

INDEX OF REPORTS
OF THE ORDINARY MEETING OF CENTRAL TABLELANDS WATER
HELD ON WEDNESDAY 26 APRIL 2023

15. LATE REPORTS

15.1 INTEGRATED PLANNING & REPORTING REQUIREMENTS (GO.PR.1) 2

15 LATE REPORTS

15.1) INTEGRATED PLANNING & REPORTING REQUIREMENTS (GO.PR.1)

Author: Director Finance & Corporate Services
IP&R Link: Strategic Priority 1: Provide a high quality and reliable drinking water supply – Strategic Priority 2: An efficient, sustainable and customer focused organisation

RECOMMENDATION:

That Council endorses the following draft Integrated Planning & Reporting Plans and place the plans on public exhibition for a period of 28 days:

- a) Operational Plan 2023-2024
- b) Long Term Financial Plan 2023-2033

REPORT

Following the outcomes of the CTW Budget Workshop held on 5 April 2023, the 2023/24 draft Operational Plan (the Plan) and draft Long Term Financial Plan (LTFP) have been developed and are presented to Council for endorsement.

In preparing the draft 23/24 Operational Plan (the Plan), there have been a number of prominent factors that continue to provide fundamental challenges, which are summarised below:

- Distance between water connections
- High infrastructure value per connection
- High depreciation costs due to ageing infrastructure
- Funding of renewal of ageing infrastructure
- Funding of upgrade or new assets
- Volatility of revenue due to extreme weather conditions
- Access to support from other tiers of government by way of capital grants.

The aim of the Plan is to ensure that CTW can meet these challenges in a financially sustainable manner, such as:

- Pricing policies that generate the funding required to renew the large infrastructure base require to provide a high quality and reliable drinking water supply;
- Recognition that the supply of drinking water is a whole of government issue that requires accessibility to grant funding;
- Recognition that for providing intergenerational equity and supplementing internal funding for major projects that Council is required to make greater use of borrowings;
- That operations be as efficient as possible to minimise as far as practicable the marginal cost of water production, and
- Recognition that innovation and improvements to past practices will be required to operate in an ever evolving environment and increased community expectations.

The Plan and LTFP provide for the financial sustainability of Council over the next decade (2023/24 to 2032/33) whilst maintain services and providing for major capital renewals and infrastructure upgrades.

The main features of the Plan and LTFP are as follows:

Fees and Charges

- 4.07% increase in user charges from \$3.69 to \$3.84 per kilolitre (KI).
- 6.25% increase in availability charges with a standard 20mm meter connection increasing from \$256 to \$272 per annum.
- Based on these proposed increases, a typical residential bill consuming 175KI annually will expect to pay an additional \$42.25 per year or 82 cents per week.
- Developer Charges increased by 7.6% as per CTW's 2021 Development Servicing Plan being \$6,890 per equivalent tenement (ET) for the Lake Rowlands supply area.

Operational Expenditure 23/24

- Salaries and Wages costs are estimated to increase by 5%, including additional FTE for Project Management Support. (Total FTE will be 24.6)
- Superannuation costs to increase by 0.5% to 11.0% (SGC).
- Electricity costs are estimated to increase by 5%.
- Property and Professional Indemnity insurance to increase by up to 10%.
- Cyber Security insurance to increase by 15%.
- Chemical costs are expected to increase by 4%.
- Water pipes, valves and associated materials expected to increase by 5%.
- External audit costs are expected to increase by 5%.

Major Capital Expenditure 23/24

- Depot upgrades to continue in 23/24 and 24/25.
- 12ML Clear Water Tank at Carcoar Filtration Plant.(this will need to be revoted from 22/23 to 23/24 at August 23 meeting)
- Critical 7km area of Trunk Main U to commence in 23/24
- A storage battery at Carcoar Water Treatment Plant (renewal energy) (Cost 150K)
- Western Archery Trunk Main Design works at a cost of 300K (50% Grant Funding)
- Resealing of internal access road at Carcoar Water Treatment Plant at an estimated cost of 120K.

Loan Funding

- No new loans are planned for financial year 2023/24.
- \$17M of new loans planned from 2026/27 to 2032/33 Long Term Financial Plan to fund major Capital Program.

BUDGET IMPLICATIONS

As per the Operational Plan.

POLICY IMPLICATIONS

Nil

ATTACHMENTS

- | | | | |
|---|-------------------|--------------------------------|----------|
| 1 | ↓ | Draft Operational Plan 2023/24 | 32 Pages |
| 2 | ↓ | Draft LTFP 2023-2033 | 20 Pages |



DRAFT OPERATIONAL PLAN 2023-2024 (PARTS 1 & 2)



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RESPONSIBLE OFFICER(S) ACRONYM DEFINITIONS

RESPONSIBLE OFFICER POSITION	RESPONSIBLE OFFICER ACRONYM
General Manager	GM
Director Operations & Technical Services	DOTS
Director Finance & Corporate Services	DFCS
Water Network Manager	WNM
Water Quality Manager	WQM
Asset Officer	AO
Governance & Executive Support Officer	GESO

STRATEGIC PRIORITY 1

PROVIDING A HIGH QUALITY AND RELIABLE DRINKING WATER SUPPLY

KEY RESULT AREA – 1.1 SERVICE PROVISION THROUGH FIT FOR PURPOSE INFRASTRUCTURE						
Activity 1.1.1 – Deliver capital works program based on asset management data.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
1.1.1.1	Deliver capital works in accordance with adopted capital works program.	DOTS & AO	x	x	x	x
Activity 1.1.2 – Review, update and implement maintenance program.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
1.1.2.1	Implement maintenance program (i.e. flushing, hydrants, reservoirs, pump stations, systems checks, etc).	DOTS & WNM	x	x	x	x
Activity 1.1.3 – Develop and implement backflow prevention program.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
1.1.3.1	Develop and implement backflow prevention program.	DOTS & WNM	x	x	x	x
Activity 1.1.4 – Undertake regular water meter replacement program.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
1.1.4.1	Water meters regularly inspected and replaced in accordance with CTW's meter replacement policy (i.e. every 7,500 kilolitres)	DOTS & WNM	x	x	x	x
Activity 1.1.5 – Consider potential use of CTW's existing underutilised groundwater sources.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
1.1.5	Undertake water quality analysis of groundwater sources to determine usage suitability. Note: To be delivered in FY24/25.	DOTS & WQM				

KEY RESULT AREA – 1.2 ENSURE COMPLIANCE WITH REGULATION
Activity 1.2.1 – Review and update CTW's Drinking Water Management System (DWMS).

	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
1.2.1.1	Complete annual review and update of CTW's Drinking Water Management System (DWMS).	DOTS & WQM		x		

Activity 1.2.2 – Inform and involve CTW's customers and regulators about projects, programs and other activities.

	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
1.2.2.1	Inform and involve CTW's customers and regulators about projects, programs and other activities via media releases, social media and performance monitoring reporting.	GM & DOTS	x	x	x	x

Activity 1.2.3 – Undertake strategic reviews of water treatment facilities.

	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
1.2.3.1	Undertake an independent strategic review of the Blayney Water Treatment Plant to ascertain future upgrade options and operations.	DOTS & WQM	x	x		

Activity 1.2.4 – Undertake regular water sampling programs in accordance with NSW Health DWMS guidelines.

	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
1.2.4.1	Undertake regular water sampling throughout the water supply network in accordance with NSW Health DWMS guidelines.	WQM	x	x	x	x



KEY RESULT AREA – 1.3 BEST PRACTICE ASSET MANAGEMENT						
Activity 1.3.1 – Assets are managed strategically, using whole of life methodology to improve delivery of services and financial management.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
1.3.1.1	Assets are managed strategically, using whole of life methodology to improve delivery of services and financial management.	DOTS & AO	x	x	x	x
Activity 1.3.2 – Review and update Integrated Water Cycle Management Plan (IWCM) in accordance with applicable regulatory best practice guidelines.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
1.3.2.1	Review and update Integrated Water Cycle Management Plan (IWCM) in accordance with applicable regulatory best practice guidelines.	GM & DOTS	x	x	x	x
Activity 1.3.3 – Review and update strategic business plan in accordance with applicable regulatory best practice guidelines.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
1.3.3.1	Engage specialist consultant to assist with the review and update of the strategic business plan (SBP) in accordance with applicable regulatory best practice guidelines.	GM		x	x	x
KEY RESULT AREA – 1.4 MITIGATE ENVIRONMENTAL IMPACTS OF SERVICE DELIVERY						
Activity 1.4.1 – Develop and implement a catchment management plan for Lake Rowlands.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
1.4.1.1	Develop and implement Lake Rowlands catchment management plan.	DOTS & WQM	x	x	x	
Activity 1.4.2 – Review and update Renewable Energy Action Plan (REAP) including solar and battery optimisation projects.						

