\$36,101	\$27,791	\$22,363	\$19,243	\$20,554	\$21,729	\$19,012	\$19,877	\$21,575	\$23,215
Change in Cash	\$67,996	\$8,859	-\$2,000	-\$8,310	-\$5,429	-\$3,319	\$1,311	\$1,174	-\$2,717	\$865	\$1,698	\$1,641	\$1,763
CLOSING CASH	\$29,242	\$38,101	\$36,101	\$27,791	\$22,363	\$19,243	\$20,554	\$21,729	\$19,012	\$19,877	\$21,575	\$23,215	\$24,978
TOTAL CASH AND LIQUID INVESTMENTS	\$29,242	\$38,101	\$36,101	\$27,791	\$22,363	\$19,243	\$20,554	\$21,729	\$19,012	\$19,877	\$21,575	\$23,215	\$24,978
Transfers to Reserves	\$0	\$18	\$19	\$29	\$46	\$47	\$49	\$51	\$53	\$53	\$55	\$55	\$181
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$14,372	\$14,372	\$14,372	\$14,372	\$14,372	\$14,372	\$14,372	\$14,372	\$14,372	\$14,372	\$14,372	\$14,372	\$14,372
Externally Restricted Cash	\$4,746	\$4,764	\$4,783	\$4,808	\$4,854	\$4,901	\$4,950	\$5,001	\$5,001	\$5,054	\$5,054	\$5,054	\$5,234
Externally Restricted - Water Fund cash balance	\$6,192	\$6,743	\$7,137	\$7,558	\$4,861	\$2,741	\$3,122	\$3,572	\$1,405	\$1,915	\$2,515	\$3,203	\$3,978
Externally Restricted - Sewer Fund cash balance	\$2,359	\$6,354	\$2,079	\$345	\$0	\$0	\$0	\$0	\$0	\$0	\$189	\$696	\$1,280
Externally Restricted - Domestic Waste Fund cash balar	\$1,430	\$1,577	\$1,666	\$1,822	\$2,000	\$2,200	\$2,426	\$2,678	\$2,959	\$3,271	\$3,616	\$3,997	\$4,416
Unrestricted Cash	\$143	\$4,291	\$6,064	-\$1,114	-\$3,723	-\$4,971	-\$4,315	-\$3,894	-\$4,725	-\$4,734	-\$4,171	-\$4,106	-\$4,303



8.1.2 General fund position

General fund income statement

FINANCIAL STATEMENTS - Base Case

	Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges		\$5,174	\$5,219	\$5,474	\$5,722	\$5,924	\$6,133	\$6,349	\$6,573	\$6,805	\$7,044	\$7,293	\$7,550	\$7,816
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$195	\$209	\$207	\$215	\$224	\$233	\$242	\$252	\$262	\$273	\$284	\$295	\$307
TOTAL RATES & ANNUAL CHARGES		\$5,319	\$5,428	\$5,681	\$5,938	\$6,148	\$6,366	\$6,592	\$6,825	\$7,067	\$7,317	\$7,577	\$7,845	\$8,123
User Charges and Fees		\$2,609	\$2,511	\$1,479	\$1,524	\$1,570	\$1,617	\$1,665	\$1,715	\$1,767	\$1,820	\$1,874	\$1,930	\$1,988
Other revenues		\$1,357	\$1,422	\$1,178	\$1,219	\$1,250	\$1,281	\$1,311	\$1,346	\$1,380	\$1,414	\$1,449	\$1,486	\$1,523
Interest and Investment Income		\$117	\$395	\$609	\$894	\$637	\$571	\$553	\$566	\$569	\$523	\$525	\$535	\$537
Other Income		\$209	\$229	\$233	\$241	\$247	\$253	\$259	\$266	\$272	\$279	\$286	\$293	\$301
Initiatives Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE		\$9,611	\$9,986	\$9,180	\$9,815	\$9,852	\$10,088	\$10,382	\$10,718	\$11,054	\$11,353	\$11,712	\$12,090	\$12,472
Grants & Contributions - Operating Purposes		\$9,267	\$8,097	\$7,647	\$7,761	\$7,878	\$7,996	\$8,116	\$8,237	\$8,361	\$8,486	\$8,614	\$8,743	\$8,874
Grants & Contributions for Capital Purposes		\$6,582	\$13,144	\$6,481	\$2,620	\$4,945	\$248	\$233	\$227	\$245	\$408	\$220	\$220	\$220
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal of assets		\$363	\$457	\$92	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal		\$25,460	\$31,227	\$23,307	\$20,197	\$22,674	\$18,331	\$18,731	\$19,182	\$19,660	\$20,248	\$20,546	\$21,053	\$21,567
TOTAL OPERATING INCOME (Excl. Capital)		\$19,241	\$18,540	\$16,918	\$17,577	\$17,729	\$18,083	\$18,498	\$18,955	\$19,415	\$19,840	\$20,326	\$20,833	\$21,347
Employee Benefits		\$7,405	\$7,270	\$8,169	\$8,580	\$8,969	\$9,331	\$9,660	\$10,000	\$10,353	\$10,718	\$11,096	\$11,487	\$11,892
Materials and Contracts		\$5,614	\$9,357	\$3,354	\$3,471	\$3,558	\$3,647	\$3,738	\$3,832	\$3,927	\$4,026	\$4,126	\$4,229	\$4,335
Borrowing Costs		\$19	\$70	\$65	\$89	\$353	\$343	\$333	\$323	\$314	\$304	\$294	\$284	\$273
Depreciation & Amortization		\$5,154	\$5,305	\$5,527	\$5,717	\$5,934	\$6,080	\$6,229	\$6,387	\$6,543	\$6,702	\$6,863	\$7,030	\$7,200
Other Expenses		\$637	\$410	\$421	\$436	\$447	\$458	\$469	\$481	\$493	\$505	\$518	\$531	\$544
Losses on disposal of assets		-\$18	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	\$0	\$60	\$63	\$63	\$65	\$67	\$68	\$70	\$72	\$73	\$75	\$77
TOTAL EXPENSES FROM CONTINUING OPERATIONS		\$18,811	\$22,413	\$17,595	\$18,355	\$19,324	\$19,924	\$20,496	\$21,091	\$21,700	\$22,326	\$22,970	\$23,636	\$24,321
OPERATING RESULT (Excl. Capital)		\$430	-\$3,873	-\$677	-\$779	-\$1,595	-\$1,840	-\$1,998	-\$2,136	-\$2,284	-\$2,487	-\$2,645	-\$2,803	-\$2,975
OPERATING RESULT (Excl. Capital and Asset Sales)		\$49	-\$4,330	-\$769	-\$779	-\$1,595	-\$1,840	-\$1,998	-\$2,136	-\$2,284	-\$2,487	-\$2,645	-\$2,803	-\$2,975
OPERATING RESULT (Incl. Capital)		\$7,012	\$9,272	\$5,803	\$1,841	\$3,350	-\$1,592	-\$1,765	-\$1,909	-\$2,039	-\$2,079	-\$2,425	-\$2,583	-\$2,755



General fund balance sheet

Balance Sheet

	Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Entity/Abv	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Cash & Cash Equivalents	\$046	\$1,109	\$6,896	-\$181	-\$1,121	-\$1,111	-\$1,217	-\$1,178	-\$1,478	-\$1,460	-\$1,387	-\$1,311	-\$1,238	-\$1,085
Investments - Current	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066
Receivables - Current	\$1,674	\$1,708	\$1,788	\$1,869	\$1,935	\$2,003	\$2,074	\$2,148	\$2,224	\$2,303	\$2,385	\$2,469	\$2,557	\$2,649
Right of Use and Contract Assets - Current	\$514	\$514	\$514	\$514	\$514	\$514	\$514	\$514	\$514	\$514	\$514	\$514	\$514	\$514
Investables - Current	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held For Sale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	21,991	26,188	28,055	29,978	31,183	32,744	34,188	35,341	36,333	37,176	37,872	38,521	39,137	39,722
Receivable Collection Days	\$115	\$115	\$115	\$115	\$115	\$115	\$115	\$115	\$115	\$115	\$115	\$115	\$115	\$115
Investments - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$185,060	\$194,869	\$199,913	\$211,565	\$223,700	\$235,564	\$247,445	\$259,505	\$271,452	\$283,426	\$295,338	\$307,373	\$319,453	\$331,453
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	-\$119	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held For Sale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$184,921	\$194,869	\$199,913	\$211,565	\$223,700	\$235,564	\$247,445	\$259,505	\$271,452	\$283,426	\$295,338	\$307,373	\$319,453	\$331,453
TOTAL ASSETS	\$206,912	\$221,057	\$227,968	\$232,543	\$242,883	\$249,307	\$254,633	\$260,846	\$267,785	\$270,602	\$273,210	\$275,894	\$278,590	\$281,175
Payables - Current	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877
Contract Liabilities - Current	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057
Lease Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Current	\$63	\$176	\$188	\$251	\$261	\$258	\$237	\$247	\$195	\$205	\$216	\$226	\$226	\$226
Provisions - Current	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518
TOTAL CURRENT LIABILITIES	\$6,505	\$6,628	\$6,640	\$6,701	\$6,713	\$6,711	\$6,689	\$6,699	\$6,647	\$6,657	\$6,668	\$6,678	\$6,678	\$6,678
Payables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non-Current	\$420	\$1,669	\$1,481	\$1,750	\$5,969	\$5,711	\$5,474	\$5,227	\$5,031	\$4,826	\$4,611	\$4,394	\$4,158	\$3,958
Provisions - Non-Current	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522
TOTAL NON-CURRENT LIABILITIES	\$942	\$2,191	\$2,003	\$2,252	\$6,491	\$6,233	\$5,996	\$5,749	\$5,553	\$5,348	\$5,133	\$4,906	\$4,680	\$4,460
TOTAL LIABILITIES	\$7,447	\$8,819	\$8,643	\$8,953	\$13,204	\$12,944	\$12,685	\$12,444	\$12,201	\$12,005	\$11,800	\$11,584	\$11,358	\$11,138
NET ASSETS	\$199,465	\$212,238	\$219,325	\$223,590	\$229,679	\$236,363	\$248,151	\$258,402	\$265,584	\$268,597	\$261,410	\$264,310	\$267,232	\$270,037
Accumulated Surplus	\$127,957	\$134,969	\$144,241	\$150,044	\$155,885	\$155,235	\$153,643	\$151,878	\$149,969	\$147,930	\$145,851	\$143,426	\$140,843	\$138,043
Revaluation Reserves	\$64,479	\$64,669	\$69,361	\$71,769	\$74,512	\$77,792	\$82,145	\$86,506	\$90,535	\$94,268	\$97,618	\$100,828	\$103,815	\$106,604
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$192,236	\$199,638	\$212,318	\$219,405	\$223,654	\$229,748	\$231,435	\$234,022	\$236,475	\$237,465	\$239,779	\$242,254	\$244,658	\$246,958
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$192,236	\$199,638	\$212,318	\$219,405	\$223,654	\$229,748	\$231,435	\$234,022	\$236,475	\$237,465	\$239,779	\$242,254	\$244,658	\$246,958
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$192,236	\$199,638	\$212,318	\$219,405	\$223,654	\$229,748	\$231,435	\$234,022	\$236,475	\$237,465	\$239,779	\$242,254	\$244,658	\$246,958
Net Operating Results for the Year	\$7,012	\$8,272	\$5,803	\$1,841	\$1,350	-\$1,892	-\$1,965	-\$1,808	-\$2,039	-\$2,079	-\$1,625	-\$2,181	-\$2,755	-\$3,255
Gain/(Loss) on Recal of NetWt	\$217	\$3,328	\$1,203	\$2,341	\$2,675	\$3,009	\$4,229	\$4,285	\$2,951	\$4,311	\$4,835	\$4,899	\$5,034	\$5,034
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$7,229	\$12,600	\$7,007	\$4,182	\$6,025	\$1,616	\$2,514	\$2,576	\$911	\$2,233	\$3,290	\$2,714	\$2,316	\$2,279
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$200,739	\$212,238	\$219,325	\$223,587	\$229,679	\$231,364	\$233,949	\$236,399	\$237,386	\$239,698	\$242,169	\$244,570	\$246,937	\$249,237



General fund cashflow

Cashflow Statement

	Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Entity Abv	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Total Own Source Revenue		\$9,611	\$9,986	\$9,180	\$9,815	\$9,852	\$10,088	\$10,382	\$10,718	\$11,054	\$11,353	\$11,712	\$12,090	\$12,472
Grants and Contributions		\$15,494	\$8,097	\$7,647	\$7,761	\$7,878	\$7,996	\$8,116	\$8,237	\$8,361	\$8,486	\$8,614	\$8,743	\$8,874
Other Income from Continuing Operations		\$0	\$457	\$92	\$0	\$0	-\$0	-\$0	\$0	-\$0	\$0	\$0	-\$0	-\$0
Employee Benefits		-\$8,184	\$7,270	\$8,169	\$8,580	\$8,969	\$9,331	\$9,660	\$10,000	\$10,353	\$10,718	\$11,096	\$11,487	\$11,892
Materials and Contracts		\$5,614	\$9,357	\$3,354	\$3,471	\$3,558	\$3,647	\$3,738	\$3,832	\$3,927	\$4,026	\$4,126	\$4,229	\$4,335
Other Expenses from Continuing Operations		-\$10,786	\$410	\$481	\$498	\$510	\$523	\$536	\$549	\$563	\$577	\$592	\$606	\$621
CASHFLOW FROM OPERATIONS		\$38,461	\$1,503	\$4,915	\$5,027	\$4,692	\$4,583	\$4,564	\$4,574	\$4,572	\$4,519	\$4,512	\$4,510	\$4,498
Sale of Current Investments		\$25,836	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E		\$212	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments		\$339	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments		-\$28,836	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E		\$0	\$11,787	\$9,367	\$15,028	\$15,393	\$4,735	\$3,831	\$4,162	\$5,539	\$4,365	\$3,960	\$4,166	\$4,246
Purchase of Real Estate / Other		-\$12,519	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING		\$67,064	-\$11,787	-\$9,367	-\$15,028	-\$15,393	-\$4,735	-\$3,831	-\$4,162	-\$5,539	-\$4,365	-\$3,960	-\$4,166	-\$4,246
Proceeds from Grants and Contributions - Capital purposes		\$6,582	\$13,144	\$6,481	\$2,620	\$4,945	\$248	\$233	\$227	\$245	\$408	\$220	\$220	\$220
Proceeds from Borrowings		\$0	\$1,543	\$0	\$500	\$4,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments		\$1,620	\$241	\$241	\$277	\$604	\$604	\$592	\$561	\$561	\$499	\$499	\$499	\$499
Internal dividends paid		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING		\$4,962	\$14,447	\$6,240	\$2,843	\$8,841	-\$356	-\$359	-\$334	-\$316	-\$91	-\$279	-\$279	-\$279
Opening Cash		-\$37,142	\$19,012	\$23,175	\$24,962	\$17,804	\$15,943	\$15,435	\$15,809	\$15,888	\$14,606	\$14,669	\$14,943	\$15,008
Change in Cash		\$56,154	\$4,163	\$1,788	-\$7,158	-\$1,661	-\$508	\$374	\$79	-\$1,282	\$63	\$273	\$65	-\$277
CLOSING CASH		\$19,012	\$23,175	\$24,962	\$17,804	\$15,943	\$15,435	\$15,809	\$15,888	\$14,606	\$14,669	\$14,943	\$15,008	\$14,981
TOTAL CASH AND LIQUID INVESTMENTS		\$19,012	\$23,175	\$24,962	\$17,804	\$15,943	\$15,435	\$15,809	\$15,888	\$14,606	\$14,669	\$14,943	\$15,008	\$14,981
Transfers to Reserves		\$0	\$15	\$15	\$20	\$36	\$38	\$39	\$40	\$42	\$42	\$43	\$43	\$170
Transfers from Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash		\$14,372	\$14,372	\$14,372	\$14,372	\$14,372	\$14,372	\$14,372	\$14,372	\$14,372	\$14,372	\$14,372	\$14,372	\$14,372
Externally Restricted Cash		\$4,497	\$4,512	\$4,526	\$4,546	\$4,583	\$4,620	\$4,659	\$4,700	\$4,700	\$4,742	\$4,742	\$4,742	\$4,911
Unrestricted Cash		\$143	\$4,291	\$6,064	-\$1,114	-\$3,011	-\$3,557	-\$3,222	-\$3,184	-\$4,466	-\$4,444	-\$4,171	-\$4,106	-\$4,303



8.1.3 Water fund position

Water fund income statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$792	\$851	\$887	\$923	\$960	\$999	\$1,039	\$1,081	\$1,124	\$1,170	\$1,217	\$1,266	\$1,317
TOTAL RATES & ANNUAL CHARGES	\$792	\$851	\$887	\$923	\$960	\$999	\$1,039	\$1,081	\$1,124	\$1,170	\$1,217	\$1,266	\$1,317
User Charges and fees	\$1,098	\$1,432	\$1,389	\$1,841	\$1,395	\$1,451	\$1,510	\$1,571	\$1,634	\$1,700	\$1,768	\$1,840	\$1,914
Other revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest and Investment Income	\$51	\$146	\$276	\$262	\$277	\$181	\$105	\$119	\$135	\$58	\$76	\$98	\$122
Other Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$1,941	\$2,429	\$2,452	\$2,526	\$2,632	\$2,631	\$2,654	\$2,770	\$2,894	\$2,927	\$3,061	\$3,203	\$3,353
Grants & Contributions - Operating Purposes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants & Contributions for Capital Purposes	\$16	\$265	\$10	\$375	\$5,625	\$6,376	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal	\$1,957	\$2,694	\$2,462	\$2,901	\$8,257	\$9,007	\$2,654	\$2,770	\$2,894	\$2,927	\$3,061	\$3,203	\$3,353
TOTAL OPERATING INCOME (Excl. Capital)	\$1,941	\$2,429	\$2,452	\$2,526	\$2,632	\$2,631	\$2,654	\$2,770	\$2,894	\$2,927	\$3,061	\$3,203	\$3,353
Employee Benefits	\$452	\$422	\$355	\$369	\$382	\$393	\$403	\$413	\$423	\$434	\$445	\$456	\$467
Materials and Contracts	\$1,348	\$1,333	\$1,326	\$1,372	\$1,407	\$1,442	\$1,478	\$1,515	\$1,553	\$1,591	\$1,631	\$1,672	\$1,714
Borrowing Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation & Amortisation	\$515	\$682	\$697	\$712	\$832	\$954	\$975	\$996	\$1,018	\$1,040	\$1,063	\$1,087	\$1,111
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Losses on disposal of assets	\$18	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$2,333	\$2,437	\$2,377	\$2,453	\$2,620	\$2,789	\$2,855	\$2,924	\$2,994	\$3,066	\$3,139	\$3,215	\$3,292
OPERATING RESULT (Excl. Capital)	-\$392	-\$8	\$75	\$73	\$12	-\$158	-\$202	-\$154	-\$100	-\$139	-\$78	-\$11	\$61
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$374	-\$8	\$75	\$73	\$12	-\$158	-\$202	-\$154	-\$100	-\$139	-\$78	-\$11	\$61
OPERATING RESULT (Incl. Capital)	-\$376	\$257	\$85	\$448	\$5,637	\$6,218	-\$202	-\$154	-\$100	-\$139	-\$78	-\$11	\$61



Water fund balance sheet

Balance Sheet

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Entity Abv	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF
Cash & Cash Equivalents	\$311	\$866	\$1,263	\$1,688	-\$1,903	-\$1,116	-\$2,728	-\$2,271	-\$4,438	-\$1,921	-\$1,321	-\$2,633
Investments - Current	\$6,050	\$6,050	\$6,050	\$6,050	\$6,050	\$6,050	\$6,050	\$6,050	\$6,050	\$6,050	\$6,050	\$6,050
Receivables - Current	\$326	\$350	\$365	\$380	\$395	\$411	\$428	\$445	\$463	\$481	\$501	\$521
Right of Use and Contract Assets - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	6,687	7,267	7,678	8,118	5,442	3,345	3,749	4,224	2,075	2,610	3,230	3,938
Receivable Collection Days	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150
Investments - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$22,739	\$23,087	\$23,443	\$23,807	\$24,175	\$41,432	\$41,984	\$42,548	\$43,124	\$43,713	\$44,315	\$44,930
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$165	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works In Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	=	=	=	=	=	=	=	=	=	=	=	=
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$22,904	\$23,088	\$23,443	\$23,807	\$32,575	\$41,432	\$41,984	\$42,548	\$43,124	\$43,713	\$44,315	\$44,930
Inventory Days	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL ASSETS	\$29,591	\$30,355	\$31,122	\$31,925	\$38,017	\$44,776	\$45,733	\$46,772	\$45,199	\$46,323	\$47,545	\$48,868
Payables - Current	\$126	\$126	\$126	\$126	\$126	\$126	\$126	\$126	\$126	\$126	\$126	\$126
Contract Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT LIABILITIES	\$126	\$126	\$126	\$126	\$126	\$126	\$126	\$126	\$126	\$126	\$126	\$126
Payables Days	\$34	\$34	\$35	\$34	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35
Payables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non-current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT LIABILITIES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL LIABILITIES	\$126	\$126	\$126	\$126	\$126	\$126	\$126	\$126	\$126	\$126	\$126	\$126
NET ASSETS	\$28,467	\$29,229	\$29,996	\$31,799	\$37,891	\$44,650	\$45,607	\$46,646	\$45,073	\$46,197	\$47,419	\$48,742
Accumulated Surplus	\$18,633	\$18,257	\$18,514	\$18,599	\$19,046	\$24,684	\$30,902	\$30,700	\$30,547	\$30,446	\$30,308	\$30,230
Revaluation Reserves	\$8,193	\$11,070	\$11,729	\$12,411	\$12,768	\$13,223	\$13,765	\$14,924	\$16,117	\$14,645	\$13,909	\$17,209
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$27,826	\$29,327	\$30,243	\$31,010	\$31,814	\$37,907	\$44,667	\$45,624	\$46,664	\$45,091	\$46,217	\$47,439
Non-controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$27,826	\$29,327	\$30,243	\$31,010	\$31,814	\$37,907	\$44,667	\$45,624	\$46,664	\$45,091	\$46,217	\$47,439
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$27,826	\$29,327	\$30,243	\$31,010	\$31,814	\$37,907	\$44,667	\$45,624	\$46,664	\$45,091	\$46,217	\$47,439
Net Operating Result for the Year	-\$376	\$257	\$485	\$448	\$5,637	\$6,218	-\$202	-\$154	-\$100	-\$139	-\$78	-\$11
Gain / (Loss) on Rev of PPE	(\$2,017)	\$645	\$668	\$343	\$439	\$526	\$1,141	\$1,175	-\$1,491	\$1,344	\$1,280	\$1,315
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$1,641	\$902	\$753	\$788	\$6,077	\$6,744	\$940	\$1,022	-\$1,591	\$1,106	\$1,202	\$1,303
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$29,467	\$30,229	\$30,996	\$31,799	\$37,891	\$44,650	\$45,607	\$46,646	\$45,073	\$46,197	\$47,419	\$48,742



Water fund cashflow

Cashflow Statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Entity Abv	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF
Total Own Source Revenue	\$1,941	\$2,429	\$2,452	\$2,526	\$2,632	\$2,631	\$2,654	\$2,770	\$2,894	\$2,927	\$3,061	\$3,203	\$3,353
Grants and Contributions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Income from Continuing Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Benefits	\$0	\$422	\$355	\$369	\$382	\$393	\$403	\$413	\$423	\$434	\$445	\$456	\$467
Materials and Contracts	\$1,348	\$1,333	\$1,326	\$1,372	\$1,407	\$1,442	\$1,478	\$1,515	\$1,553	\$1,591	\$1,631	\$1,672	\$1,714
Other Expenses from Continuing Operations	\$0	\$0	-\$0	-\$0	\$0	\$0	-\$0	\$0	\$0	-\$0	-\$0	\$0	\$0
CASHFLOW FROM OPERATIONS	\$593	\$673	\$772	\$785	\$844	\$796	\$773	\$843	\$918	\$902	\$985	\$1,075	\$1,172
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPPE&I	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPPE&I	\$0	\$385	\$385	\$735	\$9,160	\$9,285	\$385	\$385	\$3,085	\$385	\$385	\$387	\$389
Purchase of Real Estate / Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING	\$0	-\$385	-\$385	-\$735	-\$9,160	-\$9,285	-\$385	-\$385	-\$3,085	-\$385	-\$385	-\$387	-\$389
Proceeds from Grants and Contributions - Capital purposes	\$16	\$265	\$10	\$375	\$5,625	\$6,376	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING	\$16	\$265	\$10	\$375	\$5,625	\$6,376	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Opening Cash	\$5,754	\$6,363	\$6,916	\$7,313	\$7,738	\$5,047	\$2,934	\$3,322	\$3,779	\$1,612	\$2,129	\$2,729	\$3,417
Change in Cash	\$609	\$553	\$397	\$475	-\$7,691	-\$7,613	\$388	\$458	-\$7,167	\$517	\$600	\$688	\$783
CLOSING CASH	\$6,363	\$6,916	\$7,313	\$7,738	\$5,047	\$2,934	\$3,322	\$3,779	\$1,612	\$2,129	\$2,729	\$3,417	\$4,200
TOTAL CASH AND LIQUID INVESTMENTS	\$6,363	\$6,916	\$7,313	\$7,738	\$5,047	\$2,934	\$3,322	\$3,779	\$1,612	\$2,129	\$2,729	\$3,417	\$4,200
Transfers to Reserves	\$0	\$3	\$3	\$4	\$6	\$7	\$7	\$7	\$7	\$7	\$8	\$8	\$8
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash	\$171	\$176	\$176	\$180	\$186	\$193	\$200	\$207	\$207	\$214	\$214	\$219	\$222
Unrestricted Cash	\$6,192	\$6,743	\$7,137	\$7,558	\$4,861	\$2,741	\$3,122	\$3,572	\$1,405	\$1,915	\$2,515	\$3,203	\$3,978



