

# Draft Resourcing Strategy

**Long Term Financial Plan | Workforce Management  
Strategy | Revised Asset Management Strategy**

Central  
Coast  
Council



# **Acknowledgement of Country**

**We acknowledge the traditional  
owners of the land on which we live  
and pay our respects to elders past,  
present and emerging**



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# Introduction

## About the Resourcing Strategy

The Resourcing Strategy is a key aspect of the Integrated Planning and Reporting framework and is Council's means of supporting the Community Strategic Plan through effective resource allocation.

The three elements of the Resourcing Strategy are the:

- Long Term Financial Plan – a ten year plan that details financial projections and scenario modelling based on assumptions, and economic factors, including the approved SV determination to maintain the temporary rate at their current levels till June 2031.
- Workforce Management Strategy – a four year strategy that details the workforce challenges and opportunities and the actions that will be undertaken to ensure continued service delivery.
- Revised Asset Management Strategy – a ten year strategy that details Council's asset portfolio and guides the planning, acquisition, operation, maintenance, renewal and disposal of assets.



## Relationship with the Community Strategic Plan

The Community Strategic Plan (CSP) is a ten year plan that reflects the aspirations and what matter most to the people of the Central Coast. It is the highest-level plan within Council, with Council's role to implement and deliver these aspirations as well as advocate on behalf of the community for its delivery. All other strategies and programs of work that are developed are in response to the CSP. The Delivery Program outlines the programs and activities that Council has committed in order to achieve these aspirations, with the Resourcing Strategy then detailing the resources needed to effectively deliver these.

# Community Strategic Plan Vision and Framework

## Belonging

### Our community spirit is our strength

**A1** Work within our communities to connect people, build capacity and create local solutions and initiatives.

**A2** Celebrate and continue to create opportunities for inclusion where all people feel welcome and participate in community life.

**A3** Work together to solve a range of social and health issues that may impact community wellbeing and vulnerable people.

**A4** Enhance community safety within neighbourhoods, public spaces and places.



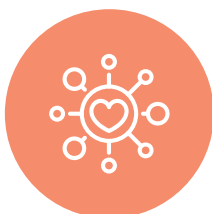
### Creativity, connection and local identity

**B1** Support reconciliation through the celebration of Aboriginal and Torres Strait Islander cultures.

**B2** Promote and provide more sporting, community and cultural events and festivals, day and night, throughout the year.

**B3** Foster creative and performing arts through theatres, galleries and creative spaces, by integrating art and performance into public life.

**B4** Activate spaces and places to complement activity around town centres, foreshores, lakes and green spaces for families, community and visitors.



## Smart

### A growing and competitive region

**C1** Target economic development in growth areas and major centres and provide incentives to attract businesses to the Central Coast.

**C2** Revitalise Gosford City Centre, Gosford Waterfront and town centres as key destinations and attractors for businesses, local residents, visitors and tourists.

**C3** Facilitate economic development to increase local employment opportunities and provide a range of jobs for all residents.

**C4** Promote and grow tourism that celebrates the natural and cultural assets of the Central Coast in a way that is accessible, sustainable and eco-friendly.



### A place of opportunity for people

**D1** Foster innovation and partnerships to develop local entrepreneurs and support start-ups.

**D2** Support local business growth by providing incentives, streamlining processes and encouraging social enterprises.

**D3** Invest in broadening local education and learning pathways linking industry with Universities, TAFE and other training providers.

**D4** Support businesses and local leaders to mentor young people in skills development through traineeships, apprenticeships and volunteering.



## Green

### Environmental resources for the future

**E1** Educate the community on the value and importance of natural areas and biodiversity, and encourage community involvement in caring for our natural environment.

**E2** Improve water quality for beaches, lakes, and waterways including minimising pollutants and preventing litter entering our waterways.

**E3** Reduce littering, minimise waste to landfill and educate to strengthen positive environmental behaviours.

**E4** Incorporate renewable energy and energy efficiency in future design and planning, and ensure responsible use of water and other resources.



### Cherished and protected natural beauty

**F1** Protect our rich environmental heritage by conserving beaches, waterways, bushland, wildlife corridors and inland areas, and the diversity of local native species.

**F2** Promote greening and ensure the wellbeing of communities through the protection of local bushland, urban trees, tree canopies and expansion of the Coastal Open Space System (COSS).

**F3** Improve enforcement for all types of environmental non-compliance including littering and illegal dumping, and encourage excellence in industry practices to protect and enhance environmental health.

**F4** Address climate change and its impacts through collaborative strategic planning and responsible land management and consider targets and actions.



**We are one Central Coast.**  
**A Smart, Green and Liveable region with a shared sense of Belonging and Responsibility**



## Responsible

### Good governance and great partnerships

- G1** Build strong relationships and ensure our partners and community share the responsibilities and benefits of putting plans into practice.
- G2** Engage and communicate openly and honestly with the community to build a relationship based on trust, transparency, respect and use community participation and feedback to inform decision making.
- G3** Provide leadership that is transparent and accountable, makes decisions in the best interest of the community, ensures Council is financially sustainable and adheres to a strong audit process
- G4** Serve the community by providing great customer experience, value for money and quality services.



### Delivering essential infrastructure

- H1** Solve road and drainage problem areas and partner with the State Government to improve road conditions across the region.
- H2** Improve pedestrian movement safety, speed and vehicle congestion around schools, town centres, neighbourhoods, and community facilities.
- H3** Create parking options and solutions that address the needs of residents, visitors and businesses.
- H4** Plan for adequate and sustainable infrastructure to meet future demand for transport, energy, telecommunications and a secure supply of drinking water.



### Balanced and sustainable development

- I1** Preserve local character and protect our drinking water catchments, heritage and rural areas by concentrating development along transport corridors and town centres east of the M1.
- I2** Ensure all new developments are well planned with good access to public transport, green space and community facilities and support active transport.
- I3** Ensure land use planning and development is sustainable and environmentally sound and considers the importance of local habitat, green corridors, energy efficiency and stormwater management.
- I4** Provide a range of housing options to meet the diverse and changing needs of the community and there is adequate affordable housing.







## Liveable

### Reliable public transport and connections

**J1** Create adequate, reliable and accessible train services and facilities to accommodate current and future passengers.

**J2** Address commuter parking, drop-off zones, access and movement around transport hubs to support and increase use of public transport.

**J3** Improve bus and ferry frequency and ensure networks link with train services to minimise journey times.

**J4** Design long-term, innovative and sustainable transport management options for population growth and expansion



### Healthy lifestyle for a growing community

**L1** Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated

**L2** Invest in health care solutions including infrastructure, services and preventative programs to keep people well for longer.

**L3** Cultivate a love of learning and knowledge by providing facilities to support lifelong learning.

**L4** Provide equitable, affordable, flexible and co-located community facilities based on community needs.



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### Out and about in the fresh air

**K1** Create a regional network of interconnected shared pathways and cycle ways to maximise access to key destinations and facilities.

**K2** Design and deliver pathways, walking trails and other pedestrian movement infrastructure to maximise access, inclusion and mobility to meet the needs of all community members.

**K3** Provide signage, public facilities, amenities and playgrounds to encourage usage and enjoyment of public areas.

**K4** Repair and maintain wharves, jetties, boat ramps and ocean baths to increase ease of access and enjoyment of natural waterways and foreshores.



# Long Term Financial Plan





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# Overview

## Introduction

The Long Term Financial Plan (LTFP):

- Is a planning and decision tool that shows the long-term financial impacts of Council's decisions based on assumptions
- Provides financial projections, scenario modelling and performance measures
- Highlights issues and helps assess the long-term fiscal sustainability of Council and whether service levels need to be adjusted now or into the future
- Details the assumptions and drivers that help form the LTFP.

Central Coast Council is both a Local Government Authority regulated by the *Local Government Act 1993* and a Water Supply Authority regulated by the *Water Management Act 2000*. This means that Council has the following funds to ensure appropriate reporting of services based on restrictions. The LTFP refers to Consolidated Fund which is the total of all the funds. The Water Supply Authority refers to only the water, sewer and drainage funds.

Fund	Consolidated	Water Supply Authority
General	✓	
Water	✓	✓
Sewer	✓	✓
Drainage	✓	✓
Domestic Waste	✓	

There are key reporting documents included in the LTFP, which include:

- The income statement (or profit and loss statement) details Council's operating revenue and expenditure associated with ongoing activities with a focus on the operating results which shows whether Council is spending more or less than it earns.
- The statement of financial position (or balance sheet) details changes in Council's assets and liabilities.
- The statement of cash flows details where Council plans to generate and spend its cash in operating (ongoing) activities and capital programs (renewals, upgrades and new assets).

# Financial Sustainability

## Financial Recovery

Council's financial recovery plan put in place in October 2020 has been successfully executed and Council has met major milestones and targets in this recovery plan.

Council has implemented cost management measures including structural reduction of staffing by \$30 million, ongoing annual reduction of materials and contracts by \$20 million, capped capital works programs at \$175 million annually, selling at least \$60 million in property assets and made wholesale changes to the management team, implemented tighter budget management controls and productivity improvements.

Council also had to secure \$150 million in emergency commercial bank loans to reimburse the restricted funds that had been spent unlawfully on projects that the community had benefited from. These loans must be repaid within 10 years.

The cost management measures made up 70% of what Council needed to do to satisfy the external lenders that Council's finances were getting back on track. The other 30% came from the temporary 15% (includes 2% rate peg) Special Variation (SV) approved by the Independent Pricing and Regulatory Tribunal (IPART) in May 2021 and implemented from 1 July 2021 for three years only, expiring in June 2024.

This is why Council applied to IPART in February 2022 to maintain the current ordinary rate for an additional seven years, or ten years in total through to June 2031.











## Financial Stability

On the 10 May 2022, IPART approved Council's 2022 SV to maintain rates at their current levels for an additional seven years, equalling ten years in total to 2031.

This outcome allows Council to continue to maintain current service levels, comply with current banking requirements and most importantly, allows us to continue without interruption of our 10-year long-term financial plan that provides long-term financial stability for the organisation.

As per the below diagram, the remaining milestone is the water, sewer and stormwater drainage pricing determination, which is due to be announced by IPART on 24 May 2022.

# Financial Recovery Plan

Securing revenue	Reducing costs	Go forward plan
<ul style="list-style-type: none"> <li> Temporary 15% rate increase for 3 years</li> <li> Maintain temporary 15% rate in the rate base for further 7 years to June 2031 (not a year-on-year increase)</li> <li><span style="color: orange;">Pending</span> Water and Sewer pricing determination</li> </ul>	<ul style="list-style-type: none"> <li> \$30m employee cost savings</li> <li> \$20m materials and services savings</li> <li> \$20m internal restrictions that did not need to be repaid</li> <li> \$175m capital expenditure capped</li> <li><span style="color: green;">on track</span> <span style="color: green;">30 June</span> <span style="color: green;">2022</span> \$60m property asset sales</li> </ul>	<ul style="list-style-type: none"> <li> Bank loans secured and payments on track</li> <li> Productivity Improvement Plan</li> <li> Financial Sustainability - Operating surpluses</li> <li> Finding other revenue sources</li> </ul>



The Delivery Program and Resourcing Strategy have been updated to reflect the SV determination as well as any other changes as a result of current progress of works and new information coming to light. It also reflects Council’s response to IPART’s draft report and draft determination for water, sewer and stormwater drainage pricing, published in March 2022. The final Delivery Program and Resourcing Strategy will be updated to reflect IPART’s final pricing determination that is announced in May 2022.

## Moving Forward

Significant productivity improvements have been made through better management of staff time, technological improvements that have transitioned manual processes into digital ones, and better equipment to help staff do their jobs effectively and efficiently.

This means Council has stopped some clunky and inefficient processes. These productivity improvements have reduced the necessary cost-cutting measures, with some productivity gains will seeing ongoing improved service delivery and community benefits year on year.

Achieving longer-term stability for Council’s rates revenue means we can carefully reinvest in services where we are not currently meeting community expectations of service levels. Council has built into its service delivery model performance improvements across the diverse range of activities.

Council’s commitment to ratepayers and residents going forward is to maintain financial sustainability and the key drivers are meeting our delivery program, productivity improvement and fiscal accountability. We will report to our community annually on our progress across all these drivers.





# Financial Drivers

The following financial objectives are the drivers to the Long Term Financial Plan. Tracking of the key performance indicators (KPIs) the projections are detailed under *Financial Performance*.

Financial Objective	KPI	Target
<b>Positive Operating Performance</b>	<ul style="list-style-type: none"> <li>• Council to deliver a modest surplus</li> <li>• Achieve surplus in all funds</li> </ul>	<ul style="list-style-type: none"> <li>• Operating performance ratio &gt;0</li> <li>• Balanced budget</li> <li>• Own source operating ratio &gt;=60%</li> </ul>
<b>Strong Liquidity</b>	<ul style="list-style-type: none"> <li>• Maintain a strong cash position</li> <li>• Restricted cash and liabilities fully funded</li> <li>• Sufficient unrestricted cash to seize opportunity or cater for shocks</li> </ul>	<ul style="list-style-type: none"> <li>• Unrestricted current ratio &gt;=1.5</li> <li>• Rate and charges outstanding &lt;5%</li> <li>• Cash expense cover ratio &gt;=3 months</li> </ul>
<b>Focus on Assets</b>	<ul style="list-style-type: none"> <li>• Align to Asset Management Policy and Strategy</li> <li>• Capital ambitions fully funded</li> <li>• Attract funding from government and partners</li> <li>• Reduce and eliminate the asset backlog</li> </ul>	<ul style="list-style-type: none"> <li>• Asset renewal ratio &gt;1</li> <li>• Asset maintenance ratio &gt;=1</li> <li>• Infrastructure backlog &lt;=2%</li> <li>• Capital expenditure ratio &gt;=1</li> </ul>
<b>Manage Debt Levels</b>	<ul style="list-style-type: none"> <li>• Reduce debt levels over the medium term</li> <li>• Focus on intergenerational equity</li> <li>• Reduce funding costs</li> </ul>	<ul style="list-style-type: none"> <li>• Debt service coverage ratio 2.00x</li> <li>• Debt ratio &lt;15%</li> </ul>
<b>Leverage Assets</b>	<ul style="list-style-type: none"> <li>• Improve returns from assets</li> <li>• Invest in value accretive strategic assets</li> <li>• Build a strategic property portfolio to supplement other income streams and fund catalyst projects</li> </ul>	<ul style="list-style-type: none"> <li>• Return on invested capital</li> <li>• Improvements in property portfolio</li> <li>• Increased rental income and gains on sale</li> <li>• Jobs growth</li> </ul>
<b>Maintain or Enhance Service Levels</b>	<ul style="list-style-type: none"> <li>• Alignment to CSP Objectives (prioritised expenditure)</li> <li>• Best value service delivery</li> <li>• Measurable productivity / efficiency improvements</li> <li>• Outcome focused</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced net cost of service</li> <li>• Asset management ratio &gt;1</li> <li>• All plans adopted by Council are incorporated in and integrated with the Long Term Financial Plan</li> </ul>

# Financial Impacts

## State or Federal Legislation

All aspects of Council operations are heavily regulated and are therefore highly sensitive to State or Federal Government legislative changes. Legislative decisions, for example increases to Waste Levy and Cost Shifting have a material impact on Council's financial position. Every service Council offers can potentially be materially impacted by legislative change. For example, changes to childcare staff ratios impact the costs associated with delivering the service.

## Cost Shifting

Cost shifting is where the responsibility and/or costs of providing a certain service, asset or regulatory function, are shifted from a higher level of government to a lower level of government. The cost is shifted without providing corresponding funding or adequate revenue raising capacity.

Cost shifting continues to place a significant burden on Council's financial situation, to the tune of approximately \$45 million per annum. Despite the recognition of cost shifting and its adverse impacts on NSW Local Government there has been no change in funding for these costs.

Examples of cost shifting include contributions to the NSW Fire and Rescue, NSW Rural Fire Services and NSW State Emergency Service, lack of adequate funding for public libraries and the failure to fully reimburse Councils for mandatory pensioner rebates.

## Section 88 Waste Levy

Included in the cost shifting analysis, but worthy of specific mention, is the NSW Government's Waste Levy in s. 88 of the *Protection of the Environment Operations Act 1997*. This levy requires Council to pay a contribution to the NSW Government for each tonne of waste received for disposal at Council's waste management facilities. It presents a particularly material impost on Council. In 2021-22 the budgeted expenditure on the Waste Levy is \$28.2 million.

Traditionally this State Government tax has been passed on to consumers and businesses through the Domestic Waste Management Charge (for kerbside collections), and waste disposal fees (for waste received over the weighbridge at Council's Waste Management Facilities).

Waste facility revenue will be impacted by the increasing Waste Levy, as both domestic and commercial tippers find less expensive disposal methods and / or resort to illegal dumping.