	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
1.4.2.1	Review and update Renewable Energy Action Plan (REAP) including solar and battery optimisation projects.	DOTS	x			
Activity 1.4.3 – Continue to review operational processes with the objective of further mitigating environmental impacts.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
1.4.3.1	Investigate opportunities to utilise electronic fleet vehicles and battery operated small plant where practicable and economically viable.	DOTS, WNM & WQM		x		
KEY RESULT AREA – 1.5 EFFICIENT USE OF WATER						
Activity 1.5.1 – Provide customers with regular and current information regarding how to use water wisely.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
1.5.1.1	Provide customers with regular and current information regarding how to use water wisely via website, social media and newsletters.	GM, DOTS & GESO	x	x	x	x
Activity 1.5.2 – Develop and promote a source to tap educational program for schools in the water supply area.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
1.5.2.1	Engage a specialist consultant to assist in the development and promotion of a source to tap educational program for schools in the water supply area.	GM, DOTS, DFCS & GESO	x	x	x	x



STRATEGIC PRIORITY 2

AN EFFICIENT, SUSTAINABLE AND CUSTOMER FOCUSSED ORGANISATION

KEY RESULT AREA – 2.1 QUALITY CUSTOMER SERVICE						
Activity 2.1.1 – Review and update community/stakeholder engagement strategy.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
2.1.1.1	Review and update community/stakeholder engagement strategy.	GESO		x		
Activity 2.1.2 – Undertake customer satisfaction survey.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
2.1.2.1	Engage specialist consultant to undertake a customer satisfaction survey.	GM & GESO	x			
2.1.2.2	Develop an action plan for improvement based on customer feedback.	GM & GESO		x		
Activity 2.1.3 – Review and update levels of service and report on performance.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
2.1.3.1	Review and update levels of service for operations and customer service.	GM, DOTS & DFCS	x			
2.1.3.2	Report on performance against levels of service.	GM, DOTS & DFCS		x	x	x
Activity 2.1.4 – Provide regular updates to stakeholders and customers regarding projects and works.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
2.1.4.1	Provide regular updates to stakeholders and customers regarding projects and works via the website, social media and newsletters.	GM & DOTS	x	x	x	x

KEY RESULT AREA – 2.2 SOUND FINANCIAL MANAGEMENT

Activity 2.2.1 – Review and update long term financial plan (LTFP).

	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
2.2.1.1	Review and update long term financial plan (LTFP) on an annual basis.	DFCS				x
2.2.1.2	Complete Quarterly Budget Review Statements and report to Council.	DFCS	x	x	x	x
2.2.1.2	Prepare Annual Financial Statements for audit.	DFCS	x	x		
2.2.1.3	Report outcomes of Annual Financial Statements audit to the Office of Local Government, Council and Audit Risk & Improvement Committee (ARIC).	DFCS		x	x	
2.2.1.4	Prepare for Interim Financial Audit.	DFCS				x

Activity 2.2.2 – Review schedule of fees and charges as part of the annual operational plan development for endorsement and adoption by council.

	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
2.2.2.1	Review schedule of fees and charges to ensure ongoing financial sustainability.	DFCS			x	x
2.2.2.2	Present updated schedule of fees and charges to Council for endorsement and adoption.	DFCS				x

Activity 2.2.3 – Collaborate with constituent councils in the review and update of the Development Servicing Plan (DSP) in accordance with applicable guidelines.

	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
2.2.3.1	Engage a specialist consultant to facilitate a workshop with constituent councils to review and update the DSP in accordance with applicable guidelines. Note: To be undertaken in FY25/26.	GM				

Activity 2.2.4 – Explore additional revenue stream opportunities.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
2.2.4.1	Explore additional revenue stream opportunities (i.e. feasibility of becoming an energy supplier, sale of non-potable water for construction projects, etc).	GM, DOTS & DFCS	x	x	x	x
Activity 2.2.5 – Secure grant funding where available to support the delivery and development of services and infrastructure.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
2.2.5.1	Apply for grant funding where available to support the delivery and development of services and infrastructure.	GM, DOTS & DFCS	x	x	x	x
KEY RESULT AREA – 2.3 CONTINUOUS IMPROVEMENT WHILST MANAGING RISK						
Activity 2.3.1 – Manage the risk management framework including the risk register.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
2.3.1.1	Regularly review and update the risk register and present to the Audit Risk & Improvement Committee (ARIC).	DFCS	x	x	x	x
Activity 2.3.2 – Review and update Business Continuity Plan (BCP).						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
2.3.2.1	Review and update Business Continuity Plan (BCP). Note: To be undertaken in FY23/24 & FY25/26.	DFCS		x	x	
Activity 2.3.3 – Review and update internal audit plan in consultation with the Audit Risk & Improvement Committee (ARIC).						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
2.3.3.1	Review and update internal audit plan in consultation with the Audit Risk and Improvement Committee (ARIC).	DFCS				x



Activity 2.3.4 – Review and update CTW’s Work, Health & Safety (WHS) policy and procedures in accordance with WHS legislation.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
2.3.4.1	Review and update CTW’s Work, Health & Safety (WHS) policy and procedures in accordance with WHS legislation.	DOTS		x		x
KEY RESULT AREA – 2.4 A CAPABLE AND MOTIVATED WORKFORCE						
Activity 2.4.1 – Review, update and implement CTW’s Workforce Management Strategy.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
2.4.1.1	Review, update and implement CTW’s Workforce Management Strategy. Note: To be undertaken in FY23/24 & FY25/26.	GM, DFCS & DOTS	x	x		
Activity 2.4.2 – Provide staff with professional development opportunities to meet future needs.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
2.4.2.1	Encourage staff during staff meetings and performance reviews to undertake professional development and networking opportunities to meet future needs.	GM, DFCS & DOTS	x	x	x	x
Activity 2.4.3 – Develop capability and innovate with technological advances in the field.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
2.4.3.1	Develop capability and innovate with technological advances in the field (i.e. smart metering, intramaps, etc).	DOTS	x	x	x	x

STRATEGIC PRIORITY 3

REGIONAL LEADERSHIP AND COLLABORATION

KEY RESULT AREA – 3.1 REGIONAL COLLABORATION AND PARTNERSHIPS						
Activity 3.1.1 – Work closely with Central NSW Joint Organisation (CNSWJO) including the Water Utilities Alliance (CWUA) for the continued delivery of safe and secure quality drinking water for the region.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
3.1.1.1	Attend, participate and contribute to CNSWJO and CWUA meetings for the continued delivery of safe and secure quality drinking water for the region.	GM, DOTS & DFCS	x	x	x	x
Activity 3.1.2 – Participate in CNSWJO opportunities for relevant joint procurement activities, knowledge and resource sharing, and advocacy for strategic regional priorities.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
3.1.2.1	Participate in CNSWJO opportunities for relevant joint procurement activities, knowledge and resource sharing, and advocacy for strategic regional priorities.	GM, DFCS & DOTS	x	x	x	x
Activity 3.1.3 – Collaborate with and support constituent councils to attract residential, commercial and industrial growth to the region.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
3.1.3.1	Collaborate with and support constituent councils to attract residential, commercial and industrial growth to the region.	GM & DOTS	x	x	x	x
Activity 3.1.4 – Consider further regional water security pipeline linkages to form a Central-West water grid.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
3.1.4.1	Continued collaboration with Parkes Shire Council, Forbes Shire Council and DPE Water for the Centroc Water Grid Pipeline project.	GM & DOTS	x	x	x	x

3.1.4.2	Continued collaboration with Cabonne Council, Orange City Council and DPE Water for the development and completion of the Sub-Regional Town Water Strategy.	GM & DOTS	x	x	x	x
Activity 3.1.5 – Reach agreement with all other relevant water utilities on the governance, management and operation of regional water assets across LGA boundaries.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
3.1.5.1	Reach agreement with all other relevant water utilities on the governance, management and operation of regional water assets across LGA boundaries.	GM & DOTS	x	x	x	x
Activity 3.1.6 – Continue to be a key delivery partner of the Belubula Water Security Project (BWSP) with Water Infrastructure NSW and WaterNSW.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
3.1.6.1	Continue to represent CTW at all Belubula Water Security Project (BWSP) steering and working group meetings.	GM & DOTS	x	x	x	x
3.1.6.2	Continue to advocate for BWSP construction for increased regional water security.	GM & DOTS	x	x	x	x
KEY RESULT AREA – 3.2 REGIONAL LEADERSHIP IN THE WATER SECTOR						
Activity 3.2.1 – Explore opportunities to influence water industry policy and direction through participation in industry groups and bodies.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
3.2.1.1	Continue to explore opportunities to influence water industry policy and direction through participation in industry groups and bodies.	GM	x	x	x	x
Activity 3.2.2 – Continue to collaborate and build upon the strong relationship with the other water county councils and advocate collectively on water industry issues.						
	TASK	RESPONSIBLE OFFICER(S)	Q1	Q2	Q3	Q4
3.2.2.1	Continue to regularly meet and correspond with other water county councils regarding water industry and governance issues.	GM	x	x	x	x



Operational Plan Part 2

Financials

Annual Budget including Fees & Charges

DRAFT





STATEMENT OF REVENUE POLICY

Council is conscious of the needs of its consumers which require a reliable and high quality water supply. Council is also aware of ensuring that its pricing policies must permit the renewal and upgrading of its water network infrastructure so that high service levels can be maintained.

The following principles are applied in the Revenue Policy:

1. Full cost recovery inclusive of both direct and indirect costs.
2. Achieving an operating surplus before capital amounts each year.
3. Ability to fund the Capital Program to maintain service levels by renewing ageing infrastructure.
4. Statutory charges are applied in accord with legislative requirements.
5. Capacity to service borrowing requirements.
6. Price changes are communicated to consumers on a timely basis.

Council has followed the Best Practice Pricing of Local Water Utility services as outlined in the Department of Industry - Water Best Practice Management of Water Supply and Sewerage Guidelines. In summary, the following pricing regime exists for Central Tablelands Water:

1. A two part pricing policy of an availability (access) charge, determined on the diameter of the meter, and a straight line consumption charge.
2. There are no non-residential cross subsidies.
3. Water accounts are rendered quarterly so that consumers have a timely record of consumption and costs.
4. Development Service Charges are set in accord with methodology set down in accord with the guidelines.

Council has reviewed its Revenue Policy for 2023/24 with the main features being:

1. An increase in the consumption charge of 4.07% from \$3.69 to \$3.84 per kilolitre (kl) in accordance with its need to provide funding of the large capital works program.
2. Availability charges will increase by 6.25% and applied in accordance with the Flow Capacity Factors outlined below. (meter size of service connection, determines the load that a service can put on the network)
3. Bulk Supply Water charges to other Councils have risen to \$2.31 per kl.
4. Development contributions have been set in accordance the 2021 Development Servicing Plan (DSP).
5. Legal Expenses incurred for debt recovery purposes now includes all associated costs including early stage and late stage intervention in accordance with Council's Water Charges Debt Recovery Policy.