8.1.4 Sewer fund position

Sewer fund income statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$1,459	\$1,500	\$1,560	\$1,623	\$1,688	\$1,756	\$1,827	\$1,901	\$1,977	\$2,057	\$2,140	\$2,226	\$2,316
TOTAL RATES & ANNUAL CHARGES	\$1,459	\$1,500	\$1,560	\$1,623	\$1,688	\$1,756	\$1,827	\$1,901	\$1,977	\$2,057	\$2,140	\$2,226	\$2,316
User Charges and fees	\$164	\$177	\$178	\$183	\$189	\$194	\$200	\$206	\$213	\$219	\$225	\$232	\$239
Other revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest and Investment Income	\$20	\$63	\$22	\$77	\$15	-\$22	-\$47	-\$36	-\$22	-\$6	-\$7	\$10	\$28
Other Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$1,643	\$1,740	\$1,760	\$1,883	\$1,892	\$1,928	\$1,980	\$2,071	\$2,168	\$2,270	\$2,358	\$2,469	\$2,583
Grants & Contributions - Operating Purposes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants & Contributions for Capital Purposes	\$226	\$4,593	\$8	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal	\$1,869	\$6,333	\$1,768	\$1,883	\$1,892	\$1,928	\$1,980	\$2,071	\$2,168	\$2,270	\$2,358	\$2,469	\$2,583
TOTAL OPERATING INCOME (Excl. Capital)	\$1,643	\$1,740	\$1,760	\$1,883	\$1,892	\$1,928	\$1,980	\$2,071	\$2,168	\$2,270	\$2,358	\$2,469	\$2,583
Employee Benefits	\$377	\$319	\$348	\$362	\$374	\$386	\$395	\$405	\$415	\$426	\$436	\$447	\$458
Materials and Contracts	\$792	\$737	\$713	\$738	\$756	\$775	\$794	\$814	\$835	\$856	\$877	\$899	\$921
Borrowing Costs	\$20	\$33	\$31	\$137	\$130	\$123	\$115	\$108	\$99	\$91	\$82	\$72	\$63
Depreciation & Amortisation	\$311	\$371	\$437	\$491	\$515	\$539	\$551	\$563	\$576	\$588	\$601	\$614	\$628
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Losses on disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$1,500	\$1,460	\$1,528	\$1,728	\$1,776	\$1,823	\$1,856	\$1,890	\$1,925	\$1,960	\$1,996	\$2,033	\$2,070
OPERATING RESULT (Excl. Capital)	\$143	\$280	\$231	\$156	\$117	\$106	\$124	\$181	\$243	\$310	\$362	\$436	\$513
OPERATING RESULT (Excl. Capital and Asset Sales)	\$143	\$280	\$231	\$156	\$117	\$106	\$124	\$181	\$243	\$310	\$362	\$436	\$513
OPERATING RESULT (Incl. Capital)	\$369	\$4,873	\$239	\$156	\$117	\$106	\$124	\$181	\$243	\$310	\$362	\$436	\$513



Sewer fund balance sheet

Balance Sheet

	Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Entity Abv	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF
Cash & Cash Equivalents	\$137	\$4,133	-\$141	-\$1,873	-\$1,927	-\$1,626	-\$1,302	-\$1,016	-\$745	-\$492	-\$213	-\$97	-\$97	-\$97
Investments - Current	\$2,300	\$2,300	\$2,300	\$2,300	\$2,300	\$2,300	\$2,300	\$2,300	\$2,300	\$2,300	\$2,300	\$2,300	\$2,300	\$2,300
Receivables - Current	\$201	\$207	\$215	\$224	\$233	\$242	\$252	\$262	\$272	\$283	\$295	\$307	\$319	\$331
Right of Use and Contract Assets - Current	\$130	\$130	\$130	\$130	\$130	\$130	\$130	\$130	\$130	\$130	\$130	\$130	\$130	\$130
Inventories - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	2,768	6,770	2,504	781	-265	-954	-620	-224	238	221	712	1,230	1,830	2,330
Receivable Collection Days	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Investments - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure/Property & Equip	\$16,365	\$17,355	\$22,810	\$28,722	\$27,002	\$28,299	\$28,623	\$28,955	\$29,294	\$29,641	\$29,995	\$30,357	\$30,727	\$31,107
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$16,365	\$17,355	\$22,810	\$28,722	\$27,002	\$28,299	\$28,623	\$28,955	\$29,294	\$29,641	\$29,995	\$30,357	\$30,727	\$31,107
Inventory Days	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL ASSETS	\$18,133	\$24,125	\$24,514	\$26,502	\$26,738	\$27,345	\$28,003	\$28,730	\$29,532	\$29,862	\$30,706	\$31,587	\$32,556	\$33,536
Payables - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$91	\$100	\$180	\$186	\$193	\$201	\$209	\$217	\$225	\$234	\$244	\$254	\$254	\$254
Provisions - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT LIABILITIES	\$91	\$100	\$180	\$186	\$193	\$201	\$209	\$217	\$225	\$234	\$244	\$254	\$254	\$254
Payables Days	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Payables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non-current	\$1,484	\$1,977	\$1,198	\$2,811	\$2,618	\$2,417	\$2,209	\$1,992	\$1,766	\$1,532	\$1,288	\$1,035	\$781	\$526
Provisions - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT LIABILITIES	\$1,484	\$1,977	\$1,198	\$2,811	\$2,618	\$2,417	\$2,209	\$1,992	\$1,766	\$1,532	\$1,288	\$1,035	\$781	\$526
TOTAL LIABILITIES	\$1,575	\$2,077	\$1,378	\$2,999	\$2,811	\$2,618	\$2,417	\$2,209	\$1,992	\$1,766	\$1,532	\$1,288	\$1,035	\$781
NET ASSETS	\$16,558	\$22,048	\$23,136	\$23,505	\$23,926	\$24,727	\$25,586	\$26,522	\$27,540	\$28,095	\$29,174	\$30,298	\$31,522	\$32,755
Accumulated Surplus	\$12,124	\$12,493	\$17,366	\$17,606	\$17,761	\$17,944	\$18,168	\$18,435	\$18,746	\$19,102	\$19,504	\$19,952	\$20,446	\$20,986
Residual Reserves	\$4,381	\$5,070	\$5,290	\$5,540	\$5,752	\$6,058	\$6,453	\$6,948	\$7,543	\$8,249	\$9,074	\$10,019	\$11,094	\$12,309
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$20,505	\$17,563	\$22,656	\$23,146	\$23,514	\$23,936	\$24,736	\$25,596	\$26,532	\$27,551	\$28,107	\$29,186	\$30,311	\$31,486
Non-controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$20,505	\$17,563	\$22,656	\$23,146	\$23,514	\$23,936	\$24,736	\$25,596	\$26,532	\$27,551	\$28,107	\$29,186	\$30,311	\$31,486
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$20,505	\$17,563	\$22,656	\$23,146	\$23,514	\$23,936	\$24,736	\$25,596	\$26,532	\$27,551	\$28,107	\$29,186	\$30,311	\$31,486
Net Operating Result for the Year	\$469	\$4,873	\$239	\$156	\$117	\$106	\$124	\$181	\$243	\$310	\$362	\$436	\$513	\$593
Gain / (Loss) on Realization of PPE	-\$3,316	\$211	\$241	\$203	\$296	\$685	\$726	\$745	\$765	\$785	\$805	\$825	\$845	\$865
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	-\$2,847	\$5,085	\$480	\$359	\$413	\$791	\$849	\$926	\$1,007	\$1,064	\$1,122	\$1,180	\$1,238	\$1,296
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$17,658	\$22,648	\$23,137	\$23,505	\$23,926	\$24,727	\$25,586	\$26,522	\$27,540	\$28,095	\$29,174	\$30,298	\$31,522	\$32,755



Sewer fund cashflow

Cashflow Statement

	Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Entity Abv	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF
Total Own Source Revenue		\$1,643	\$1,740	\$1,760	\$1,883	\$1,892	\$1,928	\$1,980	\$2,071	\$2,168	\$2,270	\$2,358	\$2,469	\$2,583
Grants and Contributions		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Income from Continuing Operations		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Benefits		\$0	\$319	\$348	\$362	\$374	\$386	\$395	\$405	\$415	\$426	\$436	\$447	\$458
Materials and Contracts		\$792	\$737	\$713	\$738	\$756	\$775	\$794	\$814	\$835	\$856	\$877	\$899	\$921
Other Expenses from Continuing Operations		\$0	-\$0	\$0	\$0	\$0	-\$0	\$0	\$0	\$0	-\$0	\$0	-\$0	\$0
CASHFLOW FROM OPERATIONS		\$851	\$684	\$699	\$784	\$762	\$768	\$790	\$852	\$918	\$989	\$1,045	\$1,123	\$1,204
Sale of Current Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E		\$0	\$1,150	\$4,850	\$4,000	\$1,500	\$1,150	\$150	\$150	\$150	\$700	\$250	\$300	\$300
Purchase of Real Estate / Other		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING		\$0	-\$1,150	-\$4,850	-\$4,000	-\$1,500	-\$1,150	-\$150	-\$150	-\$150	-\$700	-\$250	-\$300	-\$300
Proceeds from Grants and Contributions - Capital purposes		\$226	\$4,593	\$8	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Borrowings		\$0	\$0	\$0	\$1,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments		\$0	\$131	\$131	\$316	\$316	\$316	\$316	\$316	\$316	\$316	\$316	\$316	\$316
Internal dividends paid		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING		\$226	\$4,462	-\$123	\$1,484	-\$316	-\$316	-\$316	-\$316	-\$316	-\$316	-\$316	-\$316	-\$316
Opening Cash		\$1,360	\$2,437	\$6,433	\$2,159	\$427	-\$627	-\$1,326	-\$1,002	-\$616	-\$165	-\$192	\$287	\$793
Change in Cash		\$1,077	\$3,996	-\$4,374	-\$1,732	-\$1,054	-\$699	-\$324	-\$385	-\$452	-\$27	\$479	\$506	\$588
CLOSING CASH		\$2,437	\$6,433	\$2,159	\$427	-\$627	-\$1,326	-\$1,002	-\$616	-\$165	-\$192	\$287	\$793	\$1,381
TOTAL CASH AND LIQUID INVESTMENTS		\$2,437	\$6,433	\$2,159	\$427	-\$627	-\$1,326	-\$1,002	-\$616	-\$165	-\$192	\$287	\$793	\$1,381
Transfers to Reserves		\$0	\$1	\$1	\$2	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3
Transfers from Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash		\$78	\$79	\$80	\$82	\$85	\$88	\$91	\$94	\$94	\$98	\$98	\$98	\$101
Unrestricted Cash		\$2,359	\$6,354	\$2,079	\$345	-\$712	-\$1,414	-\$1,093	-\$711	-\$259	-\$290	\$189	\$696	\$1,280



8.2 Scenario two - One year SV option – Long term sustainability

Following are the income statements, balance sheets and cash flow statements for Council’s consolidated position and general fund position for this scenario.

8.2.1 Consolidated position

Consolidated income statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$5,124	\$5,219	\$5,474	\$7,795	\$8,070	\$8,355	\$8,649	\$8,954	\$9,270	\$9,596	\$9,935	\$10,285	\$10,647
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$1,983	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$3,238	\$3,366	\$3,492	\$3,633	\$3,779	\$3,931	\$4,090	\$4,255	\$4,426	\$4,605	\$4,790	\$4,983	\$5,184
TOTAL RATES & ANNUAL CHARGES	\$8,362	\$8,585	\$10,949	\$11,428	\$11,849	\$12,286	\$12,739	\$13,209	\$13,696	\$14,201	\$14,725	\$15,268	\$15,831
User Charges and fees	\$3,873	\$4,128	\$2,949	\$3,050	\$3,156	\$3,265	\$3,378	\$3,495	\$3,616	\$3,741	\$3,871	\$4,005	\$4,144
Other revenues	\$1,357	\$1,422	\$1,178	\$1,219	\$1,250	\$1,281	\$1,313	\$1,346	\$1,380	\$1,414	\$1,449	\$1,486	\$1,523
Interest and Investment Income	\$188	\$604	\$906	\$1,364	\$1,386	\$1,189	\$1,127	\$1,220	\$1,300	\$1,336	\$1,439	\$1,546	\$1,658
Other Income	\$209	\$229	\$233	\$241	\$247	\$253	\$259	\$266	\$272	\$279	\$286	\$293	\$301
Initiatives Revenue	\$0	\$0	\$0	\$143	\$132	\$136	\$510	\$216	\$223	\$229	\$236	\$243	\$251
TOTAL OWN SOURCE REVENUE	\$13,989	\$14,968	\$16,215	\$17,446	\$17,920	\$18,410	\$19,326	\$19,751	\$20,487	\$21,201	\$22,007	\$22,842	\$23,708
Grants & Contributions – Operating Purposes	\$9,267	\$8,097	\$7,647	\$7,761	\$7,878	\$7,996	\$8,116	\$8,237	\$8,361	\$8,486	\$8,614	\$8,743	\$8,874
Grants & Contributions for Capital Purposes	\$6,824	\$18,003	\$8,622	\$9,283	\$12,399	\$8,495	\$2,145	\$2,182	\$2,247	\$2,453	\$2,311	\$2,357	\$2,404
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$363	\$457	\$92	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal	\$30,080	\$41,068	\$32,483	\$34,491	\$38,197	\$34,901	\$29,586	\$30,171	\$31,094	\$32,141	\$32,931	\$33,941	\$34,986
TOTAL OPERATING INCOME (Excl. Capital)	\$23,619	\$23,522	\$23,953	\$25,208	\$25,798	\$26,406	\$27,441	\$27,988	\$28,848	\$29,687	\$30,620	\$31,585	\$32,582
Employee Benefits	\$8,234	\$8,011	\$8,871	\$9,311	\$9,726	\$10,110	\$10,458	\$10,819	\$11,192	\$11,577	\$11,977	\$12,390	\$12,817
Materials and Contracts	\$8,392	\$12,094	\$6,143	\$6,358	\$6,517	\$6,680	\$6,847	\$7,019	\$7,194	\$7,374	\$7,558	\$7,747	\$7,941
Borrowing Costs	\$39	\$103	\$96	\$226	\$528	\$511	\$492	\$474	\$456	\$437	\$417	\$396	\$375
Depreciation & Amortisation	\$5,980	\$6,358	\$6,660	\$6,920	\$7,280	\$7,573	\$7,755	\$7,946	\$8,136	\$8,331	\$8,528	\$8,731	\$8,939
Other Expenses	\$637	\$410	\$421	\$436	\$447	\$458	\$469	\$481	\$493	\$505	\$518	\$531	\$544
Losses on disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$1,200	\$1,216	\$792	\$835	\$819	\$780	\$914	\$931	\$927	\$884	\$873
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$23,282	\$26,976	\$23,392	\$24,467	\$25,290	\$26,166	\$26,841	\$27,518	\$28,385	\$29,155	\$29,924	\$30,679	\$31,490
OPERATING RESULT (Excl. Capital)	\$337	-\$3,454	\$561	\$740	\$508	\$240	\$601	\$471	\$462	\$533	\$696	\$906	\$1,092
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$226	-\$3,911	\$470	\$740	\$508	\$240	\$601	\$471	\$462	\$533	\$696	\$906	\$1,092
OPERATING RESULT (Incl. Capital)	\$7,161	\$14,549	\$9,183	\$10,024	\$12,908	\$8,734	\$2,745	\$2,653	\$2,709	\$2,986	\$3,007	\$3,262	\$3,496



Consolidated balance sheet

Balance Sheet

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash & Cash Equivalents	\$1,396	\$10,308	\$10,256	\$8,084	\$5,967	\$3,623	\$6,225	\$8,480	\$9,486	\$12,361	\$15,349	\$18,468	\$21,817
Investments - Current	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846
Receivables - Current	\$2,201	\$2,265	\$2,992	\$3,125	\$3,238	\$3,356	\$3,478	\$3,604	\$3,735	\$3,871	\$4,012	\$4,158	\$4,309
Right of Use and Contract Assets - Current	\$644	\$644	\$644	\$644	\$644	\$644	\$644	\$644	\$644	\$644	\$644	\$644	\$644
Inventories - Current	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	\$32,878	\$41,854	\$42,529	\$40,490	\$37,886	\$36,259	\$38,984	\$41,365	\$42,502	\$45,513	\$48,642	\$51,907	\$55,406
Receivable Collection Days	315	315	315	315	315	315	315	315	315	315	315	315	315
Investments - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$224,164	\$235,312	\$245,366	\$261,094	\$283,278	\$295,294	\$298,052	\$301,008	\$303,870	\$306,779	\$309,647	\$312,660	\$315,738
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$26	\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$224,190	\$235,312	\$245,366	\$261,094	\$283,278	\$295,294	\$298,052	\$301,008	\$303,870	\$306,779	\$309,647	\$312,660	\$315,738
Inventory Days	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL ASSETS	\$257,068	\$277,166	\$287,895	\$301,584	\$321,163	\$331,554	\$337,036	\$342,371	\$346,371	\$352,292	\$358,289	\$364,567	\$371,145
Payables - Current	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003
Contract Liabilities - Current	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057
Lease Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Current	\$144	\$276	\$367	\$447	\$464	\$470	\$457	\$476	\$483	\$453	\$474	\$495	\$495
Provisions - Current	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518
TOTAL CURRENT LIABILITIES	\$6,722	\$6,854	\$6,945	\$7,025	\$7,042	\$7,048	\$7,035	\$7,054	\$7,011	\$7,031	\$7,052	\$7,073	\$7,073
Payables Days	156	108	239	168	171	193	177	180	183	180	181	182	181
Payables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non-Current	\$1,904	\$3,046	\$2,679	\$4,532	\$9,318	\$8,848	\$8,391	\$7,915	\$7,482	\$7,029	\$6,555	\$6,060	\$5,565
Provisions - Non-Current	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522
TOTAL NON-CURRENT LIABILITIES	\$2,426	\$3,568	\$3,201	\$5,054	\$9,840	\$9,370	\$8,913	\$8,437	\$8,004	\$7,551	\$7,077	\$6,582	\$6,087
TOTAL LIABILITIES	\$9,148	\$10,422	\$10,146	\$12,079	\$16,882	\$16,418	\$15,948	\$15,491	\$15,015	\$14,582	\$14,129	\$13,655	\$13,160
NET ASSETS	\$247,920	\$266,744	\$277,748	\$289,504	\$304,281	\$315,136	\$321,089	\$326,883	\$331,356	\$337,710	\$344,161	\$350,912	\$357,985
Accumulated Surplus	\$158,714	\$165,875	\$180,424	\$189,607	\$199,631	\$212,538	\$221,272	\$224,018	\$226,671	\$229,380	\$232,366	\$235,373	\$238,635
Revaluation Reserves	\$83,127	\$82,083	\$87,047	\$88,274	\$89,987	\$91,861	\$93,985	\$97,197	\$100,343	\$102,312	\$105,485	\$108,934	\$112,427
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$241,841	\$247,958	\$267,470	\$277,881	\$289,618	\$304,399	\$315,258	\$321,215	\$327,014	\$331,492	\$337,851	\$344,307	\$351,063
Non-controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$241,841	\$247,958	\$267,470	\$277,881	\$289,618	\$304,399	\$315,258	\$321,215	\$327,014	\$331,492	\$337,851	\$344,307	\$351,063
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$241,841	\$247,958	\$267,470	\$277,881	\$289,618	\$304,399	\$315,258	\$321,215	\$327,014	\$331,492	\$337,851	\$344,307	\$351,063
Net Operating Result for the Year	\$7,161	\$14,549	\$9,183	\$10,024	\$12,908	\$8,734	\$2,745	\$2,653	\$2,709	\$2,986	\$3,007	\$3,262	\$3,496
Gain / (Loss) on Reval of PP&E	-\$1,082	\$4,237	\$1,095	\$1,600	\$1,756	\$2,003	\$3,086	\$3,015	\$1,634	\$3,232	\$3,302	\$3,343	\$3,626
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$6,079	\$18,785	\$10,278	\$11,624	\$14,663	\$10,737	\$5,831	\$5,668	\$4,343	\$6,218	\$6,310	\$6,605	\$6,922
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$247,920	\$266,744	\$277,748	\$289,504	\$304,281	\$315,136	\$321,089	\$326,883	\$331,356	\$337,710	\$344,161	\$350,912	\$357,985



Consolidated cashflow statement

Cashflow Statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Total Own-Source Revenue	\$13,989	\$14,968	\$16,215	\$17,446	\$17,920	\$18,410	\$19,326	\$19,751	\$20,487	\$21,201	\$22,007	\$22,842	\$23,708
Grants and Contributions	\$15,494	\$8,097	\$7,647	\$7,761	\$7,878	\$7,996	\$8,116	\$8,237	\$8,361	\$8,486	\$8,614	\$8,743	\$8,874
Other Income from Continuing Operations	\$0	\$457	\$92	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Benefits	-\$8,184	\$8,011	\$8,871	\$9,811	\$9,726	\$10,110	\$10,458	\$10,819	\$11,192	\$11,577	\$11,977	\$12,390	\$12,817
Materials and Contracts	\$8,392	\$12,094	\$6,143	\$6,358	\$6,517	\$6,680	\$6,847	\$7,019	\$7,194	\$7,374	\$7,558	\$7,747	\$7,941
Other Expenses from Continuing Operations	-\$10,786	\$410	\$1,621	\$1,651	\$1,238	\$1,293	\$1,288	\$1,261	\$1,408	\$1,436	\$1,445	\$1,415	\$1,418
CASHFLOW FROM OPERATIONS	\$40,061	\$3,007	\$7,318	\$7,887	\$8,317	\$8,323	\$8,847	\$8,891	\$9,055	\$9,300	\$9,641	\$10,033	\$10,406
Sale of Current Investments	\$25,836	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$212	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$339	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	-\$28,836	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$0	\$13,270	\$15,619	\$21,048	\$27,708	\$17,587	\$7,427	\$7,887	\$9,365	\$8,008	\$8,093	\$8,401	\$8,591
Purchase of Real Estate / Other	-\$12,519	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING	\$67,064	-\$13,270	-\$15,619	-\$21,048	-\$27,708	-\$17,587	-\$7,427	-\$7,887	-\$9,365	-\$8,008	-\$8,093	-\$8,401	-\$8,591
Proceeds from Grants and Contributions - Capital purp	\$6,824	\$18,003	\$8,622	\$9,283	\$12,399	\$8,495	\$2,145	\$2,182	\$2,247	\$2,453	\$2,311	\$2,357	\$2,404
Proceeds from Borrowings	\$0	\$1,543	\$0	\$2,300	\$5,250	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$1,620	\$372	\$372	\$594	\$975	\$975	\$962	\$931	\$931	\$870	\$870	\$870	\$870
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING	\$5,204	\$19,174	\$8,250	\$10,990	\$16,674	\$7,520	\$1,182	\$1,251	\$1,315	\$1,583	\$1,441	\$1,487	\$1,534
Opening Cash	-\$28,754	\$29,242	\$38,154	\$38,102	\$35,930	\$33,213	\$31,469	\$34,071	\$36,326	\$37,332	\$40,207	\$43,195	\$46,314
Change in Cash	\$57,996	\$8,912	-\$52	-\$9,172	-\$3,717	-\$1,748	\$2,603	\$2,255	\$1,005	\$2,875	\$2,989	\$3,119	\$3,349
CLOSING CASH	\$29,242	\$38,154	\$38,102	\$35,930	\$33,213	\$31,469	\$34,071	\$36,326	\$37,332	\$40,207	\$43,195	\$46,314	\$49,663
TOTAL CASH AND LIQUID INVESTMENTS	\$29,242	\$38,154	\$38,102	\$35,930	\$33,213	\$31,469	\$34,071	\$36,326	\$37,332	\$40,207	\$43,195	\$46,314	\$49,663
Transfers to Reserves	\$0	\$18	\$419	\$425	\$446	\$447	\$449	\$451	\$453	\$453	\$455	\$455	\$581
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$14,372	\$14,372	\$14,772	\$15,172	\$15,572	\$15,972	\$16,372	\$16,772	\$17,172	\$17,572	\$17,972	\$18,372	\$18,772
Externally Restricted Cash	\$4,746	\$4,764	\$4,783	\$4,808	\$4,854	\$4,901	\$4,950	\$5,001	\$5,054	\$5,111	\$5,171	\$5,234	\$5,301
Externally Restricted - Water Fund cash balance	\$6,192	\$6,620	\$6,880	\$7,496	\$4,914	\$2,923	\$2,936	\$2,989	\$3,092	\$3,236	\$3,440	\$3,702	\$4,018
Externally Restricted - Sewer Fund cash balance	\$2,359	\$6,392	\$2,110	\$511	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$331
Externally Restricted - Domestic Waste Fund cash balan	\$1,430	\$1,577	\$1,666	\$1,822	\$2,000	\$2,200	\$2,426	\$2,678	\$2,959	\$3,271	\$3,616	\$3,997	\$4,416
Unrestricted Cash	\$143	\$4,428	\$7,892	\$6,120	\$5,873	\$5,472	\$7,387	\$8,886	\$9,107	\$11,074	\$13,114	\$15,190	\$16,891