We will continue to analyse the feasibility of alternate waste management techniques in an attempt to reduce the volume of waste going to landfill and increase the amount of waste diverted. This will reduce the total Waste Levy charged as the levy only applies to waste going to landfill. A recent

initiative to divert waste from going to landfill is the Curby soft plastics program. As at September 2021 over 11,000 kgs of soft plastics has been diverted from landfill and nearly 10,000 households joining the program.

## **IPART Water and Sewerage and Stormwater Drainage Pricing**

Water, sewerage and stormwater drainage prices are regulated by IPART. As the pricing regulator, IPART undertakes periodic reviews and determines maximum price levels for the services provided for a predetermined number of years, also known as the price path.

Council submitted a pricing proposal to IPART for water, sewerage and stormwater drainage prices, on 10 September 2021, for a 4 year determination period from 1 July 2022 to 30 June 2026. IPART released a draft report and draft determination on 15 March 2022. Council's submission to the draft report and draft determination has been reflected in the LTFP. IPART will be releasing the final report and final determination on 24 May 2022. This will be reflected in the final LTFP which will be presented to Council in June 2022 for adoption.

## **Natural Disasters**

In recent times natural disasters have impacted significantly on the Central Coast economy. Natural disasters such as droughts, bush fires, storm events and pandemics negatively impact on the services which Council provides and may cause damage to Council assets. Natural disaster events impact on the delivery of services and the progress of the capital works program all of which will have a financial impact, such as additional costs for clean-up and repairs, additional costs for materials due to scarcity, cost to replace damaged assets and loss of income where services are reduced or ceased temporarily. Natural disasters have not been factored into the LTFP as the financial impact will be different for each event. However, the financial impact will be factored into the forecast results for the reporting periods which the natural disaster impacts.

## **Optimising Property Portfolio**

Council continues on the path to financial recovery and sustainability and is pursuing over \$60 million in property asset sales as outlined in Council's Financial Recovery Plan. The sale of Council assets which are underperforming or surplus to Council's current and future needs is crucial to deliver a much-needed boost to Council's financial position. The review and sale of Council assets will be an ongoing process, undertaken in a strategic and well-considered manner for both the immediate and future prosperity of the Central Coast. The properties will be sold through a complete sales and marketing campaign to achieve the best sale's price for no less than the market value.

At Council's Ordinary Meeting held on the 14 December 2021 an update was provided on the progress of the property assets sales. To date Council has sold a number of properties generating \$34.7 million in proceeds from the disposal of the properties. Council is on track to achieve asset sales of over \$60 million, with a number of properties now under contracts of sale and awaiting settlement.

Council is in negotiations with the State Government on the sale of the Gosford Administration Building with a view to having a Memorandum of Understanding in place by the end of the year.

## **Projected Population Growth**

The population of the Central Coast is approximately 343,968 with projections for 415,000 people by 2036. To meet the projected population growth it is estimated that an additional 41,500 dwellings and 24,600 new jobs will be needed to support the increase in the population.

## **Ageing Population**

There has been noticeable legislative change in response to the ageing population such as phased increases to the age pension retirement age and the level of the superannuation guarantee charge. As detailed in the Workforce Management Strategy, the current compulsory superannuation levy of 9.5% is expected to increase to 12% by 2025-26 financial year. The financial implications of these changes include compounding increases in employee costs. Key considerations need to be given to how we will manage this generational diversity and provide financially sustainable solutions in the area of workforce management.

An overall increase in the ageing population will increase revenue pressures generated by additional pensioner rebates which are partially subsidised by the State Government. Councils which have a higher percentage of pensioners than the State average will need to fund more in pensioner rebates. Our region has a higher proportion of aged pensioners compared to other local government authorities.

As the number of eligible pensioners increases in our local government area Council must fund a larger amount of pensioner rebate.

## **Development Activity**

Development activity is closely aligned to the broader economic climate and is often difficult to project future trends. Examples of the complexities is as follows:

- In recent years, income related to Development Applications has fallen. This is primarily due to changes to State Significant Development (SSD) provisions, including specific provisions of the Gosford City Centre. The SSD provisions are generally for larger applications and therefore the fees are significant on a per application basis. If it is an SSD application it is lodged and fees paid directly to the Department of Planning and Environment, but Council officers are still required to undertake assessment work for these applications.
- During the 2021-22 financial year, assessment timeframes slowed due to reduced resources and consistently high numbers of applications as a result of a strong housing sector. The Central Coast is also a designated growth area in NSW. Moving forward, there is some level of uncertainty in the NSW construction sector, with material and labour shortages (driven by COVID and ongoing global issues in transport/logistics) and general uncertainty in the housing sector as a result of with rising interest rates.

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# Scenario Modelling

In February 2022 Council applied for a Special Variation, the LTFP that was prepared for this was exhibited with three different scenarios to show the impact of continuing the SV for the 10 year to June 2031 or the impact of not continuing the SV. As IPART have approved the continuation of the SV to June 2031 this LTFP has the following scenarios which differ from the previous scenarios provided as part of the SV application:

- **Planned / Baseline Scenario** – this is based on IPART’s determination to extend the SV for seven years to 30 June 2031. All of the assumptions for this scenario include a reduction in rates income in the 2031-32 financial year.
- **Optimistic Scenario** – this is based on the pricing for water, sewerage and stormwater drainage prices being 5% higher than IPART’s draft determination.
- **Conservative Scenario** – This is based on the pricing for water, sewerage and stormwater drainage prices being 5% lower than IPART’s draft determination.

## Sensitivity Analysis

Long term financial plans are inherently uncertain. They contain a wide range of assumptions that can impact future outcomes, and future patterns of income and expenditure will rarely behave as they have in the past. However, understanding the events of the past and factors that may create impacts in the future assist with testing LTFP parameters and determine whether it is flexible enough to endure such pressures. The sensitivity analysis models the variability of key assumptions that will most likely affect the LTFP.

The table below shows financial impacts to the operating result by individual key drivers. These are based on high level assumptions and 2022-23 budgeted estimates and may have other consequential outcomes if they are realised.

Key Driver	Variation (+ or -)	Approximate Operational Impact 2022-23
Rate Peg	1.0% rates	\$2.1 million change in revenue
Interest Rate	1.0% rate	\$4.5 million change in revenue
Water Usage	1.0% consumption	\$0.6 million change in revenue
Waste Disposal Volumes	1.0% tonnages	\$0.2 million change in revenue
Inflation Other Expenses	0.5% cost base	\$0.2 million change in expenses
Inflation Materials	0.5% cost base	\$0.9 million change in expenses
Staff Establishment	1.0% increased turnover rate	\$2.0 million change in expenses

It is important to remember that the LTFP is subject to uncertainties and change including changes due to uncontrollable events such as legislative changes, natural disasters, and economic shock.

# Scenarios

## Assumptions

General assumptions across all of the scenarios are as follows:

- The LTFP is based on the 2021-22 Q1 forecast
- Rate peg applies each year. Rate peg is forecasted at 2.5% from 2023-24 and onwards in accordance with the IPART SV application. It should be noted that IPART determine the rate peg each year and it will differ from year to year. The rate peg for Central Coast Council for the 2022-23 was released by IPART on the 13 December 2021 and is a base rate peg of 0.7% for all Councils and 0.3% for growth within the Central Coast Council local government area. This differs by 1.5% from the rate peg assumption which equates to \$3.0 million revenue reduction when compared to the original budget for 2022-23.
- All other sources of income excluding Grants and Contributions are forecasted to increase at 0.5% to reflect increase in fees and charges and assumptions about fee volumes.
- Operating and Capital Grants and Contributions are not forecasted to increase, as a conservative notion, as grant funding is expected to be available for Council to apply for and contributions receipts will be dependent on other economic forces such as the impact of the property market and demand for housing on developer contributions.
- Employee costs are forecasted to increase at 2.0% each year to reflect the forecasted Award increases. An annual 0.5% superannuation increase from 2022-23 to 2025-26 is applied to reflect the annual increase in superannuation until the superannuation rate reaches 12% in July 2025.
- Borrowing costs are based on loan repayments schedules and forecasted refinancing with an expected increase in interest rates when loans are refinanced to 2.5% to 3.0%.
- Materials and services are forecasted to increase by 0.35% annually. This increase is building in productivity / efficiency savings within the budget as the CPI is forecast at 2%. In Council's previous LTFP for the initial SV application in February 2021, materials and contracts were forecasted to increase by 0.5%. There was also no forecasted increase in Other Expenses, which was another built-in annual, productivity / efficiency savings of approximately 2%. The reduction in this LTFP is due to changes in reporting categories with the OLG Code of Accounting Practice and Financial Reporting which have moved costs from Other Expenses to Materials and Services.

Below is a list of the key expenditure items which have moved:

- Bank Charges
- Councillor Expenses
- Electricity and Gas
- Election Costs
- Insurance
- Postage
- Software
- Street Lighting
- Telephone and Communications
- Training
- Other Expenses are not forecasted to increase above the amount budgeted in 2021-22, which, once again builds in annual, productivity / efficiency savings

- Water, Sewer and Drainage Funds reflect Council’s response to IPART’s draft report and draft determination released in March 2022.
- Domestic Waste Fund reflects the expected charges based on current customer numbers and corresponding expenditure.
- Election costs have been included in the financial years when elections are scheduled to be held. The estimated cost for the elections including indexation in the LTFP is as follows:
  - \$2.6 million in 2023-24 (includes referendum)
  - \$2.5 million in 2025-26 and
  - \$2.7 million in 2029-30.

## **Planned / Baseline Scenario (Maintain SV to 30 June 2031)**

This scenario maintains the current rate base, which contains the one-off 15% SV that was implemented in 2021-22. This scenario embeds millions of dollars in annual productivity savings by growing annual expenditure at significantly lower levels than inflation. This scenario represents the continuation of the successfully implemented Recovery Plan and it satisfies Council’s debt responsibilities associated with the principal and interest repayments of the \$150 million in emergency loans and all other Council debt. The maintenance and/or improvement of current service levels and maintains Council’s long-term path to financial sustainability.

The Planned / Baseline scenario shows a path that allows Council to maintain the current level of services for the community via the SV being maintained for a further seven years and restraining its expenditure through productivity / efficiency savings with limited adjustments to service levels. It assumes that these shifts can be sustained in the long-term. Council’s Recovery Plan outlines its path to financial sustainability with ongoing actions that achieve Council’s objective of delivering sustainable, best value to the community.

### **Assumptions**

The key assumptions contrasting for Planned / Baseline scenario are:

- The SV will remain in Council’s rating income for a further 7 years from 2024-25 to 2030-31.
- The SV amount will be removed from Council’s rating income in 2031-32.
- The annual increase for ratepayers is the rate peg, to be determined by IPART annually, and is assumed to be 1% for 2022-23 and 2.5% from 2023-24.
- Reduction in depreciation with a focus on asset renewals. Limited new assets constructed.
- The annual operating surpluses are to fund the principal loan repayments required for Council’s emergency loans.
- In 2031-32 an assumed organisational restructure is undertaken to rebalance the organisation to the reduced revenue, which leads to an offset to the reduction in Council’s rating income from the removal of the SV there is a reduction of \$7.8 million in employee costs and \$5.2 million in materials and services. This results in an estimated operating surplus of \$2.2 million which is necessary for remaining principal debt repayment.



## Consolidated Primary Financial Reports - Planned / Baseline Scenario (Maintain SV to June 2031)

### Long Term Financial Plan Maintain SV Scenario Consolidated Income Statement

Base Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	
<b>Income from Continuing Operations</b>											
<i>Revenue:</i>											
Rates & Annual Charges	362,210	395,676	409,139	424,889	442,108	450,576	458,665	466,934	475,386	484,027	464,088
User Charges & Fees	141,332	147,682	147,642	148,533	149,443	150,191	150,942	151,696	152,455	153,217	153,983
Interest & Investment Revenue	4,442	4,890	5,172	5,476	5,689	5,852	6,021	6,192	6,364	6,544	6,638
Other Revenue	10,122	9,666	9,714	9,763	9,811	9,861	9,910	9,959	10,009	10,059	10,110
Other Income	7,621	7,930	7,970	8,010	8,050	8,090	8,131	8,171	8,212	8,253	8,295
Grants & Contributions provided for Operating Purposes	42,176	34,781	43,392	43,825	44,264	44,709	45,161	45,619	46,085	46,557	47,037
Grants & Contributions provided for Capital Purposes	67,675	81,530	62,425	57,565	51,964	59,571	59,571	59,571	59,571	59,571	59,571
Net Internal Revenue	72,955	58,026	58,316	58,608	58,901	59,195	59,491	59,789	60,088	60,388	60,690
<i>Other Income:</i>											
Net gains from the disposal of assets	25,740	5,294	1,412	284	1,730	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>734,273</b>	<b>745,475</b>	<b>745,183</b>	<b>756,952</b>	<b>771,961</b>	<b>788,046</b>	<b>797,892</b>	<b>807,932</b>	<b>818,170</b>	<b>828,617</b>	<b>810,411</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	172,594	188,820	194,758	199,568	205,288	209,394	213,582	217,853	222,210	226,654	223,388
Borrowing Costs	12,689	13,725	14,983	13,932	12,969	12,814	12,557	12,400	12,091	11,830	11,519
Materials & Contracts	182,003	195,941	202,415	209,307	221,351	219,474	220,410	221,054	224,623	222,771	218,643
Depreciation & Amortisation	170,021	158,941	163,538	166,834	170,860	174,856	178,853	182,849	186,845	190,842	194,838
Other Expenses	37,712	38,252	38,252	38,252	38,252	38,252	38,252	38,252	38,252	38,252	38,252
Internal Expenses	62,746	42,226	42,292	42,530	42,563	42,776	42,990	43,205	43,421	43,638	43,856
<b>Total Expenses from Continuing Operations</b>	<b>637,765</b>	<b>637,905</b>	<b>656,238</b>	<b>670,423</b>	<b>691,284</b>	<b>697,567</b>	<b>706,644</b>	<b>715,613</b>	<b>727,443</b>	<b>733,987</b>	<b>730,497</b>
<b>Operating Result from Continuing Operations</b>	<b>96,508</b>	<b>107,570</b>	<b>88,945</b>	<b>86,529</b>	<b>80,677</b>	<b>90,479</b>	<b>91,247</b>	<b>92,319</b>	<b>90,728</b>	<b>94,629</b>	<b>79,914</b>
<b>Net Operating Result for the Year</b>	<b>96,508</b>	<b>107,570</b>	<b>88,945</b>	<b>86,529</b>	<b>80,677</b>	<b>90,479</b>	<b>91,247</b>	<b>92,319</b>	<b>90,728</b>	<b>94,629</b>	<b>79,914</b>
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes	28,833	26,040	26,520	28,964	28,714	30,908	31,676	32,748	31,157	35,058	20,343

**Long Term Financial Plan**  
**Maintain SV Scenario**  
**Consolidated Statement of Financial Position**

Base Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash Equivalents	54,856	97,506	105,505	102,856	90,449	78,171	75,347	70,335	68,535	66,562	63,361
Investments	263,561	328,561	368,561	388,561	428,561	453,561	483,561	518,561	558,561	598,561	628,561
Receivables	65,219	71,017	71,544	72,616	74,231	74,599	71,825	68,878	65,934	62,491	57,639
Inventories	1,416	1,421	1,426	1,431	1,436	1,441	1,446	1,451	1,456	1,461	1,466
Other	3,608	3,608	3,608	3,608	3,608	3,608	3,608	3,608	3,608	3,608	3,608
Non-current assets classified as "held for sale"	19,646	4,460	1,706	1,360	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>408,306</b>	<b>506,573</b>	<b>552,350</b>	<b>570,432</b>	<b>598,285</b>	<b>611,380</b>	<b>635,788</b>	<b>662,834</b>	<b>698,094</b>	<b>732,683</b>	<b>754,636</b>
<b>Non-Current Assets</b>											
Investments	264,750	274,750	284,750	329,750	364,750	414,750	464,750	514,750	554,750	599,750	644,750
Receivables	3,423	3,504	3,314	3,423	3,084	2,731	2,377	2,024	1,671	1,318	966
Infrastructure, Property, Plant & Equipment	7,284,051	7,337,786	7,413,697	7,439,353	7,473,519	7,548,860	7,604,641	7,629,337	7,668,537	7,736,553	7,791,506
Intangible Assets	17,204	13,849	12,661	11,567	10,423	9,229	7,985	6,691	5,347	3,953	3,953
Right of Use Assets	2,183	1,890	1,598	1,306	1,014	721	547	456	366	286	249
Other	623	623	623	623	623	623	623	623	623	623	623
<b>Total Non-Current Assets</b>	<b>7,572,235</b>	<b>7,632,402</b>	<b>7,716,643</b>	<b>7,786,023</b>	<b>7,853,413</b>	<b>7,976,915</b>	<b>8,080,923</b>	<b>8,153,882</b>	<b>8,231,294</b>	<b>8,342,482</b>	<b>8,442,047</b>
<b>TOTAL ASSETS</b>	<b>7,980,541</b>	<b>8,138,975</b>	<b>8,268,992</b>	<b>8,356,455</b>	<b>8,451,698</b>	<b>8,588,295</b>	<b>8,716,711</b>	<b>8,816,716</b>	<b>8,929,389</b>	<b>9,075,166</b>	<b>9,196,683</b>