6. Section 603 Certificate fees will be \$90.00 in line with the Office of Local Government determination. This may change when advice is received from the Office of Local Government regarding the fee for 2023/24.
7. Special Reading Fees will also be set at \$90.00 to align with the Sec 603 Certificate fee. Please note that this may change when the Office of Local Government advises of the 2023/24 Section 603 Certificate Fee
8. The fee at Council's automatic filling stations will be set at \$8.50 per kl.
9. The fee at Council's standpipes will be set at \$10.00 per kl.
10. Service connection fees and private works have been increased by 5% to reflect the cost of providing these services.
11. The processing fee for customer requested account refunds will be set at \$47.00. This only applies if more than one request is made in each financial year.
12. In accordance with the directive of the Office of Local Government (OLG) interest applied on overdue accounts will be at the rate specified under the Local Government Act. The OLG is yet to set this rate for 2023/24.
13. The fee for undertaking pressure and flow testing requested by consumers will be \$260.00

Availability charges will increase from \$256.00 to \$272.00 pa (\$64.00 to \$68.00 per quarter) for a 20mm service connection. This is an increase of approximately 6.25%. It should be noted that Council will review availability charges annually in accordance with the Best Practice Water Pricing guidelines. The Availability Charge is levied to enable customers to access the large water supply infrastructure network held by Council.

It is notable that unlike some local water utilities Council does not levy an availability charge for unconnected vacant properties as permitted by Section 552 of the Local Government Act. Section 552 permits an availability charge to be levied where an unconnected vacant property is located within 225 metres of a Council trunk main and the property is capable of being supplied water.

The overall impact the water access and user charges have on a consumer that uses the average residential consumption of 175kl per annum is an increase of around 82 cents per week or 4.81%. Based on a consumption of 300kl per annum the increase overall in water charges in 23/24 is \$1.17 per week or 4.5%.



AVAILABILITY (ACCESS) CHARGES

The availability charge is calculated by multiplying the charge for a standard 20mm connection by the flow capacity factor (FCF) listed in the Flow Capacity Table below.

FLOW CAPACITY TABLE							
Diameter of Water Service	20mm	25mm	32mm	40mm	50mm	80mm	100mm
Flow Capacity Factor	1.00	1.5625	2.56	4.00	6.25	16.00	25.00

The FCF is a factor based upon relative meter size and measures the load that can be placed on the system by that service size (i.e. large services place greater loads on the system). That is, larger services can place a much larger load on Council's supply network than a smaller service. Based on the formula a 40mm supply can put 4 times more load on the system than a 20mm connection, therefore the availability charge is 4 times that of a 20mm service.

DEVELOPER CHARGES

The 2021 Development Servicing Plan details how the calculated developer charge per Equivalent Tenement (ET) is levied on all new developments, or additions/changes to existing developments, supplied from the Lake Rowlands Supply area.

THE SECTION 64 DEVELOPER CHARGE FOR 2023/2024 IS SET AT \$6,890 PER ET

An ET is calculated in accordance with the Section 64 Determination of Equivalent Tenement (ET) Guidelines, published by the NSW Water Directorate. It is important to note that blocks exceeding 2,000m² in size are considered in the guidelines to exceed 1 ET.

The Developer Charges for the Lake Rowlands supply area have been increased by 7.6% being the CPI for Sydney for the past year (movement Dec 21 to Dec 22 - ABS 6401). The fee will be set at \$6,890 per equivalent tenement. The capital contribution charge (for infill developments) in the Lake Rowlands supply area has also been set at \$6,890 per equivalent tenement.

The capital contribution charge for all vacant unbuilt upon land within the Quandialla supply area is proposed to be \$3,445 per ET. Funds raised by this charge will be set aside for



renewal and augmentation (if required) of the Quandialla Scheme network infrastructure.

ESTIMATED INCOME AND EXPENDITURE

Detailed estimates of Council's income and Expenditure for 2023/2024 are in the attached Appendix.

REVENUE POLICY INCLUDING FEES AND CHARGES

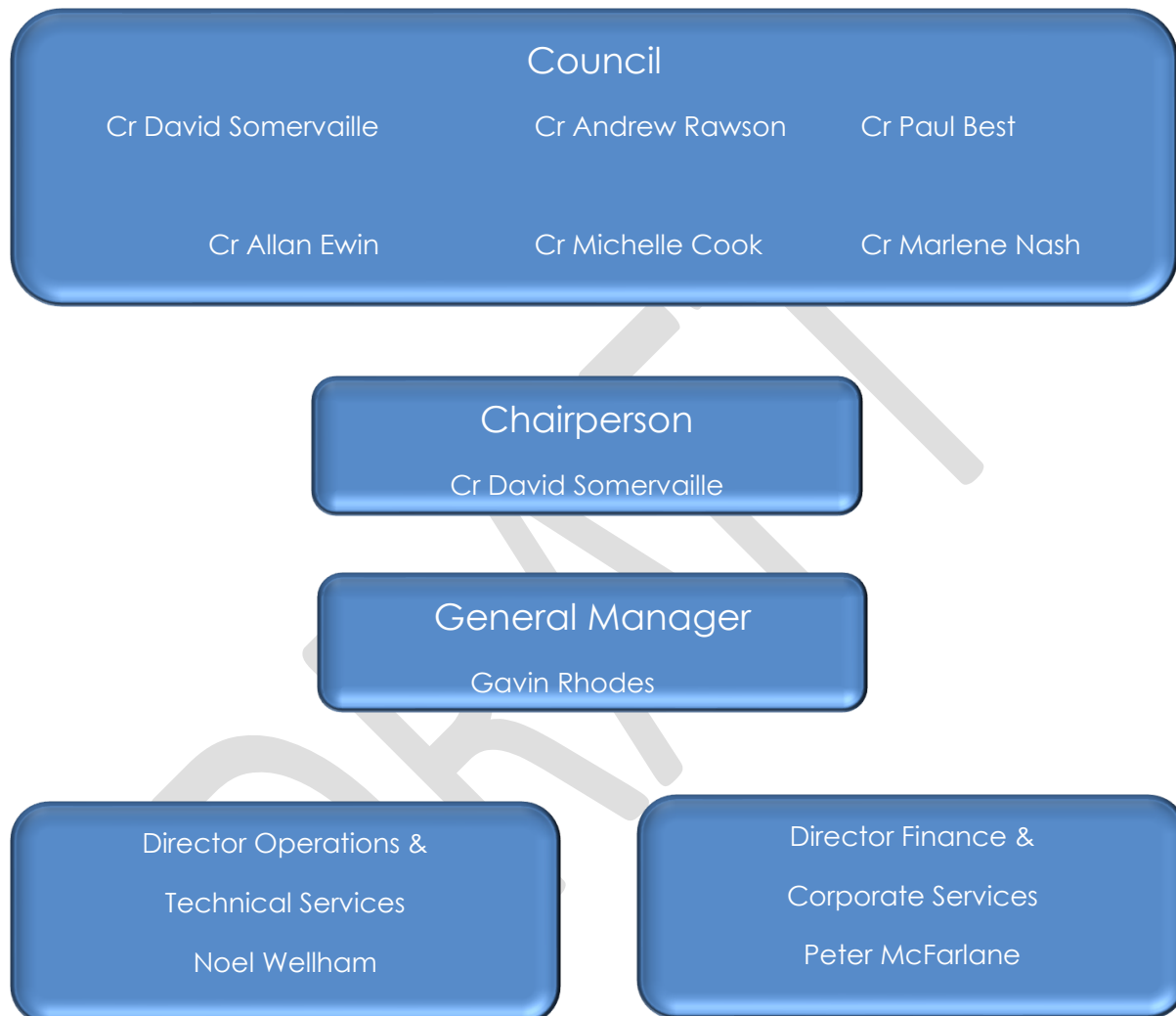
Council's Revenue Policy is included in the attached Appendix.

LOAN BORROWINGS

Council does not plan to undertake any loan borrowings in the 2023/24 Financial Year.



ORGANISATIONAL STRUCTURE



Council has 3 constituent Councils being the shires of Weddin, Blayney and Cabonne. These shires incorporate Council's supply region, however, bulk water is also supplied to Cowra Shire Council.



APPENDICES

Appendix 1:

Central Tablelands Water Revenue Policy Fees & Charges 2023/2024



Appendix 1				
Fees and Charges 2023/2024				
Type	Description	OST	Pricing Principle	Amount \$
Water Charges (Per Kilolitre)	Residential/Rural	N	User Charge	\$3.84
	Non-Residential	N	User Charge	\$3.84
	Industrial	N	User Charge	\$3.84
	Non Potable Water	N	User Charge	\$2.95
	Automatic Filling Stations	N	User Charge	\$8.50
	Standpipe Sales	N	User Charge	\$10.00
Bulk Water Charges	Cowra Shire	N	User Charge	\$2.31
	Other Councils	N	User Charge	\$2.31
Availability Charges (Per Annum)	20mm	N	User Charge	\$272.00
	25mm	N	User Charge	\$423.00
	32mm	N	User Charge	\$697.00
	40mm	N	User Charge	\$1,088.00
	50mm	N	User Charge	\$1,700.00
	80mm	N	User Charge	\$4,352.00
	100mm	N	User Charge	\$6,800.00
	Fire Service (restricted to fire use only)	N	User Charge	\$272.00
	Unconnected Built Upon Properties	N	User Charge	\$136.00
	20mm and 25mm (other sizes on application)	N	At Cost	\$105.00
Meter Test Fees	20mm and 25mm (other sizes on application)	N	At Cost	\$105.00
Reconnection Fees	Non Payment (less than 3 months)	N	User Charge	\$203.00
	Non Payment (after 3 months)	N	User Charge	\$390.00
	Other Reconnection	N	User Charge	\$390.00
Other Fees	Attend to Disconnect	N	User Charge	\$113.00
	Special Reading Fee	N	User Charge	\$90.00
Developer Charges - Lake Rowlands*	Per equivalent tenement (ET). Block sizes exceeding 2000m2 will incur an additional charge in excess of 1 ET. Seek quote on application.	N	At Cost	\$6,890.00
Capital Contribution Charges - Lake Rowlands*	Per Equivalent tenement. Block sizes exceeding 2000m2 are greater than 1 ET. Seek quote on application.	N	At Cost	\$6,890.00
Developer Charge - Quandialla *	Quandialla Scheme Supply Area – per ET. Block sizes exceeding 2000m2 are greater than 1 ET. Seek quote on application.	N	At Cost	\$3,445.00
Service Connection - 20mm only	4 metres (footpath)	N	User Charge	1,626.00
	10 metres (dirt/gravel)	N	User Charge	1,782.00
	10 metres (bitumen)	N	User Charge	2,746.00
	20 metres (dirt/gravel)	N	User Charge	2,394.00
	20 metres (bitumen)	N	User Charge	3,886.00
	20 metres (bitumen & concrete footpath)	N	User Charge	4,387.00
	Rural connection	N	User Charge	2,336.00
Mains Extensions	Price on Application	N	User Charge	POA
	Price on Application	N	User Charge	POA
Private Works - Other	Labour rate per hour (during working hours)	Y	User Charge	80.00
	(Overtime rates apply outside working hours)			
	Utility hire rate per kilometre	Y	User Charge	1.30
	Excavator hire rate per hour	Y	User Charge	170.00
	Pressure/Flow Testing	N	User Charge	260.00
	Contract Plant Hire	Y	User Charge	At cost
	Section 603 Certificate (per property)	N	Statutory	\$90.00
Administrative Fees	Dishonoured cheque	Y	At Cost	\$47.00
	Dishonoured Direct Debit	Y	At Cost	\$47.00
	Photocopying B & W (A4) per copy	Y	At Cost	\$0.60
	Photocopying Colour (A4) per copy	Y	At Cost	\$1.20
	Photocopying B & W (A3) per copy	Y	At Cost	\$1.00
	Photocopying Colour (A3) per copy	Y	At Cost	\$2.00
	Copy of Accounts - Per account over 1 account. (single account only no charge)	Y	At Cost	\$4.00
	Search Fees - per hour	Y	User Charge	\$80.00
	Processing Fee - Account refund request - per refund if more than 1 annually.	Y	At Cost	\$47.00
	Interest - overdue accounts	N	Statutory	TBA
	Debt Collection Costs on overdue accounts - including early and late stage intervention and service fees	Y and N	At Cost	Actual Cost
Government Information Public Access (GIPA Act)	Formal Application	N	Statutory	30.00
	Processing Charge (Per hour)	N	Statutory	30.00
	Internal Review Processing Fee	N	Statutory	40.00



Appendix 2: Central Tablelands Water Annual Budget 2023/24



CENTRAL TABLELANDS WATER

2023/24 BUDGET SUMMARY - OPERATING AND CASH RESULT

OPERATING STATEMENT

	Original Budget 2022/23	Revised Budget 2022/23	Original Budget 2023/24
<u>Operating Revenue</u>			
Availability Charges	1,738,608	1,738,608	2,175,110
User Charges and Fees	5,868,031	5,499,031	5,872,441
Interest and Investment Revenues	111,750	171,750	276,750
Other Revenues	68,868	163,868	150,992
Capital Grants and Contributions	263,740	3,669,784	443,740
Operational Grants and Contributions	-	-	40,000
Gains on Disposal of Assets	60,000	60,000	60,000
	8,110,997	11,303,041	9,019,033
<u>Operating Expenses</u>			
Employee Costs	2,610,353	2,664,353	2,869,500
Materials & Contracts	2,547,508	2,652,508	2,919,375
Other Expenses	12,000	54,000	14,500
Depreciation and Amortisation	2,538,950	2,638,950	2,725,700
	7,708,811	8,009,811	8,529,075
<u>Estimated Net Operating Result for the Year</u>	402,186	3,293,230	489,958
<u>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</u>	138,446	(376,554)	46,218
<u>Add Expenses not Involving Flow of Funds</u>			
Depreciation, Amortisation & Impairment	2,538,950	2,638,950	2,725,700

**Less Non-Operating Expenditure**

Acquisition of Assets	(2,375,564)	(7,677,081)	(2,083,460)
Transfer to Restrictions - Plant	(300,000)	(300,000)	(310,000)
Transfer to Restrictions - Renewal	(1,500,000)	(1,500,000)	(1,800,000)
Transfer to Restrictions - Water Pricing Increase	(200,000)	(200,000)	-
Transfer to Restrictions - ELE	(80,000)	(80,000)	(90,000)
Transfer to Restrictions - Consultancy	(50,000)	(50,000)	(60,000)
Transfer to Reserves - Budget (Surplus)/Deficit	(781,136)	(316,136)	(718,601)
Subtotal Non Operating Expenditure	(5,286,700)	(10,123,217)	(5,062,061)

Add Non-Operating Revenue

Carrying amount of Assets Sold	232,412	232,412	232,412
Transfer from Restrictions - Plant	194,941	194,941	194,941
Transfer from Restrictions - ELE Provision	30,000	80,000	30,000
Transfer from Restrictions - Consultancy	-	20,000	-
Transfer from Restrictions - Capital	1,888,211	3,643,684	1,389,050
Transfer from External Restriction.	-	-	-
Subtotal Non Operating Revenue	2,345,564	4,171,037	1,846,403

Estimated Cash Budget Result -Balanced Budget

-	(20,000)	-
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CENTRAL TABLELANDS WATER

2023/24 BUDGET SUMMARY

NON-OPERATING (CAPITAL) INCOME & EXPENDITURE

		Original Budget 2022/23	Revised Budget 2022/23	Original Budget 2023/24
<u>Acquisition and Renewal of Assets</u>		2,375,564	7,677,081	2,083,460
<u>Funding</u>				
Plant	Vehicle Replacements	487,353	487,353	504,410
Plant	Other Plant and Equipment	25,000	25,000	30,000
Reserves	Office Equipment	30,000	30,000	31,050
Reserves	Pump Station Renewals	53,211	73,275	53,000
Reserves	Town/Village Restriction Signage			80,000
Reserves	Reticulation Rural Scheme	30,000	30,000	
Reserves	Blayney Office - Outdoor Refurbishment	20,000	30,000	10,000
Reserves	Blayney Office - Indoor Refurbishment		35,699	
Reserves	Telemetry Upgrades	20,000	42,723	25,000
Reserves	Depot Refurbishments		120,000	60,000
Contributions	Reticulation Mains - New Connections	40,000	120,000	40,000
Reserves	Trunk Main U - 7 Km Renewal			320,000
Reserves	Reticulation Mains Renewals	700,000	791,392	150,000
Reserves and Grant	Western Artery Trunk Main Design			300,000



Reserves	Carcoar WTP - Seal Internal Access Rd			120,000
Reserves	Eugowra Pump Station			120,000
Reserves	Gooloogong Bore - Renew Switchboard	250,000	250,000	
Reserves	Post Chlorinator - Grenfell North		50,000	
Reserves	Post Chlorinator - Greys Hill		50,000	
Reserves	Post Chlorinator - Gooloogong Bore		50,000	
Reserves	Post Chlorinator - Quandialla Reservoir		50,000	
Contributions	TM I Relocation		19,000	
Reserves	Renewal Energy Infrastructure	500,000	500,000	150,000
Reserves	PLC Control Units		35,911	
Reserves	Carcoar Town Reservoir Refurbishment	120,000	137,738	
Reserves	Cargo Pump Station Renewal		144,896	
Reserves	Canomodine Pump Station		178,050	
Reserves	Quandialla Pump Station Renewal		50,000	
Reserves	Carcoar Plant 12 ML Reservoir		3,985,436	
Grant	Woodstock Pump Station		200,608	
Reserves	New Metering - Gooloogong Bore		25,000	
Reserves	New Metering -Lake Rowlands		50,000	
Reserves	New Metering -Quandialla Bore		15,000	
Reserves	Blayney Treatment Plant Renewals	50,000	50,000	30,000
Reserves	Carcoar Water Filtration Plant Renewals	50,000	50,000	60,000

**Repayment of Loan**

-	-	-
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**Transfers to
Restrictions**

	2,881,136	2,446,136	2,889,236
Employees Leave Restriction	80,000	80,000	90,000
Renewal & Infrastructure Restriction	1,500,000	1,500,000	1,500,000
Plant & Equipment Reserve	300,000	300,000	310,000
Consultancy Reserve	20,000	50,000	50,000
Water Pricing Increase - Infrastructure	200,000	200,000	158,100
Transfer to Reserves - Budget Cash Surplus	781,136	316,136	781,136
<u>Funding Summary</u>			
Plant Sales/Plant Reserve	487,353	487,353	504,410
Infrastructure Restriction	1,888,211	3,693,684	1,389,050
Capital Grants	-	3,376,044	150,000
Capital Contributions	-	120,000	40,000
	<u>2,375,564</u>	<u>7,677,081</u>	<u>2,083,460</u>