8.2.2 General fund position

General Fund Income Statement

	Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges		\$5,124	\$5,219	\$5,474	\$7,795	\$8,070	\$8,355	\$8,649	\$8,954	\$9,270	\$9,596	\$9,935	\$10,285	\$10,647
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRW		\$0	\$0	\$1,983	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$195	\$209	\$207	\$215	\$224	\$233	\$242	\$252	\$262	\$273	\$284	\$295	\$307
TOTAL RATES & ANNUAL CHARGES		\$5,319	\$5,428	\$7,664	\$8,011	\$8,294	\$8,588	\$8,892	\$9,206	\$9,532	\$9,869	\$10,219	\$10,580	\$10,955
User Charges and fees		\$2,609	\$2,511	\$1,479	\$1,524	\$1,570	\$1,617	\$1,665	\$1,715	\$1,767	\$1,820	\$1,874	\$1,930	\$1,988
Other revenues		\$1,357	\$1,422	\$1,178	\$1,219	\$1,250	\$1,281	\$1,313	\$1,346	\$1,380	\$1,414	\$1,449	\$1,486	\$1,523
Interest and Investment Income		\$117	\$395	\$609	\$973	\$925	\$947	\$981	\$1,062	\$1,127	\$1,143	\$1,221	\$1,298	\$1,374
Other Income		\$209	\$229	\$233	\$241	\$247	\$253	\$259	\$266	\$272	\$279	\$286	\$293	\$301
Initiatives Revenue		\$0	\$0	\$0	\$143	\$132	\$136	\$510	\$216	\$223	\$229	\$236	\$243	\$251
TOTAL OWN SOURCE REVENUE		\$9,611	\$9,986	\$11,163	\$12,112	\$12,418	\$12,821	\$13,620	\$13,812	\$14,300	\$14,755	\$15,286	\$15,831	\$16,391
Grants & Contributions - Operating Purposes		\$9,267	\$8,097	\$7,647	\$7,761	\$7,878	\$7,996	\$8,116	\$8,237	\$8,361	\$8,486	\$8,614	\$8,743	\$8,874
Grants & Contributions for Capital Purposes		\$6,582	\$13,144	\$8,604	\$8,908	\$6,774	\$2,119	\$2,145	\$2,182	\$2,247	\$2,453	\$2,311	\$2,357	\$2,404
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$363	\$457	\$82	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal		\$25,460	\$31,227	\$27,414	\$28,781	\$27,070	\$22,936	\$23,881	\$24,231	\$24,908	\$25,694	\$26,210	\$26,931	\$27,669
TOTAL OPERATING INCOME (Excl. Capital)		\$19,241	\$18,540	\$18,901	\$19,873	\$20,295	\$20,817	\$21,736	\$22,049	\$22,662	\$23,241	\$23,899	\$24,574	\$25,265
Employee Benefits		\$7,405	\$7,270	\$8,169	\$8,580	\$8,969	\$9,331	\$9,660	\$10,000	\$10,353	\$10,718	\$11,096	\$11,487	\$11,892
Materials and Contracts		\$5,614	\$9,357	\$3,354	\$3,471	\$3,558	\$3,647	\$3,738	\$3,832	\$3,927	\$4,026	\$4,126	\$4,229	\$4,335
Borrowing Costs		\$19	\$70	\$65	\$89	\$88	\$88	\$77	\$66	\$56	\$46	\$35	\$24	\$12
Depreciation & Amortisation		\$5,154	\$5,305	\$5,527	\$5,717	\$5,934	\$6,080	\$6,229	\$6,387	\$6,543	\$6,702	\$6,863	\$7,030	\$7,200
Other Expenses		\$637	\$410	\$421	\$436	\$447	\$458	\$469	\$481	\$493	\$505	\$518	\$531	\$544
Losses on disposal of assets		-\$18	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	\$0	\$1,200	\$1,216	\$792	\$835	\$819	\$780	\$914	\$931	\$927	\$884	\$873
TOTAL EXPENSES FROM CONTINUING OPERATIONS		\$18,811	\$22,413	\$18,735	\$19,509	\$20,097	\$20,738	\$21,292	\$21,846	\$22,587	\$23,227	\$23,865	\$24,484	\$25,152
OPERATING RESULT (Excl. Capital)		\$430	-\$873	\$166	\$364	\$198	\$79	\$444	\$203	\$75	\$14	\$35	\$90	\$109
OPERATING RESULT (Excl. Capital and Asset Sales)		\$49	-\$4,330	\$75	\$364	\$198	\$79	\$444	\$203	\$75	\$14	\$35	\$90	\$109
OPERATING RESULT (Incl. Capital)		\$7,012	\$9,272	\$8,770	\$9,272	\$6,972	\$2,197	\$2,588	\$2,386	\$2,321	\$2,467	\$2,346	\$2,446	\$2,513



General fund balance sheet

Balance Sheet

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Entity Abbv													
Cash & Cash Equivalents	\$946	\$5,246	\$9,124	\$7,772	\$8,375	\$9,335	\$11,605	\$13,417	\$13,859	\$16,040	\$18,191	\$20,318	\$22,509
Investments - Current	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066
Receivables - Current	\$1,674	\$1,708	\$2,412	\$2,521	\$2,610	\$2,703	\$2,798	\$2,897	\$3,000	\$3,106	\$3,216	\$3,330	\$3,448
Right of Use and Contract Assets - Current	\$514	\$514	\$514	\$514	\$514	\$514	\$514	\$514	\$514	\$514	\$514	\$514	\$514
Inventories - Current	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	21,991	26,325	30,907	29,665	30,357	31,408	33,725	35,686	36,230	38,517	40,778	43,019	45,327
Receivable Collection Days	\$115	\$115	\$115	\$115	\$115	\$115	\$115	\$115	\$115	\$115	\$115	\$115	\$115
Investments - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$185,060	\$194,869	\$199,913	\$211,565	\$223,700	\$235,564	\$247,645	\$259,505	\$271,452	\$283,426	\$295,338	\$307,373	\$319,453
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	-\$139	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$184,921	\$194,869	\$199,913	\$211,565	\$223,700	\$235,564	\$247,645	\$259,505	\$271,452	\$283,426	\$295,338	\$307,373	\$319,453
Inventory Days	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL ASSETS	\$206,912	\$221,194	\$230,820	\$241,230	\$254,057	\$268,972	\$281,220	\$295,191	\$307,682	\$321,942	\$336,116	\$349,393	\$364,780
Payables - Current	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877
Contract Liabilities - Current	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057
Lease Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Current	\$53	\$176	\$188	\$260	\$271	\$269	\$249	\$259	\$208	\$219	\$230	\$242	\$242
Provisions - Current	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518
TOTAL CURRENT LIABILITIES	\$6,505	\$6,628	\$6,640	\$6,712	\$6,723	\$6,721	\$6,701	\$6,711	\$6,660	\$6,671	\$6,682	\$6,694	\$6,694
Payables Days	\$122	\$73	\$204	\$133	\$137	\$158	\$143	\$146	\$149	\$146	\$147	\$147	\$147
Payables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non-current	\$420	\$1,669	\$1,481	\$1,721	\$6,700	\$6,431	\$6,182	\$5,923	\$5,735	\$5,497	\$5,267	\$5,025	\$4,784
Provisions - Non-Current	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522
TOTAL NON-CURRENT LIABILITIES	\$942	\$2,191	\$2,003	\$2,243	\$7,222	\$6,953	\$6,704	\$6,445	\$6,237	\$6,019	\$5,789	\$5,547	\$5,306
TOTAL LIABILITIES	\$7,447	\$8,819	\$8,643	\$8,955	\$13,945	\$13,674	\$13,405	\$13,156	\$12,897	\$12,690	\$12,471	\$12,241	\$11,999
NET ASSETS	\$199,465	\$212,375	\$222,176	\$232,274	\$240,112	\$248,298	\$247,816	\$252,035	\$254,785	\$259,253	\$263,645	\$267,152	\$272,781
Accumulated Surplus	\$127,957	\$134,969	\$144,241	\$153,011	\$162,283	\$169,235	\$171,452	\$174,040	\$176,426	\$178,748	\$181,215	\$183,561	\$186,007
Residual Reserves	\$64,279	\$64,669	\$64,838	\$69,275	\$70,081	\$70,949	\$71,942	\$73,874	\$75,711	\$76,143	\$78,148	\$80,199	\$82,363
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$192,236	\$199,638	\$213,079	\$222,286	\$232,364	\$240,204	\$243,394	\$247,915	\$252,138	\$254,891	\$259,363	\$263,759	\$268,270
Non-Controlling Equity Interests	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$192,236	\$199,638	\$213,079	\$222,286	\$232,364	\$240,204	\$243,394	\$247,915	\$252,138	\$254,891	\$259,363	\$263,759	\$268,270
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$192,236	\$199,638	\$213,079	\$222,286	\$232,364	\$240,204	\$243,394	\$247,915	\$252,138	\$254,891	\$259,363	\$263,759	\$268,270
Net Operating Results for the Year	\$7,012	\$9,272	\$8,770	\$9,272	\$6,972	\$2,197	\$2,588	\$2,386	\$2,321	\$2,467	\$2,346	\$2,446	\$2,513
Gain / (Loss) on Rev of P&E	\$217	\$3,465	\$327	\$717	\$776	\$897	\$1,833	\$1,735	\$326	\$1,895	\$1,936	\$1,946	\$1,999
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$7,229	\$12,737	\$9,097	\$9,989	\$7,748	\$3,094	\$4,422	\$4,121	\$2,647	\$4,362	\$4,282	\$4,393	\$4,512
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$200,739	\$212,375	\$222,176	\$232,274	\$240,112	\$248,298	\$247,816	\$252,035	\$254,785	\$259,253	\$263,645	\$267,152	\$272,781



General fund cashflow statement

Cashflow Statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Entity Abbv	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Total Own Source Revenue	\$9,611	\$9,986	\$11,163	\$12,112	\$12,418	\$12,821	\$13,620	\$13,812	\$14,300	\$14,755	\$15,286	\$15,831	\$16,391
Grants and Contributions	\$15,494	\$8,097	\$7,647	\$7,761	\$7,878	\$7,996	\$8,116	\$8,237	\$8,361	\$8,486	\$8,614	\$8,743	\$8,874
Other Income from Continuing Operations	\$0	\$457	\$92	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Benefits	-\$8,184	\$7,270	\$8,169	\$8,580	\$8,969	\$9,331	\$9,660	\$10,000	\$10,353	\$10,718	\$11,096	\$11,487	\$11,892
Materials and Contracts	\$5,614	\$9,357	\$3,354	\$3,471	\$3,558	\$3,647	\$3,738	\$3,832	\$3,927	\$4,026	\$4,126	\$4,229	\$4,335
Other Expenses from Continuing Operations	-\$10,786	\$410	\$1,621	\$1,651	\$1,738	\$1,793	\$1,888	\$1,961	\$2,008	\$2,036	\$2,065	\$2,095	\$2,126
CASHFLOW FROM OPERATIONS	\$8,461	\$1,503	\$5,758	\$6,170	\$6,530	\$6,846	\$7,049	\$6,956	\$6,974	\$7,062	\$7,233	\$7,443	\$7,621
Sale of Current Investments	\$25,836	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPPE&I	\$212	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$339	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	-\$28,836	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPPE&I	\$0	\$11,650	\$10,243	\$16,652	\$17,292	\$7,047	\$6,277	\$6,712	\$8,164	\$6,781	\$6,839	\$7,139	\$7,281
Purchase of Real Estate / Other	-\$17,519	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING	\$67,064	-\$11,650	-\$10,243	-\$16,652	-\$17,292	-\$7,047	-\$6,277	-\$6,712	-\$8,164	-\$6,781	-\$6,839	-\$7,139	-\$7,281
Proceeds from Grants and Contributions - Capital purposes	\$6,582	\$13,144	\$8,604	\$8,908	\$6,774	\$2,119	\$2,145	\$2,182	\$2,247	\$2,453	\$2,311	\$2,357	\$2,404
Proceeds from Borrowings	\$0	\$1,543	\$0	\$500	\$3,250	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$1,620	\$241	\$241	\$277	\$659	\$659	\$646	\$615	\$615	\$554	\$554	\$554	\$554
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING	\$4,962	\$14,447	\$8,363	\$9,131	\$11,366	\$1,460	\$1,499	\$1,567	\$1,632	\$1,900	\$1,757	\$1,803	\$1,850
Opening Cash	-\$37,141	\$19,012	\$23,312	\$27,190	\$25,838	\$26,441	\$27,401	\$29,671	\$31,483	\$31,925	\$34,106	\$36,257	\$38,384
Change in Cash	\$56,154	\$4,300	\$3,878	-\$1,951	\$603	\$959	\$2,271	\$1,812	\$442	\$2,180	\$2,152	\$2,127	\$2,190
CLOSING CASH	\$19,012	\$23,312	\$27,190	\$25,838	\$26,441	\$27,401	\$29,671	\$31,483	\$31,925	\$34,106	\$36,257	\$38,384	\$40,575
TOTAL CASH AND LIQUID INVESTMENTS	\$19,012	\$23,312	\$27,190	\$25,838	\$26,441	\$27,401	\$29,671	\$31,483	\$31,925	\$34,106	\$36,257	\$38,384	\$40,575
Transfers to Reserves	\$0	\$15	\$415	\$420	\$436	\$438	\$439	\$440	\$442	\$442	\$443	\$443	\$570
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$14,372	\$14,372	\$14,372	\$15,172	\$15,572	\$15,972	\$16,372	\$16,772	\$17,172	\$17,572	\$17,972	\$18,372	\$18,772
Externally Restricted Cash	\$4,497	\$4,512	\$4,526	\$4,546	\$4,583	\$4,620	\$4,659	\$4,700	\$4,700	\$4,742	\$4,742	\$4,742	\$4,911
Unrestricted Cash	\$143	\$4,428	\$7,892	\$6,120	\$6,287	\$6,808	\$8,640	\$10,012	\$10,054	\$11,792	\$13,544	\$15,271	\$16,891



8.3 Scenario two - Two-year SV option– Long term sustainability

Following are the income statements, balance sheets and cash flow statements for Council’s consolidated position and general fund position for this scenario.

8.3.1 Consolidated position

Consolidated income statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$5,124	\$5,219	\$5,474	\$6,923	\$8,073	\$8,358	\$8,653	\$8,958	\$9,273	\$9,600	\$9,939	\$10,289	\$10,652
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$1,148	\$876	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$3,238	\$3,366	\$3,492	\$3,633	\$3,779	\$3,931	\$4,090	\$4,255	\$4,426	\$4,605	\$4,790	\$4,983	\$5,184
TOTAL RATES & ANNUAL CHARGES	\$8,362	\$8,585	\$10,114	\$11,431	\$11,852	\$12,289	\$12,742	\$13,212	\$13,699	\$14,205	\$14,729	\$15,272	\$15,836
User Charges and fees	\$3,873	\$4,128	\$2,949	\$3,050	\$3,156	\$3,265	\$3,378	\$3,495	\$3,616	\$3,741	\$3,871	\$4,005	\$4,144
Other revenues	\$1,357	\$1,422	\$1,178	\$1,219	\$1,250	\$1,281	\$1,313	\$1,346	\$1,380	\$1,414	\$1,449	\$1,486	\$1,523
Interest and Investment Income	\$188	\$604	\$906	\$1,334	\$1,255	\$1,157	\$1,094	\$1,186	\$1,265	\$1,301	\$1,404	\$1,511	\$1,623
Other Income	\$209	\$229	\$233	\$241	\$247	\$253	\$259	\$266	\$272	\$279	\$286	\$293	\$301
Initiatives Revenue	\$0	\$0	\$0	\$143	\$132	\$136	\$510	\$216	\$223	\$229	\$236	\$243	\$251
TOTAL OWN SOURCE REVENUE	\$13,989	\$14,968	\$15,380	\$17,419	\$17,893	\$18,382	\$19,296	\$19,721	\$20,455	\$21,170	\$21,975	\$22,811	\$23,677
Grants & Contributions – Operating Purposes	\$9,267	\$8,097	\$7,647	\$7,761	\$7,878	\$7,996	\$8,116	\$8,237	\$8,361	\$8,486	\$8,614	\$8,743	\$8,874
Grants & Contributions for Capital Purposes	\$6,824	\$18,003	\$8,622	\$9,283	\$12,399	\$8,495	\$2,145	\$2,182	\$2,247	\$2,453	\$2,311	\$2,357	\$2,404
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$363	\$457	\$92	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal	\$30,080	\$41,068	\$31,648	\$34,464	\$38,169	\$34,872	\$29,557	\$30,140	\$31,063	\$32,109	\$32,900	\$33,910	\$34,955
TOTAL OPERATING INCOME (Excl. Capital)	\$23,619	\$23,522	\$23,118	\$25,181	\$25,770	\$26,377	\$27,412	\$27,958	\$28,816	\$29,656	\$30,589	\$31,554	\$32,551
Employee Benefits	\$8,234	\$8,011	\$8,871	\$9,311	\$9,726	\$10,110	\$10,458	\$10,819	\$11,192	\$11,577	\$11,977	\$12,390	\$12,817
Materials and Contracts	\$8,392	\$12,094	\$6,143	\$6,358	\$6,517	\$6,680	\$6,847	\$7,019	\$7,194	\$7,374	\$7,558	\$7,747	\$7,941
Borrowing Costs	\$39	\$103	\$96	\$226	\$528	\$511	\$492	\$474	\$456	\$437	\$417	\$396	\$375
Depreciation & Amortisation	\$5,980	\$6,358	\$6,660	\$6,920	\$7,280	\$7,573	\$7,755	\$7,946	\$8,136	\$8,331	\$8,528	\$8,731	\$8,939
Other Expenses	\$637	\$410	\$421	\$436	\$447	\$458	\$469	\$481	\$493	\$505	\$518	\$531	\$544
Losses on disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$1,200	\$1,216	\$792	\$835	\$819	\$780	\$884	\$901	\$897	\$854	\$843
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$23,282	\$26,976	\$23,392	\$24,467	\$25,290	\$26,166	\$26,841	\$27,518	\$28,355	\$29,125	\$29,894	\$30,649	\$31,460
OPERATING RESULT (Excl. Capital)	\$337	-\$3,454	-\$274	\$713	\$481	\$211	\$571	\$440	\$461	\$531	\$695	\$904	\$1,091
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$226	-\$3,911	-\$365	\$713	\$481	\$211	\$571	\$440	\$461	\$531	\$695	\$904	\$1,091
OPERATING RESULT (Incl. Capital)	\$7,161	\$14,549	\$8,348	\$9,997	\$12,880	\$8,705	\$2,716	\$2,623	\$2,708	\$2,984	\$3,006	\$3,261	\$3,495



Consolidated balance sheet

Balance Sheet

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash & Cash Equivalents	\$1,796	\$10,308	\$9,421	\$7,222	\$4,477	\$2,704	\$5,278	\$7,502	\$8,506	\$11,380	\$14,367	\$17,484	\$20,832
Investments - Current	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846	\$27,846
Receivables - Current	\$2,201	\$2,265	\$2,729	\$3,125	\$3,239	\$3,357	\$3,479	\$3,605	\$3,736	\$3,872	\$4,013	\$4,159	\$4,310
Right of Use and Contract Assets - Current	\$644	\$644	\$644	\$644	\$644	\$644	\$644	\$644	\$644	\$644	\$644	\$644	\$644
Inventories - Current	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Sale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	\$32,878	\$41,854	\$41,431	\$39,629	\$36,997	\$35,342	\$38,037	\$40,388	\$41,523	\$44,533	\$47,661	\$50,924	\$54,423
Receivable Collection Days	815	815	815	815	815	815	815	815	815	815	815	815	815
Investments - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$224,164	\$235,312	\$245,366	\$261,094	\$283,278	\$295,294	\$298,052	\$301,008	\$303,870	\$306,779	\$309,647	\$312,660	\$315,738
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$28	\$0	\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Sale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$224,190	\$235,312	\$245,366	\$261,094	\$283,278	\$295,294	\$298,052	\$301,008	\$303,870	\$306,779	\$309,647	\$312,660	\$315,738
Inventory Days	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL ASSETS	\$257,068	\$277,166	\$286,797	\$300,722	\$320,275	\$330,636	\$336,090	\$341,396	\$345,393	\$351,312	\$357,308	\$363,584	\$370,161
Payables - Current	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003	\$2,003
Contract Liabilities - Current	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057
Lease Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$144	\$276	\$367	\$447	\$464	\$470	\$457	\$476	\$433	\$453	\$474	\$495	\$495
Provisions - Current	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518
TOTAL CURRENT LIABILITIES	\$6,722	\$6,854	\$6,945	\$7,025	\$7,427	\$7,048	\$7,035	\$7,054	\$7,011	\$7,031	\$7,052	\$7,073	\$7,073
Payables Days	156	108	239	168	80	193	177	180	183	180	181	182	181
Payables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non-current	\$1,904	\$3,046	\$2,679	\$4,532	\$9,318	\$8,848	\$8,391	\$7,915	\$7,482	\$7,029	\$6,555	\$6,060	\$5,565
Provisions - Non-Current	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522
TOTAL NON-CURRENT LIABILITIES	\$2,426	\$3,568	\$3,201	\$5,054	\$9,840	\$9,370	\$8,913	\$8,437	\$8,004	\$7,551	\$7,077	\$6,582	\$6,087
TOTAL LIABILITIES	\$9,148	\$10,422	\$10,146	\$12,079	\$16,882	\$16,418	\$15,948	\$15,491	\$15,015	\$14,582	\$14,129	\$13,655	\$13,160
NET ASSETS	\$247,920	\$266,744	\$276,651	\$288,644	\$303,393	\$314,218	\$320,142	\$325,905	\$330,378	\$336,730	\$343,179	\$349,929	\$357,001
Accumulated Surplus	\$158,714	\$165,875	\$180,424	\$188,772	\$198,769	\$211,649	\$220,354	\$223,070	\$225,692	\$228,400	\$231,384	\$234,390	\$237,652
Revaluation Reserves	\$83,127	\$82,083	\$86,784	\$88,275	\$89,988	\$91,862	\$93,986	\$97,198	\$100,344	\$102,113	\$105,486	\$108,935	\$112,429
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$241,841	\$247,958	\$267,208	\$277,047	\$288,757	\$303,510	\$314,340	\$320,268	\$326,036	\$330,514	\$336,871	\$343,325	\$350,080
Non-controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$241,841	\$247,958	\$267,208	\$277,047	\$288,757	\$303,510	\$314,340	\$320,268	\$326,036	\$330,514	\$336,871	\$343,325	\$350,080
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$241,841	\$247,958	\$267,208	\$277,047	\$288,757	\$303,510	\$314,340	\$320,268	\$326,036	\$330,514	\$336,871	\$343,325	\$350,080
Net Operating Result for the Year	\$7,161	\$14,549	\$8,348	\$9,997	\$12,800	\$8,705	\$2,716	\$2,823	\$2,708	\$2,984	\$3,006	\$3,261	\$3,495
Gain / (Loss) on Rev of PP&E	-\$1,082	\$4,237	\$1,095	\$1,600	\$1,756	\$2,003	\$3,086	\$3,015	\$1,634	\$3,232	\$3,302	\$3,343	\$3,426
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$6,079	\$18,785	\$9,443	\$11,597	\$14,635	\$10,708	\$5,801	\$5,637	\$4,341	\$6,217	\$6,308	\$6,604	\$6,921
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$247,920	\$266,744	\$276,651	\$288,644	\$303,393	\$314,218	\$320,142	\$325,905	\$330,378	\$336,730	\$343,179	\$349,929	\$357,001



Consolidated cashflow

Cashflow Statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Total Own Source Revenue	\$13,989	\$14,968	\$15,380	\$17,419	\$17,893	\$18,382	\$19,296	\$19,721	\$20,455	\$21,170	\$21,975	\$22,811	\$23,677
Grants and Contributions	\$15,494	\$8,097	\$7,647	\$7,761	\$7,878	\$7,996	\$8,116	\$8,237	\$8,361	\$8,486	\$8,614	\$8,743	\$8,874
Other Income from Continuing Operations	\$0	\$457	\$92	\$0	\$0	-\$0	\$0	\$0	\$0	\$0	-\$0	\$0	-\$0
Employee Benefits	-\$8,184	\$8,011	\$8,871	\$9,311	\$9,726	\$10,110	\$10,458	\$10,819	\$11,192	\$11,577	\$11,977	\$12,390	\$12,817
Materials and Contracts	\$8,392	\$12,094	\$6,143	\$6,358	\$6,517	\$6,680	\$6,847	\$7,019	\$7,194	\$7,374	\$7,558	\$7,747	\$7,941
Other Expenses from Continuing Operations	-\$10,786	\$410	\$1,621	\$1,651	\$1,238	\$1,293	\$1,288	\$1,261	\$1,378	\$1,406	\$1,415	\$1,385	\$1,388
CASHFLOW FROM OPERATIONS	\$40,061	\$3,007	\$6,483	\$7,860	\$8,289	\$8,294	\$8,818	\$8,860	\$9,053	\$9,299	\$9,640	\$10,032	\$10,405
Sale of Current Investments	\$25,836	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$212	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$339	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	-\$28,836	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$0	\$13,270	\$15,619	\$21,048	\$27,708	\$17,587	\$7,427	\$7,887	\$9,365	\$8,008	\$8,093	\$8,401	\$8,591
Purchase of Real Estate / Other	-\$12,519	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING	\$67,064	-\$13,270	-\$15,619	-\$21,048	-\$27,708	-\$17,587	-\$7,427	-\$7,887	-\$9,365	-\$8,008	-\$8,093	-\$8,401	-\$8,591
Proceeds from Grants and Contributions - Capital purp	\$6,824	\$18,003	\$8,622	\$9,283	\$12,399	\$8,495	\$2,145	\$2,182	\$2,247	\$2,453	\$2,311	\$2,357	\$2,404
Proceeds from Borrowings	\$0	\$1,543	\$0	\$2,300	\$5,250	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$1,620	\$372	\$372	\$594	\$975	\$975	\$962	\$931	\$931	\$870	\$870	\$870	\$870
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING	\$5,204	\$19,174	\$8,250	\$10,990	\$16,674	\$7,520	\$1,182	\$1,251	\$1,315	\$1,583	\$1,441	\$1,487	\$1,534
Opening Cash	-\$28,754	\$29,242	\$38,154	\$37,267	\$35,068	\$32,323	\$30,550	\$33,124	\$35,348	\$36,352	\$39,226	\$42,213	\$45,330
Change in Cash	\$57,996	\$8,912	-\$887	-\$2,199	-\$2,745	-\$1,773	\$2,573	\$2,224	\$1,004	\$2,874	\$2,887	\$3,117	\$3,347
CLOSING CASH	\$29,242	\$38,154	\$37,267	\$35,068	\$32,323	\$30,550	\$33,124	\$35,348	\$36,352	\$39,226	\$42,213	\$45,330	\$48,678
TOTAL CASH AND LIQUID INVESTMENTS	\$29,242	\$38,154	\$37,267	\$35,068	\$32,323	\$30,550	\$33,124	\$35,348	\$36,352	\$39,226	\$42,213	\$45,330	\$48,678
Transfers to Reserves	\$0	\$18	\$419	\$425	\$446	\$447	\$449	\$451	\$453	\$453	\$455	\$455	\$581
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$14,372	\$14,372	\$14,772	\$15,172	\$15,572	\$15,972	\$16,372	\$16,772	\$17,172	\$17,572	\$17,972	\$18,372	\$18,772
Externally Restricted Cash	\$4,746	\$4,764	\$4,783	\$4,808	\$4,854	\$4,901	\$4,950	\$5,001	\$5,001	\$5,054	\$5,054	\$5,054	\$5,234
Externally Restricted - Water Fund cash balance	\$6,192	\$6,620	\$6,880	\$7,496	\$4,914	\$2,923	\$2,936	\$2,989	\$3,092	\$3,236	\$3,440	\$3,702	\$4,018
Externally Restricted - Sewer Fund cash balance	\$2,359	\$6,392	\$2,110	\$511	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$331
Externally Restricted - Domestic Waste Fund cash balanc	\$1,430	\$1,577	\$1,666	\$1,822	\$2,000	\$2,200	\$2,426	\$2,678	\$2,959	\$3,271	\$3,616	\$3,997	\$4,416
Unrestricted Cash	\$143	\$4,428	\$7,057	\$5,258	\$4,983	\$4,554	\$6,439	\$7,908	\$8,128	\$10,093	\$12,131	\$14,206	\$15,907