## Long Term Financial Plan

### Maintain SV Scenario

#### Consolidated Statement of Financial Position

Base Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Payables	63,198	63,282	63,367	63,452	63,537	63,623	63,709	63,795	63,882	63,969	64,056
Income Received in Advance	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916
Contract Liabilities	13,526	13,526	13,526	13,526	13,526	13,526	13,526	13,526	13,526	13,526	13,526
Borrowings	34,001	116,230	33,701	71,236	32,804	29,248	54,842	29,286	46,514	27,937	18,960
Lease Liabilities	261	271	278	291	305	319	193	98	102	93	41
Employee Benefit Provisions	56,633	59,177	61,860	64,673	67,623	70,568	73,648	76,872	80,245	83,774	87,467
Provisions	5,825	4,665	3,665	3,414	3,376	3,310	3,261	3,228	3,228	3,278	3,366
<b>Total Current Liabilities</b>	<b>176,360</b>	<b>260,067</b>	<b>179,313</b>	<b>219,509</b>	<b>184,088</b>	<b>183,511</b>	<b>212,096</b>	<b>189,722</b>	<b>210,414</b>	<b>195,493</b>	<b>190,333</b>
<b>Non-Current Liabilities</b>											
Income Received in Advance	6,766	6,766	6,766	6,766	6,766	6,766	6,766	6,766	6,766	6,766	6,766
Contract Liabilities	2,255	2,255	2,255	2,255	2,255	2,255	2,255	2,255	2,255	2,255	2,255
Lease Liabilities	2,049	1,768	1,484	1,179	861	527	461	458	351	267	279
Borrowings	279,910	179,618	244,752	179,753	189,372	166,361	117,756	121,008	80,731	76,117	63,394
Employee Benefit Provisions	3,427	3,598	3,778	3,967	4,166	4,363	4,571	4,788	5,015	5,253	5,503
Provisions	75,322	73,322	73,292	72,585	71,596	70,696	69,696	68,596	67,395	66,072	66,072
<b>Total Non-Current Liabilities</b>	<b>369,730</b>	<b>267,327</b>	<b>332,327</b>	<b>266,505</b>	<b>275,015</b>	<b>250,968</b>	<b>201,505</b>	<b>203,871</b>	<b>162,513</b>	<b>156,731</b>	<b>144,269</b>
<b>TOTAL LIABILITIES</b>	<b>546,090</b>	<b>527,394</b>	<b>511,639</b>	<b>486,014</b>	<b>459,103</b>	<b>434,479</b>	<b>413,601</b>	<b>393,593</b>	<b>372,928</b>	<b>352,224</b>	<b>334,602</b>
<b>Net Assets</b>	<b>7,434,451</b>	<b>7,611,581</b>	<b>7,757,353</b>	<b>7,870,441</b>	<b>7,992,595</b>	<b>8,153,816</b>	<b>8,303,110</b>	<b>8,423,122</b>	<b>8,556,461</b>	<b>8,722,942</b>	<b>8,862,081</b>
<b>EQUITY</b>											
Retained Earnings	7,052,957	7,160,530	7,249,474	7,336,003	7,416,681	7,507,160	7,598,406	7,690,724	7,781,455	7,876,084	7,955,998
Revaluation Reserve	381,493	451,051	507,879	534,438	575,914	646,656	704,704	732,398	775,007	846,858	906,083
<b>Total Equity</b>	<b>7,434,451</b>	<b>7,611,581</b>	<b>7,757,353</b>	<b>7,870,441</b>	<b>7,992,595</b>	<b>8,153,816</b>	<b>8,303,110</b>	<b>8,423,122</b>	<b>8,556,461</b>	<b>8,722,942</b>	<b>8,862,081</b>

**Long Term Financial Plan**  
**Maintain SV Scenario**  
**Consolidated Cashflow Statement**

Base Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	
<b>Cash Flows from Operating Activities</b>											
<u>Receipts:</u>											
Rates & Annual Charges	368,883	394,425	408,378	423,979	441,080	450,249	458,281	466,541	474,984	483,615	465,077
User Charges & Fees	139,951	146,007	147,773	148,708	149,669	150,525	151,338	152,159	152,988	153,824	154,669
Investment & Interest Revenue Received	3,523	4,890	5,172	5,476	5,689	5,852	6,021	6,192	6,364	6,544	6,638
Grants & Contributions	109,851	116,311	105,818	101,390	96,228	104,281	104,732	105,191	105,656	106,128	106,608
Internal Revenue	72,955	58,026	58,316	58,608	58,901	59,195	59,491	59,789	60,088	60,388	60,690
Other	15,312	19,243	19,414	19,589	19,771	19,958	19,901	20,101	20,308	20,522	20,744
<u>Payments:</u>											
Employee Benefits & On-Costs	(167,749)	(186,105)	(191,895)	(196,566)	(202,139)	(206,251)	(210,293)	(214,413)	(218,610)	(222,887)	(219,445)
Materials & Contracts	(245,422)	(238,110)	(244,650)	(251,780)	(263,858)	(262,193)	(263,343)	(264,201)	(267,986)	(266,351)	(262,441)
Borrowing Costs	(11,550)	(12,586)	(13,844)	(12,793)	(11,830)	(11,675)	(11,418)	(11,261)	(10,952)	(10,691)	(10,380)
Other	(37,712)	(38,252)	(38,252)	(38,252)	(38,252)	(38,252)	(38,252)	(38,252)	(38,252)	(38,252)	(38,252)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>248,042</b>	<b>263,849</b>	<b>256,229</b>	<b>258,359</b>	<b>255,259</b>	<b>271,688</b>	<b>276,458</b>	<b>281,846</b>	<b>284,588</b>	<b>292,841</b>	<b>283,906</b>
<b>Cash Flows from Investing Activities</b>											
<u>Receipts:</u>											
Sale of Investment Securities	71,779	80,000	70,000	105,000	90,000	85,000	105,000	90,000	90,000	100,000	85,000
Sale of Infrastructure, Property, Plant & Equipment	58,350	24,940	5,872	1,990	3,090	-	-	-	-	-	-
<u>Payments:</u>											
Purchase of Investment Securities	(180,000)	(155,000)	(120,000)	(170,000)	(165,000)	(160,000)	(185,000)	(175,000)	(170,000)	(185,000)	(160,000)
Purchase of Infrastructure, Property, Plant & Equipment	(177,791)	(153,076)	(186,707)	(170,534)	(166,943)	(182,400)	(179,270)	(183,054)	(186,839)	(190,623)	(194,407)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(227,662)</b>	<b>(203,136)</b>	<b>(230,835)</b>	<b>(233,544)</b>	<b>(238,853)</b>	<b>(257,400)</b>	<b>(259,270)</b>	<b>(268,054)</b>	<b>(266,839)</b>	<b>(275,623)</b>	<b>(269,407)</b>
<b>Cash Flows from Financing Activities</b>											
<u>Receipts:</u>											
Borrowings and advances	3,000	10,000	92,598	-	46,023	8,342	3,000	29,801	3,500	21,086	4,000
<u>Payments:</u>											
Borrowings and advances	(34,243)	(28,064)	(109,993)	(27,464)	(74,836)	(34,909)	(23,011)	(48,605)	(23,049)	(40,277)	(21,699)
<b>Net Cash provided (or used in) Financing Activities</b>	<b>(31,243)</b>	<b>(18,064)</b>	<b>(17,395)</b>	<b>(27,464)</b>	<b>(28,813)</b>	<b>(26,567)</b>	<b>(20,011)</b>	<b>(18,803)</b>	<b>(19,549)</b>	<b>(19,192)</b>	<b>(17,699)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalen</b>	<b>(10,863)</b>	<b>42,650</b>	<b>7,999</b>	<b>(2,649)</b>	<b>(12,407)</b>	<b>(12,279)</b>	<b>(2,823)</b>	<b>(5,012)</b>	<b>(1,800)</b>	<b>(1,974)</b>	<b>(3,200)</b>
plus: <b>Cash &amp; Cash Equivalents - beginning of year</b>	65,719	54,856	97,506	105,505	102,856	90,449	78,171	75,347	70,335	68,535	66,562
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>54,856</b>	<b>97,506</b>	<b>105,505</b>	<b>102,856</b>	<b>90,449</b>	<b>78,171</b>	<b>75,347</b>	<b>70,335</b>	<b>68,535</b>	<b>66,562</b>	<b>63,361</b>

**Long Term Financial Plan**  
**Maintain SV Scenario**

**Consolidated Performance Measurement Indicators**

	Base Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
TARGET	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000

<b>Budget Performance</b>													
1	Operating Performance Ratio	>0%	0.48%	3.15%	3.68%	4.10%	3.76%	4.24%	4.29%	4.38%	4.11%	4.56%	2.71%
	<i>measures the extent to which a council has succeeded in containing operating expenditure within operating revenue</i>		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	Own Source Operating Revenue Ratio	> 60%	85.04%	84.40%	85.80%	86.61%	87.53%	86.77%	86.87%	86.98%	87.09%	87.19%	86.85%
	<i>measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions</i>		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

<b>Operational Liquidity</b>													
3	Unrestricted Current Ratio	>1.5	2.57	1.81	3.48	2.56	3.57	3.61	2.91	3.66	3.24	3.93	4.30
	<i>assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</i>		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	< 5%	5.0%	5.0%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%
	<i>assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts expressed as a percentage of total rates and charges available for collection in the financial year</i>		✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	Cash Expense Cover Ratio	>3 months	7.69	10.16	9.50	11.19	10.54	11.53	12.28	12.25	13.47	13.80	15.04
	<i>liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow</i>		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

<b>Liability and Debt Management</b>													
6	Debt Service Cover Ratio	2.00x	4.51	4.76	1.64	5.07	2.42	4.58	6.27	3.74	6.55	4.56	6.82
	<i>measures the availability of operating cash to service debt including interest and principal.</i>		✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓

## Financial Expenses Assumptions

The financial assumptions that have been included in this LTFP include the following and are applicable to all scenarios.

Type	Base Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
CPI	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

### Revenue

Rates	2.00%	1.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Annual Charges	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
User Charges & Fees	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Other Revenue	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Other Income	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Grants and Contributions - Operating	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Interest & Investment Revenue	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Internal Revenue	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Gain on Asset Disposal	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grants and Contributions - Capital	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

### Expenses

Employee Costs	2.50%	2.50%	2.50%	2.50%	2.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Borrowing Costs	Based on loan repayment schedules and forecasted increase in interest rates when loans are refinanced										
Materials and Services	0.35%	0.35%	0.35%	0.35%	0.35%	0.35%	0.35%	0.35%	0.35%	0.35%	0.35%
Other Expenses	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loss On Asset Disposal	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Internal Expenses	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%

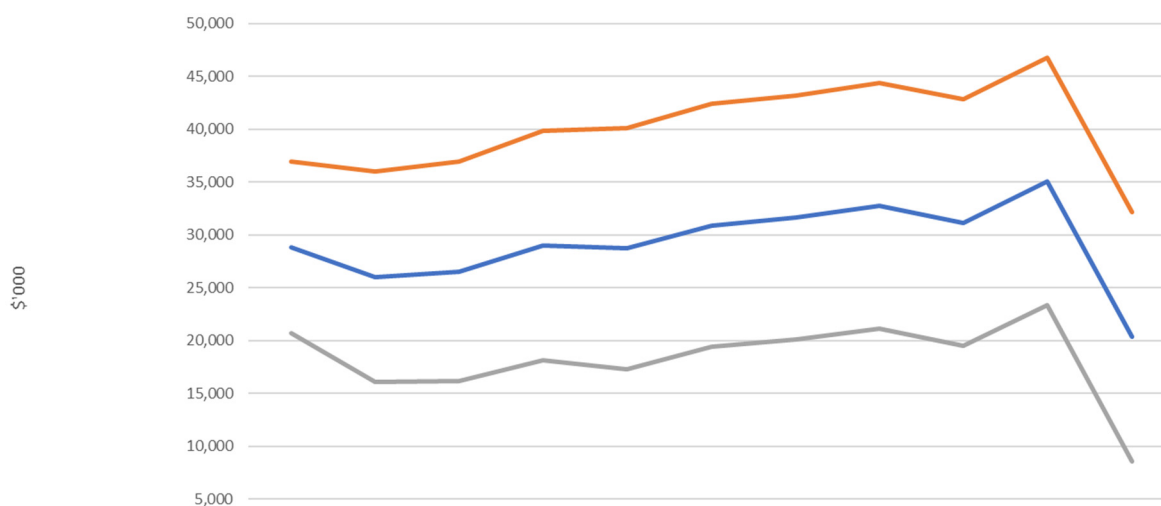
## Other Scenarios

In addition to the Planned / Baseline scenario the LTFP includes the following scenarios designed to model the impact of changes in assumptions:

- **Optimistic Scenario** – this is based on the pricing for water, sewerage and stormwater drainage prices being 5% higher than IPART’s draft determination.
- **Conservative Scenario** – this is based on the pricing for water, sewerage and stormwater drainage prices being 5% lower than IPART’s draft determination.

All other assumptions are the same as outlined for Planned / Baseline scenario.

The net operating results (before capital income) for all scenarios are shown on the below graph. The reduction in net operating result before capital income in 2031-32 is due to the reduction in Council’s rating income from the removal of the 13% SV.



	Base Year - 2022	Year 1 - 2023	Year 2 - 2024	Year 3 - 2025	Year 4 - 2026	Year 5 - 2027	Year 6 - 2028	Year 7 - 2029	Year 8 - 2030	Year 9 - 2031	Year 10 - 2032
Planned/Baseline Scenario	28,833	26,040	26,520	28,964	28,714	30,908	31,676	32,748	31,157	35,058	20,343
Optimistic Scenario	36,969	36,004	36,899	39,817	40,105	42,384	43,210	44,339	42,806	46,766	32,109
Conservative Scenario	20,698	16,076	16,140	18,112	17,322	19,431	20,142	21,156	19,507	23,350	8,576

# Financial Performance

## Methods of Monitoring Financial Performance

The following information details the mathematical formula for each of the financial ratios above.

### Operating Performance Ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue. This ratio focuses on operating performance and excludes capital income from grants and contributions.

$$= \frac{\text{Total continuing operating revenue (excluding capital grants and contributions) less operating expenses}}{\text{Total continuing operating revenue (excluding capital grants and contributions)}}$$

### Own Source Operating Revenue Ratio

This ratio measures fiscal flexibility and the degree of reliance on external funding sources. A Council's fiscal flexibility improves the higher the level of its own source of revenue.

$$= \frac{\text{Total continuing operating revenue excluding all grants and contributions}}{\text{Total continuing operating revenue inclusive of capital grants and contributions}}$$

### Unrestricted Current Ratio

The purpose of this ratio is to demonstrate whether there are sufficient funds available to meet short term obligations.

$$= \frac{\text{Current assets less all external restrictions}}{\text{Current liabilities less specific purpose liabilities}}$$

### Cash Expense Cover Ratio

This liquidity ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow.

$$= \frac{\text{Cash and cash equivalents plus term deposits}}{\text{Cash flows from operating and financing activities}}$$



**Rates and Annual Charges Outstanding Percentage**

The purpose of this measure is to assess the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.

$$= \frac{\text{Rates and annual charges outstanding}}{\text{Rates and annual charges collectible}}$$

**Debt Service Cover Ratio**

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

$$= \frac{\text{Operating result before capital (excluding interest and depreciation, amortisation, impairment)}}{\text{Principal repayments and borrowing costs}}$$

# Workforce Management Strategy





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# Introduction

## What is the Workforce Management Strategy

The Workforce Management Strategy is an essential component of the Resourcing Strategy, designed to ensure Council is appropriately staffed to meet the current and future service needs of the Central Coast community over the three years of the Delivery Program, and more generally over the ten years of the Community Strategic Plan.

This Workforce Management Strategy is based on the IPART determination to maintain the temporary rate for a further seven years (ceasing 30 June 2031). This strategy is also influenced by COVID-19 and the ongoing financial impacts and workforce disruptions that the pandemic continues to cause.