CENTRAL TABLELANDS WATER

2023/24 BUDGET SUMMARY

ESTIMATED MOVEMENTS IN CASH RESTRICTIONS

	Original Budget 2022/23	Revised Budget 2022/23	Original Budget 2023/24
<u>Renewals (Infrastructure Restriction) Restriction</u>			
Balance at beginning of year	4,482,232	6,200,356	4,271,200
Transfer from Reserve for Capital Works	(1,888,211)	(3,945,292)	(1,389,050)
	2,594,021	2,255,064	2,882,150
Transfer to Reserve for Capital Works	1,700,000	1,700,000	1,800,000
	4,294,021	3,955,064	4,682,150
Transfer to/from Reserve re Surplus/(Deficit)	718,601	316,136	718,601
Estimated Balance at end of year	5,012,622	4,271,200	5,400,751
<u>Plant & Equipment Restriction</u>			
Balance at beginning of year	775,521	670,462	775,521
Transfer from Reserve	(194,941)	(194,941)	(201,764)
	580,580	475,521	573,757
Transfer to Reserve	300,000	300,000	310,000
Estimated Balance at end of year	880,580	775,521	883,757
<u>Development Assistance Restriction</u>			
Balance at beginning of year	488,000	481,789	481,789
Transfer from Reserve	(6,011)	-	-
	481,989	481,789	481,789
Transfer to Reserve	-	-	-
Estimated Balance at end of year	481,989	481,789	481,789
<u>Employee Leave Entitlements Restriction</u>			



Balance at beginning of year	448,000	558,000	558,000
Transfer from Reserve	(30,000)	(80,000)	(30,000)
	418,000	478,000	528,000
Transfer to Reserve	90,000	80,000	90,000
Estimated Balance at end of year	508,000	558,000	618,000

Consultancy Restriction

Balance at beginning of year	90,000	110,000	140,000
Transfer from Reserve	-	(20,000)	-
	90,000	90,000	140,000
Transfer to Reserve	20,000	50,000	50,000
Estimated Balance at end of year	110,000	140,000	190,000

Total Internal Restrictions

Balance at beginning of year	6,283,753	8,020,607	6,226,510
Transfers from Restrictions	(2,119,163)	(4,240,233)	(1,620,814)
	4,164,590	3,780,374	4,605,696
Transfer to Restrictions	1,830,323	2,446,136	2,968,601
Estimated Balance at end of year	6,210,162	6,226,510	7,574,297

Total External Restrictions

Unexpended Contributions

Balance at beginning of year	-	12,400	12,400
Transfer from Reserve	-	-	-
	-	12,400	12,400
Transfer to Reserve	-	-	-
Estimated Balance at end of year	-	12,400	12,400

Note: Opening Balances in the revised budget are as per the Audited Financial Statements at 30 June 2022

CENTRAL TABLELANDS WATER

2023/24 BUDGET SUMMARY

Budgeted Expenditure from Continuing Operations

	Original Budget 2022/23	Revised Budget 2022/23	Original Budget 2023/24
Budgeted Income from Continuing Operations			
Governance Expenses	243,339	285,339	266,880
Technical Services Expenses	368,294	438,294	640,194
Plant Running Expenses (Net)	82,228	82,228	83,475
Water Supplies - Operating Expenditure			
Private Works & Installations	72,510	72,500	89,200
Meter Reading	231,500	231,500	231,750
Pump Stations	528,375	528,375	509,275
Reservoirs	176,250	176,250	178,500
Filtration Plant Expenses	813,980	813,980	844,380
Reticulation Mains Expenses	474,900	474,900	452,500
Trunk Mains Expenses	218,400	218,400	219,200
Catchment Areas	89,080	89,080	79,455
Telemetry Expenses	94,080	94,080	86,140
Depots	124,025	124,025	139,650
System Checks	135,204	135,204	142,630
Water Analysis	105,478	105,478	106,180
Automatic Filling Stations	7,280	7,280	9,250
Water Purchases	41,600	41,600	30,000
Water Infrastructure Depreciation Expense	2,250,000	2,350,000	2,397,000
Sub Total Water Supplies Operating Expense	5,362,662	5,462,652	5,515,110
Total Expenses from Continuing Operations	7,708,811	8,009,801	8,529,075



CENTRAL TABLELANDS WATER

2023/2024 BUDGET SUMMARY

Budgeted Income from Continuing Operations

	Original Budget 2022/23	Revised Budget 2022/23	Original Budget 2023/24
Budgeted Income from Continuing Operations			
Availability (Access) Charges Water access charges - Includes Pension Subsidy received	1,738,608	1,738,608	2,175,110
User Charges & Fees Water sales and other fees and charges including new connections.	5,868,031	5,499,031	5,872,441
Other Revenue Sundry income . lease fees, , rebates and sundries etc	68,868	163,868	150,992
Interest & Investment Revenue Interest on Investments and Overdue Accounts	111,750	171,750	276,750
Grants - Contributions Provided for Operating Purposes Grants - Contributions Provided for Operating Works	-	-	40,000
Contributions Provided for Capital Purposes Development Contributions and Mains Extensions	263,740	293,740	293,740
Grants Provided for Capital Purposes	-	3,376,044	150,000
Net Gains from the disposal of assets Profit/Loss on sale of equipment (plant and vehicles)	60,000	60,000	60,000
Total Income from Continuing Operations	8,110,997	11,303,041	9,019,033



Central Tablelands Water

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Draft Long Term Financial Plan

2023/24-
2032/33



DRAFT

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INTRODUCTION

Objectives

The Long Term Financial Plan (LTFP) is a requirement under the Integrated Planning and Reporting framework for NSW Local Government. Council's LTFP provides a framework to assess its revenue building capacity to meet the activities and level of services outlined in its Strategic Business Plan.

Central Tablelands Water's LTFP aims to:

- establish greater transparency and accountability of Council to the community;
- provide an opportunity for early identification of financial issues and any likely impacts in the longer term;
- provide a mechanism to:
 - recognise financial sustainability issues
 - assess how various plans fit together
 - understand the impact of various decisions on plans or strategies;
 - assess the financial impact of pricing decisions
- provide a means of measuring Council's success in implementing strategies; and,
- ensure that Council can remain financially sustainable in the longer term.
- provide a funding strategy for the sustainable renewal of Councils infrastructure to provide a high level of service to its consumers.
- stress test financial scenarios to assess the financial risks to Council.

Timeframe

The Department of Local Government has set the minimum timeframe at ten years for an LTFP. The Central Tablelands Water LTFP covers the time period from 2023/2024 to 2032/2033.

Structure

The LTFP is structured into seven main sections.

- Section 1:** Provides a brief introduction to the plan and the objectives it aims to meet.
- Section 2:** Planning Assumptions. This section details the financial assumptions made in developing the LTFP.
- Section 3:** Revenue Forecasts. This section details the Council's major sources of revenue and the assumptions used in the forecast figures.
- Section 4:** Expenditure Forecasts. This section details the Council's major areas of expenditure and the assumptions used in the forecast figures including asset management.
- Section 5:** Sensitivity Analysis and Financial Modelling.
- Section 6:** Performance Monitoring. This section provides a number of key performance indicators to monitor Council's performance against the plan.
- Section 7:** Appendices. (Detailed budget forecasts at Financial Statement Level)

PLANNING ASSUMPTIONS

A long term financial plan is dependent on a number of planning assumptions. In preparing a LTFP, Council considered a range of matters and made the most appropriate assumptions. These assumptions were used to model and formulate the plan, test some scenarios which have ultimately formed the basis of the agreed plan.

Some of the key variables reviewed as part of the setup of the LTFP include:

- Local Government Cost Index (LGCI): See Table 2.
- Salaries and Employee Costs: See Table 2.
- Investment Income: See Table 2.
- Fees and Charges: See Table 2.
- Service Levels: Refer to Central Tablelands Water Strategic Business Plan (SBP).
- Growth Projections.

Growth projections in services of Central Tablelands Water, to a large extent, will be dependent on the growth of constituent Councils of Blayney, Cabonne and Weddin Shire Councils.

Central Tablelands Water prepared its predictions believing that the economic development strategies in place in the constituent Shire Councils should result in broadly maintaining the present population levels over the next thirty years.

The financial modelling has not factored in an increase in overall water sales through growth in water connections. New connections up to the date of creation of this plan have been factored into the future projections however future growth in subsequent years has not been considered. It is noted that historically growth in water connections has been around an average of 0.50% pa (around 30 new connections), however, this been offset by declining average consumption per connection.

It is noted that there has been significant residential development in some parts of Council's service area during 2022/23. There may be some lead time between water service completion and actual water usage (after dwellings are constructed on the land), however, a significant increase in connections should impact favourable upon Council's water sales.

The current plan is based upon the current level of chargeable assessments which are currently around 6,100 with a service population of around 15,000 consumers.

If an overall growth in consumption occurs due to overall population growth in the service area and/or due to major industry development, then this will improve the resilience of the financial plan. This may also impact Council's future pricing decisions.

Capital Works Program

The following is a brief summary of the major capital works planned for Central Tablelands Water over the next 10 years.

Proposed Project	Year	Reason	Estimated Cost \$
Trunk Main "U" from Conomadine Pump Station to the top of the Hill - 7kms	2023/24 to 2024/25	Renewal and Upgrade	2,240,000
Trunk Main "C" Mandurama to "U" to old river pump house – 35kms	2026/27 to 2028/29	Renewal and Upgrade	11,865,000
Trunk Main "U" – "C" to Cudal – 28kms	2030/31 to 2032/33	Renewal and Upgrade	9,660,000
Lake Rowlands Augmentation – 2.2mtrs wall raising	2025/26 to 2027/28	Renewal, Dam Safety and Upgrade	18,000,000
Replace Trunk Main A between Lake Rowlands and Carcoar WTP	2029/2030	Renew and upgrade main to improve water transfer	1,800,000
Additional Bore at Gooloogong	2026/27 to 2027/28	Provide additional redundancy for Bore system	1,180,000
Further Renewal Energy Projects	2023/24 to 25/26	New assets reduce power usage	350,000

Blayney Water Treatment Plant	2031/32 to 2032/33	Renew and Upgrade Treatment Plant	10,000,000
Reticulation Main Renewals	2023/24 to 2031/32	Renewal and Upgrade – Replace old AC Pipes	870,000
Caragabal Potable Water System	2027/28	Provide potable water to Caragabal and rural consumers	6,000,000

A financial summary of the proposed capital works is included with the base scenario in Appendix 1.