8.3.2 General fund position

General fund income statement

	Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges		\$5,124	\$5,219	\$5,474	\$6,923	\$8,073	\$8,358	\$8,653	\$8,958	\$9,273	\$9,600	\$9,939	\$10,289	\$10,652
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRW		\$0	\$0	\$1,148	\$876	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$195	\$209	\$207	\$215	\$224	\$233	\$242	\$252	\$262	\$273	\$284	\$295	\$307
TOTAL RATES & ANNUAL CHARGES		\$5,319	\$5,428	\$6,629	\$8,014	\$8,297	\$8,591	\$8,895	\$9,210	\$9,536	\$9,873	\$10,223	\$10,584	\$10,959
User Charges and fees		\$2,609	\$2,511	\$1,479	\$1,524	\$1,570	\$1,617	\$1,665	\$1,715	\$1,767	\$1,820	\$1,874	\$1,930	\$1,988
Other revenues		\$1,357	\$1,422	\$1,178	\$1,219	\$1,250	\$1,281	\$1,313	\$1,346	\$1,380	\$1,414	\$1,449	\$1,486	\$1,523
Interest and Investment Income		\$117	\$395	\$609	\$944	\$894	\$915	\$948	\$1,028	\$1,092	\$1,108	\$1,186	\$1,263	\$1,339
Other Income		\$209	\$229	\$233	\$241	\$247	\$253	\$259	\$266	\$272	\$279	\$286	\$293	\$301
Initiatives Revenue		\$0	\$0	\$0	\$143	\$132	\$136	\$510	\$216	\$223	\$229	\$236	\$243	\$251
TOTAL OWN SOURCE REVENUE		\$9,611	\$9,986	\$10,328	\$12,085	\$12,390	\$12,793	\$13,591	\$13,781	\$14,269	\$14,723	\$15,254	\$15,800	\$16,360
Grants & Contributions - Operating Purposes		\$9,267	\$8,097	\$7,647	\$7,761	\$7,878	\$7,996	\$8,116	\$8,237	\$8,361	\$8,486	\$8,614	\$8,743	\$8,874
Grants & Contributions for Capital Purposes		\$6,582	\$13,144	\$8,604	\$8,908	\$6,774	\$2,119	\$2,145	\$2,182	\$2,247	\$2,453	\$2,311	\$2,357	\$2,404
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$363	\$457	\$82	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal		\$25,460	\$31,227	\$26,579	\$28,754	\$27,042	\$22,907	\$23,851	\$24,201	\$24,877	\$25,663	\$26,179	\$26,900	\$27,638
TOTAL OPERATING INCOME (Excl. Capital)		\$19,241	\$18,540	\$18,066	\$19,846	\$20,268	\$20,788	\$21,706	\$22,019	\$22,630	\$23,210	\$23,868	\$24,543	\$25,234
Employee Benefits		\$7,405	\$7,270	\$8,169	\$8,580	\$8,969	\$9,331	\$9,660	\$10,000	\$10,353	\$10,718	\$11,096	\$11,487	\$11,892
Materials and Contracts		\$5,614	\$9,357	\$3,354	\$3,471	\$3,558	\$3,647	\$3,738	\$3,832	\$3,927	\$4,026	\$4,126	\$4,229	\$4,335
Borrowing Costs		\$19	\$70	\$65	\$89	\$398	\$388	\$377	\$366	\$356	\$346	\$335	\$324	\$312
Depreciation & Amortisation		\$5,154	\$5,305	\$5,527	\$5,717	\$5,934	\$6,080	\$6,229	\$6,387	\$6,543	\$6,702	\$6,863	\$7,030	\$7,200
Other Expenses		\$637	\$410	\$421	\$436	\$447	\$458	\$469	\$481	\$493	\$505	\$518	\$531	\$544
Losses on disposal of assets		-\$18	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	\$0	\$1,200	\$1,216	\$792	\$835	\$819	\$780	\$884	\$901	\$897	\$854	\$813
TOTAL EXPENSES FROM CONTINUING OPERATIONS		\$18,811	\$22,413	\$18,735	\$19,509	\$20,097	\$20,738	\$21,292	\$21,846	\$22,557	\$23,197	\$23,835	\$24,454	\$25,127
OPERATING RESULT (Excl. Capital)		\$430	-\$3,873	-\$669	\$337	\$170	\$50	\$414	\$173	\$73	\$12	\$34	\$88	\$107
OPERATING RESULT (Excl. Capital and Asset Sales)		\$49	-\$4,330	-\$760	\$337	\$170	\$50	\$414	\$173	\$73	\$12	\$34	\$88	\$107
OPERATING RESULT (Incl. Capital)		\$7,012	\$9,272	\$7,935	\$9,245	\$6,944	\$2,169	\$2,559	\$2,355	\$2,320	\$2,466	\$2,345	\$2,445	\$2,511



General fund balance sheet

Balance Sheet

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Entry Abv	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Cash & Cash Equivalents	\$946	\$6,246	\$4,289	\$6,911	\$7,486	\$8,416	\$10,658	\$12,439	\$12,879	\$15,058	\$17,209	\$19,335	\$21,524
Investments – Current	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066	\$18,066
Receivables – Current	\$1,674	\$1,708	\$2,149	\$2,522	\$2,611	\$2,704	\$2,799	\$2,898	\$3,001	\$3,107	\$3,217	\$3,331	\$3,449
Right of Use and Contract Assets – Current	\$514	\$514	\$514	\$514	\$514	\$514	\$514	\$514	\$514	\$514	\$514	\$514	\$514
Inventories – Current	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791	\$791
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	21,991	26,325	29,809	28,804	29,468	30,491	32,828	34,709	35,251	37,537	39,797	42,037	44,344
Receivable Collection Days	\$115	\$115	\$115	\$115	\$115	\$115	\$115	\$115	\$115	\$115	\$115	\$115	\$115
Investments – Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$185,060	\$194,869	\$199,913	\$211,565	\$223,700	\$225,564	\$227,445	\$229,505	\$231,452	\$233,426	\$235,338	\$237,373	\$239,453
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables – Non-Current	\$133	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets – Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories – Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$184,921	\$194,869	\$199,913	\$211,565	\$223,700	\$225,564	\$227,445	\$229,505	\$231,452	\$233,426	\$235,338	\$237,373	\$239,453
Inventory Days	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL ASSETS	\$206,912	\$221,194	\$229,722	\$240,369	\$253,168	\$256,055	\$260,273	\$264,214	\$266,701	\$270,962	\$275,135	\$279,410	\$283,797
Payables – Current	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877	\$1,877
Contract Liabilities – Current	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057	\$2,057
Lease Liabilities – Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings – current	\$53	\$176	\$188	\$260	\$271	\$269	\$249	\$259	\$208	\$219	\$230	\$242	\$242
Provisions – current	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518	\$2,518
TOTAL CURRENT LIABILITIES	\$6,505	\$6,628	\$6,640	\$6,712	\$6,723	\$6,721	\$6,701	\$6,711	\$6,660	\$6,671	\$6,682	\$6,694	\$6,694
Payables Days	\$122	\$73	\$204	\$133	\$137	\$158	\$143	\$146	\$149	\$146	\$147	\$147	\$147
Payables – Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities – Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities – Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings – Non-current	\$420	\$1,669	\$1,481	\$1,721	\$6,700	\$6,431	\$6,182	\$5,923	\$5,715	\$5,497	\$5,267	\$5,025	\$4,784
Provisions – Non-Current	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522	\$522
TOTAL NON-CURRENT LIABILITIES	\$942	\$2,191	\$2,003	\$2,243	\$7,222	\$6,953	\$6,704	\$6,445	\$6,237	\$6,019	\$5,789	\$5,547	\$5,306
TOTAL LIABILITIES	\$7,447	\$8,819	\$8,643	\$8,955	\$13,945	\$13,674	\$13,405	\$13,156	\$12,897	\$12,690	\$12,471	\$12,241	\$11,999
NET ASSETS	\$199,465	\$212,375	\$221,079	\$231,414	\$239,223	\$242,381	\$246,869	\$251,058	\$253,806	\$258,273	\$262,664	\$267,169	\$271,797
Accumulated Surplus	\$127,857	\$134,969	\$144,241	\$152,376	\$161,421	\$168,365	\$170,534	\$173,093	\$176,448	\$177,768	\$180,233	\$182,578	\$185,023
Revaluation Reserves	\$64,279	\$64,669	\$68,576	\$69,276	\$70,082	\$70,951	\$73,043	\$73,875	\$75,713	\$76,144	\$78,150	\$80,200	\$82,364
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$192,236	\$199,638	\$212,816	\$221,451	\$231,503	\$239,316	\$242,476	\$246,968	\$251,160	\$253,912	\$258,383	\$262,778	\$267,287
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$192,236	\$199,638	\$212,816	\$221,451	\$231,503	\$239,316	\$242,476	\$246,968	\$251,160	\$253,912	\$258,383	\$262,778	\$267,287
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Corrections of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$192,236	\$199,638	\$212,816	\$221,451	\$231,503	\$239,316	\$242,476	\$246,968	\$251,160	\$253,912	\$258,383	\$262,778	\$267,287
Net Operating Result for the Year	\$7,012	\$9,272	\$7,935	\$9,245	\$6,944	\$2,169	\$2,559	\$2,355	\$2,320	\$2,466	\$2,145	\$2,445	\$2,511
Gain / (Loss) on Revolt of PPE	\$217	\$3,465	\$327	\$717	\$776	\$897	\$1,833	\$1,735	\$326	\$1,895	\$1,936	\$1,946	\$1,999
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$7,229	\$12,737	\$8,262	\$9,962	\$7,721	\$3,065	\$4,392	\$4,090	\$2,646	\$4,361	\$4,281	\$4,391	\$4,510
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$200,739	\$212,375	\$221,079	\$231,414	\$239,223	\$242,381	\$246,869	\$251,058	\$253,806	\$258,273	\$262,664	\$267,169	\$271,797



General fund cashflow

Cashflow Statement

	Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Entity Abv	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Total Own Source Revenue		\$9,611	\$9,986	\$10,328	\$12,085	\$12,390	\$12,793	\$13,591	\$13,781	\$14,269	\$14,723	\$15,254	\$15,800	\$16,360
Grants and Contributions		\$15,894	\$8,097	\$7,647	\$7,761	\$7,878	\$7,996	\$8,116	\$8,237	\$8,361	\$8,486	\$8,614	\$8,743	\$8,874
Other Income from Continuing Operations		\$0	\$457	\$92	\$0	\$0	-\$0	\$0	\$0	\$0	\$0	-\$0	\$0	-\$0
Employee Benefits		-\$8,184	\$7,270	\$8,169	\$8,580	\$8,969	\$9,331	\$9,660	\$10,000	\$10,353	\$10,718	\$11,096	\$11,487	\$11,892
Materials and Contracts		\$5,614	\$9,357	\$3,354	\$3,471	\$3,558	\$3,647	\$3,738	\$3,832	\$3,927	\$4,026	\$4,126	\$4,229	\$4,335
Other Expenses from Continuing Operations		-\$10,786	\$410	\$1,621	\$1,651	\$1,238	\$1,293	\$1,288	\$1,261	\$1,378	\$1,406	\$1,415	\$1,385	\$1,388
CASHFLOW FROM OPERATIONS		\$38,461	\$1,503	\$4,923	\$6,143	\$6,502	\$6,518	\$7,020	\$6,926	\$6,972	\$7,060	\$7,232	\$7,442	\$7,620
Sale of Current Investments		\$25,836	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E		\$212	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments		\$339	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments		-\$28,836	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E		\$0	\$11,650	\$10,243	\$16,652	\$17,292	\$7,047	\$6,277	\$6,712	\$8,164	\$6,781	\$6,839	\$7,119	\$7,281
Purchase of Real Estate / Other		-\$12,519	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING		\$67,064	-\$11,650	-\$10,243	-\$16,652	-\$17,292	-\$7,047	-\$6,277	-\$6,712	-\$8,164	-\$6,781	-\$6,839	-\$7,119	-\$7,281
Proceeds from Grants and Contributions--Capital purposes		\$6,582	\$13,144	\$8,604	\$8,908	\$6,774	\$2,119	\$2,145	\$2,182	\$2,247	\$2,453	\$2,311	\$2,357	\$2,404
Proceeds from Borrowings		\$0	\$1,543	\$0	\$500	\$5,250	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments		\$1,620	\$241	\$241	\$277	\$659	\$659	\$646	\$615	\$615	\$554	\$554	\$554	\$554
Internal dividends paid		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING		\$4,962	\$14,447	\$8,363	\$9,131	\$11,366	\$1,460	\$1,499	\$1,567	\$1,632	\$1,900	\$1,757	\$1,803	\$1,850
Opening Cash		-\$17,142	\$19,012	\$23,312	\$26,355	\$24,977	\$25,552	\$26,482	\$28,724	\$30,505	\$30,945	\$33,124	\$35,275	\$37,401
Change in Cash		\$56,354	\$4,300	\$3,043	-\$1,378	\$575	\$931	\$2,241	\$1,781	\$440	\$2,379	\$2,150	\$2,126	\$2,189
CLOSING CASH		\$19,012	\$23,312	\$26,355	\$24,977	\$25,552	\$26,482	\$28,724	\$30,505	\$30,945	\$33,124	\$35,275	\$37,401	\$39,590
TOTAL CASH AND LIQUID INVESTMENTS		\$19,012	\$23,312	\$26,355	\$24,977	\$25,552	\$26,482	\$28,724	\$30,505	\$30,945	\$33,124	\$35,275	\$37,401	\$39,590
Transfers to Reserves		\$0	\$15	\$415	\$420	\$436	\$438	\$439	\$440	\$442	\$442	\$443	\$443	\$570
Transfers from Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash		\$14,372	\$14,372	\$14,372	\$15,172	\$15,572	\$15,972	\$16,372	\$16,772	\$17,172	\$17,572	\$17,972	\$18,372	\$18,772
Externally Restricted Cash		\$4,497	\$4,512	\$4,526	\$4,546	\$4,583	\$4,620	\$4,659	\$4,700	\$4,700	\$4,742	\$4,742	\$4,742	\$4,811
Unrestricted Cash		\$143	\$4,428	\$7,057	\$5,258	\$5,397	\$5,890	\$7,692	\$9,033	\$9,074	\$10,811	\$12,561	\$14,287	\$15,907



Appendix A Capacity to Pay Report



Capacity to Pay Report

Narrandera Shire Council

August 2023



Document status

Job #	Version	Written	Reviewed	Approved	Report Date
7716	1 - Draft	M. Drummond	G. Smith	G. Smith	July 2023
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Executive summary

Narrandera Shire Council ('Council') is currently considering a special variation (SV) to ensure it has the financial capacity to maintain service levels into the future. Therefore, Council is currently reviewing the potential impact on the community of an SV. This report puts due emphasis on the capacity to pay principle; given that some ratepayers have more ability to pay rates than others.

This report provides an analysis and evaluation of relative wealth and financial capacity; it looks at the financial vulnerability and exposure of different community groups within the local government area (LGA). The key findings are summarised in table one below.

Table 1 Grouping summary

Grouping	Findings
Narrandera	<ul style="list-style-type: none"> • Contains the majority of the population of the LGA (77%). • Ranks second for proportion of each age profile type (dependents, working age and retirees). • Lowest percentage of resident ratepayers (63%) and the highest proportion of renters (25%) and social housing (3%). • Second highest proportion of vulnerable households (30%) and highest percentage of one-parent families (16%). • Highest percentage in the lowest and lower middle categories for both individual and combined household weekly income and the lowest proportion in the upper middle and highest categories. • Highest percentage of unemployment (6%). • Lowest median weekly household income compared to the second highest median weekly mortgage repayments (24% of income) and highest median rent (19% of income). • Joint highest proportion of residential ratepayers assessed as pensioners (22%) and the highest percentage of pensioner farmland ratepayers (5%). • Highest proportion of persons requiring assistance (9%).
Barellan	<ul style="list-style-type: none"> • Lowest proportion of the population of the LGA (7%). • Lowest percentage of dependents (20%) and highest percentage of working age (48%) and retirees (32%). • Highest proportion of resident ratepayers (71%) and lowest renters (4%). • Highest percentage of vulnerable households (31%) due to highest proportion of lone person households (17%). • Second highest proportion in the lowest individual and combined household weekly income categories (35% and 34% respectively). • Lowest proportion in the upper middle and highest combined weekly household income categories (30%). • Second highest unemployment rate (5%). • Lowest median monthly mortgage repayments and second highest median weekly rent, compared to second highest median weekly household income. • Joint highest proportion of residential ratepayers assessed as pensioners (22%). • Lowest percentage of farmland ratepayers assessed as pensioners (0%).



Grouping	Findings
Other rural and villages	<ul style="list-style-type: none"> • Highest proportion of dependents but lowest proportion of working age and retirees. • Highest percentage of households living rent free (12%) and lowest proportion of social housing (1%). • Lowest resident ratepayers with a mortgage (24%). • Highest percentage of households containing couples with children (44%) and couples without children (26%). • Lowest proportion of vulnerable households (17%). • Lowest percentage in lowest (28%) and lower middle (14%) individual weekly income categories, as well as in the lowest combined weekly household income category (22%). • Highest proportions in the upper middle (29%) and highest (12%) combined weekly household income categories. • Lowest percentage of unemployment (1%). • Highest median weekly mortgage repayments but also highest median weekly household income. • Lowest percentage of pensioner residential ratepayers (8%). • Lowest proportion of persons requiring assistance (3%).

It is apparent, from our analysis, that the LGA has reasonably significant levels of disadvantage, mixed with some pockets of significant advantage. This inequity is highlighted by the grouping and locality level SIEFA rankings, which vary quite substantially. Overall, the LGA is in the 14th percentile for IRSD and 15th for IRSAD. This is notably lower than the Regional NSW averages of 32nd and 36th, and Riverina-Murray averages of 26th and 27th. It is important that Council acknowledges the levels of disadvantage within the community, and that it does not significantly marginalise particularly vulnerable individuals and households, especially in the Narrandera and Barellan groupings.

There is some disparity in relation to the proposed SV increases, as some of the groupings with lower levels of advantage will see higher average increases, due to higher average residential land values in these areas. This means that Council should ensure that it considers vulnerable ratepayers and provides access to support, such as through hardship policies.

When compared with similar rural councils (OLG group 10 classification), Narrandera currently has average residential rates that sit well below the average of comparison councils. Should one of the SV options be implemented across the LGA, residential rates are estimated to be an average of between \$290 to \$312 higher, by the end of 2025/26, than they would be under normal rate increases (rate peg). This would mean that average residential rates would move just above average for the grouping of comparative councils (seventh or eighth out of 22 reporting councils) and would therefore still be very comparable. When looking at rates as a percentage of operating expenditure, this suggests that there is a slight downward trend and that Council's rates may be becoming less than is required to service the community. Both of these factors indicate that there is some capacity for ratepayers to absorb rate rises.



Narrandera, containing almost 77% of the population, has the highest average residential land values, and as such, the impact here will be greatest for ratepayers. Narrandera has the highest levels of disadvantage (IRSD and IRSAD rankings in the tenth percentile), the lowest levels of individual and household income within the LGA, and the highest number of vulnerable households. This grouping may therefore have a lesser or restricted capacity to pay, and it is particularly important for Council to consider vulnerable resident ratepayers within the grouping. It does, however, contain the lowest proportion of resident ratepayers, at 63%, and the highest proportion of renters - with 22% privately renting and 3% living in social housing, accounting for 1,071 households in total. Although renters may experience indirect effects of a rate increase, depending on their lease agreement/decisions of their landlord, individuals in social housing are unlikely to be impacted by a change in rates.

The 'Other rural and villages' grouping has the second highest average residential land values and will therefore see the second highest average increases under each of the proposed SV options. It contains 15% of the LGA's population and can be considered to be the most advantaged grouping within the LGA, with an IRSD ranking in 76th percentile and IRSAD in 74th. The grouping has the highest proportions in the higher household income categories and the lowest proportion of vulnerable households. From this analysis, it is considered that there is capacity to pay increased rates within this grouping.

The area least impacted is Barellan, which, due to average residential land values, would see the lowest average residential increase. This grouping contains the lowest percentage (7%) of the LGA's population, but has the highest proportion of resident ratepayers, with 71% of households in this grouping either fully owned or mortgaged. It also contains the highest percentage of vulnerable households and the lowest proportions in the highest two household income categories. Due to having the lowest average increases, it is considered that there is some capacity to pay increased rates within this grouping, particularly if Council has appropriate hardship policies in place.

At an overall level, the LGA's average farmland rates currently sit just above average compared to similar councils (using 2022 OLG time series data for group 10), and business rates are well below average when compared to these councils. Under the proposed SV options, average farmland rates would move into the top end of the range (estimated at third) for comparable group 10 councils, and business rates would move to just above average (ninth or tenth dependent on option). As the majority of farmland ratepayers (79%) fall into the 'Other rural and villages' grouping, which can be considered to have significant levels of advantage, it is likely that there is capacity to absorb these increases. There can also be considered to be capacity for business ratepayers to pay the proposed increased rates, when compared to peers.

In addition, Council has low levels of outstanding rates, currently at 6.9%, a continual reduction since 2020/21, and has been consistently below regional benchmarks (10%), signalling that there is a willingness and capacity to pay increased rates within the LGA. This is also suggested by Council's 2021 community satisfaction survey, which emphasized a desire from the community for Council to increase investment across ten services and facilities. This indicates that there is some willingness to pay increased rates in order for Council to continue to service its community to the desired standard, particularly in relation to road infrastructure and services for vulnerable community members.



Introduction

This report provides an analysis and evaluation of relative wealth and financial capacity; it looks at the financial vulnerability and exposure of different community groups within the LGA.

Key considerations include:

- regions of social disadvantage
- particularly vulnerable groups of individuals
- patterns of household expenditure.

These findings will then be compared to proposed changes in rates to identify whether there are any groups or individuals that are being particularly impacted and/or marginalised.

Data for this review was obtained from the following sources:

- Australian Bureau of Statistics 2016 and 2021 Census Data – Data by Regions.
- Housing and Homelessness Policy Consortium (ACT Shelter, ACTCOSS, Women’s Centre for Health Matters, Youth Coalition of Act) – Snapshot: Housing stress and its effects, February 2016.
- .idcommunity – New South Wales Community profile.
- .idcommunity – Riverina and Murray Joint Organisation Economy profile.
- REMPLAN – Narrandera Shire Council Community/Economy profiles.
- REMPLAN – Riverina-Murray Community/Economy profiles.
- REMPLAN – New South Wales Community/Economy profiles.

Background

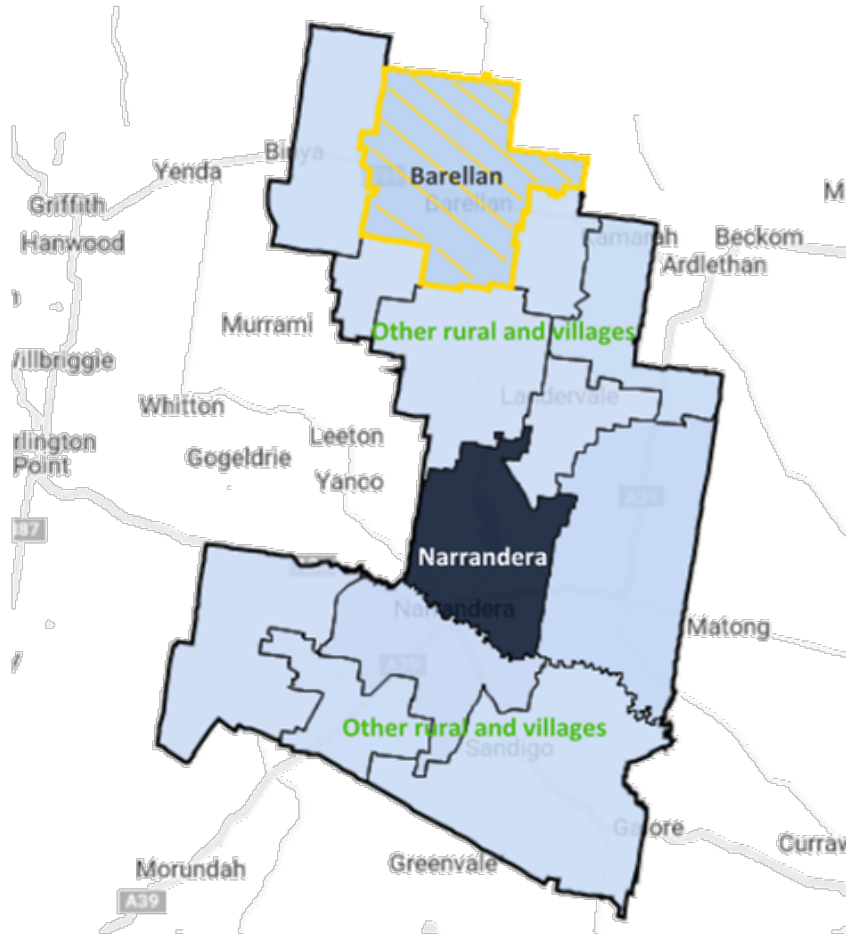
Narrandera Shire Council has been divided into three area groupings for this analysis. Council is looking to ensure that equity is maintained between areas, as each grouping has differing economic and socio-economic profiles. A summary of the groupings and the suburbs that they encompass has been provided in the following table and figure.

Table 2 Narrandera Shire Council grouping breakdown

Grouping	Population (2021)	Suburbs include
Barellan	420	Barellan
Narrandera	4,369	Narrandera
‘Other rural and villages’	874	Grong Grong, Sandigo, Gillenbah, Kamarah, Colinroobie, Binya, Euroley, Corobimilla, Moombooldool, Landervale, Brobenah
Narrandera Shire LGA	5,663	



Figure 1 Narrandera Shire Council area grouping map





Methodology

Our methodology in examining the relative wealth between the different groupings focuses on the following:

- **Areas of social advantage and disadvantage**

We will first look into the different characteristics and make up of each grouping to determine whether there are any particular areas of social disadvantage. This will include an investigation into:

- the age structure of each region
- the typical make up of each household
- individual and household weekly income
- SEIFA rankings, which allow for effects of dependents.

- **Particularly vulnerable groups of individuals**

We will then investigate whether there are any particular groups within each grouping that, despite the overall wealth of the area, would be particularly vulnerable and affected by a change in rates.

These include:

- property owners
- persons who have or need core assistance
- individuals who are currently unemployed
- households currently under housing stress
- pensioners.

- **Household expenditure**

We will examine household expenditure and the impact this may have on an individual's ability to pay.

- **Industry**

We will then compare employment by industry type, as well as value added by industry sector and the key propulsive sectors.

We will then compare these findings to the proposed rating changes to determine whether there are any particular groups or individuals that would be significantly impacted.