## Council's Workforce and its Financial Recovery

In order for Council to achieve financial sustainability a number of cost management measures have been implemented, which includes a \$30 million reduction in employee costs. At its peak Council's headcount was 2,719. During 2020-21, an organisational restructure was undertaken, with voluntary redundancies offered as part of the process. At the conclusion of the restructure, the headcount had been reduced to 2,183. This Strategy follows that process and focusses on maintaining current employee costs.

# Statement of Workplace Culture

*The Central Coast is a stunningly unique region, with diverse natural assets, lakes, beaches, bushland and forests, a complex tapestry of environmental beauty and economic prospects. The biodiversity of our landscape is strengthened with a passionate and committed community supported by the workforce of Central Coast Council.*

*The past few years have proven difficult for many and we are no exception. We all want to see Central Coast Council as a capable, responsible and efficient organisation that is trusted and respected by its staff and community, embracing a culture that is informed and driven by our people and Corporate Values.*

*The implementation of this strategy will assist us in rebuilding the foundations of our workplace to create a successful organisation that puts the community at the heart of everything we do.*

**David Farmer,**  
Chief Executive Officer

# Organisational Structure

<b>Administrator - Rik Hart</b>				
<b>Chief Executive Officer - David Farmer</b>				<b>Internal Ombudsman</b>
<b>Corporate Affairs (and Chief Financial Officer)</b> Natalia Cowley	<b>Community and Recreation Services</b> Melanie Smith	<b>Environment and Planning</b> Alice Howe	<b>Infrastructure Services</b> Boris Bolgoff	<b>Water and Sewer</b> Jamie Loader
Communications, Marketing and Customer Engagement	Community and Culture	Development Assessment	Engineering Services	Headworks and Treatment
Economic Development and Property	Leisure, Beach Safety and Community Facilities	Environmental Compliance Services	Facilities and Asset Management	Planning and Delivery
Finance	Libraries and Education	Environmental Management	Roads and Drainage Infrastructure	Network Operations and Maintenance
Governance, Risk and Legal	Open Space and Recreation	Strategic Planning	Roads Construction and Maintenance	
Information and Technology			Waste and Resource Recovery	
People and Culture				
Plant and Fleet				
Procurement and Project Management				

# Organisational Vision and Values

A vibrant organisation doing great things



BE SAFE



BE POSITIVE



BE YOUR BEST



SERVE



COLLABORATE



IMPROVE



# About the Workforce

## Key Metrics

Central Coast Council is a complex organisation employing 2,172 people (headcount) across a range of services. These services include community development and programs, engineering, construction and design, recreational services, information services, administration and support, economic development, and land use planning.

To deliver such a diverse range of services, we need a workforce that has a range of capabilities, knowledge and qualifications. In order to meet the needs of the community this means regularly monitoring our workforce profile to ensure that Council continues to have a diverse workforce with the right skills, knowledge and behaviours.

The below tables details Council's historic and present workforce data. Note, unless stated otherwise:

- Historic is as at 1 December 2021
- Present is as at 30 June 2021

## Headcount and Turnover Rate

Headcount*		Turnover Rate**	
Historic***	Present****	Historic***	Present****
2020-21	2021-22	2020-21	2021-22
2,183	2,172	25.2%	15.37%

\* This includes all employees (full time, part time, temporary and casual workers. This number fluctuates as roles are filled or become vacant.

\*\* This historic rate includes redundancies as part of the 2021 restructures.

\*\*\* As at 1 December 2021

\*\*\*\* As at 30 June 2021

## Gender



## Gender of Leadership

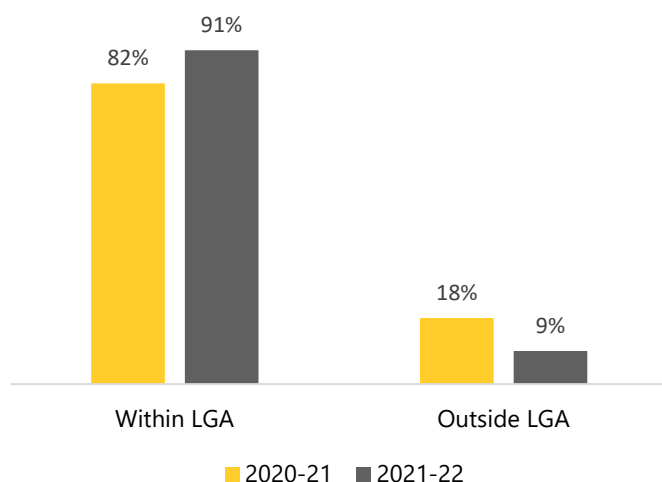
Leadership Category	Female	Male	Total
Executive Leadership Team	1	5	6
Unit Manager	6	17	23
Section Manager	32	43	75
Team Leader	58	91	149
<b>Grant Total</b>	<b>97</b>	<b>156</b>	<b>253</b>

## Employment Type by Department

Employment Type	CEO Office	Community and Recreation Services	Corporate Affairs	Environment and Planning	Infrastructure Services	Water and Sewer	Total
Permanent	5	394	514	259	302	244	1,718
Apprentice	0	0	4	0	1	5	10
Casual	0	362	9	0	9	0	380
Trainee	0	8	0	1	0	1	10
Temporary*	0	35	5	6	2	6	54
<b>Total</b>		<b>799</b>	<b>532</b>	<b>266</b>	<b>314</b>	<b>256</b>	<b>2,172</b>

\*Temporary – fixed term

## Employees who live within the LGA



## Length of Service and Age of Workforce

Length of Service Years	Historic	Present	Age of Workforce Age	Historic	Present
	2020-21	2021-22		2020-21	2021-22
<1	109	170	<18	19	12
1 – 5	801	748	18 - 25	201	203
6 – 10	346	327	26 - 35	355	344
11 – 15	325	329	36 - 45	525	525
16 – 20	267	263	46 - 55	567	565
21 – 24	120	117	56 - 65	456	459
25 – 29	123	129	66 - 75	59	63
>30	92	89	75>	1	1

## Workforce Distribution\*

Directorate	Headcount		Gender Diversity	
			Men	Women
Chief Executive Officer	5	0.23%	20%	80%
Community and Recreation Services	800	36.78%	41.5%	58.5%
Corporate Affairs	532	24.46%	48.7%	51.3%
Environment and Planning	263	12.09%	53.3%	43.7%
Infrastructure Services	317	14.57%	87.7%	12.3%
Water and Sewer	258	11.86%	85.3%	14.7%
<b>Total</b>	<b>2,175</b>	<b>100%</b>	<b>57%</b>	<b>43%</b>

\*As at 30 September 2021 – includes all permanent, temporary fixed term and casual employees



coles

  
**13548**  
2020-2021  
CELEBRATING 50 YEARS

  
**10**

  
**13549**  
2020-2021  
CELEBRATING 50 YEARS

  
**6**

# Current and Future Workforce Needs

## Workforce Planning

### Guiding Principles

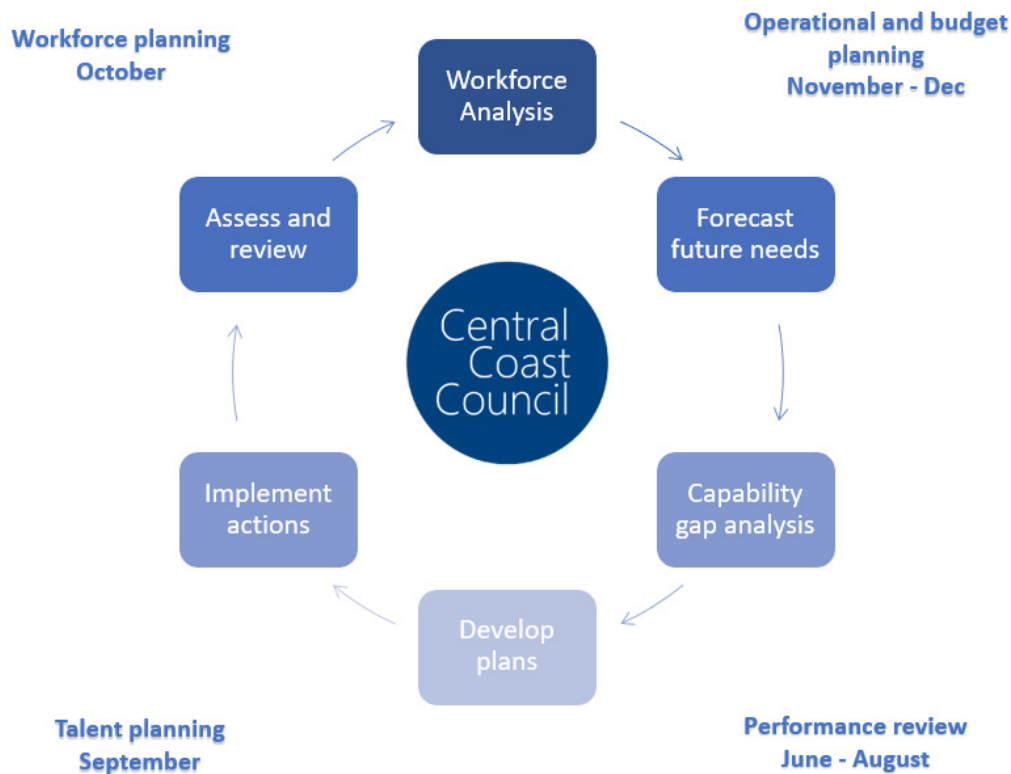
- Building a capable, responsible and efficient organisation that is trusted and respected by its staff and community.
- Attracting and Retaining Talent to deliver services to the Central Coast.
- Robust talent, succession and workforce planning to ensure we have ability to deliver on Council's strategic and operational programs
- Effective capability building and development of our people to enable peak performance
- Financially accountable and fiscally responsible workforce
- Continue to nourish and improve on our culture of safety and wellness through ensuring the ongoing demonstration of our constructive safety attitude and behaviour

### Workforce Planning Process

Workforce planning is a continuous process which involves analysis of future workforce needs with current workforce capability, to determine actions required to meet strategic objectives that support community outcomes. In its most simplistic form, it's about having the right number of people, with the right skills, in the right jobs, at the right time.

#### Workforce Planning Process

Analysing the current workforce	Does our current workforce and structure help meet community needs?
Forecasting future needs	What labour will we need to deliver the programs of work the community are expecting?
Capability gaps identified	What skills do our current and future people need to deliver on our plans for our community?
Developing plans to address need	Creating opportunities and actions to address the development and performance needs of our people.
Implementing actions	Action the programs of work for our people to ensure we have right skills to deliver to the best of our ability.
Assess and review strategy	Test how we are going and review any amendments required.



## Council Services

As detailed in the table below Council delivers a range of services to the community. In delivering these services a range of skills, knowledge and experience is required for each, which are considered as part of the workforce planning process.

Service Area	Service	Service Outputs
Arts and Entertainment	Galleries	<ul style="list-style-type: none"> <li>Exhibitions</li> <li>Venue for display of community art groups</li> <li>Art classes</li> <li>Garden maintenance</li> </ul>
	Stadium	<ul style="list-style-type: none"> <li>Community and corporate events</li> <li>Venue hire</li> <li>Venue marketing</li> <li>Signage sales</li> </ul>
	Theatres	<ul style="list-style-type: none"> <li>Theatre space hire</li> <li>Theatrical productions</li> <li>Community organisation partnership</li> <li>Internal / external TV content</li> </ul>
Cemeteries	Cemeteries	<ul style="list-style-type: none"> <li>Interment sites</li> <li>Bereavement and cemetery services</li> <li>Perpetual maintenance and care of cemeteries</li> <li>Community events and information sessions</li> </ul>

Service Area	Service	Service Outputs
Childcare	Childcare	<ul style="list-style-type: none"> <li>• Early childhood education and preparedness for school</li> <li>• Support for children with additional needs / vulnerable or at risk</li> <li>• Speech therapy assessment / referral and support</li> <li>• Provision of care for working and studying families</li> </ul>
Community Connections	Community Development	<ul style="list-style-type: none"> <li>• Community programs and activities</li> <li>• Community network co-ordination</li> </ul>
	Community Education	<ul style="list-style-type: none"> <li>• Workshops, tours and events</li> <li>• Program, resource and collateral development</li> <li>• Schools education</li> <li>• Community education</li> </ul>
	Community Grants and Sponsorship	<ul style="list-style-type: none"> <li>• Administer Council funded grants program</li> <li>• Administer externally funded grants programs</li> </ul>
	Community Programs	<ul style="list-style-type: none"> <li>• Youth Services</li> <li>• Senior Services</li> <li>• Social Planning</li> <li>• Cultural Planning</li> </ul>
Community Facilities	Community Facilities Management	<ul style="list-style-type: none"> <li>• Programmed building maintenance works</li> <li>• Reactive building maintenance works</li> <li>• Community facilities operation and hire</li> <li>• Lease and license management</li> <li>• Security access and monitoring</li> <li>• Graffiti removal</li> </ul>
	Public Conveniences	<ul style="list-style-type: none"> <li>• Clean and hygienic public toilets</li> <li>• Graffiti removal</li> <li>• Maintenance and vandalism reports</li> <li>• Minor repairs</li> </ul>
Community Relations	Community Engagement	<ul style="list-style-type: none"> <li>• Online consultation hub</li> <li>• Community engagement events</li> <li>• Engagement analysis and reports</li> <li>• Community engagement advice</li> </ul>
	Customer Services	<ul style="list-style-type: none"> <li>• Call centre operations</li> <li>• Front counter service and reception</li> <li>• Counter service in libraries</li> </ul>
Corporate Communications	Organisational Communications	<ul style="list-style-type: none"> <li>• Internal communications</li> <li>• Corporate communications</li> <li>• Website development and management</li> <li>• Digital advertising and social media management</li> </ul>
	Community Relations	<ul style="list-style-type: none"> <li>• Responding to media enquires</li> <li>• Responding to community enquiries (outside of CX system)</li> </ul>
Corporate Facilities	Corporate Facilities Management	<ul style="list-style-type: none"> <li>• Programmed building maintenance works</li> <li>• Reactive building maintenance works</li> <li>• Building construction and maintenance advice</li> </ul>

Service Area	Service	Service Outputs
		<ul style="list-style-type: none"> <li>• Security access and monitoring</li> </ul>
	Energy Advisory Service	<ul style="list-style-type: none"> <li>• Energy account management and procurement</li> <li>• Carbon management and reporting</li> <li>• Community carbon and energy services</li> </ul>
	Plant and Fleet Management	<ul style="list-style-type: none"> <li>• Fleet management</li> <li>• Plant maintenance</li> <li>• Plant pool services</li> </ul>
	Stores and Inventory	<ul style="list-style-type: none"> <li>• Inventory management</li> </ul>
Corporate Governance	Civic Services	<ul style="list-style-type: none"> <li>• Council meeting business papers</li> <li>• Councillor request system administration</li> <li>• Councillor briefing support</li> <li>• Committee meeting support</li> <li>• Mayoral office support and administration</li> </ul>
	Governance	<ul style="list-style-type: none"> <li>• Legislation compliance</li> <li>• Privacy guidance and training</li> <li>• Policy management</li> <li>• Council elections</li> </ul>
	Organisational Governance	<ul style="list-style-type: none"> <li>• Participation in governance activities across the organisation</li> </ul>
	Insurance and Risk Management	<ul style="list-style-type: none"> <li>• Business Continuity Plans</li> <li>• Operational risk management</li> <li>• Insurance portfolio management</li> <li>• Insurance claims management</li> </ul>
	Internal Audit	<ul style="list-style-type: none"> <li>• Business assurance to CEO and ARIC</li> <li>• Consultancy and advisory activities</li> <li>• Risk analysis and audit work programming</li> <li>• Quality and performance of IA services</li> </ul>
	Legal	<ul style="list-style-type: none"> <li>• Legal advice</li> <li>• Legal services</li> <li>• Legal support</li> <li>• Legal advocacy</li> </ul>
	Ombudsman Services	<ul style="list-style-type: none"> <li>• Community complaint mechanism</li> <li>• Corrupt conduct and maladministration investigation</li> <li>• Councillor complaint co-ordination</li> <li>• Protected Interest Disclosure co-ordination</li> </ul>
Corporate Strategy	Integrated Planning and Reporting (IP&R)	<ul style="list-style-type: none"> <li>• Operational Plan</li> <li>• Quarterly / Annual Report</li> <li>• Community Strategic Plan</li> <li>• Resourcing Strategy</li> </ul>
	Organisational IP&R	<ul style="list-style-type: none"> <li>• Contribution and participation in the IP&amp;R Framework</li> </ul>
Development Assessment	Development Advisory Service	<ul style="list-style-type: none"> <li>• Advice to internal and external customers</li> <li>• Development application assessment</li> <li>• Development Application lodgement triage</li> </ul>
	Development Application Determination	<ul style="list-style-type: none"> <li>• Development application determinations</li> <li>• Court appeals</li> <li>• Legislative assessments and approvals</li> </ul>