Summary of Key Assumptions and Indices

Assumption/Variable	Calculation Basis	Planned %
Local Government Cost Index (LGCI)	Updated index not available used 4% for most expense lines then 3% after 2024/25	4.0%
Salaries and Employee On-costs	New award being negotiated. Rate for 23/24 is unknown but have used 5.0%, then 4.0% for 2024/25 and 3.0% thereafter	5.0%
Interest Rate Income	Used the cash rate plus 0.5%. Have assumed that rates will drop from current levels	4.0%
Water Sales (User Charges Income)	Based upon a 4% increase in 23/24 then 5% to 2027/28 then 4% after that. Some adjustments have been made for wetter years and restrictions being used in dry years	4.0%
Availability Charge (Annual Charges)	Residential, Rural & Commercial new annual connections. 6.25% increase in 2023/24 then 3.0% for the balance of the plan	3.0%
Other Fees and Charges Income		3.0%

It is noted that some inputs are raising in excess of 4.0% per annum with insurances expected to rise by 10% in 2023/24.

REVENUE FORECASTS

The County Council model is a very effective institutional arrangement for the provision of water supply as the governance arrangement of the Council, comprising elected representatives from each of the constituent councils, which provides a close relationship between the community expectations and the policy decisions of the Council.

The major sources of revenue for Council are:

1. Annual (Availability) Charges
2. User Charges and Fees
3. Grants & Contributions
4. Investment Revenue
5. Borrowings
6. Other Revenues

Annual (Availability) Charges

Annual or Availability Charges are one of the main streams of income for Council. The availability charge is calculated in accordance with the Best Practice Water guidelines by multiplying the charge for a standard 20mm connection by the flow capacity factor (FCF) listed in the Flow Capacity Table below.

In accordance with Best Practice Water guidelines, the FCF recognises that the greater the meter size the larger draw on the network that can be made from that connection.

Council plans to increase the access charge by approximately 6.25% in 2023/24 so as provide less volatility in its income base and reduce the reliance upon water sales. Wet conditions has seen water sales reduce dramatically over the past 3 years and the increase in the access charge is seen as means of reducing the volatility of the revenue base.

Flow Capacity Table

Diameter of Water Service	20mm	25mm	32mm	40mm	50mm	80mm	100mm
Flow Capacity Factor	1.00	1.5625	2.56	4.00	6.25	16.00	25.00

This table illustrates the how the size of a connection (diameter of water service) impacts the flow of water available (flow capacity factor). This means that a 40mm connection can potentially place 4 times the load on Council's network infrastructure than a 20mm connection. Accordingly, a 40mm availability charge is therefore 4 times that of a 20mm connection.

User Charges & Fees

In accordance with Sections 491, 501 and 502 of the Local Government Act 1993, Council is able to charge for the provision of water supply services.

Council has a dedicated focus on consumer service expectations and, through its pricing policy, consumers are receiving a water supply of high quality and reliability. This is attributable to the pricing policy being able to fund an ongoing program of infrastructure renewal and upgrade. Customers have indicated to Council in responses to surveys (latest in 2019) that they are prepared to pay modest price increases if the funds are set aside for the capital program that will continue to provide a high quality and reliable water service.

Council also notes the desire of its customers for a higher degree of water security and lower frequency of water restrictions during periods of drought. The cost of work to improve water security (increased storage capacity at Lake Rowlands) may require a substantial contribution by Council.

This significant capital contribution also impacts both current and future pricing decisions. Council when setting prices considers the large amount of infrastructure that must be maintained and renewed to enable our consumers to have a high and stable level of service.

Council's trunk mains are also reaching the end of their useful lives and a major program of renewal is required to enable the level of reliability and service standards to be maintained.

Council has followed Best Practice Pricing of Local Water Utility services as outlined in the NSW DPI Water Best Practice Management of Water Supply and Sewerage Guidelines. In summary, the following pricing regime exists for Central Tablelands Water:

1. A two part pricing policy of an availability (access) charge, determined on the diameter of the meter, and a consumption charge; and
2. There are no non-residential cross subsidies: and
3. Water accounts are rendered quarterly so consumers have up to date water usage and can respond quickly to high usage and price changes and
4. There are no cross subsidies between non-residential customers.

Council in setting its water user charges and fees is endeavouring to ensure that it can continue to provide a high level of service whilst at the same time having sufficient funds to renew its ageing infrastructure. Council is also mindful of the economic and social impacts its pricing policies may have on consumers and endeavours to harness efficiencies where possible to keep water prices affordable.

Council's water sales in 20/21 to 22/23 to date, have been highly constrained due to very wet weather conditions. These rains have provided a boost to above ground storage with Lake Rowlands currently sitting at around 93% capacity (after reaching 35% early in 2020). This provides a strong water resource to support future water sales. The strength and reliability of the water resource will be significantly improved when the planned augmentation of Lake Rowlands is completed. This project is currently being evaluated as part of the Belubula Water Security Project being conducted by Water Infrastructure NSW.

Council proposes to increase user charges by 4.07% in 2023/24, 5.0% from 2024/25 to 2028/29 and 4% from 2029/30 to 2032/33. These changes are necessary to fund the \$17.0M loan borrowing program to be undertaken to fund the planned capital program over the next decade.

This Capital Program includes around \$25 million in trunk main renewals over the next decade. It is critically important that Council can renew these mains over the next decade.

Statutory Charges

Council has no discretion to determine the amount of a fee for service when the amount is fixed by regulation or by another authority. An example of a statutory fee includes Section 603 Certificates and GIPA fees.

The majority of statutory charges do not increase annually in line with the LGCI Or CPI, however for the purposes of financial modelling these fees are assumed to increase by 3.0% over the life of the LTFP.

Other Fees and Charges

Other fees include office fees (photocopying, binding etc.), fees for use of Council facilities. Council does not generate a significant amount of revenue from these sources so it is planned that these prices will increase by around 3.0%.

Grants & Contributions

This LTFP acknowledges the importance of Council receiving capital grants from other tiers of Government to assist with funding its Capital program.

The following capital grants have been included in the base case LTFP:

2024/25

- \$150K for 50% funding towards the Western Artery (TM C) Trunk Main design work (50% of estimated cost)

2025/26

- \$500K for funding towards the Lake Rowlands Dam augmentation construction (50% of the estimated cost of initial works)

2026/27

- \$8.5M for 50% of the Lake Rowlands construction works. (50% of balance of estimated costs)

2031/32 and 2032/33

- \$5.0M for the Blayney Water Treatment Plant renewal and upgrade.

Council is aware that the provision of a reliable and safe water supply for the community will require support from other tiers of Government to enable the renewal of ageing infrastructure.

Council raises revenue from developer contributions in accordance with its Development Servicing Plan (DSP). The DSP adopted in 2020 provides for development contribution rates to change in accord with the movement in the Sydney city Consumer Price Index (CPI) movement. Council has provided for a 7.6% increase in 2023/24 and 3.0% for each year of the LTFP.

Investment Revenue

Council's investment strategy is to undertake investment of surplus funds, maximising earnings from authorised investments, whilst ensuring the security of Council funds.

Council also aims to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, so uses a rolling maturity profile for its term deposit

profile. In addition, Council operates a cash call account that may be utilised to top up short term liquidity requirements.

Forecast returns on Council's investment portfolio are based on the current cash rate plus a margin based upon the expected level of funds available for investment in term deposits. (margin on term deposits).

The cash rate has recently risen to 3.60% and the margin on term deposits has increased due to demand by some approved deposit institutions looking for funds.

Interest rates on investments will fall as the interest rate cycle changes to a downward direction. This is expected in 2024/25.

Borrowings

Council has developed a strategic plan for loan borrowings to align with the proposed Capital program.

Council is proposing to borrow additional funds as follows:

26/27 - \$8.5M for just under 50% funding (Council put in 500K from reserves) of the Lake Rowlands Augmentation Construction (total estimated cost \$18M) – Term 20 Years - Rate – 5.50%

27/28 - \$4.0M for part funding of trunk main C renewal – Term 20 Years - Rate – 5.25%

32/33 - \$4.5M for just under 50% funding (Council contributed 500K from reserves) for the Blayney Treatment Plant Renewal – Term 20 Years – Rate – 5.00%

The servicing of these borrowings is considered manageable.

Other Revenue

The significant majority of other revenues are generated by rental income on Council properties, insurance claim recoveries, insurance discounts and employee contributions to motor vehicles.

It has been assumed that these revenues will change by around 3.0% per year.

EXPENDITURE FORECASTS

Salaries, Wages and Employee On-costs

Council's long term forecast relating to staffing is contained in detail within the Workforce Strategy. The Workforce Strategy also identifies the human resources Central Tablelands Water requires to continue its strategic direction and deliver services in an efficient and effective manner.

This 23/24 estimate is based upon an FTE of 24.6. This includes the new full time position of project support officer/engineer that was recommended following the project management review. The LTFP does not provide for any change in FTE's across remaining life of the plan.

For the purpose of projecting future salary, wage and ELE costs to Council a percentage award increase of 5.0% has been applied (see Planning Assumptions) in 2023/24. This rate is unknown and is contingent upon the outcome of the 2023 Local Government Award negotiations. Noting the high levels of inflation it is anticipated that increase could be in the range of 4.0% to 5.0%. The LTFP is based upon the upper end of that range.

A rate of 4.0% has been used in 2024/25 and 3% is used for the balance of the LTFP.

It is notable that the Superannuation Guarantee Charge (SGC) is also increasing from 10.5% to 11.0% from 1 July, 2023. The rate will increase by a further 0.5% in 2024/25 and 2025/26. These increases have been allowed for in the LTFP.