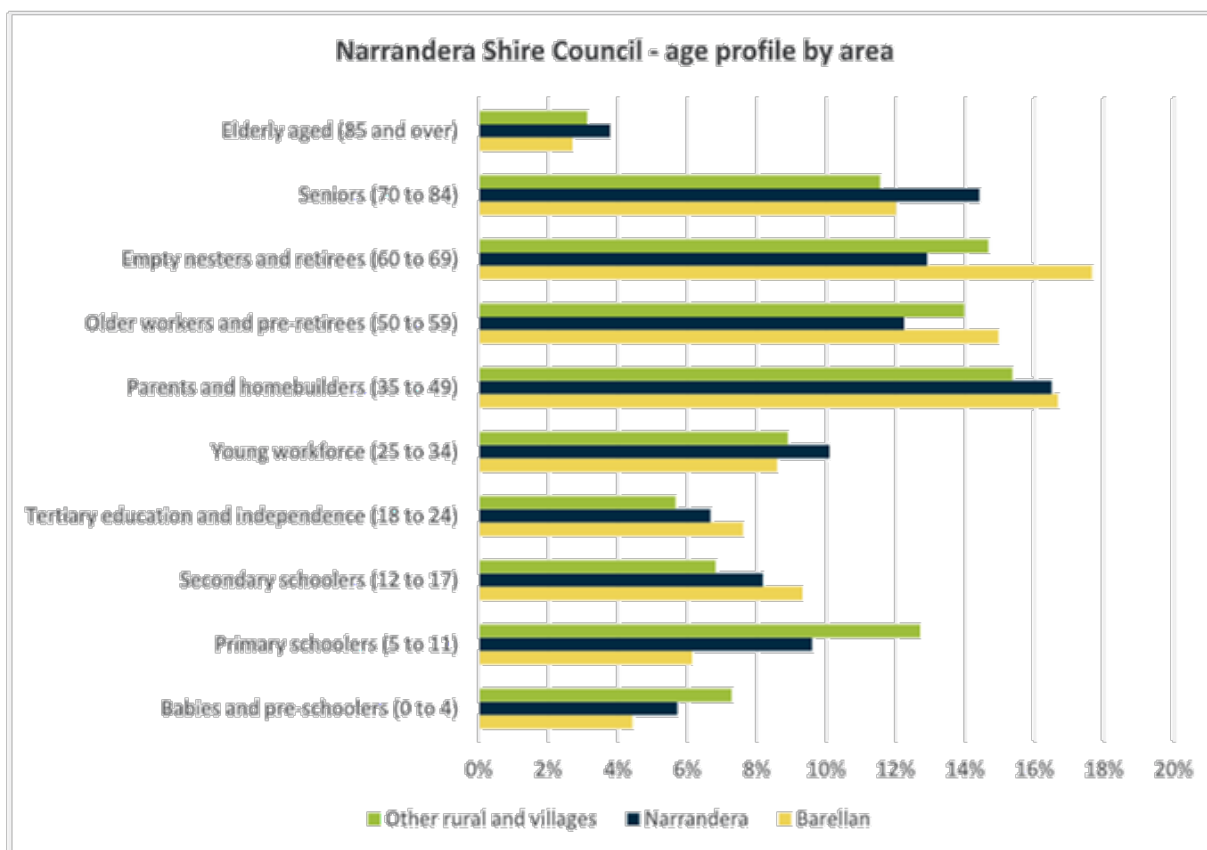
Areas of social advantage and disadvantage

Each grouping has differing demographic characteristics, and we first want to identify ‘who are the people’ that make up each area, ‘what do they do’ and ‘how do they live’.

Service age groups

Age profiles are used to understand the demand for aged-based services as well as the income earning status of the population. Data has been broken into groups that are reflective of typical life stages. This provides insight into the number of dependants, size of the workforce and number of retirees in each grouping.

Figure 2 Service age groups



Combining these results in terms of the following categories (dependants, workforce, and retirees) and ranking them in terms of proportion of population (with one representing the largest proportion) generates the following results.



Table 3 Service age rankings

Rank	Barellan	Narrandera	Other rural and villages
Dependents	3	2	1
Working age	1	2	3
Retirees	1	2	3
Total population (excludes not stated)	408	4,381	866

At an LGA level, the age profiles are relatively consistent with Riverina-Murray and Regional NSW averages, although here are some differences:

- 24% of the population are dependants, in line with Riverina Murray (23%) and Regional NSW (21%).
- Working age population represents 45% of the population, lower than Riverina-Murray (50%) and the Regional NSW average (49%).
- The proportion of population that are retirees (31%) is slightly higher than Riverina-Murray (28%) and Regional NSW (29%).

Looking into specific groupings, we observe the following:

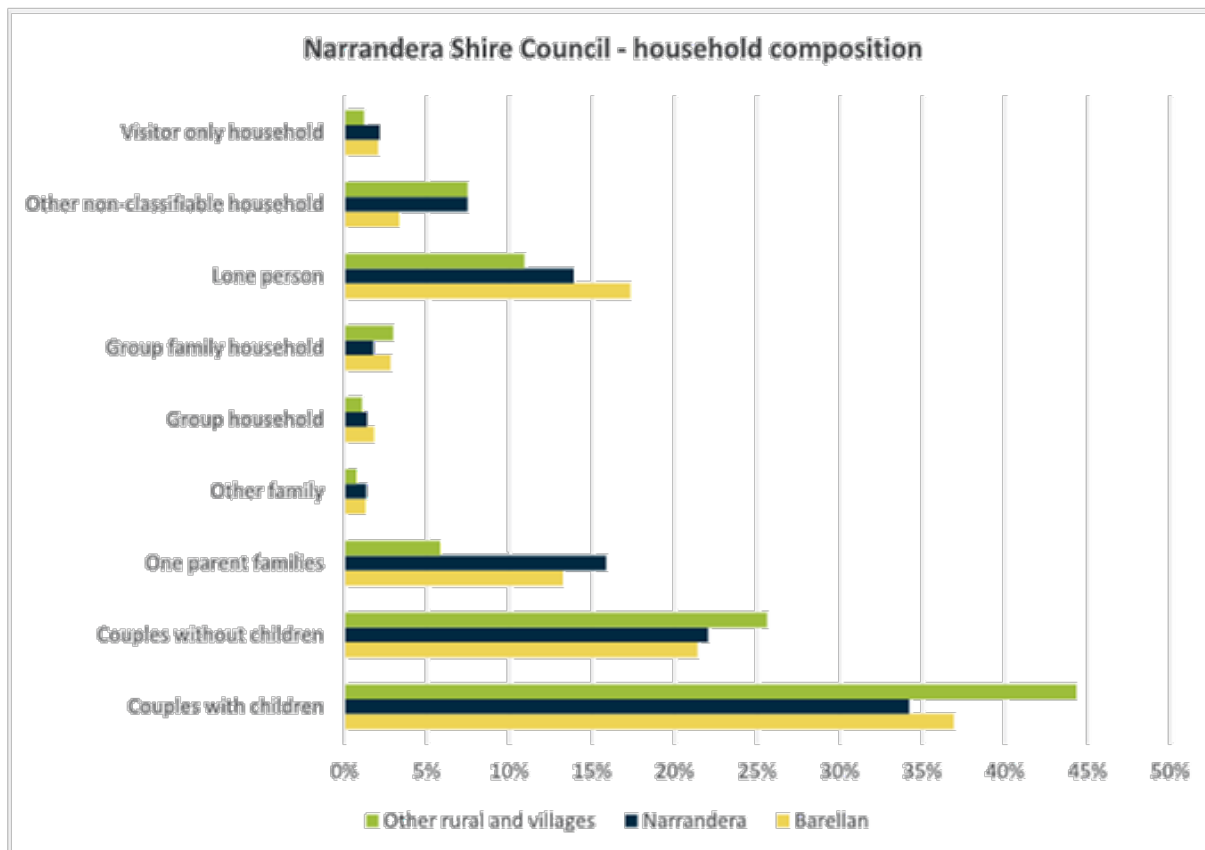
- Barellan has the lowest proportion of dependents (20%) and just takes the highest proportion of retirees (32%). It also has the highest percentage of working age (48%).
- ‘Other rural and villages’ has the highest proportion of dependents (27%) but the lowest proportion of working age (44%).
- Narrandera is in line with LGA averages, mainly due to it containing the majority percentage of the population in total (77%).

Household types

Alongside the age structure of each region, it is important to determine the typical trends in the make-up of households. This provides a more complete picture of the people, families, and communities in each area. A summary of household type is provided in the following figure.



Figure 3 Household composition



The proportion of one parent families in the LGA (14%) is higher than the averages for Riverina-Murray and NSW (both 11%). Narrandera is the main driver for this, with 16%, substantially more compared to ‘Other rural and villages’ which has 6%.

The ‘lone person’ and ‘one parent family’ households are considered to be more vulnerable to the impacts of rate increases due to a reduced/singular income stream. Combining these categories together into an ‘at risk’ group shows that across the LGA as a whole, the at-risk group makes up 27% of the population, which is higher than the Riverina-Murray and NSW averages of 23% and 21% respectively. This larger proportion is driven by Barellan, where 31% of the households are considered to be ‘at risk’ due to a high proportion of lone person households, with Narrandera also high at 30% due to its higher percentage of one parent families. It is important to note that of the 1,497 vulnerable households identified, 1,257 are within Narrandera. Although Barellan has a higher proportion, this equates to 120 households, whereas for ‘Other rural and villages’, with 17% vulnerable households, this equates to 141 households.

‘Other rural and villages’ has the highest proportion of couples with children (44%) and couples without children (26%), with both of these also higher than the Riverina-Murray averages of 41% and 23% respectively.



Housing tenure

Analysis of housing tenure levels within the LGA allows us to identify which areas would be most impacted by changes in council rates, i.e., the direct impact of a change in rates will be felt by homeowners, whereas renters may experience an indirect increase/decrease depending on their lease agreement/decisions of their landlord. Furthermore, individuals in social housing are unlikely to be impacted by a change in rates.

Table 4 Housing tenure

Housing tenure – % of households	Barellan	Narrandera	Other rural and villages	Narrandera Shire LGA
Owned outright	44%	29%	40%	32%
Owned with a mortgage	28%	34%	24%	33%
Rented – total	14%	25%	13%	23%
{Rented – social housing}	(3%)	(3%)	(1%)	(2%)
Being occupied rent-free	4%	1%	12%	3%
Being occupied under a life tenure scheme	0%	0%	0%	0%
Other tenure type	1%	0%	0%	0%
Being purchased under a rent/buy scheme	0%	0%	0%	0%
Not stated	10%	10%	10%	10%
Total households	392	4,224	840	5,463

The Narrandera Shire LGA home ownership average of 65% is just below Regional NSW (66%) and slightly below Riverina-Murray (69%) averages. Home ownership levels vary throughout the LGA, with Barellan (71%) having the highest proportion of resident ratepayers, followed by ‘Other rural and villages’ (65%). Narrandera falls just below with a proportion of 63% (or 2,666 households), however noting this grouping does contain a substantial majority of the population of the LGA. The lower proportion is possibly reflective of a high percentage of lone person households and one-parent families, which make up just over 1,250 households in the Narrandera grouping.

32% of households fully own their homes within the LGA, significantly less than the average for Riverina-Murray (41%), but higher than the whole of NSW average (26%). Barellan (44%) and ‘Other rural and villages’ (40%) have very high levels of fully owned homes, in contrast with Narrandera at 29%. The proportion of owners with mortgages is highest in Narrandera (34%), compared with 28% in Barellan and 24% in ‘Other rural and villages’.

The LGA has low levels of renters (23% overall) compared to the NSW average of 30%, with Barellan at 14% and ‘Other rural and villages’ at 13%. Narrandera, however, contains 87% of the LGA’s renters, with 25% of its population renting. It is important to note that whilst renters are not directly impacted by an increase in rates, these increases can be passed on by landlords or accommodation providers.

Narrandera also contains the majority of the LGA’s social housing (86% of the LGA’s social housing is in this grouping) as 3% of its households fall into this category. Residents in social housing do not pay rates, and therefore are not impacted by the proposed SV.



Individual and household income

Analysing both individual and household income allows us to develop a picture of the levels of advantage and disadvantage within each area and where there may potentially be higher levels of risk for financial stress. Please note that this data has not been equivalised and therefore does not take into account the number of working adults and dependents in each home. For equivalised household income, please see the section ‘Socio-economic index’, which takes into account equivalised household income as part of its ranking.

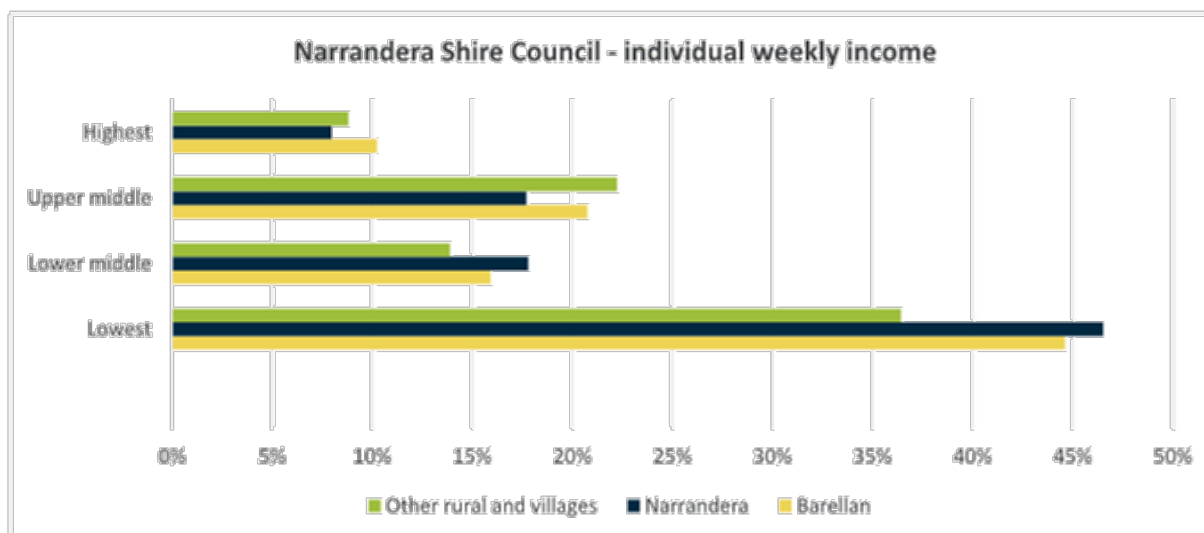
Individual weekly income

Individual weekly income indicates the total income that the person usually receives each week. As part of the comparison of individual weekly income, data has been grouped as follows:

- **Lowest:** this range contains those earning the lowest individual weekly income, up to \$649.
- **Lower middle:** this range contains those earning the medium lowest weekly income, at \$650 to \$999.
- **Upper middle:** this range contains those earning the upper middle end of individual weekly income, at \$1,000 to \$1,749.
- **Highest:** this range contains those earning the higher end of individual weekly income, at \$1,750 and over.

Figure 4 summarises the individual weekly income ranges for each area.

Figure 4 Individual weekly income



The LGA as a whole has a higher proportion in the lowest grouping, at 45% compared to 40% for Riverina-Murray and 39% for NSW. This is mainly caused by Narrandera (47%), however Barellan is also high at 45%. Narrandera also has the highest proportion in the lower-middle grouping, at 18%, also slightly above the Riverina-Murray and NSW averages of 17% and 15% respectively.



Narrandera also, therefore, has the lowest proportion in the upper-middle (18%) and highest (8%) categories, with both of these below the Riverina-Murray (22% and 11%) and NSW (21% and 18%) averages. This keeps the overall LGA averages at 19% and 8% respectively. Barellan just tips the proportion in the highest category, at 10% compared to 9% for 'Other rural and villages', however it is important to note the population size, with Barellan making up just 8% of the LGA's population.

Table 5 Regional comparison of individual weekly income

Individual weekly income groupings (2021)	Barellan	Narrandera	Other rural and villages	Narrandera Shire LGA	Riverina-Murray	NSW
Lowest	45%	47%	36%	45%	40%	39%
Lower middle	16%	18%	14%	17%	17%	15%
Upper middle	21%	18%	22%	19%	22%	21%
Highest	10%	8%	9%	8%	11%	18%
Not stated	9%	10%	19%	11%	10%	7%

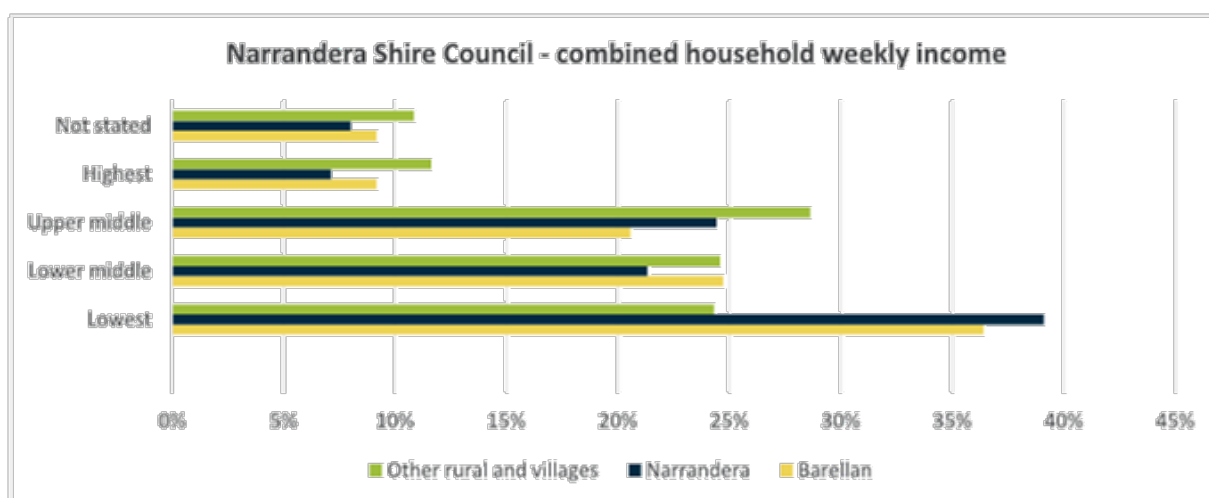
Combined household weekly income

Household income is calculated by summing the personal incomes reported by all household members aged 15 years and over. For combined household weekly income, data has been grouped as follows:

- **Lowest:** this range contains households earning the lowest combined weekly income, up to \$1,249.
- **Medium lowest:** this range contains those earning the medium lowest weekly income, at \$1,250 to \$1,999.
- **Upper middle:** this range contains those earning the upper middle end of individual weekly income, at \$2,000 to \$3,499.
- **Highest:** this range contains those earning the higher end of individual weekly income, at \$3,500 and over.

Figure 5 summarises the combined household weekly income ranges for each area.

Figure 5 Combined household weekly income





When looking at combined weekly household income, the picture of the LGA overall does improve, with a lower proportion sitting in the lowest grouping (36%), however this is still significantly higher than the NSW (23%) and Riverina-Murray (29%) averages. This is mainly due to Narrandera (39%), however Barellan (36%) is also noticeably higher.

Both Barellan and ‘Other rural and villages’ have a quarter of their population sitting in the lower-middle category, above the Riverina-Murray (20%) and NSW (17%) averages.

Overall, the LGA has 8% sitting in the highest category, which is below the Riverina-Murray average (14%) and substantially below the NSW average (25%). ‘Other rural and villages’ is more in line with the Riverina-Murray average, at 12% in the highest and also at 29% in the upper middle category. The Narrandera Shire LGA overall sits at 25% in the upper middle category, which is slightly below the Riverina-Murray and NSW averages of 29%.

Table 6 Regional comparison of combined household weekly income

Combined weekly household income groupings	Barellan	Narrandera	Other rural and villages	Narrandera Shire LGA	Riverina-Murray	NSW
Lowest	36%	39%	24%	36%	29%	23%
Lower middle	25%	21%	25%	22%	20%	17%
Upper middle	21%	24%	29%	25%	29%	29%
Highest	9%	7%	12%	8%	14%	25%
Not stated	9%	8%	11%	9%	10%	7%

It is also worth noting the following overall median weekly incomes for the Narrandera Shire LGA, with all three categories (personal, family and household) below the averages for NSW and Australia.

Table 7 Median weekly incomes¹

Median weekly incomes (people aged 15 years and over)	Narrandera Shire LGA	NSW	Australia
Personal	\$651	\$813	\$805
Family	\$1,524	\$2,185	\$2,120
Household	\$1,184	\$1,829	\$1,746

¹ Australian Bureau of Statistics, 2021 Census Data by Region.



Socio-economic index

The Socio-Economic Indexes for Areas (SEIFA) is an economic tool developed by the ABS to rank areas in Australia according to their relative socio-economic advantage and disadvantage. It takes into consideration a broad range of variables such as income, education, employment, occupation, housing, etc and is standardised such that the average Australian represents a score of 1000.

In our research we explored two of the indexes published by the ABS:

- **Index of Relative Socio-Economic Disadvantage (IRSD)**
This index ranks areas from most disadvantaged to least disadvantaged, i.e., a lower score will have a greater proportion of relatively disadvantaged people in the area.
From this score however you cannot conclude whether a high-ranking area will have a large portion of relatively advantaged people, just that it has a low proportion of disadvantage.
- **Index of Relative Socio-Economic Advantage and Disadvantage (IRSAD)**
This index considers variables of both advantage and disadvantage and, as such, scores and ranks areas from most disadvantaged to most advantage.

The ABS has also published the variables which have the most impact on both indices, these include:

- IRSD variables of disadvantage:
 - low equivalised household incomes (see below for definition)
 - households with children and unemployed parents
 - percentage of occupied dwellings with no internet connection
 - percentage of employed people classified as labourers.
- IRSAD variables of advantage only (disadvantage similar to IRSD):
 - high equivalised household incomes
 - percentage of households making high mortgage repayments
 - percentage of employed people classified as professionals
 - percentage of employed people classified as managers.

Equivalised household income

- Equivalised household income can be viewed as an indicator of the economic resources available to a standardised household. It is calculated by dividing total household income by an equivalence factor. The factor is calculated in the following way:
 - first adult = 1
 - each additional adult + child over 15 = + 0.5
 - each child under 15 = + 0.3.
- Dividing by the equivalence factor, household income becomes comparable to that of a lone individual, thereby making households with dependants and multiple occupants comparable to those without. By factoring in dependants into household incomes we are provided with a better indicator of the resources available to a household.



A regional summary of SIEFA scores, including national percentiles, is provided in the following table.

Table 8 Regional SEIFA scores and percentiles

Area	SEIFA IRSD	Percentile	SEIFA IRSAD	Percentile
Australia	1,001.2	42	1,002.6	60
NSW	1,000.0	42	1,016.0	67
Regional NSW	982.0	32	962.0	36
Riverina-Murray	968.8	26	943.3	27
Narrandera Shire LGA	929.1	14	910.0	15

Narrandera Shire Council’s IRSD score of 929.1 is well below the Riverina-Murray, NSW, and Australia rankings. The ranking places the LGA in the 14th percentile, meaning approximately 86% of Australian suburbs have a SEIFA IRSD ranking higher than this area (less disadvantaged), while 14% are lower.

IRSAD includes levels of both advantage and disadvantage. Narrandera Shire Council’s score of 910.0 places the LGA into the 15th percentile. A lower IRSAD score compared to IRSD score is indicative of fewer opportunities within the LGA, e.g., lower equivalised incomes, lower education levels, fewer employment opportunities within the area or less skilled jobs.

An area-level summary is provided in the table below.

Table 9 Area-level SEIFA scores and percentiles

Area	SEIFA IRSD	Percentile	SEIFA IRSAD	Percentile
Other rural and villages	1,056.5	76	1,029.1	74
Barellan	943.8	18	920.6	18
Narrandera	902.7	10	885.5	10

Analysis at the grouping level demonstrates significant inequity between different parts of the LGA. On the one hand, ‘Other rural and villages’ (IRSD in the 76th percentile and IRSAD in the 74th percentile) has levels of disadvantage below the average levels in the Riverina-Murray, NSW, and Regional NSW. Barellan and Narrandera however show significant disadvantage, with both groupings scoring significantly lower.



Table 10 Suburb SEIFA rankings

Suburb	SEIFA IRSD	Percentile	SEIFA IRSAD	Percentile
Euroley	1083.5	92	1050.8	84
Binya	1074.3	88	1046.6	82
Corobimilla	1073.1	87	1044.3	82
Gillenbah	1073.1	87	1044.3	82
Sandigo	1073.1	87	1044.3	82
Kamarah	1045.2	69	1017.7	68
Colinroobie	1040.1	66	1014.0	66
Brobenah	1040.1	66	1014.0	66
Moombooldool	1040.1	66	1014.0	66
Grong Grong	1039.5	66	1015.1	67
Landervale	1039.5	66	1015.1	67
Barellan	943.8	18	920.6	18
Narrandera	902.7	10	885.5	10

At a suburb profile level, Narrandera and Barellan can be considered very disadvantaged, with IRSAD rankings in the tenth and 18th percentile respectively. This is most likely due to lower levels of household income and higher levels of unemployment, which can be seen through our analysis. There are higher levels of lone-parent households within both Narrandera and Barellan, which can be considered to be more vulnerable to rating increases, and therefore this potential inequity should be considered by Council, for example through reviewing its hardship policy. In addition to these factors, both suburbs have similar proportions of households utilising social housing, which although a marker of disadvantage does mean that this proportion of the community will not be directly affected by any potential rise in rates.

Euroley, Binya, Corobimilla, Gillenbah and Sandigo can be considered particularly advantaged, all with IRSAD scores in either the 84th or 82nd percentile. However, they do only account for 7% of the total population, with 84% residing in the significantly more disadvantaged suburbs of Narrandera and Barellan. It is therefore extremely important that this inequality is considered by Council, for example, through appropriate hardship policies.



Vulnerable groups or individuals

This section of the report considers whether there are any spatial patterns of individuals or groups who either need additional community services or are more sensitive to a change in rates.

Workforce status

The levels of full or part-time employment and unemployment are indicative of the strength of the local economy and social characteristics of the population.

Table 11 Community workforce status – 2021

Workforce status	Barellan	Narrandera	Other rural and villages	Narrandera Shire LGA
Employed	90%	88%	98%	90%
Employed, worked full-time	62%	54%	65%	56%
Employed, worked part-time	23%	29%	29%	29%
Employed, away from work	6%	5%	4%	5%
Unemployed	5%	6%	1%	5%
Unemployed, looking for full-time work	5%	4%	1%	4%
Unemployed, looking for part-time work	0%	2%	0%	2%
Total	203	1,933	423	2,599

Note: Pensioners, overseas visitors and other non-participants are not included in the total labour force.