Service Area	Service	Service Outputs
		<ul style="list-style-type: none"> <li>• Engineering assessments</li> <li>• Legislative certificates</li> </ul>
Development Regulation	Building Regulation Compliance	<ul style="list-style-type: none"> <li>• Legislative approvals and certificates</li> <li>• Legislative compliance inspections</li> <li>• Legislative enforcement</li> <li>• Complaint investigation and response</li> </ul>
	Health and Environmental Compliance	<ul style="list-style-type: none"> <li>• Legislative compliance inspections</li> <li>• Complaint investigation and response</li> <li>• Legislative approvals and certificates</li> <li>• Legislative enforcement</li> <li>• Environmental Management System</li> </ul>
	Rangers	<ul style="list-style-type: none"> <li>• Animal registration</li> <li>• Complaint investigation and response</li> <li>• Legislative enforcement</li> <li>• Legislative compliance inspections</li> <li>• Ranger patrols</li> </ul>
Economic Growth	Airport	<ul style="list-style-type: none"> <li>• Safe operations at the airport</li> <li>• Airport facility and asset maintenance</li> <li>• Revenue from landing fees</li> </ul>
	Business Development and Innovation	<ul style="list-style-type: none"> <li>• Business advice, education and support</li> <li>• Data</li> <li>• Smart cities infrastructure</li> <li>• Smart cities planning and framework</li> </ul>
	Major Economic Projects	<ul style="list-style-type: none"> <li>• Precinct plans</li> </ul>
	Visitor Economy	<ul style="list-style-type: none"> <li>• Visitor information services</li> <li>• Sales and information</li> <li>• Destination Marketing and Brand</li> </ul>
	Events	<ul style="list-style-type: none"> <li>• Community events</li> </ul>
	Commercial Properties and Leasing	<ul style="list-style-type: none"> <li>• Smart work hub</li> <li>• Programs and activities</li> <li>• Commercial management of Councils lettable real estate portfolio</li> <li>• Real estate asset maintenance</li> <li>• Property sales, acquisition and development</li> </ul>
	Holiday Parks	<ul style="list-style-type: none"> <li>• Manage holiday parks</li> <li>• Maintain holiday parks</li> <li>• Market holiday parks</li> </ul>
	Town and City Centre Management	<ul style="list-style-type: none"> <li>• Programs and activities</li> </ul>
Finance	Financial Analysis and Business Support	<ul style="list-style-type: none"> <li>• Financial data</li> <li>• Statutory financial reporting requirements</li> <li>• Monthly, quarterly and annual reporting on financial results</li> <li>• Financial budgeting and reporting tools</li> </ul>
	Financial Control and Compliance	<ul style="list-style-type: none"> <li>• Rates and water notices and debtor invoices</li> <li>• Management of customer and property data</li> <li>• Invoice payment</li> </ul>

Service Area	Service	Service Outputs
		<ul style="list-style-type: none"> <li>Treasury and taxation payment</li> <li>Data collection</li> </ul>
	Payroll	<ul style="list-style-type: none"> <li>Payroll processing</li> </ul>
	Organisational Financial Planning and Reporting	<ul style="list-style-type: none"> <li>Financial integration with Community Strategic Plan, Operational Plan, Quarterly Reporting, Annual Report and End of Term Report</li> </ul>
Human Resource Management	Organisational development and culture	<ul style="list-style-type: none"> <li>Organisational culture programs</li> <li>Employee relations</li> <li>Learning and development</li> <li>Union relationship management</li> <li>Remuneration and benefits</li> </ul>
	Recruitment	<ul style="list-style-type: none"> <li>Job advertisements</li> <li>Interviews</li> <li>Candidate selection</li> <li>Candidate onboarding</li> </ul>
	Workplace health and safety	<ul style="list-style-type: none"> <li>Safety management system</li> <li>Risk management</li> <li>Reporting</li> <li>Legislative compliance</li> <li>Workers compensation claim management</li> <li>Self-insurer license</li> </ul>
Information and technology	Information Management	<ul style="list-style-type: none"> <li>Property and customer data maintenance</li> <li>Data analysis and modelling</li> <li>Geospatial system and data management</li> <li>Records and archive management</li> <li>Mailroom Management</li> <li>Business insights</li> </ul>
	Systems Development	<ul style="list-style-type: none"> <li>Enterprise architecture</li> <li>Portfolio management and governance</li> <li>Information asset protection</li> <li>Information technology solutions</li> </ul>
	Systems Maintenance and Support	<ul style="list-style-type: none"> <li>IT equipment and application maintenance</li> <li>IT Support to staff and councillors</li> <li>Protection from cyber security threats and risks</li> </ul>
Libraries	Libraries	<ul style="list-style-type: none"> <li>Programs</li> <li>Physical and digital collections</li> <li>Historical records</li> <li>Access to technology</li> <li>Home Library Service and mobile library</li> <li>Courier service</li> </ul>
Natural Assets	Beach Management	<ul style="list-style-type: none"> <li>Beach access maintenance and dune fencing</li> <li>Beach cleaning</li> <li>Lagoon opening</li> <li>Beach scraping</li> </ul>
	Biodiversity	<ul style="list-style-type: none"> <li>Monitoring vegetation conditions and natural asset reserves</li> <li>Biodiversity strategies and actions</li> </ul>

Service Area	Service	Service Outputs
	Biosecurity	<ul style="list-style-type: none"> <li>• Weed inspections</li> <li>• Pest animal control</li> </ul>
	Environmental and Sustainability Education	<ul style="list-style-type: none"> <li>• Workshops, tours and events</li> <li>• Education programs</li> <li>• Bushcare volunteer programs</li> </ul>
	Natural Bushland Reserves	<ul style="list-style-type: none"> <li>• Bush regeneration</li> <li>• Natural based recreation infrastructure</li> <li>• Wetlands</li> </ul>
	Waterways and Coasts	<ul style="list-style-type: none"> <li>• Policy and planning tools</li> <li>• Coastal Zone Management Plans</li> <li>• Coastal Management Works</li> <li>• Preservation activities</li> <li>• Rockpools and Swimming enclosures</li> </ul>
	Tree Management	<ul style="list-style-type: none"> <li>• Nursery plants</li> <li>• Public tree management</li> </ul>
Procurement	Contract Management	<ul style="list-style-type: none"> <li>• Tender process facilitation</li> <li>• Tender development framework</li> <li>• Contract management framework</li> <li>• Contract management</li> <li>• Contractor management</li> </ul>
	Project Management	<ul style="list-style-type: none"> <li>• Contract management</li> <li>• Procurement compliance</li> <li>• Project management</li> <li>• Project and contract delivery</li> </ul>
	Purchasing	<ul style="list-style-type: none"> <li>• Procurement framework</li> <li>• Vendor and supplier management</li> <li>• Procurement system administration</li> <li>• Corporate contract administration</li> <li>• Logistics and supply chain support</li> </ul>
Sport, Leisure and Fitness	Beach Safety	<ul style="list-style-type: none"> <li>• Lifeguard patrols</li> <li>• Partnership with Surf Life Saving to deliver weekend/public holiday service</li> <li>• Safe swim messaging to the community</li> <li>• Management of Grant McBride Ocean Baths and other ocean pools</li> </ul>
	Boat Ramps	<ul style="list-style-type: none"> <li>• Capital project delivery to upgrade/renew infrastructure</li> </ul>
	Leisure Centres and Pools	<ul style="list-style-type: none"> <li>• Swimming lessons</li> <li>• Fitness centre</li> <li>• Sporting competitions</li> <li>• Swimming pool maintenance</li> <li>• Pool lifeguard management</li> </ul>
	Parks and Playgrounds	<ul style="list-style-type: none"> <li>• Park and Reserve vegetation maintenance</li> <li>• Playground maintenance</li> <li>• Park and Reserve asset, facilities and furniture maintenance</li> </ul>
	Sportsgrounds	<ul style="list-style-type: none"> <li>• Sporting facilities maintenance, repairs and management</li> </ul>

Service Area	Service	Service Outputs
		<ul style="list-style-type: none"> <li>• Sportsgrounds, parks and reserves bookings</li> <li>• Commercial licensing of land</li> <li>• Event management at CCRSRC</li> <li>• Sports Activation programs and activities</li> </ul>
Stormwater drainage	Drainage Network	<ul style="list-style-type: none"> <li>• Drainage infrastructure maintenance</li> <li>• Treated and discharged stormwater</li> <li>• Drainage network investigations</li> <li>• Drainage asset management</li> </ul>
Strategic Urban Planning	Contribution Plans	<ul style="list-style-type: none"> <li>• Developer contributions</li> <li>• Contribution plan work schedules</li> <li>• Manage development contributions</li> </ul>
	Strategic Urban Planning	<ul style="list-style-type: none"> <li>• Town Centre Structure Plans, Precinct Plans and Master Plans</li> <li>• Reviewed planning proposals and SEPPs</li> <li>• Planning instruments</li> <li>• Development Control Plans and policies</li> <li>• Heritage assessment</li> </ul>
Transport Network	Bridges	<ul style="list-style-type: none"> <li>• Asset condition assessment</li> <li>• Safety inspections</li> </ul>
	Car Parking Operations	<ul style="list-style-type: none"> <li>• Car parks</li> <li>• Car parking stations</li> <li>• Smart parking technology</li> </ul>
	Roads	<ul style="list-style-type: none"> <li>• Proactive and reactive inspection program</li> <li>• CAPEX construction program delivery</li> <li>• Pothole and edge patching</li> <li>• Heavy Patching either stabilised or A/C</li> </ul>
	Street Lighting	<ul style="list-style-type: none"> <li>• Street lighting on local roads, main roads, traffic facilities, carparks and town centres</li> <li>• Decorative street lighting management</li> </ul>
	Shared Paths	<ul style="list-style-type: none"> <li>• Capital works program</li> <li>• Shared path construction and maintenance</li> </ul>
	Street Scapes	<ul style="list-style-type: none"> <li>• Roadside and laneway vegetation management</li> <li>• Streetscape and priority garden maintenance</li> </ul>
	Traffic and Safety Regulation	<ul style="list-style-type: none"> <li>• Local Traffic Committee operation</li> <li>• Investigation and resolution of customer enquiries</li> <li>• Capex program delivery</li> <li>• Reviewed traffic studies, management plans and control plans</li> </ul>
	Wharves and Jetties	<ul style="list-style-type: none"> <li>• Asset condition assessment</li> <li>• Safety inspections</li> <li>• Contract management and delivery</li> </ul>
Waste Services	Public Place Waste Management	<ul style="list-style-type: none"> <li>• Public place waste infrastructure</li> <li>• Promotion of recycling</li> <li>• Public place litter collection</li> </ul>
	Resource Recovery	<ul style="list-style-type: none"> <li>• Waste product disposal</li> <li>• Useable product recycling</li> </ul>

Service Area	Service	Service Outputs
		<ul style="list-style-type: none"> <li>• Public waste facility</li> <li>• Domestic waste resource recovery</li> </ul>
	Waste and Recycling Collection	<ul style="list-style-type: none"> <li>• Waste collection and safe disposal</li> <li>• Waste education programs</li> </ul>
Water and Sewer	Water Supply and Sewer Treatment	<ul style="list-style-type: none"> <li>• Potable and non-potable water</li> <li>• Treatment plants maintenance</li> <li>• Pump stations maintenance</li> <li>• Laboratory management</li> <li>• Capital project delivery to upgrade/renew infrastructure</li> <li>• Dam safety management</li> <li>• Bulk water resource supply</li> <li>• Reactive maintenance of water system</li> <li>• Water asset operation and maintenance</li> <li>• Capital project delivery to upgrade/renew infrastructure</li> <li>• Liquid trade waste management</li> </ul>

## Challenges and Opportunities

The Local Government Workforce Development Group report 2018<sup>1</sup> identifies a number of significant challenges and opportunities that exist in the workforce composition of all local governments in Australia and Central Coast Council is no different.

### Employment Costs

The costs associated with employment for Council staff will need to remain in line with the current long term financial plan. One of the greatest challenges on top of wage costs is the ability to ensure Council has the right skills in the right areas of the business and this comes in the form of training courses and professional development expenses. The financial constraints have demanded an innovative solution to continue to foster competency development and succession planning for Council and has created the opportunity for internally developed bespoke programs to suit the needs of our employees.

### Hard-to-Recruit Roles, Competition with the Private Sector

Council is currently seeing a decline in the number of candidates applying for roles advertised in the market, especially those roles that are specific to local government. As a result of increased job competition, strong global economic forecasts and renewed consumer confidence, there are more jobs available but fewer candidates in the market to fill them.

<sup>1</sup> [https://cdn.alga.asn.au/wp-content/uploads/Skills-Plan\\_ALGA.pdf](https://cdn.alga.asn.au/wp-content/uploads/Skills-Plan_ALGA.pdf)

From an employer brand point of view Council is currently facing issues regarding reputation. Job security, and overall culture / morale is also impacting on the number of candidates seeking employment with Council.

Independent research conducted for SEEK, suggests that inherent barriers exist to those considering working in government broadly which include:

- Workplace culture is unappealing
- Too much bureaucracy / rigid working environment
- Salaries are not competitive with the private sector
- The sector is stale and not innovative.

## **Changing Work Environment**

Recent local government reforms have seen the internal landscape change from predictability and stability to transition, change and disruption. COVID-19 has also impacted the way the workforce works, with the need to capture the competitive advantage this brings. The opportunity is to respond and move from a static to an agile workplace and reshape the workforce to incorporate changes in business which will include but are not limited to:

- Technological advances and access to devices for staff
- The need for increased digital literacy
- Adapting to the COVID-19 "new normal"
- Flexible agile working / bookable hot desks at multiple locations

## **Ageing Population and Workforce**

With 56 % of Councils workforce over the age of 45 years, it indicates that Council is highly reliant on mature aged workers. This reliance is not yet conversely supported by the recruitment and retention of younger staff where people aged between 16 and 25 represent only 1.8 % of permanent employees, opening a terrific opportunity for youth employment programs.

For Council 41.1 % of the working population is aged between 51 and 70 years of age which is significantly higher than the Local Government area statistic of 25.7 % and that of Greater Sydney at 21.7 %<sup>2</sup>.

Knowing this, it is essential that Council place emphasis on the recruitment of young people and provide career opportunities for this cohort, all whilst paying attention to the succession planning of the ageing workforce and supporting them through to retirement.

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<sup>2</sup> <https://profile.id.com.au/central-coast-nsw/service-age-groups>

## Education and Unemployment

One of the greatest challenges faced by residents on the Central Coast is unemployment which sits at 6.7%<sup>3</sup>. This is below the national average of 6.9%. The labour force participation rate (derived from those aged 15+) in the Central Coast LGA is 56%, which is significantly lower than NSW (59.2%) and Australia (60.3%). The proportion of residents with lower levels of education and qualifications compared with the national average can also attribute to unemployment.

In the Central Coast LGA, 41.8% of people aged over 15 years have selected 'no qualification achieved' in the 2016 census which is higher than the national average of 39.9%<sup>4</sup>. A starker comparison, however, is the disparity between those in the region who hold a Bachelor degree or higher, where the Central Coast achievement is 8% lower than the national achievement response of 22%. A report by the Australian Local Government Association reported that of the Australian local governments who responded to (the 2018 Local Government Workforce and Future Skills Report survey) 35.7% of Councils are "growing their own" to combat skill shortages using cadetships<sup>5</sup>.

## Local Workforce

The Central Coast Regional Plan (CCRP)<sup>6</sup> focus is to increase the number of local jobs and to reduce the necessity for workers to commute out of the region. Journey to work data shows that of the total employed residents on the Central Coast (139,597)<sup>7</sup>, 95,389 (68.4%)<sup>8</sup> live and work in the local government area.

Lower rates of education mean specialist roles are difficult to fill with local people and with an inability to compete on salary and meet flexibility expectations, Council will struggle to draw candidates from bordering local government areas and regions.

## Forecasting Workforce Demand

The current environment in which Council exists requires targeted and specific workforce demand forecasting. Council will need to be agile to adapt to planned and unplanned changes in service delivery, working within budgetary constraints and have the ability to respond to legislative requirements.

## Workforce Diversity

The Central Coast is a wonderful place to live and work and is located at the centre of the state's fastest growing corridor – between Sydney and Newcastle<sup>9</sup>, where a population influx is inevitable.