Materials, Contracts and Other Operating Costs

These have been assumed to increase by 4.0% between 2023/24 and 2024/25 and reducing to 3.0% for the balance of the plan.

General insurance costs are expected to increase by 10% in 2023/24 and then by 4.0

SENSITIVITY ANALYSIS AND FINANCIAL MODELLING

At this stage only one base case scenario has been developed based upon an \$18M projected cost of the Lake Rowlands dam wall raising that occurs in 2025/26 and 2026/27.

It is based on a funding formula where the \$18M funding is made up as follows:

- Grant of \$9.0M
- Loan Funds of \$8.5M
- Reserve funding of \$0.5M

The Income Statement, Balance Sheet and Statement of Cash Flows are presented for the base case scenario in Appendix A.

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PERFORMANCE MEASURES – BASE CASE

Financial Analysis

A number of key indicators have been developed to monitor performance against the base case LTFP to assess Council's long term sustainability. These key performance indicators will provide clear targets against which the council can report its progress to the community.

Operating Result

Definition:

Result or surplus/deficit from operations after considering all income and expenditure.

Description:

Council's operating result is normally regarded as an important criterion in measuring performance. The issue for Council is whether the operating results can be maintained and in particular if those operating results can sustain the current level of services into the future. It is notable that the operating result can be impacted by the volatility of water sales caused by changing weather conditions (revenue is much lower in wet years).

Target:

To achieve an operating surplus throughout the LTFP.

Projection:

That Council will achieve an operating surplus before capital throughout the LTFP. (Note: 22/23 has been a another wet year with reduced water sales)

APPENDICES

[Appendix A: Central Tablelands Water – 10 Year Financial Plans for Base Scenario](#)

[Appendix B: Central Tablelands Water – 10 Year Capital Program](#)

Central Tablelands Water 10 Year Financial Plan for the Years ending 30 June 2033 INCOME STATEMENT - GENERAL FUND Scenario: Base Case - Lake Rowlands Construction \$18M - 27/28												
	Actuals 2021/22	Current Year 2022/23	2023/24	2024/25	2025/26	2026/27	Projected Years					
	\$	\$	\$	\$	\$	\$	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
							\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,658,000	1,738,608	2,175,110	2,235,688	2,301,100	2,368,474	2,437,870	2,509,347	2,582,968	2,808,798	2,736,904	2,817,352
User Charges & Fees	4,456,000	5,499,031	5,872,441	5,917,650	6,168,949	6,785,264	7,237,347	7,521,776	7,730,875	7,936,760	8,218,234	8,477,404
Other Revenues	74,000	163,868	150,992	148,169	138,169	141,089	144,096	147,193	150,463	154,227	158,020	159,146
Grants & Contributions provided for Operating Purposes	16,000	-	40,000	-	-	-	50,000	-	-	-	60,000	-
Grants & Contributions provided for Capital Purposes	1,558,000	3,669,784	443,740	455,490	817,709	8,817,709	6,327,240	337,058	347,169	347,169	847,169	4,847,169
Interest & Investment Revenue	67,000	171,750	276,750	226,750	196,750	186,750	171,750	171,750	171,750	171,750	171,750	171,750
Other Income:												
Net Gains from the Disposal of Assets	-	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	23,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	7,852,000	11,303,041	9,019,033	9,043,747	9,682,677	18,359,286	16,428,303	10,747,123	11,043,225	11,478,705	12,252,076	16,532,821
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,133,000	2,664,353	2,869,500	2,977,726	3,065,478	3,151,623	3,246,172	3,343,557	3,443,864	3,547,180	3,653,595	3,762,752
Borrowing Costs	11,000	-	-	-	-	233,750	562,570	649,132	628,122	605,957	582,574	670,405
Materials & Contracts	2,192,000	2,652,508	2,919,375	2,721,002	2,776,270	2,862,411	3,007,806	3,046,218	3,137,275	3,231,393	3,428,335	3,431,991
Depreciation & Amortisation	2,340,000	2,638,950	2,725,700	2,776,294	2,846,583	3,131,980	3,248,401	3,345,853	3,416,782	3,519,286	3,593,927	3,630,190
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	14,000	54,000	14,500	17,240	17,757	18,290	18,839	19,404	19,986	20,585	21,203	21,839
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	67,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	6,757,000	8,009,811	8,529,075	8,492,262	8,706,088	9,398,055	10,083,788	10,404,164	10,646,029	10,924,401	11,279,635	11,517,177
Operating Result from Continuing Operations	1,095,000	3,293,230	489,958	551,484	976,588	8,961,232	6,344,515	342,959	397,196	554,303	972,441	5,015,644
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,095,000	3,293,230	489,958	551,484	976,588	8,961,232	6,344,515	342,959	397,196	554,303	972,441	5,015,644
Net Operating Result before Grants and Contributions provided for Capital Purposes	(463,000)	(376,554)	46,218	95,995	158,879	143,523	17,274	5,901	50,027	207,134	125,272	168,475

Central Tablelands Water 10 Year Financial Plan for the Years ending 30 June 2033 BALANCE SHEET - GENERAL FUND Scenario: Base Case - Lake Rowlands Construction \$18M - 27/28												
	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	933,000	500,000	800,000	800,000	800,000	800,000	800,000	500,000	800,000	800,000	500,000	500,000
Investments	7,600,000	7,102,554	8,133,619	8,501,007	10,446,582	11,495,756	12,072,823	9,472,205	10,004,096	12,480,885	9,962,662	7,775,962
Receivables	915,000	565,763	484,259	485,539	541,720	1,356,324	1,149,421	575,943	595,844	618,442	680,740	1,061,185
Inventories	239,000	265,251	291,938	272,100	277,627	286,241	300,781	304,622	313,728	323,139	342,834	343,199
Contract assets and contract cost assets	31,000	31,000	31,000	31,000	31,000	31,000	31,000	31,000	31,000	31,000	31,000	31,000
Other	17,000	10,617	11,509	10,742	10,961	11,301	11,873	12,026	12,386	12,757	13,532	13,549
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	9,735,000	8,475,185	9,752,324	10,100,388	12,107,890	13,980,622	14,365,898	10,895,796	11,757,053	14,266,224	11,530,768	9,724,895
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	1,000	-	-	-	-	-	-	-	-	-	-	8,000
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	95,832,000	100,685,482	99,871,340	100,127,792	98,973,895	114,972,030	124,608,276	127,863,220	127,061,030	124,772,779	128,177,068	139,195,738
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	49,000	31,000	(5,000)	(36,000)	145,070	85,572	24,289	(38,832)	(103,847)	(170,812)	(239,787)	(270,830)
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	95,882,000	100,716,482	99,866,340	100,091,792	99,118,965	115,057,602	124,632,565	127,824,388	126,957,183	124,601,966	127,937,281	138,932,907
TOTAL ASSETS	105,617,000	109,191,667	109,618,664	110,192,180	111,226,855	129,038,225	138,998,463	138,720,184	138,714,236	138,868,191	139,468,049	148,657,802
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	514,000	618,995	659,918	656,352	672,648	787,487	781,970	763,085	762,876	788,041	841,435	894,621
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	150,193	19,798	18,642	33,466	360,881	261,000	13,795	14,209	14,209	37,128	198,379
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	248,466	382,339	403,349	425,513	448,897	473,566	638,166
Employee benefit provisions	917,000	935,164	961,146	987,363	1,013,790	1,040,399	1,067,158	1,093,805	1,093,805	1,093,805	1,093,805	1,093,805
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	1,431,000	1,704,352	1,640,861	1,662,357	1,719,904	2,437,233	2,492,467	2,274,034	2,296,403	2,344,951	2,445,934	2,824,972
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	8,132,267	11,692,210	11,288,861	10,863,348	10,414,451	9,940,886	13,735,957
Employee benefit provisions	11,000	19,085	19,615	20,150	20,690	21,233	21,779	22,323	22,323	22,323	22,323	22,323
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	11,000	19,085	19,615	20,150	20,690	8,153,500	11,713,989	11,311,184	10,885,671	10,436,774	9,963,209	13,758,280
TOTAL LIABILITIES	1,442,000	1,723,437	1,660,476	1,682,508	1,740,594	10,590,732	14,206,456	13,585,218	13,182,074	12,781,725	12,409,142	16,583,251
Net Assets	104,175,000	107,468,230	107,958,188	108,509,672	109,486,261	118,447,493	124,792,007	125,134,966	125,532,162	126,086,466	127,058,907	132,074,551
EQUITY												
Retained Earnings	47,999,000	51,292,230	51,782,188	52,333,672	53,310,261	62,271,493	68,616,007	68,958,966	69,356,162	69,910,466	70,882,907	75,898,551
Revaluation Reserves	56,176,000	56,176,000	56,176,000	56,176,000	56,176,000	56,176,000	56,176,000	56,176,000	56,176,000	56,176,000	56,176,000	56,176,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	104,175,000	107,468,230	107,958,188	108,509,672	109,486,261	118,447,493	124,792,007	125,134,966	125,532,162	126,086,466	127,058,907	132,074,551
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	104,175,000	107,468,230	107,958,188	108,509,672	109,486,261	118,447,493	124,792,007	125,134,966	125,532,162	126,086,466	127,058,907	132,074,551