In 2021, unemployment within the LGA (5%) was equivalent to the averages for Regional NSW and NSW (both 5%) but marginally higher than Riverina-Murray (4%). It is noted that Narrandera (6%, representing 112 people) has the highest levels. Narrandera also has the lowest levels of the workforce in full-time employment (54%); however, this is in line with the NSW average of 53%.

Pensioners

A distinction is made between retirees, and eligible pensioners. To be classified as a pensioner for the purposes of receiving rates rebates, ratepayers must be receiving Centrelink payments such as the age pension or have partial capacity to work such as having a disability, being a carer or being a low-income parent. These individuals have reduced income streams and can be vulnerable to financial shocks and price rises.

Table 12 Number of residential pensioner assessments

Grouping	Total number of residential assessments	Number of pensioner assessments	Percentage of pensioner assessments
Barellan	200	43	22%
Narrandera	2,039	445	22%
Other rural and villages	233	19	8%
Narrandera Shire LGA	2,472	507	21%



It is observed that both Barellan and Narrandera have the highest proportion of residential pensioners (both at 22%), with ‘Other rural and villages’ substantially lower at 8%. The largest number of residential pensioner assessments are within Narrandera (445).

Table 13 Number of farmland pensioner assessments

Grouping	Total number of farmland assessments	Number of pensioner assessments	Percentage of pensioner assessments
Barellan	93	0	0%
Narrandera	79	4	5%
Other rural and villages	648	4	1%
Narrandera Shire LGA	820	8	1%

Narrandera has the largest proportion of farmland pensioner assessments (5%), with the Narrandera grouping and ‘Other rural and villages’ grouping both having the highest number of farmland pensioners at 4 each, totalling 8 for the whole LGA.

These eligible pensioners (residential and farmland) have access to mandatory rebates (up to a maximum of \$250 per year) on their rates.

Core assistance

Table 13 highlights the areas within the LGA that have higher concentrations of people who need assistance in their day-to-day lives with self-care, body movements or communication – because of a disability, long-term health condition or old age.

Table 14 Number of people requiring core assistance

Assistance required	Number	Percentage
Barellan	23	6%
Narrandera	385	9%
Other rural and villages	24	3%
Narrandera Shire LGA	443	8%

We observe that those needing assistance are concentrated in the Narrandera area. ‘Other rural and villages’ has a low proportion (3%) of the population requiring assistance, however this is a similar number of the population as Barellan (24 and 23 respectively). Overall, the LGA is sitting slightly higher than the Riverina-Murray (6%) and NSW (6%) averages.



Housing stress

The National Centre for Social and Economic Modelling (NATSEM) defines households experiencing ‘housing stress’ as those that satisfy both of the following criteria:

- equivalised household income is within the lowest 40% of the state’s income distribution
- housing costs (i.e., mortgage and/or rent repayments) are greater than 30% of household income.

Due to equivalised household income data being unavailable for direct analysis, we have utilised the median weekly household income and median weekly rent/mortgage repayments as substitutes. Please note that this does not allow for the number of household members or dependents to be taken into account and therefore this data analysis will be less accurate in pinpointing potential for household stress.

Research funded by the ACT Government on housing and homelessness issues in the ACT found that due to financial pressures:

- 19% of households facing housing stress compromised a lot on their grocery spend over a 12-month period.
- 24% of households facing housing stress found rent/mortgage repayments quite/very difficult in the last three months.

Households facing housing stress are highly likely to be under significant financial stress and vulnerable to sudden increases in council rates.

Mortgage stress

A comparison of the median weekly household income and median monthly mortgage for all groupings is as follows.

Table 15 Analysis of median weekly household income and mortgage repayments

Grouping	Median weekly household income	Median weekly mortgage repayments	Mortgage cost percentage of income
Barellan	\$1,262	\$186	15%
Narrandera	\$1,113	\$271	24%
Other rural and villages	\$1,618	\$304	19%
Narrandera Shire LGA	\$1,184	\$250	21%

The table above, while not specifically identifying mortgage stress, does give an indication of areas where mortgage stress may be more likely. Narrandera therefore looks slightly more likely to have potential for mortgage stress when compared to the two other groupings.

It has also been identified, from Census data, that 10% of households within the Narrandera Shire LGA have mortgage repayments greater than 30% of household income. This is lower than the NSW (17%) and Australian (15%) averages.



A recent study² does however indicate that, in some areas of Narrandera Shire, between 29-36% of the population are currently experiencing mortgage stress (although data was not available for all postcodes).

Rental stress

Although renters are not usually immediately directly affected by an increase to council rates, there is generally considered to be a flow-on effect whereby landlords can pass on rate increases to the tenant via an increase in rental payments. It is therefore important to also consider rental stress and any areas within the LGA where this may be higher.

The following table compares the median weekly household income with the median weekly rental payment for each area. As with the indicators for mortgage stress, rental stress is also looking more likely in Narrandera when compared to other groupings.

Table 16 Analysis of median weekly household income and rental payments

Grouping	Median weekly household income	Median weekly rental payments	Rental payment percentage of income
Barellan	\$1,262	200	16%
Narrandera	\$1,113	210	19%
Other rural and villages	\$1,618	139	17%
Narrandera Shire LGA	\$1,184	200	9%

Leaving median comparisons to one side, additional Census data shows that 28% of households in the LGA actually have rental payments greater than 30% of household income, however this is lower than NSW and Australian averages, at 36% and 32% respectively.

² Digital Finance Analytics, 2023. Sourced from ABC News and retrieved from: <https://www.abc.net.au/news/2023-06-15/cost-of-living-report-households-mortgage-stress-rental-stress/102417204>.



Trends in cost of living

The cost of living can best be described as the cost of maintaining a certain standard of living. Identifying trends in future costs, particularly with regards to discretionary and non-discretionary income. The following table presents the changes in typical household expenditure throughout the council areas located within the Riverina and Murray Joint Organisation (RAMJO), over a five-year period.

Table 17 Five-year comparison of cost of living in LGAs within the Riverina and Murray Joint Organisation³

Household expenditure (totals)	2021 – 2022		2016 – 2017		Change		
	\$ per household	% of expenditure	\$ per household	% of expenditure	\$ per household	% of expenditure	% change
Food	\$14,815	11%	\$13,200	11%	\$1,616	1%	12%
Alcoholic beverages and tobacco	\$6,812	5%	\$7,294	6%	-\$482	-1%	-7%
Clothing and footwear	\$6,137	5%	\$5,274	4%	\$863	1%	16%
Furnishings and equipment	\$7,467	6%	\$6,609	5%	\$859	1%	13%
Health	\$9,282	7%	\$8,311	7%	\$971	1%	12%
Transport	\$10,548	8%	\$12,653	10%	-\$2,105	-2%	-17%
Communications	\$3,061	2%	\$2,446	2%	\$615	1%	25%
Recreation and culture	\$16,208	13%	\$14,918	12%	\$1,290	1%	9%
Education	\$5,283	4%	\$4,759	4%	\$524	0%	11%
Hotels, cafes and restaurants	\$9,965	8%	\$11,236	9%	-\$1,271	-1%	-11%
Miscellaneous goods and services	\$20,965	16%	\$20,472	16%	\$493	0%	2%
Housing	\$14,780	11%	\$14,564	12%	\$215	0%	1%
Utilities	\$4,371	3%	\$4,366	4%	\$5	0%	0%
Total expenditure	\$129,696	100%	\$126,103	100%	\$3,593	0%	3%
Net savings	\$30,872	19%	\$14,180	10%	\$16,692	9%	118%
Total disposable income	\$160,569	0%	\$140,283	0%	\$20,285	0%	14%
Non-discretionary	62,994	49%	60,814	48%	2,180	0.3%	4%
Discretionary	66,700	51%	65,288	52%	1,412	-0.3%	2%

³Non-discretionary spending includes the following categories: food, clothing and footwear, health, transport, communications, housing, and utilities.

³ National Institute of Economic and Industry Research (NIEIR), 2023. Compiled and presented in economy.id by. Data based on 2020–21 price base for all years. NIEIR ID data is inflation adjusted each year to allow direct comparison and annual data releases adjust previous years' figures to a new base year.



Table 16 shows that, over the five-year period, total disposable income across the RAMJO area has increased by an average of \$20,285 (14%) due to a net annual savings increase of \$16,692, which indicates potential capacity to absorb increased rates. Discretionary spending has reduced by 0.3%, with non-discretionary spending increasing by the same percentage. Total expenditure has increased by 3% within the RAMJO region, which contrasts with the average for Regional NSW, which has decreased by 1%.

Industry

In 2021, the main industries in order of employment (as percentage FTE employed) were Agriculture, Forestry and Fishing (23.2%), Health Care and Social Assistance (10.5%), Construction (10.2%) and Education and Training (10.2%). This is generally in line with the Riverina-Murray averages, however with a higher dependence on Agriculture, Forestry and Fishing and a lower dependence on Manufacturing. It is notable however that the biggest sector in regard to wages and salaries for the LGA, is Public Administration and Safety (17.5% or \$29.4 million), compared to Agriculture, Forestry and Fishing which supplies 7.1% (\$11.9 million) of the LGA's wages.

Agriculture, Forestry and Fishing is the most productive industry for the Narrandera Shire LGA, generating 21% of the region's value (as value added) compared to 2% for NSW and 14.1% for Riverina-Murray. Rental, Hiring and Real Estate Services is also more productive for the LGA (15.1%) compared to 13.4% for NSW and 12.7% for Riverina-Murray.

Table 18 Value added by industry sector⁴

Industry sector	Narrandera (A) (2022 Release 2)		New South Wales (State) (2022 Release 2)		Riverina-Murray Region (2022 Release 2)	
	\$m	%	\$m	%	\$m	%
Agriculture, Forestry and Fishing	\$73.365	21.04%	\$12,966.534	1.98%	\$2,386.194	14.14%
Rental, Hiring and Real Estate Services	\$52.801	15.14%	\$87,774.738	13.42%	\$2,146.641	12.72%
Construction	\$37.511	10.76%	\$55,069.609	8.42%	\$1,346.549	7.98%
Public Administration and Safety	\$35.093	10.06%	\$40,811.071	6.24%	\$1,723.054	10.21%
Health Care and Social Assistance	\$26.737	7.67%	\$57,264.373	8.75%	\$1,462.924	8.67%
Education and Training	\$24.657	7.07%	\$38,136.608	5.83%	\$1,055.494	6.25%
Transport, Postal and Warehousing	\$21.142	6.06%	\$30,228.552	4.62%	\$663.232	3.93%
Manufacturing	\$18.353	5.26%	\$35,934.134	5.49%	\$1,527.975	9.05%
Retail Trade	\$14.670	4.21%	\$28,415.070	4.34%	\$748.677	4.44%
Accommodation and Food Services	\$10.111	2.90%	\$13,645.619	2.09%	\$450.078	2.67%

⁴ Sourced by REMPLAN from Australian Bureau of Statistics 2021 Census data.



Industry sector	Narrandera (A) (2022 Release 2)		New South Wales (State) (2022 Release 2)		Riverina-Murray Region (2022 Release 2)	
	\$m	%	\$m	%	\$m	%
Wholesale Trade	\$7.688	2.20%	\$22,878.439	3.50%	\$462.934	2.74%
Other Services	\$6.704	1.92%	\$10,550.749	1.61%	\$291.804	1.73%
Professional, Scientific and Technical Services	\$5.880	1.69%	\$55,110.530	8.42%	\$492.284	2.92%
Financial and Insurance Services	\$5.251	1.51%	\$87,218.554	13.33%	\$479.615	2.84%
Electricity, Gas, Water and Waste Services	\$3.047	0.87%	\$16,890.900	2.58%	\$752.244	4.46%
Administrative and Support Services	\$3.009	0.86%	\$14,398.157	2.20%	\$291.983	1.73%
Information Media and Telecommunications	\$1.885	0.54%	\$21,547.505	3.29%	\$143.651	0.85%
Arts and Recreation Services	\$0.813	0.23%	\$4,654.596	0.71%	\$63.929	0.38%
Mining	\$0.000	0.00%	\$20,681.328	3.16%	\$385.258	2.28%
Total	\$348.718	100.00%	\$654,177.065	100.00%	\$16,874.520	100.00%

The industry sectors which are the key drivers of the Narrandera Shire LGA’s economy, in terms of regional exports, employment, value-added and local expenditure on goods and services, are:

- Public Administration, Regulatory Services, Order and Safety
- Construction
- Livestock, Grains and Other Agriculture.



Discussion

The Narrandera Shire LGA as a whole can be considered to be a relatively disadvantaged socio-economic area; however, there are significant differences emerging between the different groupings, and this is also evident when reviewing SEIFA rankings. Overall, we observe greater levels of advantage in 'Other rural and villages' when compared to Narrandera and Barellan. It is important to note that this is likely due to higher levels of social housing, unemployment, and lower mortgage values in both Narrandera and Barellan, as well as a greater proportion of residents requiring core assistance. Whilst those living in social housing are unlikely to be affected by increasing rates, it is important for Council to ensure it considers other vulnerable resident ratepayers, such as through appropriate hardship policies.

Key aspects of the Narrandera area, which has an IRSD ranking in the tenth percentile and an IRSAD ranking (including factors of advantage) also in the tenth percentile, include:

- containing the majority of the population of the LGA, at almost 77%
- ranking second for proportion of each age profile type (dependents, working age and retirees)
- the lowest percentage of resident ratepayers (63%) and the highest proportion of renters (25% or 1,071 households) and social housing (3% or 115 households)
- second highest proportion of vulnerable households, at 30%, although noting that this does make up the largest number, at 1,257 households
- highest percentage of one-parent families (16%)
- the highest percentage in the lowest and lower middle categories for both individual and combined household weekly income and the lowest proportion in the upper middle and highest categories for individual income
- highest percentage of unemployment (6%) and lowest proportion employed full-time (54%)
- the lowest median weekly household income compared to the second highest median weekly mortgage repayments (24% of income) and highest median rent (19% of income)
- joint highest proportion of residential ratepayers assessed as pensioners (22%) and the highest percentage of farmland pensioner ratepayers (5%)
- highest proportion of persons requiring assistance at 9%.

Attributes of the Barellan area, which has IRSD and IRSAD rankings in the 18th percentile, include:

- the lowest proportion of the population of the LGA, at 7%
- lowest percentage of dependents (20%) and highest working age (48%) and retirees (32%)
- highest proportion of resident ratepayers (71% or 279 households) and lowest renters (14% or 55 households)
- highest percentage of vulnerable households (31%) due to highest proportion of lone person households (17%)
- the second highest proportion in the lowest individual and combined household weekly income categories, at 35% and 34% respectively
- the lowest proportion in the upper middle and highest combined weekly household income categories (30%)



- the second highest unemployment rate (5%)
- joint highest proportion of pensioner residential ratepayers (22%) and lowest farmland ratepayers assessed as pensioners (0%)
- the lowest median weekly mortgage repayments and second highest median weekly rent, compared to second highest median weekly household income.

The characteristics of the 'Other rural and villages' area, which has an IRSD ranking in the 76th percentile and an IRSAD ranking in the 74th percentile, include:

- contains 15% of the proportion of the LGA's population
- highest proportion of dependents but lowest proportion of working age and retirees
- highest percentage of households living rent free (12% or 100 households) and lowest proportion of social housing (1% or 5 households)
- lowest resident ratepayers with a mortgage (24% or 203 households)
- highest percentage of households containing couples with children (44%) and couples without children (26%)
- lowest proportion of vulnerable households (17%)
- lowest percentage in lowest (28%) and lower middle (14%) individual weekly income categories, as well as in the lowest combined weekly household income category (22%)
- highest proportions in the upper middle (29%) and highest (12%) combined weekly household income categories
- lowest percentage of unemployment (1%)
- highest median weekly mortgage repayments but also highest median weekly household income
- lowest proportion of residential ratepayers assessed as pensioners (8%)
- lowest proportion of persons requiring assistance (3%).



Proposed rating changes

Narrandera Shire Council is considering two options in relation to a special variation, in addition to not applying an SV. These options are all permanent, and all assume a rate peg for 2024/25 of 3.5%, and a rate peg of 2.5% in all following years:

- **Option 1** – apply a one-year special variation to all categories of 38.0% in addition to the normal annual rate peg increase of 3.5% (cumulative increase over the SV period is 41.5%).
- **Option 2** – apply a two-year special variation to all categories of 22.0% in the first year and 15.5% in the second year, in addition to the normal annual rate peg increases of 3.5% and 2.5% per year (cumulative increase over the SV period is 48.1%).
- **Base case** – apply only the normal annual rate peg increases, of 3.5% in the first year and 2.5% in the following years, to all rate categories.

We have reviewed Council’s average rates by area grouping, across each of the rating categories. We have compared the averages for each option against the base case option (applying only the rate peg and no SV). The following table summarises the options and our analysis of each scenario follows.

Table 19 Proposed special variation options

SV option	2024/25	2025/26	Cumulative increase over SV period	Comparison rate – all options over four years
Base case – rate peg only	3.5%	2.5%	-	6.1%
Option 1 – one-year SV	41.5%	Rate peg	41.5%	45.0%
Option 2 – two-year SV	25.5%	18.0%	48.1%	48.1%

Note: Cumulative amounts are expressed as required by IPART and only go to the end year of the SV – therefore, they are not comparable. A two-year comparison cumulative rate is also provided for reference.

In the following analysis, we have compared the average rate at the end of the proposed SV period (either one or two years – as outlined above) for the relevant scenario and the base case over the same period. We then outline the average annual and weekly increases during the proposed SV period. Finally, we have included columns to show each of the scenarios after two years (the longest proposed SV option) to allow for further comparison of the proposed options.



Residential rates – impact analysis by scenario

Option 1

Table 20 Estimated 2024/25 average residential rates – option 1 and base case

Residential ratepayers – comparison of average rates	Average 2024/25 rate – option 1 SV (\$)	Average 2024/25 rate – base case no SV (\$)	Average annual increase by end of 2024/25 (\$)	Average weekly increase (\$)	Comparative rate after two years – option 1 (\$)	Comparative rate after two years – base case (\$)
Barellan	753	550	202	3.89	771	564
Narrandera	1,106	809	297	5.71	1,133	829
Other rural and villages	822	601	221	4.25	842	616

The impact of increases in rates will be unequal across the LGA due to the variance in residential land value from area to area and within each area, with those in the higher land value area of Narrandera (average rate to increase to \$1,106, an increase of \$5.71 per week, by the end of 2024/25 the proposed SV period) expected to see a larger increase in average rates compared to the lower land value area of Barellan (average to increase to \$753, an increase of \$3.89 per week). It is noted that the majority of ratepayers, 2,039 or 82% of the LGA’s ratepayers, live within the Narrandera grouping.

For comparison with option 2, the two-year estimated average rate for option 1, which includes one year of rate peg in addition to the proposed SV option, has been included.

Option 2

Table 21 Estimated 2025/26 average residential rates – option 2 and base case

Residential ratepayers – comparison of average rates	Average 2025/26 rate – option 2 SV (\$)	Average 2025/26 rate – base case no SV (\$)	Average annual increase by end of 2025/26 (\$)	Average weekly increase (\$)	Comparative rate after two years – option 2 (\$)	Comparative rate after two years – base case (\$)
Barellan	788	564	112	2.15	788	564
Narrandera	1,157	829	164	3.16	1,157	829
Other rural and villages	860	616	122	2.35	860	616

As with option 1, residential ratepayers in the higher land value area of Narrandera (average to increase to \$1,157, an increase of \$3.16 per week, by the end of 2025/26 the proposed SV period) are expected to see a larger increase in average rates compared to the lower land value areas of Barellan (average to increase to \$788, an increase of \$2.15 per week) and ‘Other rural and villages’ (average to increase to \$860, an increase of \$2.35 per week).



Summary

As a result of higher average land values in Narrandera, residential ratepayers in this grouping are likely to see a larger increase in rates. This area has the lowest levels of individual and household income within the LGA and some of the highest levels of disadvantage. It also contains the majority of the LGA’s ratepayers, at 82%. It is therefore important for Council to consider the impact on individual ratepayers, such as through hardship policies.

This compares to ‘Other rural and villages’, where ratepayers will see a lower increase in average rates, due to lower residential land values, however this is considered to be an advantaged grouping, with much lower levels of disadvantage and higher levels of resident ratepayers. This grouping can therefore be considered to have a potential capacity to pay increased rates.

Farmland rates – impact analysis by scenario

Option 1

Table 22 Estimated 2024/25 average farmland rates – option 1 and base case

Farmland ratepayers – comparison of average rates	Average 2024/25 rate – option 1 SV (\$)	Average 2024/25 rate – base case no SV (\$)	Average annual increase by end of 2024/25 (\$)	Average weekly increase (\$)	Comparative rate after two years – option 1 (\$)	Comparative rate after two years – base case (\$)
Barellan	6,130	4,484	1,646	31.66	6,282	4,597
Narrandera	4,619	3,379	1,241	23.86	4,734	3,464
Other rural and villages	5,606	4,101	1,506	28.95	5,745	4,204

As with the residential category, the impact will vary from area to area, due to the variance in farming land values (as determined by the NSW Valuer General). ‘Other rural and villages’, which has the highest number of farmland ratepayers at 648, will see average rates increase to \$5,606 in 2024/25 (an increase of \$28.95 per week for the duration of the SV period). Those in the higher land value area of Barellan (average to increase to \$6,130, an increase of \$31.66 per week) are expected to see larger increases in average rates compared to the lower land value area of Narrandera (average to increase to \$4,619, an increase of \$23.86 per week).

For comparison with option 2, the two-year estimated average rate for option 1, which includes one year of rate peg in addition to the proposed SV option, has been included.



Option 2

Table 23 Estimated 2025/26 average farmland rates – option 2 and base case

Farmland ratepayers – comparison of average rates	Average 2025/26 rate – option 2 SV (\$)	Average 2025/26 rate – base case no SV (\$)	Average annual increase by end of 2025/26 (\$)	Average weekly increase (\$)	Comparative rate after two years – option 2 (\$)	Comparative rate after two years – base case (\$)
Barellan	6,416	4,597	910	17.50	6,416	4,597
Narrandera	4,835	3,464	686	13.18	4,835	3,464
Other rural and villages	5,868	4,204	832	16.00	5,868	4,204

As with option 1, farmland ratepayers in the higher land value area of Barellan (average to increase to \$6,416, an increase of \$17.50 per week for the duration of the SV period) are expected to see larger increases in average rates compared to the lower land value areas of ‘Other rural and villages’ (average to increase to \$5,868, an increase of \$16.00 per week) and Narrandera (average to increase to \$4,835, an increase of \$13.18 per week).

Summary

Due to higher average land values in Barellan, farmland ratepayers in this grouping are likely to see a larger increase in rates. Overall, for residential and farmland, this grouping has an IRSAD ranking in the 18th percentile and, due to slightly lower household income levels within this grouping as a whole, farmland ratepayers in Barellan may have a reduced capacity to pay. However, it is important to note that this is the second smallest farmland grouping, containing 93 farmland ratepayers, and does not contain any farmland ratepayers that have been assessed as pensioners. Although, Council should still ensure that it considers any other vulnerable ratepayers within this grouping.

‘Other rural and villages’, which has the largest number of farmland ratepayers at 648, will see the next highest increase in average rates, due to slightly lower land values. As mentioned previously, this can be considered a more advantaged grouping, with a higher potential capacity to pay.

In Narrandera, which has higher rates of disadvantage and a lower number of farmland ratepayers (79), the impact is lower, and it will therefore see the smallest increase to average rates.



Business – impact analysis by scenario

Option 1

Table 24 Estimated 2024/25 average business rates – option 1 and base case

Business ratepayers – comparison of average rates	Average 2024/25 rate – option 1 SV (\$)	Average 2024/25 rate – base case no SV (\$)	Average annual increase by end of 2024/25 (\$)	Average weekly increase (\$)	Comparative rate after two years – option 1 (\$)	Comparative rate after two years – base case (\$)
Barellan	900	658	242	4.65	922	675
Narrandera	2,049	1,499	550	10.58	2,100	1,536
Other rural and villages	1,449	1,060	389	7.48	1,485	1,087

Table 24 sets out the average impact of applying SV option 1 compared with increasing rates by the normal annual rate peg increase (base case) for business ratepayers.

Across the Narrandera Shire Council LGA, business ratepayers would pay, on average, an additional \$9.24 per week, for the duration of the proposed SV period (to end of 2024/25), under option 1 compared to what they would pay if there was no SV. The impact of increases in rates, however, will be unequal across the LGA due to the large variance in land values (as determined by the NSW Valuer General).

Narrandera (average to increase to \$2,049, an increase of \$10.58 per week for duration of SV period) will see the largest increase for the business category. This compares to Barellan (average to increase to \$900, an increase of \$4.65 per week) and ‘Other rural and villages’ (average to increase to \$1,449, an increase of \$7.48 per week) which will see lower increases.

It is important to note that the majority of business ratepayers are within either the Narrandera grouping (337 ratepayers) and the ‘Other rural and villages’ grouping (149 ratepayers).

Option 2

Table 25 Estimated 2025/26 average business rates – option 2 and base case

Business ratepayers – comparison of average rates	Average 2025/26 rate – option 2 SV (\$)	Average 2025/26 rate – base case no SV (\$)	Average annual increase by end of 2025/26 (\$)	Average weekly increase (\$)	Comparative rate after two years – option 2 (\$)	Comparative rate after two years – base case (\$)
Barellan	942	675	134	2.57	942	675
Narrandera	2,145	1,536	304	5.85	2,145	1,536
Other rural and villages	1,517	1,087	215	4.14	1,517	1,087

For SV option 2, across the Narrandera Shire Council LGA, business ratepayers would pay, on average, \$5.11 per week more than the base case (no SV), for the duration of the SV period (to end of 2025/26).



As with option 1, business ratepayers in the middle of the range land value area of ‘Other rural and villages’ (average to increase to \$1,517, an increase of \$4.14 per week) are expected to see lower increases in average rates compared to the higher land value area of Narrandera (average to increase to \$2,145, an increase of \$5.85 per week for duration of SV period).

Summary

Narrandera will see the highest average increase in rates across all SV options, followed by ‘Other rural and villages’, these groupings contain 86% of the LGA’s business ratepayers.