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<sup>3</sup> <https://profile.id.com.au/central-coast-nsw/employment-status?BMID=50>

<sup>4</sup> <https://profile.id.com.au/central-coast-nsw/qualifications?BMID=50>

<sup>5</sup> [https://cdn.alga.asn.au/wp-content/uploads/Skills-Plan\\_ALGA.pdf](https://cdn.alga.asn.au/wp-content/uploads/Skills-Plan_ALGA.pdf)

<sup>6</sup> <https://www.planning.nsw.gov.au/Plans-for-your-area/Regional-Plans/Central-Coast/Central-Coast-regional-plan>

<sup>7</sup> <https://profile.id.com.au/central-coast-nsw/employment-status>

<sup>8</sup> <https://profile.id.com.au/central-coast-nsw/residents>

<sup>9</sup> <https://www.planning.nsw.gov.au/-/media/Files/DPE/Plans-and-policies/Plans-for-your-area/Regional-plans/Central-Coast-Regional-Plan-2036.pdf>

We recognise that it is not only beneficial but expected that Council has a workforce reflective of the community it serves. The 2016 Census data for the Central Coast reflects a population that is shifting to become a more multicultural region. This includes a population where 13.9% were born overseas, an increase from 12.7% in 2011<sup>10</sup>.

The Central Coast is home to three Indigenous tribes, the Darkinjung, the Awabakal, and the Guringai, with the Indigenous population for the Central Coast is 12,489 or 5.8%<sup>11</sup>. Council will focus on improving workforce diversity and inclusion (in many of its forms) over the lifetime of the strategy. This is not just to reflect the local government area demographic mix, but to also comply with Council's Equal Employment Management Plan, allowing all people equal opportunity to apply for roles with Council.

The Australian Bureau of Statistics data for 2016 shows that the gender profile of the Australian local government workforce has changed slightly over the last decade, with more females employed in 2016 than in 2006.

- 2006: 56.9% males and 43.1% females
- 2016: 52.6% males and 47.4% females

Despite this increase in female representation, local government employs a lower percentage of women compared to other government levels in Australia and Central Coast Council is no exception with female representation sitting at around 43% which is significantly lower than both the Commonwealth and State government female populations.

- Commonwealth – 49.7%
- State Government – 65.2%<sup>12</sup>

## Resource Considerations

### Employee Costs

The below table details the operating employee costs that will occur during the next four years. Note: this information is based on Council's Long Term Financial Plan and is subject to change.

Whilst the recently approved Special Variation (SV) provides Council with short term stability it does not provide for long term financial stability and a further SV will be required. The forecast below includes the assumption that Council will apply for and be awarded a seven-year 15% SV (including rate peg) at the expiration of the current three year period (June 2024).

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<sup>10</sup> <https://profile.id.com.au/central-coast-nsw/overseas-born-introduction>

<sup>11</sup> <https://profile.id.com.au/central-coast-nsw/indigenous-keystatistics>

<sup>12</sup> [https://cdn.alga.asn.au/wp-content/uploads/Skills-Plan\\_ALGA.pdf](https://cdn.alga.asn.au/wp-content/uploads/Skills-Plan_ALGA.pdf)



	Historic Data			Future Planning*		
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Employee Benefits and On-Costs</b>	\$222,616,000	\$172,594,000	\$188,820,000	\$194,758,000	\$199,568,000	\$205,288,000
<b>Escalation percentage applied each year</b>	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

\* These forecasts align with the IPART submission for Water, Sewer and Stormwater Drainage pricing.

## Future Staffing Needs

The below table details the additional resource requirements needed to ensure the appropriate workforce mix is available to accomplish Council’s planned goals and objectives over the next four years.

Establishment of these roles requires the upskilling of existing staff or repurposing of existing positions or increased budgeted headcount to fund future staffing requirements. Noting the need to do so within the confines of the financial parameters and budget.

Unit	Resource	Comment	Timeframe
<b>Corporate Affairs</b>			
Communications / Marketing and Customer Engagement	Customer Experience Officer	There is a need to better understand and be able to quantify customer insights, create new surveys and assess ongoing customer sentiment and further activate the “Voice of Customer” program.	2022-23
<b>Community and Recreation Services</b>			
Open Space and Recreation	Planners/Scheduler (OSR)	This specific skillset needs development in the organisation to maximise scheduling opportunities.	2022-23
<b>Environment and Planning</b>			
Environmental Management	Engineering, Environmental and Planning Undergraduates / Trainees.	Undergraduates and trainees will support future succession planning and talent development	2023-24
Environmental Management	Environmental Enforcement Officer	An Environmental Enforcement Officer will regulate environmental controls and standards across the local government area. This role will be imperative to meeting Council’s obligations to ensuring environmental sustainability with primary focus on decreasing development impacts upon Tuggerah Lakes.	2022-23
<b>Infrastructure Services</b>			

Roads and Drainage Infrastructure	Engineering Undergraduates	Engineering undergraduates take on asset investigations and respond to internal and external customer requests for entry level work. Undergraduates will support future succession planning and talent development.	2023-24
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**Water and Sewer**

Headworks and Treatment	Undergraduate Process Engineer or Graduate positions	Undergraduate Process Engineer positions required in Headworks and Treatment to build talent pipeline for highly technical roles.	2022-23
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## Skills or Knowledge Considerations

The workforce planning process has indicated that there are specific skill sets that Council will require in its future workforce to keep pace with service delivery requirements and community expectations.

Unit	Skill / Knowledge Gap	Comment
Plant and Fleet	Upskilling in planning and scheduling to better allocate resources and work	Investigate bespoke e-learning and in house training around planning and scheduling.
Governance and Risk / Procurement and Project Management	One approach to contracts management. Many parts of the business have complex contracts that are not consistently managed	This skills gap will be addressed with the introduction of corporate contracts management tool
All Units	All staff understanding financial programs, budgets, and reading a profit and loss statements.	Internal refresher training designed on software for all Team Leaders and above.
All Units	Electronic documents management training	All staff to complete refresher training on how and when to use Councils electronic documents management system. The training will also be added into new staff onboarding processes.
Finance	Effective business planning and collaboration with Infrastructure Services on the design and submission of IPART applications. Support the retention of existing drainage asset staff	In lieu of the development of a specialised drainage fund accountant, more collaboration and integrated partnering and planning required.
Roads Construction Maintenance / Roads and Drainage Infrastructure	Training required to alleviate cross directorate asset responsibility misalignment that creates inefficiencies.	This will be addressed with the finalisation of the of asset responsibility matrix.
Waste and Resource Recovery	Gaps in capabilities within the Unit across large / complex contracts and meeting evolving and changing opportunities for	Contracts Performance Management position created, and a succession opportunity exists to upskill existing staff.

Unit	Skill / Knowledge Gap	Comment
	innovation, with a heavy reliance on key management.	
Planning and Delivery	Asset Management gaps skills gaps exist. The asset management team needs development into strategic working. Without this, it impacts on being able to deliver on planned operational activities when reactive jobs pop up.	Implementation of proposed IPART step changes and investment in professional development will begin to build improvements in Asset Management along with the release of Organisational Direction focus areas which have a pillar addressing asset management.
Network Operations and Maintenance	Upskilling in planning and scheduling in Water Operations Centre	Investigate bespoke e-learning and in house training around planning and scheduling.



# Strategic Action Plan

## How will we get there?

### **Strategic Action Plan Pillars**

This action plan will ensure Council meets its strategic priorities and ensure workforce sustainability through the following pillars:

#### **Capable and Agile People**

The capability development of Council staff will be essential to ensure the ongoing delivery of the Community Strategic Plan. Staff need to have the right skills and competency to not only address the changing needs of our community and internal and external environmental demands but to also maintain relevance in their fields of expertise.

Education and training improve the employment prospects of individuals, the productivity of workplaces and the capacity of people and organisations to adapt to changes. Investment in technical and 'soft' skills occurs in a number of forms, from investment in tertiary education, vocational education and training (VET) or other forms of structured programs. It also is experienced learning through others from coaching and mentoring and most commonly, through on-the-job informal learning.

#### **Engaged and Motivated Workforce**

An engaged and motivated workforce will deliver higher customer service outcomes, deliver more discretionary effort and yield lower incidences of workplace health and safety occurrences. By regularly checking in and addressing staff needs, Council will be able to adapt its workforce approach to meet the expectations of its people.

Attraction and retention strategies are crucial in ensuring Council is well placed to compete for and retain high quality, high performing people who demonstrate high levels of engagement and commitment that assist in Council's ability to perform at its best.

#### **Community Centred Focus**

The Central Coast community is the sole reason Council exists. Customer centricity and walking in the shoes of community members will ensure with each step staff take Council puts customers first.

## **Financial Discipline and Performance**

Delivering services to the community in a fiscally responsible way is essential for the long term effectiveness of Council. The performance of the organisation will be measured on delivery of budgets, reduction of debt and continued productivity improvements.

## **One Way**

The concept of operating 'One Way' is a guiding principle and support mechanism in driving engagement in Council's workforce. This will provide a focus on ensuring Council has processes and systems that provide consistent management, cohesive policies, and direction for each area of the organisation.

The opportunity to create and strengthen consistent platforms and unified arrangements throughout Council will continue to harmonise the organisation. This also helps staff maintain a healthy relationship with the work environment, and the ability to continue to improve productivity and efficiency for Council.

# Four Year Action Plan

## Capable and Agile People

What	How	Why	Responsible	Metric	Timeframe
<b>Implement Leadership Development and capability framework</b>	<ul style="list-style-type: none"> <li>Design and embed a leadership capability framework, training and opportunities that includes all leaders as part of their development.</li> <li>Implement the <i>Leading our way</i> leadership program</li> </ul>	To develop leaders who are accountable for themselves and their people. Council wants leaders who can communicate organisational goals, priorities and vision and recognise achievements in others.	People and Culture	<ul style="list-style-type: none"> <li><i>Leading our way</i> leadership program rolled out to all leaders by 2024</li> <li>3 Council specific programs delivered per year.</li> </ul>	2022-23 2023-24 2024-25 2025-26
<b>Managing Talent and Performance</b>	Create content that is accessible to all employees to support having courageous conversations and giving and receiving feedback.	Effective 2-way conversations where feedback is regular, in the moment and reciprocal	People and Culture	<ul style="list-style-type: none"> <li>Number of leaders going through leading our way.</li> <li>Content available on the intranet</li> <li>Exit survey feedback</li> </ul>	2022-23
	<ul style="list-style-type: none"> <li>Simplify and harmonise annual performance review process including one method of salary progression and identification of specific learning requirements of all staff through automated performance review process and implementation of LMS.</li> </ul>	<ul style="list-style-type: none"> <li>One way of discussing performance with employees will begin to galvanise the workforce.</li> <li>Financial accountability and aligned salaries</li> </ul>	People and Culture	Improved employee net promoter score (e-NPS) in staff pulse survey and increased performance review completion rates.	2022-23

What	How	Why	Responsible	Metric	Timeframe
	<ul style="list-style-type: none"> <li>Including the review of all Annualised Salary Agreements and Total Remuneration Packages for staff.</li> </ul>				
	<ul style="list-style-type: none"> <li>Workforce Planning process built into People and Culture calendar of events for leaders annually.</li> <li>Build in missing skills matrix to calibrate across the organisation</li> </ul>	Key to succession planning and high potential staff identification	People and Culture  (Organisational Development)	Succession plans (both for existing employees to replace or demonstrate the need to invest in a successor) built into performance conversations	2022-23 2023-24 2024-25 2025-26
<b>Change Management</b>	Change management framework, tools, and e-learning available to all staff with trained project champions	Employees who run projects learn to apply the concepts of change management with a clear understanding of the people side of change.	People and Culture	Project change assessments (using the ADKAR principal) taken before during and after large projects to determine efficacy.	2022-23
	Change management training/approach designed for community engagement and communications teams.	Fewer community complaints about works undertaken	People and Culture	Improved customer experience/ improved customer net promoter score.	2023-24
<b>Project and Asset Management</b>	<ul style="list-style-type: none"> <li>Finalise Asset responsibility matrix from Technical Asset Working Group project.</li> <li>Ensure change practitioner is available to support project and train internal staff on approach</li> </ul>	Reduced duplication of effort, a clear understanding of ownership and responsibility of assets. Finalise a review of assets.	Facilities and Asset Management	Improvement in survey results in relation to responsibilities around project and asset management	2022-23



What	How	Why	Responsible	Metric	Timeframe
	to managing assets and project management.				
<b>E-learning and Development</b>	<ul style="list-style-type: none"> <li>• Create e-learning for the business to be able to understand the principals of adult learning.</li> <li>• Design templates that the business can use to capture e-learning content prior to it going to be built in Learning and Development.</li> </ul>	Content designed by subject matter experts that follow adult learning principals.	People and Culture	Increased participation by business units in e-learning development.	2022-23
	Orientation, induction, and onboarding redesign to adapt to the remote working environment	To ensure all staff regardless of location and flexibility options receive access to a full induction, orientation, and appropriate training to set them up for success.	People and Culture	Quarterly new starter performance conversations.	2022-23 2023-24 2024-25 2025-26
	<p>Pull together a Council suite of Linked In learning (and other internal e-learning) for all staff that looks at simple software we use /valuable training for example:</p> <ul style="list-style-type: none"> <li>• Content Manager training</li> <li>• Inbox to zero on LinkedIn</li> <li>• Smart Sheet training on LinkedIn</li> <li>• Articulate</li> <li>• Excel</li> <li>• Report writing</li> </ul>	Understanding the programs and software available to staff will create efficiency and enhance productivity.	People and Culture	List completion as a key performance indicator for all existing staff and put in 12 month plan for new starters to complete a defined suite of courses.	2022-23

What	How	Why	Responsible	Metric	Timeframe
	<ul style="list-style-type: none"> <li>• Microsoft office</li> <li>• Decision making – empowering others to make decisions</li> </ul>				

## Engaged and Motivated Workforce

What	How	Why	Responsible	Metric	Timeframe
<b>Culture</b>	Re-launch Family and Domestic Violence project, with Family and Domestic Violence Officer training	Address the Central Coast's family and domestic violence statistics	People and Culture	Minimum 10 family and domestic violence officers trained.	2022
	Maintain an age-friendly work environment and continue to support the professional development and wellbeing of mature aged Council staff, guided by Council policies and implementation of the Ageing Positively at work strategy	Council benefits from an age-diverse workforce, with skills and experience shared across the generations.	People and Culture	<ul style="list-style-type: none"> <li>• Mature age staff are provided with support and flexibility as they move towards retirement.</li> <li>• Tools are provided on intranet for leaders to manage conversations with mature workers.</li> </ul>	2022-23 2023-24 2024-25 2025-26
	Develop a diversity and inclusion strategy that includes a focus on women in leadership and Aboriginal employment.	Support the implementation of equal employment opportunity management plan.	People and Culture	Endorsement of the strategy by Executive Leadership team.	2023-24

What	How	Why	Responsible	Metric	Timeframe
<b>Industrial Relations / Employee Relations Strategy</b>	Explore options to improve Council and community awareness of people living with dementia and other age-related illnesses, their families, and carers, through the delivery of training and seminars	Central Coast is a dementia friendly community where Council staff and community members can recognise and respond to the signs of dementia and can provide support and referral to appropriate services when required.	People and Culture	Dementia training rolled out for front facing staff; especially libraries; customer service.	2023-24
	Development of Industrial Relations strategy	Many of Councils operations experience seasonal peaks and troughs in work volume. An improved industrial relations strategy will begin to address the seasonality of work.	People and Culture	Endorsement of Industrial Relations strategy from Unions with supported implementation	2023-24
<b>Reward and Recognition</b>	Redesign the reward and recognition approach, better understanding the motivators for employees	Employee engagement is integral to improved customer experience. Understanding the motivators will drive discretionary effort.	People and Culture	Improved employee net promoter score in employee engagement surveys.	2022-23
<b>Staff Progression and development</b>	Learning happens in a variety of ways, the 70/20/10 model is an approach to development where 70% of learning is experienced on the job, 20% from interactions such as mentoring and coaching from others and only 10% from formal education.	Improve the legacy understanding of staff that learning is only formal in classroom education / training.	People and Culture	<ul style="list-style-type: none"> <li>Decrease in spend for formal training</li> <li>Increase in developmental relationships and experience based learning.</li> </ul>	2023-24

What	How	Why	Responsible	Metric	Timeframe
	Seek expressions of interest for a staff exchange with other local councils with the intention to develop a model where staff can shadow and or mentor others to create relationships to develop skills in difficult areas to recruit.	There are often very specialized and difficult to recruit roles in local government with a small pool of candidates for specific roles.	People and Culture	<ul style="list-style-type: none"> <li>Decrease in spend for formal training</li> <li>Increase in developmental relationships and experience-based learning.</li> </ul>	2023-24
	Menu of development options designed to support employee development including lateral transfers and secondment guidelines / mentoring and coaching programs / job rotations/ acting opportunities and approach to joining cross functional project teams.	With limited spend available for formal learning, opportunities for growth and development can be harnessed in the knowledge and support of others.	People and Culture	Succession and development plans for high potential employees finalized and calibrated across the organisation.	2023-24