Central Tablelands Water												
10 Year Financial Plan for the Years ending 30 June 2033												
CASH FLOW STATEMENT - GENERAL FUND												
Scenario: Base Case - Lake Rowlands Construction \$18M - 27/28												
	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	1,674,000	1,715,938	2,206,325	2,240,020	2,305,778	2,373,292	2,442,832	2,514,458	2,588,233	2,824,948	2,731,762	2,823,105
User Charges & Fees	4,483,000	5,612,396	5,851,755	5,915,146	6,155,027	6,751,122	7,212,303	7,506,019	7,719,291	7,925,354	8,202,641	8,463,047
Investment & Interest Revenue Received	51,000	174,691	271,002	225,132	189,562	180,255	173,347	183,490	166,629	162,841	181,734	178,435
Grants & Contributions	1,275,000	4,049,185	454,766	456,983	798,561	8,394,794	6,506,254	656,368	346,635	347,169	877,565	4,638,884
Bonds & Deposits Received	2,000	-	-	-	-	-	-	-	-	-	-	-
Other	518,000	152,705	158,876	148,526	137,990	119,706	147,205	159,212	148,981	152,696	154,883	148,859
Payments:												
Employee Benefits & On-Costs	(2,157,000)	(2,638,166)	(2,839,299)	(2,949,260)	(3,036,172)	(3,122,057)	(3,216,344)	(3,313,768)	(3,441,187)	(3,544,423)	(3,650,756)	(3,759,828)
Materials & Contracts	(2,222,000)	(2,583,528)	(2,923,192)	(2,720,842)	(2,776,186)	(2,862,307)	(3,007,666)	(3,046,139)	(3,137,163)	(3,231,278)	(3,428,158)	(3,431,925)
Borrowing Costs	(11,000)	-	-	-	-	(233,750)	(562,570)	(649,132)	(628,122)	(605,957)	(582,574)	(670,405)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(465,000)	(40,550)	(3,506)	(12,660)	(8,111)	(15,645)	(15,158)	(17,317)	(17,049)	(17,555)	(16,551)	(20,103)
Net Cash provided (or used in) Operating Activities	3,148,000	6,442,672	3,176,725	3,303,045	3,766,448	11,585,409	9,680,203	3,993,192	3,746,247	4,013,795	4,470,547	8,370,069
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	6,100,000	497,446	-	-	-	-	-	2,600,618	-	-	2,518,223	2,186,700
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	257,000	262,649	267,902	273,260	278,726	284,300	289,986	295,786	301,701	307,735	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	1,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(7,600,000)	-	(1,031,065)	(367,388)	(1,945,576)	(1,049,173)	(577,067)	-	(531,891)	(2,476,789)	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(1,852,000)	(7,635,767)	(2,113,562)	(3,208,917)	(1,899,598)	(19,201,268)	(13,086,939)	(6,807,257)	(2,812,708)	(1,419,228)	(6,839,873)	(14,516,440)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	(200,000)	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(3,094,000)	(6,875,672)	(2,876,725)	(3,303,045)	(3,766,448)	(19,966,141)	(13,374,020)	(3,910,853)	(3,042,898)	(3,588,282)	(4,321,650)	(12,329,740)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	8,500,000	4,000,000	-	-	-	-	4,500,000
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(413,000)	-	-	-	-	(119,268)	(306,183)	(382,339)	(403,349)	(425,513)	(448,897)	(540,329)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(413,000)	-	-	-	-	8,380,732	3,693,817	(382,339)	(403,349)	(425,513)	(448,897)	3,959,671
Net Increase/(Decrease) in Cash & Cash Equivalents	(359,000)	(433,000)	300,000	0	(0)	-	0	(300,000)	300,000	-	(300,000)	(0)
plus: Cash & Cash Equivalents - beginning of year	1,292,000	933,000	500,000	800,000	800,000	800,000	800,000	800,000	500,000	800,000	800,000	500,000
Cash & Cash Equivalents - end of the year	933,000	500,000	800,000	800,000	800,000	800,000	800,000	500,000	800,000	800,000	500,000	500,000
Cash & Cash Equivalents - end of the year	933,000	500,000	800,000	800,000	800,000	800,000	800,000	500,000	800,000	800,000	500,000	500,000
Investments - end of the year	7,600,000	7,102,554	8,133,619	8,501,007	10,446,582	11,495,756	12,072,823	9,472,205	10,004,096	12,480,885	9,962,662	7,775,962
Cash, Cash Equivalents & Investments - end of the year	8,533,000	7,602,554	8,933,619	9,301,007	11,246,582	12,295,756	12,872,823	9,972,205	10,804,096	13,280,885	10,462,662	8,275,962

Central Tablelands Water Capital Budget 2023-24 to 2032-33												
	Amended Budget	Operational Plan	Delivery Program 23-25	Delivery Program 25-29	Delivery Program 25-29	Delivery Program 25- 29	Delivery Program 25-29	Delivery Program 29-33	Delivery Program 29-33	Delivery Program 29-33	Delivery Program 29-33	Total LTFP - Yr 1 to Yr 10
ROJECT/WORKS	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2024-2032
	Yr 0	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7	Yr8	Yr9	Yr10	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ump Replacement	73,275	53,000	54,855	56,775	58,762	60,819	62,948	65,151	67,431	69,791	72,234	621,766
ehicle Replacement	487,353	504,410	522,064	540,336	559,248	578,822	599,081	620,049	641,751	664,212	687,459	5,917,432
Other Plant and Equipment Replacement	25,000	30,000	31,050	32,137	33,262	34,426	35,631	36,878	38,169	39,505	40,888	351,946
own-Village Restrictions Signage		80,000										80,000
Computer Hardware/Office Equipment	30,000	31,050	32,137	33,262	34,426	35,631	36,878	38,169	39,505	40,888	42,319	364,263
usiness/Corp System				200,000								200,000
ugged Tablets			20,000			20,000			20,000			60,000
Hayney Administration Office Indoor Refurbishment	35,699		100,000			150,000						250,000
Hayney Office - Outdoor refurbishment	30,000	10,000	10,350	10,712	11,087	11,475	11,877	12,293	12,723	13,168	13,629	117,314
epot Upgrades	120,000	60,000	60,000									120,000
eticulation Mains Renewals - Rural Scheme	30,000				35,000				40,000			75,000
eticulation Mains Renewals	791,392	150,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	870,000
Trunk Main Renewals												
Trunk Main 'U' Renewal - Canomodine Pump Station to Top of Hill - 7 kms		320,000	1,920,000									2,240,000
Trunk Main Renewal 'U' - 'C' to - Cudal - 28kms								345,000	4,830,000	4,485,000		9,660,000
Trunk Main 'C' Renewal - Mandurama to 'U' - 35 kms					339,000	5,763,000	5,763,000					11,865,000
Trunk Main - Western Artery Pipeline Design (50% Grant)		300,000										300,000
Trunk Main 'C' Renewal - 'U' to Old River Pump House - 33kms (2034/35)												
Trunk Main 'B' Renewal - CWTP to Mandurama Reservoir - 7kms (2033/34)												
Trunk Main A Renewal - Lake Rowlands to CWTP								1,800,000				1,800,000
Lake Rowlands Wall Raising - 2.2 mtrs - (50% Grant 50% Loan Funds)				1,000,000	17,000,000							18,000,000
ooloogong Bore - Renew Switchboard	250,000											
ost Chlorinator - Gooloogong Bore	50,000											
ost Chlorinator - - Quandialla Reservoir	50,000											
ost Chlorinator - Greys Hill	50,000											
ost Chlorinator - Grenfell North	50,000											
Trunk Main I Relocation	19,000											
aragabal Potable Water System						6,000,000						6,000,000
ew Bore Gooloogong					1,000,000	180,000						1,180,000
Renewal Energy Infrastructure	500,000	150,000	200,000									350,000
Lake Rowlands Pumped Hydro Project												
eticulation Main Extensions (Funded from Capital Contributions)	120,000	40,000	41,400	42,849	44,349	45,901	47,507	49,170	50,891	52,672	54,516	469,256
LC Control Units	35,911											
arcoar Town Reservoir Refurbishments	137,738											
argo Pump Station Renewal	144,896											
anomodine Pump Station	178,050											
Quandialla Pump Station	50,000											
ugowra Pump Station		120,000										120,000
arcoar WTP 12 ML Reservoir	3,985,436											
arcoar WFP - Mechanical and Electrical Refurbishment	50,000	60,000	62,100	64,274	66,523	68,851	71,261	73,755	76,337	79,009	81,774	703,884
arcoar WFP - Reseal Access Road		120,000										120,000
Woodstock Pump Station	200,608											
elemetry Upgrades	42,723	25,000	50,000				50,000					125,000
ew Metering - Gooloogong Bore	25,000											
ew Metering - Lake Rowlands	50,000											
ew Metering - - Quandialla Bore	15,000											
Hayney Water Treatment Plant - Equipment Renewals	50,000	30,000	31,050	32,137	33,262	24,426	15,281	15,815				181,970
Hayney Water Treatment Plant Renewal - Business Case												
Hayney Water Filtration Plant - Renewals (50% Grant, 50% Loan)									1,000,000	9,000,000		10,000,000
Total Capital Expenditure	7,677,081	2,083,460	3,215,006	2,092,482	19,294,919	13,053,351	6,773,464	2,791,280	1,411,807	6,869,245	14,557,819	72,142,832
Funding Source												
ehicle Sales	292,412	302,646	313,238	324,202	335,549	347,293	359,449	372,029	385,051	398,527	412,475	3,550,456
Plant Restriction	194,941	201,764	208,826	216,134	223,699	231,529	239,632	248,020	256,700	265,685	274,984	2,366,973
Capital Contributions - Mains Extensions	120,000	40,000	41,400	42,849	44,349	45,901	47,507	49,170	50,891	52,672	54,516	469,256
Capital Grant Funding	3,376,044	150,000		500,000	8,500,000	6,000,000				500,000	4,500,000	20,150,000
nfrastructure Restriction	3,693,684	1,389,050	2,651,542	1,009,297	1,691,322	2,428,628	6,126,876	2,122,061	719,165	5,652,361	4,815,844	28,606,144
Loan Funding					8,500,000	4,000,000					4,500,000	17,000,000
Total Funding	7,677,081	2,083,460	3,215,006	2,092,482	19,294,919	13,053,351	6,773,464	2,791,280	1,411,807	6,869,245	14,557,819	72,142,832