Other rating considerations

Table 26 Estimated 2025/26 rates for OLG Group 10 large rural councils – using actual 2021/22 average rates

Estimated average rates for 2025/26						
Group 10 LGA	Est. average residential (\$)	Residential rank	Est. average farmland (\$)	Farmland rank	Est. average business (\$)	Business rank
Berrigan	869	15	2,652	15	1,609	13
Bland	Not provided	--	Not provided	--	Not provided	--
Blayney	1,443	3	3,507	13	1,278	18
Cobar	1,750	1	1,898	22	1,314	17
Dungog	1,445	2	3,694	10	1,497	15
Edward River	1,193	5	3,768	9	2,372	4
Forbes	1,004	9	2,966	14	3,186	2
Glen Innes Severn	994	11	3,596	11	1,800	10
Gwydir	870	14	6,533	1	1,927	8
Junee	1,170	6	4,659	5	2,970	3
Kyogle	1,279	4	2,226	19	1,604	14
Lachlan	642	21	3,889	8	829	21
Liverpool Plains	1,054	8	6,142	2	1,844	9
Narrandera (base case)	788	17	4,198	7	1,342	16
Narrandera Shire - SV option 1	1,078	8	5,739	3	1,835	10
Narrandera Shire - SV option 2	1,100	7	5,860	3	1,873	9
Narromine	877	13	4,776	4	2,196	5
Oberon	1,081	7	2,276	18	1,234	19
Temora	745	18	2,512	17	1,670	a
Tenterfield	997	10	2,550	16	2,173	6
Upper Lachlan	648	20	2,154	20	1,635	12
Uralla	806	16	4,541	6	766	22
Walgett	449	22	5,458	3	864	20



Estimated average rates for 2025/26						
Group 10 LGA	Est. average residential (\$)	Residential rank	Est. average farmland (\$)	Farmland rank	Est. average business (\$)	Business rank
Warrumbungle	705	19	3,593	12	1,936	7
Wentworth	895	12	2,004	21	7,033	1
Average for group 10	987		3,618		1,958	
Median for group 10	944		3,594		1,652	
Griffith (Group 4)	1,386		4,907		3,685	
Leeton (Group 11)	1,254		4,188		1,101	

Table 26 shows estimated average rates for the 2025/26 financial year (calculated by forecasting OLG time series reported year for group 10 regional town/city councils). These councils are similar in size to Narrandera and are used for comparison. Griffith (group 4) and Leeton (group 11) are also included for comparison as neighbouring councils.

Within group 10, Narrandera’s average rates for residential and business sit well below the average and median levels and towards the bottom end of the range for comparable councils. For farmland it sits just above the average level for comparable councils. When allowing for the proposed SV options, Narrandera’s average residential rates will be slightly above average for group 10 large rural councils (estimated to rank seventh and eighth, dependent on SV scenario, when the other scenarios are excluded). Average farmland rates will move towards the top end of the range (estimated third for each SV option, when the other scenarios are excluded) and business will sit slightly below average (ninth and tenth).



Figure 6 Actual (2022) rates as a percentage of operating expenses for OLG Group 10 large rural councils



Figure 6 shows total council rates as a percentage of operating expenditure for group 10 large rural councils. For the 2021/22 financial year Dungog had the highest level of rates as a percentage of operating expenses (at 34%), and at the lower end was Cobar at 10%. The average for group 10 large rural councils was 22%. Narrandera ranked 11th out of 23 councils, with rates income representing 22% of total operating expenditure in 2021/22. This has reduced from 26% in 2020/21 and a three-year average of 24%. A lower percentage is an indication that Council's rates are below the level required to service the community.



Willingness to pay

Table 27 Actual outstanding rates and charges for OLG Group 10 large rural councils

Rates and annual charges outstanding (%)	2021/22	2020/21	2019/20
Berrigan	4.1%	4.1%	5.1%
Bland	4.6%	5.8%	9.9%
Blayney	1.6%	1.5%	2.8%
Coobar	12.8%	9.8%	10.1%
Dungog	6.9%	6.2%	6.2%
Edward River	6.2%	7.0%	10.6%
Forbes	7.2%	7.2%	7.9%
Glen Innes Severn	5.2%	5.2%	8.4%
Gwydir	5.5%	4.7%	4.0%
Junee	7.4%	9.8%	8.1%
Kyogle	6.2%	6.7%	5.7%
Lachlan	9.3%	8.9%	10.4%
Liverpool Plains	7.8%	10.0%	10.4%
Narrandera	7.7%	9.3%	8.3%
Narromine	6.4%	7.9%	8.7%
Oberon	6.4%	7.6%	10.1%
Temora	3.0%	3.3%	3.9%
Tenterfield	4.0%	4.4%	7.6%
Upper Lachlan	3.2%	2.4%	2.7%
Uralla	10.5%	9.0%	11.8%
Walgett	14.2%	11.4%	10.8%
Warrumbungle	10.0%	14.9%	10.9%
Wentworth	12.2%	9.7%	12.1%
Griffith (Group 4)	9.0%	10.5%	8.3%
Leeton (Group 11)	6.2%	3.5%	1.8%

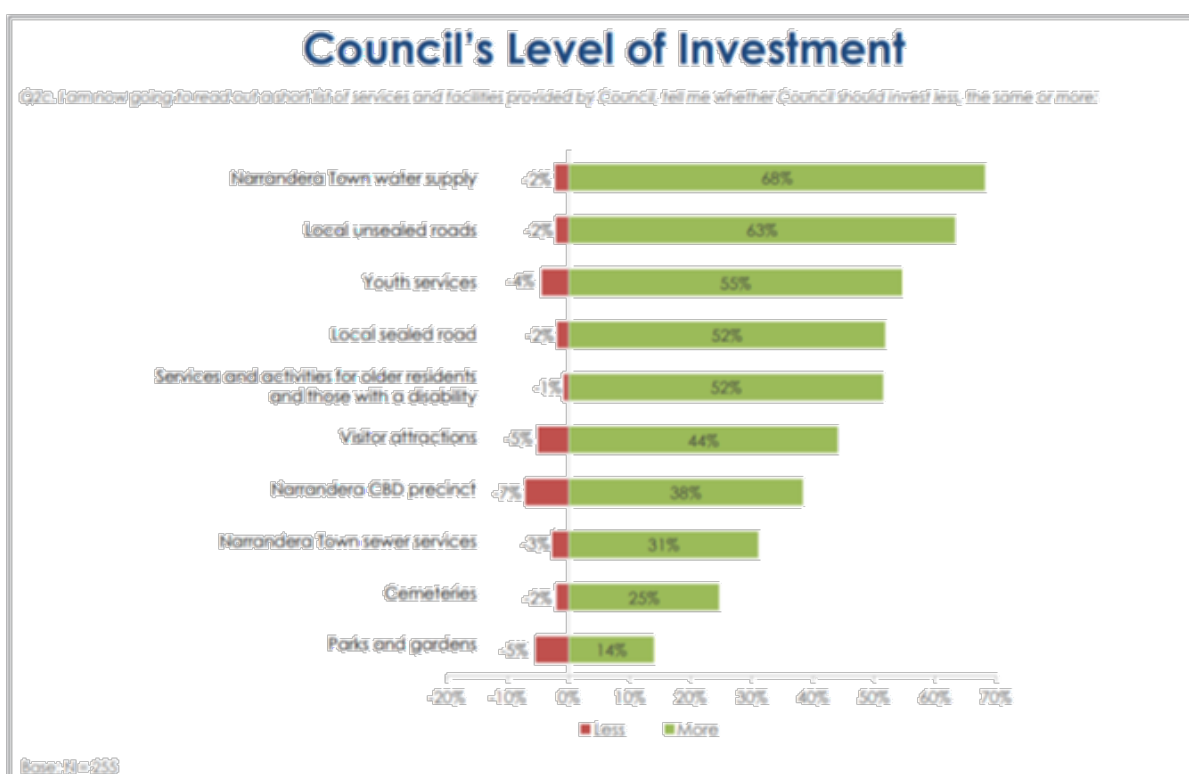


Table 27 shows outstanding rates and charges ratios over the past three reporting years for NSW large rural (group 10) councils. Narrandera’s percentage for 2022/23 is 6.9%, a further reduction from 7.7% in 2021/22. The NSW benchmark for rural councils is 10%, and Narrandera has consistently been below this percentage for the past four financial years – this is therefore an indicator of capacity and willingness to pay.

As part of its community satisfaction survey, undertaken in March 2021 by Micromex Research, Narrandera included a question around whether Council should invest more, the same or less across ten services and facilities. Analysis of survey feedback revealed the following:

- There was no appetite for any service reduction across the ten assets.
- Local unsealed roads were the second service considered to require the most investment into the future (63% voting more) and local sealed roads also had a majority voting for more investment (52%).
- Youth services and services for older residents and those with a disability were also high, at 55% and 52% respectively.

Figure 7 Community satisfaction survey question on Council’s level of investment into the future - March 2021



These results are a possible indication that there is some willingness to pay within the community, particularly in relation to improved roading and increased community services for the more vulnerable members of the community.



Conclusion

It is apparent, from our analysis, that the LGA has reasonably significant levels of disadvantage, mixed with some pockets of significant advantage. This inequity is highlighted by the grouping and locality level SIEFA rankings, which vary quite substantially. Overall, the LGA is in the 14th percentile for IRSD and 15th for IRSAD. This is notably lower than the Regional NSW averages of 32nd and 36th, and Riverina-Murray averages of 26th and 27th. It is important that Council acknowledges the levels of disadvantage within the community, and that it does not significantly marginalise particularly vulnerable individuals and households, especially in the Narrandera and Barellan groupings.

There is some disparity in relation to the proposed SV increases, as some of the groupings with lower levels of advantage will see higher average increases, due to higher average residential land values in these areas. This means that Council should ensure that it considers vulnerable ratepayers and provides access to support, such as through hardship policies.

When compared with similar rural councils (OLG group 10 classification), Narrandera currently has average residential rates that sit well below the average of comparison councils. Should one of the SV options be implemented across the LGA, residential rates are estimated to be an average of between \$290 to \$312 higher, by the end of 2025/26, than they would be under normal rate increases (rate peg). This would mean that average residential rates would move just above average for the grouping of comparative councils (seventh or eighth out of 22 reporting councils) and would therefore still be very comparable. When looking at rates as a percentage of operating expenditure, this suggests that there is a slight downward trend and that Council's rates may be becoming less than is required to service the community. Both of these factors indicate that there is some capacity for ratepayers to absorb rate rises.

Narrandera, containing almost 77% of the population, has the highest average residential land values, and as such, the impact here will be greatest for ratepayers. Narrandera has the highest levels of disadvantage (IRSD and IRSAD rankings in the tenth percentile), the lowest levels of individual and household income within the LGA, and the highest number of vulnerable households. This grouping may therefore have a lesser or restricted capacity to pay, and it is particularly important for Council to consider vulnerable resident ratepayers within the grouping. It does, however, contain the lowest proportion of resident ratepayers, at 63%, and the highest proportion of renters - with 22% privately renting and 3% living in social housing, accounting for 1,071 households in total. Although renters may experience indirect effects of a rate increase, depending on their lease agreement/decisions of their landlord, individuals in social housing are unlikely to be impacted by a change in rates.

The 'Other rural and villages' grouping has the second highest average residential land values and will therefore see the second highest average increases under each of the proposed SV options. It contains 15% of the LGA's population and can be considered to be the most advantaged grouping within the LGA, with an IRSD ranking in 76th percentile and IRSAD in 74th. The grouping has the highest proportions in the higher household income categories and the lowest proportion of vulnerable households. From this analysis, it is considered that there is capacity to pay increased rates within this grouping.



The area least impacted is Barellan, which, due to average residential land values, would see the lowest average residential increase. This grouping contains the lowest percentage (7%) of the LGA's population, but has the highest proportion of resident ratepayers, with 71% of households in this grouping either fully owned or mortgaged. It also contains the highest percentage of vulnerable households and the lowest proportions in the highest two household income categories. Due to having the lowest average increases, it is considered that there is some capacity to pay increased rates within this grouping, particularly if Council has appropriate hardship policies in place.

At an overall level, the LGA's average farmland rates currently sit just above average compared to similar councils (using 2022 OLG time series data for group 10), and business rates are well below average when compared to these councils. Under the proposed SV options, average farmland rates would move into the top end of the range (estimated at third) for comparable group 10 councils, and business rates would move to just above average (ninth or tenth dependent on option). As the majority of farmland ratepayers (79%) fall into the 'Other rural and villages' grouping, which can be considered to have significant levels of advantage, it is likely that there is capacity to absorb these increases. There can also be considered to be capacity for business ratepayers to pay the proposed increased rates, when compared to peers.

In addition, Council has low levels of outstanding rates, currently at 6.9%, a continual reduction since 2020/21, and has been consistently below regional benchmarks (10%), signalling that there is a willingness and capacity to pay increased rates within the LGA. This is also suggested by Council's 2021 community satisfaction survey, which emphasized a desire from the community for Council to increase investment across ten services and facilities. This indicates that there is some willingness to pay increased rates in order for Council to continue to service its community to the desired standard, particularly in relation to road infrastructure and services for vulnerable community members.



**Delivery Program 2022-2026
Half Year Performance Review
1 January 2023 to 30 June 2023**

DELIVERY PROGRAM 2022-2026

OUR COMMUNITY

Action: Acknowledge and celebrate our local Wiradjuri culture

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.1.1	To live in an inclusive, healthy and tolerant community with a positive attitude toward others	Progress the implementation of the Cultural Plan to value our Wiradjuri Culture.	Progress the implementation of the Cultural Plan to value our Wiradjuri Culture.	Council continues to work on the new Wiradjuri Honour Wall located in Marie Bashir Park - this project is a memorial wall to the Wiradjuri people of the Narrungdera nation. The project consists of curved concrete walls with granite etched inlays and a central metal sphere feature. This project is funded by Local Roads & Community Infrastructure Grant and Narrandera Shire Council. Council continues to meet regularly with the Aboriginal Elders Liaison Group to discuss matters impacting the Aboriginal community.	Community Support Manager	Progressing	75%

Action: Support opportunities for community participation in diverse arts and cultural activities

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.1.2	To live in an inclusive, healthy and tolerant community with a positive attitude toward others	Our Cultural Plan supports opportunities for the community in arts and our community through cultural events, programs and initiatives.	Progress the implementation of the Cultural Plan to value our Wiradjuri Culture.	The Wide Open Narrandera program has run through 2022-2023 with monthly exhibitions. All 12 exhibitions have been held at the Arts Centre which is an accessible venue. Activities for those with special needs are also coordinated and facilitated by the Narrandera Library, with Social Support and transportation provided through HACC and Community Transport. In 2023 a Seniors Expo was run as part of Seniors Festival which connected older people, including those with special needs, with information and service providers who could assist them to learn about available services and to participate more fully in community activities.	Community Development (including Library) Manager	Completed	100%

Action: Work with event organisers to promote and improve participation in local events and festivals

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.1.3	To live in an inclusive, healthy and tolerant community with a positive attitude toward others	Community events that are highly publicised and promoted with high levels of community participation and positive feedback.	Event statistics and participant feedback.	<p>Contact with and publicity to assist local community groups initiate and promote community events is ongoing. In the past 6 months a number of community events have been successfully held; some have been assisted at a Council level with the support of the Events and Visitor Services Team Leader (EVSTL) and others on a more informal basis.</p> <p>On June 15th a Volunteer Expo was held at the Emergency Operations Centre to recruit new volunteers for all community organisations. A number of these organisations are the hosts of local community events and others are participants. It was identified that more volunteers are needed to assist in the hosting of events with a new concept introduced to these groups of short term volunteer recruitment - the EVSTL will follow up with a workshop to be held in the 2023-2024 to assist in raising the skill levels of groups with regards to Event Management.</p>	Events and Visitor Services Team Leader	Completed	100%

Action: Continue to work with the Aboriginal community fostering mutual respect and understanding through consultation seeking valuable feedback on important projects and initiatives

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.2.1	Work together to advocate for quality health, education, youth and social services	Build on the existing relationship and strengthen connections.	Build on the existing relationship and strengthen connections.	The Narrandera Shire Council Aboriginal Elders Liaison Group held three meetings during the reporting period. During these meetings the committee discussed various matters of importance including: finalising the wording for the Wiradjuri Honour Wall, NAIDOC Week 2023, maintenance of Koori Beach, a presentation from the administrator looking after the Local Aboriginal Lands Council, meeting with all of the Principals from the local schools to discuss education initiatives offered to Aboriginal students and future projects from Landcare.	Community Support Manager	Ongoing commitment	85%

Action: Work with the Youth Council to implement the Youth Strategy

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.2.2	Work together to advocate for quality health, education, youth and social services	A Youth Council that is considered as part of Council.	A Youth Council that is considered as part of Council.	The Narrandera Shire Council Youth Advisory Committee currently has 9 active members ranging in age from 12 - 20 years old. The current Council have been members of the committee since February 2022 and have been highly active in their role in the Youth Advisory Council. During this term, the Youth Advisory Council have been successful in receiving funding under the school holiday program for "Summer Breeze" and "Keeping Out of the Cold" which facilitated activities at the Lake Talbot Water Park, Totem Skate School, Roller Disco and Learn to Skate, a movie night, a Paint and Picasso event and craft lessons.	Community Support Manager	Progressing	75%

Action: Integrate the Youth Council into official Council and community events

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.2.3	Work together to advocate for quality health, education, youth and social services	A Youth Council that is engaged with leadership activities.	A Youth Council that is engaged with leadership activities.	The Youth Advisory Council were present at Council's recent Listening Posts, they provided feedback on the proposed main street upgrade and held their own survey to provide feedback to the Council on important issues facing young people within the community. The information gathered will be presented at the July 2023 Council Meeting. The Youth Council also attended a presentation by the Vape Free Action Group to provide education and awareness of the dangers of vaping. This presentation will be made available to the greater community in July.	Community Support Manager	Progressing	50%

Action: Continued advocacy for the delivery of integrated health services and well-being programs.

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.2.4	Work together to advocate for quality health, education, youth and social services	Continued improvements in the delivery of integrated health services and wellbeing programs.	Continued improvements in the delivery of integrated health services and wellbeing programs.	Attended two further Council of Australian Governments (GOAG) meetings held by the Murrumbidgee Local Health District (MLHD) and lobbied for the renovation of the former nurses' quarters in Narrandera for onsite accommodation for staff and visiting medical officers. The issue of dialysis services was also raised with the incoming government. Council resolved to continue to fund the Rural Doctors Network Scholarships to the value of \$3,000 and supported the hosting of two trainees in February 2023. Quarterly meetings were also attended, organised by the MLHD.	General Manager	Ongoing commitment	100%

Action: Maintain and enhance the connection between Council and the community using available communication channels

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.3.1	To feel connected also safe	A community and Council that is engaged.	Statistical information from the monthly media report submitted to the Executive Leadership Team.	Council continues to utilise various channels to communicate Council activity to the community. During the past six months, twenty-six media releases were distributed through regional and local media with the Communications Officer assisting with 50 media enquiries. The website engaged with 1,420 different users through 11,269 sessions over the quarter, the top three engaged pages being the Home page (2,546), Wiradjuri People (655) and the Working at Council page (557).	Communications Officer	Completed	100%

Action: Continued advocacy for the strengthening of critical emergency services personnel and 'fit for purpose' infrastructure through the Narrandera Community Safety Precinct Committee

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.3.2	To feel connected also safe	Critical emergency services and personnel are readily and consistently available to meet the current and emerging needs of the community.	Details of advocacy opportunities and outcomes relating to personnel numbers and infrastructure improvements.	The General Manager attended two further quarterly meetings of NSW Police district commanders accompanied by Leeton Shire Council delegates. A submission was made to the Department of Regional NSW about the condition of Police buildings in our Shire.	General Manager	Ongoing commitment	100%

Action: Ensure that the CCTV network is functional and there is a program for enhancement

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.3.3	To feel connected also safe	An enhanced CCTV network that captures anti-social behaviour.	A CCTV network that provides NSW Police with information to address anti-social behaviour leading to a reduction in requests to view footage.	Council Information Technology staff have recently implemented a 'Network Video Recorder' server to start consolidating several existing CCTV systems. Council have continued to work with contractors to organise CCTV for the new Narrandera Destination and Discovery Hub. Staff have successfully applied for a Grant to replace and enhance the existing public CCTV systems.	Information Technology Manager	Ongoing commitment	50%

Action: Provide transport opportunities to support independent living at home

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.3.4	To feel connected also safe	A community transport service that supports independent living at home.	A community transport service that supports independent living at home.	The Narrandera - Leeton Community Transport service provided 7,122 trips to residents of the Narrandera and Leeton Shires to attend medical appointments, for social outings and for the purpose of shopping. Of these trips 2,411 were delivered to those who are 65 years and older (or 50 years and older and identify as Aboriginal and Torres Strait Islander), 3,399 were delivered to those who are transport disadvantaged, 100 were delivered to National Disability Insurance Scheme (NDIS) participants and the remainder were delivered through brokerage agreements and non-emergency health related transport. Narrandera - Leeton Community Transport travelled a total of 21,3351 kms during the 6 month reporting period.	Community Support Manager	Ongoing commitment	100%

OUR ENVIRONMENT

Action: Establish strong partnerships to protect, expand and promote Narrandera’s unique koala population with a vision to establish a research centre in Narrandera

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.1.1	To value, care for and protect our natural environment	Our koala population is protected by the scientific and broader community, and a koala research centre is established in Narrandera.	Progress in establishing a research centre in Narrandera, but also the actions taken to protect our koala population and data on the population when available.	The Economic Development team works closely with the Koala Regeneration Committee and have a strong relationship. This partnership then works with Charles Sturt University (CSU), Murrumbidgee Landcare and National Parks and Wildlife Service (NPWS) to ensure that our Koala population remains protected and healthy. A collaborative working relationship with CSU and National Parks and Wildlife is essential as CSU's expertise in ecological research and wildlife conservation is renowned, combined with that of the National Parks and Wildlife's resources and experience in managing protected areas - all contributes to the success of this endeavour. Understanding Koala behaviour, habitat requirements also the impacts of human activities will ultimately lead to effective strategies for their conservation and the protection of	Economic Development Manager	Progressing	50%

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
				their natural habitat here in Narrandera.			

Action: Key environmentally sensitive areas under the control of Council are managed with awareness and sensitivity

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.1.2	To value, care for and protect our natural environment	Environmentally sensitive areas controlled by Council area managed appropriately.	Details of actions taken to prevent environmental damage; where there is a breach, remedial actions taken and measures to prevent reoccurrence.	The Narrandera Flora and Fauna Reserve, the Narrandera Wetlands, the Lake Talbot and Rocky Water Holes precincts are all managed in accordance with the Crown Land Management Act, 2016. Targeted weed control program is currently in place for Blackberry and African Boxthorn.	Open Space Recreation Manager	Completed	100%

Action: Preservation and enhancement of our significant tree assets to maintain our signature streetscapes

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.1.3	To value, care for and protect our natural environment	The preservation and enhancement of trees within our townscapes is practiced and encouraged by Council.	Continuation of the tree audit to identify risks and potential early issues with specific tree species also details of ongoing maintenance to our tree assets and comparative statistical data on trees removed, plantings and any projects where trees will be a significant feature.	The unique treescape of Narrandera is proactively managed with significant trees preserved to ensure the aesthetic value of Narrandera and to remain healthy and unique. Recent significant storm events have resulted in the removal of 130 trees; however, the tree replacement program is progressing.	Open Space Recreation Manager	Completed	100%

Action: Continually assess playgrounds to determine if fit for purpose, ensure compliance with the relevant standards and they meet community needs relevant to the level of use of the area

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.2.1	Enhance our public spaces to enrich our community	All playgrounds are considered fit for purpose to applicable service standards and by the community.	Compliance with relevant playground standards and Council's insurer StateWide Mutual best practice manual titled 'Playgrounds'. Details of grant funding applications to maximise opportunities also details of planned improvement works.	Community playgrounds are inspected bi-weekly, weekly or monthly depending on their location and the level of use of the playground. The inspection process and findings are documented and saved into council risk management system "Vault". Any remedial actions are assigned as tasks to staff and completed once repairs or replacements have taken place.	Open Space Recreation Manager	Completed	100%

Action: Implement a renewal and maintenance schedule to support a diverse range of building facilities for the community

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.2.2	Enhance our public spaces to enrich our community	Facilities are maintained so that they are fit for purpose and continue to support both organisational and community activities and that there is a strategic plan in place for their replacement or renewal.	Details of actual and proposed renewal and maintenance activities achieved in the financial year in accordance with the schedule and allocated budgets.	Council buildings renewal and maintenance program for the 2022-2023 financial year is being finalised. Scheduled air-conditioning servicing, spider spraying, and gutter cleaning have been completed. Renewal activities included an air conditioner replacement, identified fixture and fittings replacements, lighting upgrade, upgrade of some female toilet facilities, roof and gutter works, plumbing renewals, boundary fence replacement and internal /external painting.	Projects and Assets Manager	Completed	100%

Action: Implementation of the Narrandera Shire Waste Management Plan and identify realistic opportunities for re-use of waste streams

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.3.1	Maximise greater re-use of resources to increase sustainability within our community	Options to minimise waste streams to landfill to promote reuse and recycling are identified and progressed.	Statistical information for waste diverted from landfill obtained from the current EPA reporting regime.	The new waste transfer area has designed with construction commencing shortly. Site preparation of the new area has been undertaken with internal roadway to commence in August.	Deputy GM Infrastructure	Progressing	50%

Action: Source funding and implement short to medium term actions from the Narrandera Shire Council Climate Action Strategy

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.3.2	Maximise greater re-use of resources to increase sustainability within our community	Council progresses the 24 short term to medium actions identified under its November 2020 Climate Action Strategy as funding opportunities arise.	Progress on the 24 short term to medium term actions.	In line with the Narrandera Shire Council, Climate Action Strategy (Efficiency, renewable energy & emissions reduction short to medium action plan), Council has engaged Energen to design and construct, behind the meter photovoltaic (PV), solar systems at a number of key sites that will be either carport, ground and/or roof mounted systems. It is predicted that this will provide for a total of 230KW of energy generation and the capacity to store energy at two sites with the installation of 35kWh of battery storage. This project is scheduled to be completed by mid-October 2023.	Projects and Assets Manager	Progressing	20%

OUR ECONOMY

Action: Identify and develop targeted campaigns to attract industry/business also building on our distinctive strengths in agriculture and its related supply chains

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.1.1	Create strong conditions for investment and job creation through quality infrastructure and proactive business support	New industries/businesses that situate their operation in the Shire as a result of targeted campaigns.	Outcomes of targeted campaigns that align with the Economic Development Strategy.	Council has begun preparing the 2023-2026 Economic Development Strategy (EDS), focussing on achieving positive economic outcomes and long-term economic growth to support businesses and residents of Narrandera Shire. Council has engaged Urban Enterprise (a tourism, planning and economics consultancy) to assist in the preparation of the EDS. The development of our 2023-2026 EDS will assist in providing a framework to help identify and develop targeted campaigns to attract industry and business, therefore enabling Council to leverage our strengths in agriculture and highlighting the competitive advantages of Narrandera Shire. Through the strategy Council and the community can effectively showcase the opportunities	Economic Development Manager	Progressing	30%

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
				available to potential investors and businesses.			