## Community Focus

What	How	Why	Responsible	Metric	Timeframe
<b>Develop an Equal Employment Opportunity (EEO) Management Plan</b>	Expanding on the existing Equity Diversity and Respect policy and Disability Inclusion action plan, finalise Council's approach to Equal Employment Opportunities.	It is a prerequisite of the Local Government Act (Section 345) that local Councils have an EEO management plan.	People and Culture	EEO Management plan that reflects Disability Inclusion Action Plan.	2022-23
<b>Implement Councils First Nations Accord to</b>	<ul style="list-style-type: none"> <li>Cultural Safety training</li> </ul>	The Accord is a promise to our First Nations People that	Community and Culture	First Nations Accord adopted.	2023-24 2024-25

What	How	Why	Responsible	Metric	Timeframe
<p><b>meet the Australian Local Government Association's expectations in meeting closing the gap initiatives.</b></p>	<ul style="list-style-type: none"> <li>Participation in National Reconciliation week and NAIDOC week activities</li> <li>Implementation of Welcome to Country or Acknowledgement of Country statements</li> <li>Commit to strategies and programs to recruit and retain Aboriginal employees.</li> </ul>	<p>we will not only continue to support the principles of cooperation, but also listen to history and support Aboriginal people to realise their future.</p>	<p>People and Culture</p>	<p>Cultural Awareness training rolled out to leaders' (2023) and all staff (2024)</p> <p>Welcome to Country or Acknowledgement of Country used at all major Council events.</p>	
<p><b>Disability Inclusion Action Plan 2022-2026</b></p>	<ul style="list-style-type: none"> <li>Build capacity of Council staff to be disability confident.</li> <li>Disability confidence training and universal planning and design training.</li> </ul>	<p>All frontline service staff are disability confident and provide a positive customer experience to people with disability.</p>	<p>People and Culture</p>	<p>At least 100 customer facing staff complete disability confidence e-learning or face to face training each year.</p>	<p>2022-23</p>
	<p>Measure employment of people with disability</p>	<p>Council can measure any increase or decrease of employment of people with disability and make changes to improve it.</p>	<p>People and Culture</p>	<p>Data collected on annual basis</p>	<p>2022-23</p>

What	How	Why	Responsible	Metric	Timeframe
	<ul style="list-style-type: none"> <li>Support people with disability in the workplace and ensure they are heard, including through an investigation into a staff driven disability employee network.</li> <li>The network can provide insight specifically in relation to recruitment, inclusive entry level opportunities, career development and leadership for people with lived experience of disability.</li> </ul>	Staff with disability feel supported and have a say in making Council a more inclusive workplace.	People and Culture	Staff consulted and appropriate network established	2022-23 2023-24
	Council to work with disability agencies supporting local people to provide volunteer opportunities and investigate the community's appetite for an industry day.	People with disability, including young people, can gain work experience and volunteer on the Central Coast	People and Culture	A number of people with disability participate in a work experience or Industry Day.	2024-25
	Recognition of carers in policies and procedures	Staff who are carers are well supported by Council, making our community more inclusive and supportive.	People and Culture	The revised policy recognises the role of carers and outlines how they can be supported	2022-23
	Council information is available and accessible to people with disability	Staff know how to make documents accessible, and they do this as part of their core work.	People and Culture	Number of people who have completed accessible document training	2022-23 2023-24

What	How	Why	Responsible	Metric	Timeframe
<b>Roll out of the 10 Child Safe Standards</b>	Develop project plan, working group and actions to respond to the Royal Commission into Institutional responses to Child Sexual Abuse	New Legislation comes into effect late 2021	<ul style="list-style-type: none"> <li>• People and Culture and</li> <li>• Libraries and Education</li> </ul>	Child safety policy, procedures, and programs in place to minimize risk of harm to children	2022-23
<b>Youth Programs to address youth unemployment in the region.</b>	<p>Traineeships, apprenticeships, undergraduate positions, and work experience can incentivise people with skills in high demand to work with you. Build on existing programs to include</p> <ul style="list-style-type: none"> <li>• Work experience</li> <li>• Trainees/ apprentices</li> <li>• Undergrad Program</li> </ul>	Address national skills shortages in trades and provide local young people with employment opportunities and training.	People and Culture	Youth employment programs and experiences to be reintroduced where budget is allocated to fund positions and administrative support.	2023-24
<b>Strategic Partnerships</b>	Connect with universities, peak bodies, and offer undergraduate work placements.	Build talent pipelines for succession opportunities. Address ageing workforce issues.	People and Culture	Agreements with key university partners to host students each year.	2022-23
<b>Recruitment and Attraction Strategy</b>	Reinvigorate the employee value proposition (EVP) project and work on new brand / market position for Council	Demonstrate the positive attributes of working for Council	People and Culture	Endorsement of new employee value proposition	2022-23
<b>Customer Centricity</b>	Understanding the customer experience travelling through our organisation. Develop an engaging 'Mock customer journey' program for staff to live our customer's experience.	To put the customer at the heart of everything we do.	<ul style="list-style-type: none"> <li>• Communications, Marketing and Customer Engagement</li> <li>• People and Culture</li> </ul>	2 'Mock Journeys' per year	2023-24

What	How	Why	Responsible	Metric	Timeframe
	Pulse engagement surveys undertaken annually to measure the staff's engagement and commitment to strategy	To test and retest progression against strategic focus areas	People and Culture	3 surveys per year with improving employee net promoter scores.	2022-23 2023-24 2024-25 2025-26

## Financial Discipline and Performance

What	How	Why	Responsible	Metric	Timeframe
<b>Improve Grant Funding solutions</b>	Determine centralized approach to managing grant applications across council	To centralise grant funding visibility, expenditure and reporting.	Procurement and Project Management	Investigate budget and FTE to enable delivery.	2022-23
<b>Align process to adopt corporate contracts management tool</b>	Training for staff on use of contracts management tool using a change management approach to the implementation.	More rigor around contracts management approach and capitalising on economies of scale by harmonising processes and reducing number of contracts.	<ul style="list-style-type: none"> <li>Headworks and treatment</li> <li>Planning and Delivery</li> <li>Network Operations and Maintenance</li> <li>Procurement and Project Management</li> </ul>	<ul style="list-style-type: none"> <li>Delivery and expenditure compliance (% completion to forecast)</li> <li>Positive long-term trend in infrastructure backlog reduction</li> </ul>	2022-23
<b>Investigate the capability gaps in financial acumen for all staff</b>	<ul style="list-style-type: none"> <li>Develop training in foundational finance skills for crew leaders and above.</li> <li>Improved self service reporting through instructional videos on using 'Magiq' Council's</li> </ul>	Increased capability in understanding and managing budgets	<ul style="list-style-type: none"> <li>People and Culture and</li> <li>Finance</li> </ul>	All staff who have a budget and financial delegations complete online training by 2023	2022-23



What	How	Why	Responsible	Metric	Timeframe
	budget management system.				

## One Way

What	How	Why	Responsible	Metric	Timeframe
<b>Consolidated property and ratings system implementation</b>	Utilise change management approach to embed new property and ratings project for both staff and community	To maximise opportunity to streamline staff processes and customer experiences	<ul style="list-style-type: none"> <li>Information Technology</li> <li>Finance</li> <li>Environment and Planning</li> </ul>	Consolidated property and rating system implementation	2022-23
<b>Process Improvement</b>	Advanced Kronos rostering	Remove paper timesheets and streamline staff payment processes.	People and Culture	Implementation in Water and Sewer business with removal of paper time sheets	2023-24
	License data remediation	To meet legislative compliance	People and Culture	All licenses managed in single system with Leaders self service portal.	2022-23
	Implementation of learning management system.	Enhance staff capability to undertake self directed learning and centralise license data.	People and Culture	Phase 1 implementation of learning cloud module	2022-23
	Annual Safety Strategy and Workplace Health and Safety Management system	Set organisational safety KPIs	People and Culture	Endorsement of workplace health and safety strategy	2022-23 2023-24 2024-25 2025-26
<b>Innovation</b>	People and Culture tools page on the Intranet with videos, resources, frequently asked questions documents and how to guides.	Allow more self service for staff to free up Human Resources team to focus on strategy.	People and Culture	Development of leaders' portal intranet	2023-24

# Revised Asset Management Strategy





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# Introduction

## What is the Asset Management Strategy

The Asset Management Strategy provides the overarching framework in how Council manages its assets and details:

- Council's asset portfolio and how these assets support service delivery to the community
- The total value and value of each asset class, as well as the current condition of assets
- Asset management practices and improvement actions

## Asset Management and the Special Variation

In May 2022 the Independent Pricing and Regulatory Tribunal (IPART) approved a temporary rate of 15%. This determination is a continuation of the previous approved rate increase, meaning that the temporary 15% rate will be retained in the rate base until 30 June 2031. It should be noted that the rate variation is to ensure the financial sustainability of Council and pay the emergency loans that were obtained as a result, it is not to fund the upgrades of assets or enhance services.

As such this Asset Management Strategy contains only minor revisions. A comprehensive review of the Asset Management Strategy is being undertaken in 2022, with a new Asset Management Strategy to be prepared once the Local Government elections for the Central Coast have been held.

## About this Revised Asset Management Strategy

This Asset Management Strategy was originally prepared by Morrison and Low Consultants and adopted in 2018. This Strategy has been revised to include, where possible, more current information, but is largely based on the version adopted in 2018. Where information is no longer relevant to the

current environment or is out of date it has been removed and will be incorporated into the comprehensive review.

Council has an Asset Management Policy which is contained within this Strategy. It provides a framework for managing infrastructure assets to support the delivery needs of the community. The Asset Management Strategy and Policy will be reviewed once Local Government election have been held for the Central Coast.

# Council's Asset Portfolio

Central Coast Council's total asset portfolio as at 30 June 2020 was \$9.3 billion across eight asset classes. These asset classes includes:

- Buildings
- Other Structures
- Roads
- Water Supply
- Sewerage Network
- Stormwater Drainage
- Open Space / Recreational
- Other Infrastructure

## Asset Values

As at 30 June 2021, the value of Council's assets were as follows.

Asset Class	Gross Replacement Cost (GRC)	Net Carrying Amount
Buildings	\$813,905,000	\$446,406,000
Other Structures	\$48,724,000	\$34,806,000
Roads	\$2,681,477,000	\$1,962,866,000
Water Supply	\$1,887,686,000	\$1,151,118,000
Sewerage Network	\$2,386,464,000	\$1,334,671,000
Stormwater Drainage	\$1,556,754,000	\$1,092,202,000
Open Space / Recreational	\$151,212,000	\$97,090,000
Other Infrastructure	\$42,520,000	\$26,841,000
<b>Total</b>	<b>\$9,568,742,000</b>	<b>\$6,146,000,000</b>

## Asset Backlog

As at 30 June 2021, the cost to bring Council's assets to satisfactory standard was over \$166 million or a backlog ratio of 2.71%. The breakdown of backlog per asset class is as follows. This backlog is above the 2% benchmark set by the Office of Local Government.

Asset Class	Cost to bring to a satisfactory standard	Backlog Ratio
Buildings	\$1,180,000	0.26%
Other Structures	\$244,000	0.70%
Roads	\$46,761,000	2.38%

Asset Class	Cost to bring to a satisfactory standard	Backlog Ratio
Water Supply	\$70,146,000	6.09%
Sewerage Network	\$23,749,000	1.78%
Stormwater Drainage	\$22,520,000	2.06%
Open Space / Recreational	\$967,000	1.00%
Other Infrastructure	\$1,025,000	3.82%
<b>Total</b>	<b>\$166,592,000</b>	<b>2.71%</b>

## Asset Condition

As at 30 June 2021, most of Council's assets were in 'excellent' or 'very good' condition. The asset condition of each asset class is as follows, with the condition represented as a percentage of the gross replacement cost of Council's eight asset classes.

Asset Class	Asset Condition (% of Gross Replacement Cost)				
	Very Good	Good	Satisfactory	Poor	Very Poor
Buildings	29.1%	37.4%	32.8%	0.7%	0.0%
Other Structures	64.3%	18.1%	15.2%	2.1%	0.3%
Roads	44.0%	22.3%	30.7%	2.2%	0.8%
Water Supply	6.6%	43.4%	30.8%	19.3%	0.0%
Sewerage Network	11.3%	64.7%	18.3%	5.5%	0.2%
Stormwater Drainage	24.1%	31.7%	42.3%	0.5%	1.4%
Open Space / Recreational	61.3%	24.7%	10.5%	3.3%	0.2%
Other Infrastructure	42.3%	27.1%	18.7%	11.1%	0.8%

## Asset Expenditure

Council's income for water supply, sewerage network and the stormwater drainage network is controlled by IPART, who provide independent regulatory advice and decisions on fees and charges. A determination of Council's water, sewer and stormwater pricing is currently under review, with IPART to provide final determination in May 2022. This directly impacts on the funds able to be expended on these assets. Due to Council's financial situation, the focus for the remainder of Council's assets is to maintain and renew existing assets and to address the asset backlog. There is a limited expenditure on new assets.

## Asset Classes and Services

Council's assets assist in Council delivering services to its community. The eight asset classes are linked to the following services. Note: Some asset classes can be linked to more than one service.

Asset Class	Service Link
<b>Buildings</b>	<ul style="list-style-type: none"> <li>Galleries</li> <li>Stadium</li> </ul>
<b>Other Structures</b>	<ul style="list-style-type: none"> <li>Theatres</li> <li>Child Care</li> </ul>



Asset Class	Service Link
	<ul style="list-style-type: none"> <li>• Community Facilities Management</li> <li>• Rangers (Animal Care Facility)</li> <li>• Airport</li> <li>• Commercial Properties and Leasing</li> <li>• Libraries</li> <li>• Beach Safety (Surf Life Saving Clubs and Lifeguard towers)</li> <li>• Corporate Facilities Management</li> </ul>
<b>Roads</b>	<ul style="list-style-type: none"> <li>• Car Park Operations</li> <li>• Traffic and Safety Regulation</li> <li>• Roads</li> <li>• Bridges</li> <li>• Wharves and Jetties</li> <li>• Shared Pathways</li> <li>• Street Lighting</li> <li>• Streetscapes</li> </ul>
<b>Water Supply</b>	<ul style="list-style-type: none"> <li>• Water Supply and Sewer Treatment</li> </ul>
<b>Sewerage Network</b>	
<b>Stormwater Drainage</b>	<ul style="list-style-type: none"> <li>• Drainage Network</li> </ul>
<b>Open Space / Recreational</b>	<ul style="list-style-type: none"> <li>• Boat Ramps</li> <li>• Parks and Playgrounds</li> <li>• Leisure Centres and Pools</li> <li>• Sportsgrounds</li> </ul>
<b>Other Infrastructure</b>	<ul style="list-style-type: none"> <li>• Resource Recovery</li> <li>• Plant and Fleet Management</li> <li>• Stores and Inventory</li> <li>• Information Management</li> </ul>

# Asset Management Policy

## Policy Statement

This asset management policy has been developed to ensure that the assets utilised by Council to ensure quality services to the Central Coast community are managed, maintained and renewed in a manner that is sustainable and meets Community expectations.

To meet the objectives of Council's Community Strategic Plan, Council should:

- Prepare an integrated Asset Management Strategy and Asset Management Plan(s) which supports the Community Strategic Plan, Delivery Plan and Resourcing Strategy
- Ensure that the Asset Management Strategy and Plan(s) cover a minimum timeframe of ten years
- Ensure that the Asset Management Strategy includes an overarching Council endorsed Asset Management Policy
- Engage with community to establish agreed levels of service for delivery of infrastructure assets
- Ensure that the Asset Management Strategy identifies assets that are critical to the Council's operations and outline risk management strategies for these assets as per Enterprise Risk Management Framework
- Ensure that the Asset Management Strategy includes specific actions required to improve the Council's asset management capability and projected resource requirements and timeframes

The principals of asset management have been built around 'strong customer focus' where communities have a say in the future decision making. These principles are:

- Have good understanding of our infrastructure assets, their criticality and consequences associated with poor management of assets
- Identify key issues with asset management practices and continuously work towards improvement
- Consult and engage with community on key issues affecting the delivery of services and infrastructure assets
- Provide value for money solutions for community through effective planning around budget and operations
- Clearly define infrastructure asset service levels and communicate outcomes with community
- Take life cycle approach in managing infrastructure assets
- Manage risks associated with infrastructure assets
- Strive for sustainable environmental performance

The policy objectives are:

- Provide infrastructure and services that:
  - Meet the needs of the community including vulnerable members of community
  - Support quality of life and amenity
  - Adapt to emerging needs in sustainable transport
  - Contribute to sustainable lifestyle
  
- Implement transparency and trust in management of infrastructure assets by:
  - Engaging with community to establish satisfactory and agreed level of services
  - Consulting with community on all 'new' initiatives or projects
  - Increasing community involvement in initiatives which contribute to sustainable lifecycle
  - Providing access to community to prioritised schedule of infrastructure works
  
- Implement a life-cycle approach to the management of infrastructure assets where:
  - Asset planning decisions are based on an evaluation of alternatives that consider the 'whole of life' of an asset through acquisition, operation, maintenance, renewal and disposal
  - The asset management cycle considers the current and future environmental, economic, cultural and social outcomes
  
- Continuously address key issues related asset to assets by:
  - Creating an asset management improvement plan
  - Developing and continuously updating asset management plans
  
- Provide a sustainable funding model that aligns with the Central Coast Council's long term plans and community needs by:
  - Funded model for all asset related services extending at least 10 years into the future that addresses the need for funds, considers renewal peaks and troughs and identifies how the funds will be sourced
  
- Provide reliable asset and infrastructure data through supported digital platforms demonstrated by:
  - Implementation of sound data governance and data quality management
  - Access to systems and information wherever possible
  
- Ensure compliance with legislative requirements by:
  - Having clear policies, processes and information to ensure that organisational objectives and legislative requirements are met
  
- Allocate asset management responsibilities where:
  - The roles and responsibilities of Council, CEO and Unit Managers are clearly identified

# Purpose

The purpose of this Asset Management Policy is to set out principles which guide how asset management will be implemented to achieve the asset management objectives set by Central Coast Council.