Action: Promote collaborative marketing initiatives through regular meetings between businesses and Council on both a formal and informal basis

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.1.2	Create strong conditions for investment and job creation through quality infrastructure and proactive business support	The business group and Council view their working relationship as constructive and progressive.	Details of meetings held, such as attendance also the outcomes achieved or proposed to be achieved.	Through regular meetings with local industries, businesses and attending business group meetings we can gain valuable insights into the needs and aspirations of local businesses. These interactions enable council to develop targeted marketing initiatives, nurture potential collaborations and create a supportive environment for business growth. Engaging with government agencies also assists in providing upskilling services, business health checks and gaps identifying gaps in industry e.g., Service NSW, Enterprise Plus, Digital connectivity workshops and Connectivity planning. Collaborative marketing initiatives also include our Tourism campaigns including Murrumbidgee Trails and Visit Riverina.	Economic Development Manager	Progressing	40%

Action: Promotion of Narrandera Shire using our heritage buildings, culture, location, waterways, ecotourism also business and sporting facilities

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.1.3	Create strong conditions for investment and job creation through quality infrastructure and proactive business support	Promotion of the natural, cultural and built environments of our Shire results in increased tourism, business and sporting activity.	Details of promotional campaigns also the measuring of value-adding effects such as maximising visitor stays.	The unique natural environment and the built environment of our Shire is promoted in almost all of Council's promotional material ranging from printed brochures to banners used on the website of Council and in social media posts.	Tourism and Economic Development Coordinator	Ongoing commitment	100%

Action: Advocate and support the expansion of the Narrandera-Leeton Airport and increased business opportunities

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.1.4	Create strong conditions for investment and job creation through quality infrastructure and proactive business support	The Narrandera-Leeton operations are strengthened by infrastructure upgrades including the parallel taxiway.	Outcomes measured by usage of the airport also advocacy for the enhancement of the Narrandera-Leeton Airport.	During the reporting time frame Council supported the Regional NSW Jobs Creation Funding application for the Australian Airline Pilot Academy (AAPA). We recognise the importance of AAPA's plan to construct a satellite campus at the Narrandera - Leeton Airport linked to its Wagga Wagga campus to help increase AAPA's capacity to train commercial airline pilots. We believe it is important to support the growth and aid in facilitating the development of pilots in the aviation industry. We believe that the increased use and capacity at the Narrandera - Leeton Airport will significantly benefit Narrandera Shire and its residents both socially and economically. AAPA will be looking to engage local businesses that may be able to supply numerous services to the new campus, creating positive impacts on the tourism and local economy.	Economic Development Manager	Progressing	25%

Action: Actively seek and where possible, assist prospective developers to facilitate a mixed housing development that includes an independent living complex and affordable housing in Narrandera

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.2.1	Encourage new housing supply to meet the needs of the community	A mixed housing development that includes independent living and affordable housing opportunities is built in Narrandera.	Advocacy actions to promote such a development within Narrandera.	We have open channels of communication with prospective developers and local real estate agents to help facilitate potential housing developments in Narrandera, which includes an independent living complex and affordable housing. By promoting such a development, we can ensure that individuals of all ages and income levels have access to suitable and affordable housing options. This will not only enhance the diversity of our community but also promote social cohesion and provide necessary support to our elderly residents who prefer independent living with appropriate facilities.	Economic Development Manager	Progressing	50%

Action: Strategic land use planning for future housing, recreational, commercial and industrial needs

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.2.2	Encourage new housing supply to meet the needs of the community	A housing and industrial land strategy is developed and implemented.	Land is identified within the new Local Environment Plan for future housing, recreational, commercial and industrial needs.	The Narrandera Local Housing & Employment Zone Land Strategy was adopted by Council at the December 2022 Council meeting. The identified actions are now being considered, with the planning proposals for the identified Employment Zone Land now being undertaken.	Deputy GM Infrastructure	Progressing	85%

Action: Continue to lobby NSW Government to resolve Aboriginal Land Claims on lands suitable for potential development

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.2.3	Encourage new housing supply to meet the needs of the community	Aboriginal Land Claims relevant to the Shire's desired housing and industrial development strategies are heard and resolved.	Progress of any land claims proposed for settlement.	The General Manager met with Minister and relevant staff twice during the reporting year to lobby for the claims to be resolved.	General Manager	Ongoing commitment	100%

OUR INFRASTRUCTURE

Action: Submit funding applications to maximise opportunities to upgrade the local and regional road network

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.1.1	To have an improved and appropriately maintained road network	Commonwealth and State funding is sourced to upgrade the local and regional road network.	Details of financial applications submitted for road related funding also the details of successful applications.	<p>Council has applied for and is awaiting notification of \$102,500 Regional Roads Repair Program 2023-2024</p> <p>Council has applied for and was successful in receiving:</p> <ul style="list-style-type: none"> \$815,539 Fixing Local Roads Round 4 for Old Wagga Road widening and safety improvements; \$534,331 Fixing Local Roads Pothole Repair Round; \$2,836,998 Regional and Local Roads Repair Program; \$1,923,604 Essential Public Asset Reconstruction Works for Natural Disaster January 2022; \$102,470 Regional Roads Repair Program 2022-2023 for Barellan Road rehabilitation; <p>Additional funding applications will be submitted in 2023-2024 for damage caused by Natural Disaster August to October 2022 also Natural Disaster 2022 Buckingbong Road and Federal Park Road.</p>	Works Manager	Completed	100%

Action: Plan and undertake road maintenance and upgrades based on available funding

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.1.2	To have an improved and appropriately maintained road network	Local roads are maintained within budget with reference to the strategic 3 year works plan for upgrades and maintenance.	Details of works undertaken also statistical data such as kilometres and costing.	Council has completed 54.5 Kilometres of scheduled Gravel Resheet works (approx. 218% of regular scheduled works), 452 Kilometres of maintenance grading (approx. 112% of regular scheduled works), 1.7km of sealed road rehabilitation (approx. 70% of scheduled works) and 550 metres of new industrial road construction (100% of scheduled works). Included in these figures, Council has undertaken Emergency Works (EW) and Immediate Reconstruction Works (IRW) to 41.6 Kilometres of road network as part of Natural Disaster AGRN1034 (September 2022 onwards) and Essential Public Asset Reconstruction Works (EPA-RW) Gravel Resheet works of 21.5 Kilometres of road network as part of Natural Disaster AGRN1001 (January 2022).	Works Manager	Completed	100%

Action: Strategic lobbying for the replacement or upgrade of the bridge across the main irrigation canal on Irrigation Way

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.1.3	To have an improved and appropriately maintained road network	The bridge across the main canal along Irrigation Way is upgraded or replaced.	Lobbying outcomes until a successful outcome is achieved.	Council has ongoing communication with Transport for NSW and the Local Member, but there is no commitment to improve the bridge at this stage.	Deputy GM Infrastructure	Ongoing commitment	15%

Action: Implement the adopted Integrated Water Cycle Management Plan (IWCM)

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.2.1	Actively investigate opportunities to enhance our potable water quality	Implementation of the IWCM.	Actions taken to implement the IWCM.	Funding for the Integrated Water Cycle Management Plan (IWCM) additional works has been received with works currently underway - completion of the additional works and the IWCM strategy is expected by the end of September 2023.	Water Sewer Manager	Progressing	50%

Action: Continue to address water quality issues within the potable water supply network

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.2.2	Actively investigate opportunities to enhance our potable water quality	Continued improvements to the Narrandera potable water supply as outlined in 2020 Clean Water Strategy.	Implementation of the action plan and statistical analysis of water quality monitoring reports.	Funding for the Narrandera Water Treatment Plant Scoping Study was approved, and the project began in May 2023. Potable water testing and initial studies are underway. Household filter installation program is still progressing slowly due to contractor availability. The water mains replacement program is slightly behind schedule due to wet weather, other works being prioritised also staff availability. The hydrant flushing program has been completed.	Water Sewer Manager	Progressing	50%

Action: Ensure that wastewater returned to the environment is in line with guidelines from relevant authorities

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.2.3	Actively investigate opportunities to enhance our potable water quality	Wastewater is appropriately treated and returned to the environment.	Reporting on the wastewater testing regime and any variations outside of parameters of acceptable load limits of pollutant discharge.	There have been issues at the Narrandera Sewer Treatment Plant (STP) with 2 recorded non-conformances for the reporting year - these non-conformance reports can be explained by high levels of rainfall and flooding events, also the delay in upgrading the STP filtration system.	Water Sewer Manager	Progressing	90%

Action: Keep the community informed of water supply matters and proposed infrastructure upgrades, encourage water customers to register and use the new water billing portal

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.2.4	Actively investigate opportunities to enhance our potable water quality	An informed community about improvements to the Narrandera potable water supply.	The number of media items issued to the community relating to the potable water supply.	The water billing portal went live in February 2023 which allows property owners to log into the 'water billing portal' from the website of Council to monitor their water usage and as a tool to identify any possible water leaks - information has and will continue to be issued with rate instalment notices and annual rate notices promoting the portal. A Council staff member monitors the portal for high water consumption which could indicate a water leak, with an alert issued to the property owner by email or SMS text message. Council continues to notify the community of planned and ad-hoc water outages for both planned and unplanned upgrades and repair works using social media resources and the website of Council - where there is a planned major outage a letter box drop is organised for affected properties.	Communications Officer	Progressing	80%

Action: Undertake stages 1 & 1A of the Narrandera Business Centre Upgrade, including the implementation of improved stormwater drainage and seek funding for the additional stages of the project

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.3.1	To improve, maintain and value-add to our essential public and recreational infrastructure	Stages 1 and 1A of the Narrandera Business Centre upgrade and improved stormwater drainage are implemented.	Milestones achieved as the project progresses.	Redesign of stage 1B being East Street between Bolton & Twynam Streets was completed and placed on public exhibition, with strong community objection to the proposal. Report presented to the June 2023 Council meeting resulted in the deferring this this project. The detailed design of the drainage scheme is underway, with funding to be confirmed for these works.	Deputy GM Infrastructure	Progressing	20%

Action: Through stakeholder consultation, in any project consider the diverse mobility needs of our community, consistent with the Disability Inclusion Action Plan

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.3.2	To improve, maintain and value-add to our essential public and recreational infrastructure	That the Disability Inclusion Action Plan is considered in any project.	Consideration of the Disability Inclusion Action Plan in any project and what elements of the Plan have been included in the project.	Council staff are and will continue to undertake stakeholder consultation to determine the mobility needs of our community in accordance with the Disability Inclusion Action Plan.	Projects and Assets Manager	Progressing	30%

Action: Through community consultation develop a new masterplan for Marie Bashir Park

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.3.3	To improve, maintain and value-add to our essential public and recreational infrastructure	A masterplan for Marie Bashir Park is developed.	Details of actions taken to deliver a new masterplan, including a timeline and budget predictions.	A consultant has been engaged to develop a masterplan for Marie Bashir Park including revitalisation of the 'Adventure Playground' - at the time of completing this comment the plan will be displayed to the community using the Council website and social media resources.	Open Space Recreation Manager	Progressing	80%

Action: Through consultation with all user groups of Narrandera Shire sporting facilities, prioritise improvements for venues and seek funding to implement the improvements

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.3.4	To improve, maintain and value-add to our essential public and recreational infrastructure	Sporting facilities are improved through works agreed with key stakeholders, users and the community.	Feedback from advisory groups and user groups also details of grant submissions.	Council staff are continuing to work with user groups to improve sporting facilities - some of the latest projects include a new BBQ and undercover spectator area for the Barellan Sportsground, a covered spectator area at the Narrandera Sportsground, internal thermal and soundproof cladding for the interior of the Narrandera Sports Stadium also new stadium score boards.	Open Space Recreation Manager	Completed	100%

Action: Establish an off-leash companion animal area adjacent to Henry Mathieson Oval

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.3.5	To improve, maintain and value-add to our essential public and recreational infrastructure	A purpose built off-leash companion animal park at Henry Mathieson Oval is available to the community.	Development of a new off-leash for companion animals.	Construction of the off-leash area adjacent to HRM has commenced with works to be completed by September 2023.	Deputy GM Infrastructure	Progressing	75%

Action: Source funding to improve vehicle parking at the Lake Talbot Water Park

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.3.6	To improve, maintain and value-add to our essential public and recreational infrastructure	Parking at the Lake Talbot Water park is maximised for all users.	Investigation and presentation to Council on available parking options and how the project is intended to be funded.	Council staff are still searching for suitable grant funding opportunities for this project.	Projects and Assets Manager	Progressing	10%

OUR CIVIC LEADERSHIP

Action: Manage the functions of ARIC also the schedule of Internal Audits and Service Reviews.

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.1	Have a Council that provides leadership through actions and effective communication	An active Audit, Risk and Improvement program in place and operating effectively; action a yearly service review where required within service areas such as roads and other areas of Council operations such as visitor services.	An active Audit, Risk and Improvement program in place and operating effectively; action a yearly service review where required within service areas such as roads and other areas of Council operations such as visitor services.	The Audit, Risk and Improvement Committee (ARIC) continues to progress to conformance with the guidelines for the management of ARIC released by the Office of Local Government mid December 2022. The ARIC have adopted the Terms of Reference and Internal Audit Charter and recently advertised for a 3rd independent person to be appointed to the Committee. During the past 6 months, 2 further internal audits have been completed being Work Health and Safety Framework also Events Management. The term of the current internal auditor (National Audits Group) will end 30 September 2023; however, the ARIC have sought Request for Quotation using VendorPanel with a recommendation to be submitted to the August 2023 Council meeting.	Governance & Engagement Manager	Progressing	50%

Action: Support ethical, transparent and accountable corporate governance

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.2	Have a Council that provides leadership through actions and effective communication	A Council that supports ethical, transparent and corporate governance such as reporting on the Delivery Program every 6 months which is presented to Council and published to the community.	A Council that supports ethical, transparent and corporate governance such as reporting on the Delivery Program every 6 months which is presented to Council and published to the community.	Good governance promotes public confidence and is paramount to service delivery and the economic and efficient use of public money. Governance is the high-level processes and behaviours that ensure an organisation performs by achieving its intended purpose, complies with relevant laws, codes and directions while meeting community expectations of probity, accountability and transparency. Council achieves this in many ways - the most visible is the Council business paper also live streaming of non-confidential Council meetings to the community. The overarching document of Council is the Community Strategic Plan which is supported by key documents like the Delivery Program containing the strategies, actions and targets of Council which is reported to both Council and the community every 6 months - the report for 1 January 2023 to 30 June 2023 will be presented to Council in September 2023 and	Governance & Engagement Manager	Progressing	50%

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
				published to the community using the website of Council.			

Action: Gauge customer and resident satisfaction with services and operations

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.3	Have a Council that provides leadership through actions and effective communication	A community survey that is undertaken in 2024 and the findings are reported to Council and the community.	A community survey that is undertaken in 2024 and the findings are reported to Council and the community.	From the 2021 Community Survey the second largest performance gap analysis (importance v satisfaction) was 'Support for Existing Industry and Business' - support was scored at 89% importance and 62% satisfaction - the performance gap being 27%. The Economic Development Manager reports that Council has been very proactive with the business community through its consultation to develop the 2023 Economic Development Strategy. The Strategy provides for an increase in business investment and attraction, improve social and economic outcomes for residents, greater consumption of local goods and services, enhancement of workforce skills and training and grow the value of the visitor economy. Service NSW also have a business specialist who has been consulting one-on-one within the business community to assist in their business development, the reports are shared with Council.	Governance & Engagement Manager	Progressing	50%

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
				The EDM recently assisted a local business with REMPLAN data to support their submission.			

Action: Report on compliance with the financial performance measures within the annual financial statements

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.4	Have a Council that provides leadership through actions and effective communication	Financial reporting is compliant with measures set by the Office of Local Government also the NSW Audit Office.	Attaining or exceeding the benchmark ratios for the financial performance measures.	Financial reports for the year ending 30 June 2022 have been completed and audited by the NSW Audit Office. The Auditor General expressed an unmodified opinion on Council's General Purpose and Special Purpose Financial Statements. Benchmark ratios for financial performance were exceeded except for the "Own Source Operating Ratio". Council has not achieved this ratio in recent years due to its success in obtaining significant levels of grant funding which has a detrimental impact to this ratio.	Deputy GM Corporate & Community	Completed	100%

Action: Continue strategic advocacy for the strengthening of the Shire centres of learning

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.5	Have a Council that provides leadership through actions and effective communication	Improvements to our centres of learning.	Learning centre outcomes such as improved course availability and advancements in technology to assist in remote learning.	Held a meeting with each of the school Principals to discuss learning outcomes for students within the Shire, Council has also provided opportunities for work experience and school-based traineeships to work within the organisation. Council supports the Clontarf Academy for male students at the Narrandera High School but has also raised an issue with the Minister for Education that opportunities for female students must also be given priority. Council continues with its financial contribution to local schools and TAFE for their annual academic award ceremonies.	General Manager	Ongoing commitment	100%

Action: Continue strategic advocacy for the improvement of telecommunication networks across the Shire

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.6	Have a Council that provides leadership through actions and effective communication	Improved telecommunications network in the Shire.	Outcomes of advocacy, improved infrastructure and reduction in the number of 'black spots'.	Held a single meeting in the chambers with Telstra to discuss telecommunications in the Shire, held four community workshops with NBN and Telstra to allow businesses and residents to meet with technicians and raise issues. Followed up with the Field Solutions Group in relation to the proposed telecommunications site at Grong Grong and raised the issue of a tower for the Sandigo area.	General Manager	Ongoing commitment	100%

Action: Make representations to both Federal and State Government agencies to determine the feasibility of the Lake Mejum and Lake Coolah concept

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.7	Have a Council that provides leadership through actions and effective communication	An informed decision of the feasibility of the Lake Mejum and Lake Coolah water storage concept is made and relayed to all stakeholders.	Progress of representations and outcomes of any study.	A submission has been made to Government in relation to the Murrumbidgee Regional Plan also the Water sharing plan raising the issues of water availability to both the residential and farmer communities of the region.	General Manager	Ongoing commitment	100%

Action: Ensure that workforce policies remain current in a changing environment

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.8	Have a Council that provides leadership through actions and effective communication	An organisation where workforce policies suit a changing work environment and succession planning is in place for key roles.	Compliance to the policy review schedule also details of organisational training and successes in attaining qualifications. Succession planning for key roles is in place.	The Human Resources team use task notifications in MAGIQ to notify when policies are due for review. Policies are reviewed as time permits, recently this has proven difficult due the higher than usual recruitment processes and extra duties in relation to the implementation of outcomes from the working party reference group.	Human Resources Manager	Progressing	40%

Action: Maintain the connection with Price Waterhouse Cooper to complete the LG Performance Excellence Program on an annual basis

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.9	Have a Council that provides leadership through actions and effective communication	Participation in the annual Price Waterhouse Cooper survey titled LG Performance Excellence Program.	Completion of the survey on time, reporting the findings to the Executive Leadership Team.	Council has participated in the Price Waterhouse Cooper survey each year since 2017. The extensive reporting seeks information for a very wide source of data relating to the functions of Council. When finalised a full report is provided to the Executive Leadership Team for information, the information is then used to develop strategic plans such as the Workforce Strategic Plan. The next Price Waterhouse Cooper reporting cycle commences 24 July 2023 with the interim sign off due 29 September 2023.	Human Resources Manager	Completed	100%

Action: Ensure our workforce is well trained and meets the needs of the organisation now and into the future with succession planning for key roles within the organisation

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.10	Have a Council that provides leadership through actions and effective communication	A workforce that is well skilled and succession planning for key roles in place.	Details of organisational training and successes in attaining qualifications also details of successional appointments where appropriate.	Council continues to actively encourage employees to undertake external training or embark on tertiary studies to gain accredited qualifications. Council also looks to provide either internally or externally relevant training or short courses to employees as necessary to advise of legislative changes or to refresh and build on skills already acquired. At the present time, 20 employees are undertaking external training at Certificate II level or higher. Succession planning is a requirement of the Workforce Strategic Plan, opportunities for secondment and short-term higher duties are also provided to employees where the opportunity arises.	Human Resources Manager	Progressing	90%

Action: Recognise the achievements of the Council workforce

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.11	Have a Council that provides leadership through actions and effective communication	A workforce that is recognised for performance, qualifications and service.	Continue the practice of hosting breakfasts with recognition of improved work outcomes as well as qualifications attained and service awards, also use the internal Communique to recognise individual and team efforts.	Council continues to host a staff breakfast event each October, this function provides the ideal opportunity to inform employees of issues affecting their employment and for employees to mingle also for new employees to be introduced to the organisation. This event also provides the perfect occasion to recognise the achievements of employees who may have completed external studies and to recognise those employees who have achieved milestone years of service to the organisation. The next breakfast function is scheduled for October 2023.	Human Resources Manager	Completed	100%

Action: Maintain an Information Technology Strategy that meets the needs of the organisation, is fit for purpose and provides best value for money

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.12	Have a Council that provides leadership through actions and effective communication	An appropriate Information Technology Strategy is in place and operating.	System availability (or uptime) indicating whether critical business operating systems are fully functioning during the standard business hours of operation but excluding scheduled maintenance or scheduled downtime.	The current Information Management Strategy is referenced each year for the budget preparation process. Information Technology staff have completed staff consultation for the next strategy update which will be completed as time allows.	Information Technology Manager	Progressing	90%

Action: Actively protect the organisation from cyber threats such as spear phishing emails and unauthorised access to the network

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.13	Have a Council that provides leadership through actions and effective communication	Cyber threats to the organisation are reduced.	Addressing issues detected from periodic auditing or penetration testing.	Information Technology (IT) staff organise periodic penetration testing with the Executive Leadership Team informed of the results. IT staff organise compulsory cyber security training for all staff that use a computer as part of their work. Staff are informed of any threats discovered by the IT section or alerted to Council by Cyber Security NSW. IT staff action any issues identified by regular Australian Cyber Security Centre testing and reported to Council. IT staff have recently implemented a Security Event Manager application to monitor user accounts on the Council network.	Information Technology Manager	Progressing	90%

Action: Monitor the availability of Federal and State funding grants payable to Council

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.14	Have a Council that provides leadership through actions and effective communication	Income from funding sources is accounted for and acquitted.	Maintenance of documents that detail grant funding opportunities applied for and if the application was successful and the acquittal of funds.	Council has developed a register that details the name of the Council officer who has applied for grant funding and from where the funding is being sourced. Should the funding be successful then the date and the amount of the funding received, the proposed date of acquittal is recorded as well as the actual date of acquittal. At present the Finance Manager and Information Technology officer are undertaking a review of the register - also an internal audit is being conducted by the National Audits Group (on behalf of the Audit Risk and Improvement Committee) on financial grant management which assesses the processes and procedures of the organisation.	Finance Manager	Progressing	75%

Action: Maximise the revenue streams of Council

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.15	Have a Council that provides leadership through actions and effective communication	Revenue for Council is maximised.	Arrears collection statistics comparative to previous years, investment return against investment benchmark.	Council's Revenue Officer closely monitors property arrears and manages these cases in accordance with established policies and procedures. Arrears statistics are reported to Council monthly along with details on the number of assessments being managed by Council's debt recovery agency. Throughout the year assessments are monitored for rateability i.e., rateable to non-rateable and non-rateable to rateable. The Finance Manager regularly reviews financial investments in accordance with the Investment Policy and a monthly report detailing the invested monies of Council is presented to each Council meeting - this report details all transactions that have taken place within the preceding month and gives a snapshot of the portfolio and credit limits to make sure that Council remains within the prescribed amount allowed for each financial institution.	Finance Manager	Progressing	90%

Action: Provide a summary of ranger activities, including the number of dogs and cats registered in accordance with the Companion Animals Act 1998

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.16	Have a Council that provides leadership through actions and effective communication	Monitoring of Companion Animal statistics and compliance statistics.	Community awareness activities and information on companion animal registration, impounding, release, re-homing and euthanasia.	Companion Animal statistics reported to each Council meeting.	Deputy GM Infrastructure	Progressing	90%

Action: Provide a summary of Development Applications received and assessed

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.17	Have a Council that provides leadership through actions and effective communication	Development applications received and assessed within established timeframes also statistical information on development applications received cumulative annually and comparatively to the previous year.	Development application activity statistics based on annual cumulative and previous year comparative information.	Development activity report and statical data provided to each Council meeting.	Deputy GM Infrastructure	Progressing	80%

Action: Through energised Advisory Committees seek input for the improvement of facilities and services under their management

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.2.1	Promote a community spirit that encourages volunteerism and values effective partnerships	Advisory Committees that are proactive and provide input for improvements to amenities as outlined in their Terms of Reference.	Advisory Committees that are proactive and provide input for improvements to amenities as outlined in their Terms of Reference.	Corporate Services Advisory and S355 Committees are operating to maintain and improve Council facilities within their Terms of Reference. Financial grants have been applied for where available and programs delivered to activate venues - examples are improved signage and displays at the Shire museums also the highly successful Narrandera Wide Open arts program being delivered at the Arts & Community Centre through the work of the Arts and Cultural Advisory Committee. A range of events have also been run under the Bettering Barellan and Grong Grong Community Advisory Committees utilising their local halls. Additionally, with great dedication, a volunteer from the Railway Facility Advisory Committee has worked tirelessly, in an interim capacity, to ensure that that venue continues to operate effectively for the community.	Community Development (including Library) Manager	Progressing	75%

Action: Encourage volunteerism within Council operations and across the Shire where possible with recognition of volunteers at key times such as ‘National Volunteer Week’

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.2.2	Promote a community spirit that encourages volunteerism and values effective partnerships	Identify opportunities where additional volunteers may be able to become involved in the operations of Council and strategies to retain the volunteers.	Identify opportunities where additional volunteers may be able to become involved in the operations of Council and strategies to retain the volunteers.	Volunteer numbers for both community and cultural services remains steady, however availability can be an issue with a recruitment campaign in place. Volunteer work varied such as driving for Community Transport, data entry for Community Services, helping with Library and Visitor Centre tasks, opening and closing of Museums, oversee exhibitions and events at the Arts & Community Centre, also assist with the management of Community Halls at Grong Grong and Barellan. Volunteer hours for Narrandera Shire during 2022-2023 remain high with Community Services at 8,800 hours, Cultural Services at 4,077 hours and Visitor Services recording 132 hours. Council is now required to provide a monetary figure in its annual financial statements for volunteer hours, for 2022-2023 a conservative calculation of \$529,486 has been included. In	Community Development (including Library) Manager	Progressing	75%

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
				recognition of their valuable contribution to the Shire community, all volunteers are acknowledged and celebrated with both thank you functions and small gifts.			