The aim of the policy is to ensure that the Council has information, knowledge and understanding about the long-term consequences of being the custodian of public infrastructure.

The policy will also demonstrate Council's commitment to the responsible management of its assets and set guidelines for implementing consistent asset management processes throughout Central Coast Council.

# Scope

This policy applies to all infrastructure assets owned or controlled by Central Coast Council related to the service provision to the community including:

- Transport assets (roads, bridges, footpaths, etc.),
- Drainage assets
- Water supply assets
- Sewerage assets
- Parks and recreation assets
- Buildings assets
- Environment and waterways assets
- Plant and fleet assets

# General

The implementation of this policy will rely upon the efforts of three key groups. The responsibilities of these groups are:

- Elected Council:
  - Provide stewardship
  - Consider the impact on Council's asset base of planning, financial and service level decisions
  - Adopt the Asset Management Policy and Strategy
- General Manager (CEO), Executive and Unit Managers:
  - Ensure that sound business principles are reflected in the Asset Management Strategy and Plans that are developed and implemented
  - Ensure community is involvement and engaged on all key Council matters affecting service delivery
  - Ensure service levels are communicated and agreed for all main asset groups

- Support the implementation of the Asset Management Strategy and associated Asset Management Improvement Plan
- Approve the Asset Management Plans
- Ensure the integration and compliance with the Asset Management Policy and Strategy with other policies and business processes of the organisation
- Facilitate 'best appropriate practice in asset management'
- Technical Asset Working Group:
  - Review Asset Management Policy and Strategy
  - Take responsibility for the implementation of the Asset Management Improvement Plan
  - Identify and develop appropriate policies and procedures to ensure effective Asset Management across the organisation
- Unit Managers and Coordinators:
  - Develop and maintain Asset Management Plans
  - Facilitate community consultation to establish agreed service levels
  - Develop and maintain asset maintenance and renewal plans
  - Provide professional advice and comments to other departments of Council in relation to asset management
  - Develop and maintain an Asset Management Information System to facilitate efficient and effective asset management

## Adoption of the policy

This Asset Management Policy was adopted in 2018. A review of the Policy will be undertaken as part of the comprehensive review of the Asset Management Strategy in 2022. A new Asset Management Strategy will be prepared once the Local Government elections for the Central Coast have been held.

# Asset Management Practices

## Current Operating Status

Central Coast Council is an amalgamated Council. As part of the “merger” process significant effort has been undertaken to merge information, processes and data sources from the former councils. As would be expected this is a lengthy and ongoing process, and staff are working to ensure accuracy and currency of data.

As such, Council has been utilising the existing systems and hybrids of those systems to manage assets. The asset management practices are evolving and improving with decisions regarding asset systems being addressed.

Work will continue to ensure that there is one Central Coast Council asset management system and processes that will ensure that best value in asset management is achieved.

## Asset Management System

Central Coast Council uses Oracle Fusion Financials as the corporate software solution for the Financial Management System (FMS). Accounting and financial reporting on information provided by FMS will be provided through a corporate reporting tool.

The Finance department has overall responsibility and accountability for maintaining data in the FMS. All directorates with assets are responsible and accountable for ensuring that Asset Management (AM) data required for the FMS is accurate and that budgets are incorporated into the Delivery Program and Operational Plan.

## Data Collection and Validation

As part of the Asset Management Improvement Plan asset conditions will be continually monitored with particular focus on the poor condition assets.

In the roads asset the aim is to optimise Council’s road renewal expenditure and develop services levels based on overall pavement conditions. This index looks at a range of factors impacting on the road condition and assists in optimising Council’s renewal expenditure and achieving best value while minimising overall lifecycle cost of the assets.

Council will continue to collect and monitor asset conditions and improve its asset data collection practices, but ongoing validation of condition data and reviews of the asset registers is necessary.

## 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.

Confidence Grade	Definition
<b>Highly Reliable</b>	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment
<b>Reliable</b>	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
<b>Uncertain</b>	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample
<b>Very Uncertain</b>	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.

Asset Class	Confidence Grade
<b>Roads and Transport</b>	Reliable
<b>Stormwater Drainage</b>	Reliable
<b>Parks and Recreation</b>	Uncertain
<b>Buildings</b>	Reliable
<b>Water Supply</b>	Reliable
<b>Sewerage</b>	Reliable
<b>Natural Environment and Waterways</b>	Uncertain
<b>Plant and Fleet</b>	Reliable

# Funding Strategy

The fundamental approach that Council has taken is to align the financial strategy to the asset management policy and have budgets based on lifecycle requirement of assets.

Council will plan capital upgrade and new projects to meet the Level of Service objectives by:

- Planning and scheduling capital upgrades and new projects to deliver the defined level of service in the most efficient manner.
- Undertake project scoping for all capital upgrade and new projects to identify:

- The service delivery 'deficiency', present risk and required timeline for delivery of the upgrade and new asset.
- The project objectives to rectify the deficiency including value management for major projects.
- The range of options, estimated capital and life cycle costs for each option that could address the service deficiency.
- Management of risks associated with alternative options.
- Evaluate the options against evaluation criteria adopted by Council.
- Select the best option to be included in capital upgrade and new programs, with any focus on new projects generally from existing grant commitments and Developer Contributions
- Review current and required skills base and implement training and development to meet required construction and project management needs.
- Review 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 and expansion of existing assets are the same as those for asset renewals.

## Strategic Actions

Since the Asset Management Strategy was originally adopted in 2018, Council has progressed a range of governing actions to improve its asset management approach, including but not limited to:

- Implementation of a new internal committee and internal working group to oversee asset management decisions
- Implemented a new Asset Responsibility Matrix to improve internal decision making and improve stakeholder engagement
- Implementation of a capital works committee that oversees the delivery of the entire capital program across all directorates adding additional governance to the delivery of the program
- Addressing the impacts of the infrastructure backlog through improved planning
- Improved the 10 year planning for assets with completed plans for the following asset classes:
  - Roads and Drainage Assets
  - Water and Sewer Assets.

Taking this into consideration the following strategic actions that were developed in 2018 are still applicable across all asset classes, with continued review and improvements being implemented.

No	Strategy	Desired Outcome
1	Further develop and revise Asset Management Plan expenditure projections to incorporate the Long Term Financial Plan forecasting a ten year period	Sustainable funding model to provide Council services
2	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



No	Strategy	Desired Outcome
3	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
4	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
5	Implement an improvement plan to initially realise 'core' maturity for the financial and asset management competencies, then progress to 'advanced' maturity	Improved financial and asset management capacity within Council

# Levels of Service

## 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 strategy 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 a particular activity which relates to something that can be controlled. Service levels may relate to:

- How reliable the asset is?
- The right quality of the assets
- 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.

## Performance Measures

The level of service statement is supported by performance measure(s), also referred to as performance indicators that express how the organisation is performing in relation to that level of service. The performance measure includes targets that are devised from customer and technical measures. Customer measure focus is how the customer receives the service, technical measures support the customer measures ensuring all aspect of organisational performance are monitored, even those that may not be understood by customers.

In the individual asset management plans, the level of services 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').

It is important to recognise that some performance measures will be influenced by external factors (for example, the number of fatalities can be influenced by road management, but driver behaviours, police enforcement and number of other factors also strongly contribute to the overall outcome).

# Service Level Outcomes

The Levels of Service in the individual asset management plans 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:

- Accessibility and/or availability
- Affordability
- Health and safety
- Quality and condition
- Reliability and responsiveness
- Customer satisfaction
- Sustainability

## **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 customer 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.

## **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 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 to drink
- Sewage is managed without risk to public health

Each of the service level outcomes is related directly to the 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 while balancing the potential risks to the community and Council.

## Quality and 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 0 - 5, where 0 = new and 5 = totally failed. A typical condition rating matrix is detailed below.

Rating	Condition	Description	Guide	Residual life as a % of total life	Mean percentage residual life
1	Very Good	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
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	Over 50% of the asset requires renewal	<10	5

Rating	Condition	Description	Guide	Residual life as a % of total life	Mean percentage residual life
		the asset in service in the near future			

## Responsiveness

Council will maintain assets in a workman-like manner and be responsive to current and future needs of the community. 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 within available funding limits.

# Financial Based Service Levels

The premise of asset management is that asset requirements and 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 life cycle management strategies and works programme identified within this AM strategy.

Levels of Service is a generic term used to describe the quality of services provided by an asset. Some specific financial based service levels are described below.

## 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.

### **Asset Consumption Ratio**

This ratio is the average proportion of 'as new' condition remaining for assets. The 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. This ratio 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.

### **Asset Sustainability Ratio**

Are assets being replaced at the rate they are wearing out? This ratio indicates whether a local government 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. A local government would need to understand and be measuring its renewal expenditure to be able to determine this ratio.

### **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.

### **Asset Maintenance Ratio**

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

# Future Demand

## Demand Forecast

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

- Population growth and reduction
- Changes in the demography of the community
- Lifestyle changes
- Residential occupancy levels
- Commercial and industrial demand
- Technological changes which impact the asset
- The economic situation
- Government policy
- Environmental.

The Central Coast Regional Plan 2036 will help guide the NSW government’s land use planning use planning priorities and decisions over the next 20 years. The Regional Plan provides an overarching framework that will guide the preparation of detailed land use plans.

Demand Drivers	Present Position	Projection	Impact on Services
<b>Residential Development</b>	<ul style="list-style-type: none"> <li>• Estimated population in 2016 of 335,309</li> <li>• Currently 157,650 dwelling</li> </ul>	<ul style="list-style-type: none"> <li>• Estimated population of 415,000 by 2036 an increase of 79,691 people</li> <li>• This will result in an additional 41,500 dwellings by 2036</li> </ul>	Increased demand for services and increased usage of Community facilities
<b>Commercial Development</b>	<ul style="list-style-type: none"> <li>• Currently 115,443 jobs</li> </ul>	<ul style="list-style-type: none"> <li>• It is estimated that by 2036 there will be an additional 24,674 jobs created</li> </ul>	

## Changes in Technology

Technology changes may affect the delivery of infrastructure services as a result of improvements to construction materials, methods, maintenance and operations. These may potentially increase the life of some assets and reduce susceptibility to damage.

## Demand Management Strategies

Demand management strategies will be developed for each asset class to effectively manage the growth of the Central Coast. The plans will also need to manage the changing expectations of the community as the demographic profile of the area changes and develops.

## Demand Management Plan

The following general implications and impacts predicted on the Council assets, based upon changes and trends, are detailed below.

<b>Demand Factor</b>	<b>Impact on Services</b>
<b>Population</b>	Population growth will place an increased demand on assets, especially libraries and community centres
<b>Demographics</b>	The trend towards multicultural society, an increasing and older population will place an increased demand on some assets, especially aged care facilities, community centres and recreation assets
<b>Social/Economic</b>	Not directly applicable
<b>Transportation Changes</b>	Smart, multi-modal transport solutions will be required to keep up with the growth and provide cheap, efficient and sustainable means of transport
<b>Increasing Costs</b>	Requirement to continue to maximise service delivery within the funding limitations
<b>Environment and Climate</b>	Some assets may be impacted by change such as more severe weather events
<b>Lifestyle</b>	Will impact on the type and size of facilities provided into the future
<b>Technology</b>	May require improved environmental management of facilities



# Risk Management

## Asset Management and Risks

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*. A high level risk assessment process to identify risks and to outline a plan to address the risks relating to assets was undertaken. The risk assessment process was carried out generally in accordance with Australian Standard for Risk Management AS/NZS 4360:2004.

Likelihood	Consequence				
	Insignificant	Minor	Moderate	Major	Catastrophic
<b>Almost certain</b>	Medium	High	Extreme	Extreme	Extreme
<b>Likely</b>	Medium	Medium	High	Extreme	Extreme
<b>Possible</b>	Low	Medium	High	Extreme	Extreme
<b>Unlikely</b>	Low	Low	Medium	High	Extreme
<b>Rare</b>	Low	Low	Medium	High	High

The risk assessment process identified and evaluated community and service risks that may impact on the community and delivery of services and developed a risk treatment plan.

## Enterprise Risk Management Framework

Council's Enterprise Risk Management (ERM) Framework covers wide range of projects, programs and activities. The plan feeds into the Delivery Program and Operational Plan and is also to be used in management of assets or infrastructure related risk.

Council's risk management process closely follows guidelines that set out in AS/NZ 31000:2009.

Council operates a wide range of diverse projects, programs and activities and has a large number of diverse stakeholders with varying needs and expectations. Therefore, the scope of Council's organisation-wide risk management must encapsulate all activities. Specifically, the context of risk management will include:

<b>Governance</b>	Sound processes for decision-making i.e. the processes by which decisions are implemented or not implemented
<b>Compliance</b>	Meeting the expectations and requirements of those stakeholders who regulate the organisation
<b>WH&amp;S</b>	Achieve fewer and less severe injuries, better trained and informed employers and workers, improved morale among workers
<b>Financial</b>	Includes strategic and business planning, financing and accounting
<b>Operational</b>	Includes programs, activities and processes to deliver internal and external services
<b>Environmental</b>	Given exposure or series of exposures that may damage human health or the physical environment

## 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 *risk ranking process can determine which assets have a significant potential to impact on the achievement of AM objectives*.

Council has used a basic approach in identifying critical assets for each major asset class. The approach uses the 'Critical Asset Risk Matrix' developed by Morrison Low Consultants that rates Council-owned assets from high to low in importance, significance and consequences. The assets identified as high have currently been ranked as critical. Taking into account the critical risk matrices and based on the operational expertise and experience of Council officers, the following assets have been considered the most critical assets for the organisation as a whole. Risk mitigation strategies should be developed for all critical assets.

<b>Asset Class</b>	<b>Organisational Critical Asset</b>
<b>Buildings</b>	<ul style="list-style-type: none"> <li>• Wyong Administration Building</li> <li>• Erina Works Depot</li> <li>• Woy Woy Works Depot</li> <li>• Charmhaven woks Depot</li> <li>• Long Jetty Works Depot</li> <li>• Kariong Fire Control Centre</li> <li>• Charmhaven Fire Control Centre</li> <li>• Wyong SES</li> </ul>
<b>Water Supply</b>	<ul style="list-style-type: none"> <li>• Water treatment plants</li> <li>• Dam</li> <li>• Water pump stations</li> </ul>
<b>Sewer network</b>	<ul style="list-style-type: none"> <li>• Sewer treatment plants</li> <li>• Sewer pump stations</li> </ul>
<b>Roads</b>	<ul style="list-style-type: none"> <li>• Sealed and unsealed roads</li> </ul>

Asset Class	Organisational Critical Asset
	<ul style="list-style-type: none"><li data-bbox="491 239 628 271">• Bridges</li><li data-bbox="491 277 660 309">• Footpaths</li></ul>
<b>Stormwater drainage</b>	<ul style="list-style-type: none"><li data-bbox="491 324 635 356">• Culverts</li><li data-bbox="491 362 740 394">• Detention basins</li><li data-bbox="491 400 580 432">• Pits</li><li data-bbox="491 439 603 470">• Pipes</li><li data-bbox="491 477 687 508">• Open drains</li></ul>



## Resourcing Strategy

### Central Coast Council

2 Hely St / PO Box 20 Wyong NSW 2259

**P** 1300 463 954

**W** [centralcoast.nsw.gov.au](http://centralcoast.nsw.gov.au)

**ABN** 73 149 644 003

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