



Central Tablelands Water

Business Paper

Ordinary Meeting of
Central Tablelands Water

24 April 2024

Grenfell



Notice to Members

Your attendance is requested at an Ordinary Meeting of Council to be held at Weddin Shire Council in Grenfell on Wednesday, 24 April 2024 at 10.30am. Morning tea will be served from 10am.

Agenda

1. Opening Meeting
2. Acknowledgement of Country
3. Recording of Meeting Statement
4. Apologies and Applications for a Leave of Absence by Members
5. Confirmation of Minutes from Previous Meeting(s)
6. Matters Arising from Previous Meetings
7. Disclosures of Interests
8. Public Forum
9. Chairperson's Minute
10. Councillor Representation
11. Notices of Motion
12. Reports of Staff
13. Questions on Notice
14. Confidential Matters
15. Late Reports
16. Conclusion of the Meeting

Yours faithfully

A handwritten signature in cursive script, appearing to read "G. Rhodes", is written in dark ink.

G. Rhodes
General Manager

ACKNOWLEDGEMENT OF COUNTRY

I would like to acknowledge the Wiradjuri people who are the Traditional Custodians of the Land. I would also like to pay respect to their people both past and present and extend that respect to other Aboriginal Australians who are present.

RECORDING OF MEETING STATEMENT

In accordance with the Central Tablelands Water Code of Meeting Practice, this meeting will be audio recorded and will be uploaded to Council's website within 2 weeks after the meeting. The audio recording will allow members of the public to listen to the proceedings of the Council meetings. The objective of this service is to eliminate geographic and other access barriers for the community wishing to learn more about Council's decision making processes. By speaking at the Council Meeting you agree to be audio recorded. Please ensure that if and when you speak at this Council Meeting that you ensure you are respectful to others and use appropriate language at all times. Whilst Council will make every effort to ensure that audio recordings are available, it takes no responsibility for, and cannot be held liable for technical issues beyond its control. Technical issues may include, recording device failure or malfunction, or power outages. Audio recordings are a free public service and are not an official record of Council meetings. Recordings will be made of all Council meetings (excluding confidential items) and published within 2 weeks after the meeting. For a copy of the official public record, please refer to Council's Business Papers and Minutes page on Council's website. Council does not accept any responsibility for any verbal comments made during Council meetings which may be inaccurate, incorrect, defamatory, or contrary to law and does not warrant nor represent that the material or statements made during the meeting are complete, reliable, accurate or free from error. The audio recording is primarily set up to capture the proceedings of the Council meeting and members of the public attending a Council meeting need to be aware they may be recorded as part of the proceedings.

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HELD ON WEDNESDAY 24 APRIL 2024

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12. REPORTS OF STAFF**12.1) CENTRAL NSW JOINT ORGANISATION BOARD MEETING HELD 29 FEBRUARY 2024 (CM.CF.3)****Author:** General Manager**IP&R Link:** Strategic Priority 3: Regional leadership and collaboration**RECOMMENDATION:**

That Council receive and note the Mayoral Report (including Minutes) for the Central NSW Joint Organisation Board meeting held 29 February 2024 at Condobolin.

REPORT

A Central NSW Joint Organisation Board meeting was held at Condobolin on 29 February 2024. The Chairman and General Manager represented CTW. Cr Somerville represented Blayney Shire Council and was recognised by the Board for his years of service to the region during his time as Chair of CTW and Water Portfolio Mayor for the CNSWJO.

A copy of the Mayoral Report is attached for your information.

BUDGET IMPLICATIONS

Nil

POLICY IMPLICATIONS

Nil

ATTACHMENTS

1 [↓](#) CNSWJO MAYORAL BOARD REPORT - FEBRUARY 2024 19 Pages

**Report from the Mayor attending the
Central NSW Joint Organisation Board meeting
29 February in Condobolin**

Recommendations
<p>That Council note the report from the Mayor on the Central NSW Joint Organisation (CNSWJO) Board meeting 29 February 2024 and</p> <ol style="list-style-type: none"> 1. note the return on investment from Council fees to the CNSWJO is 9.4:1; 2. support the Simtables workshop at Council in disaster readiness; and 3. note the CNSWJO Draft Statement of Budget and Revenue.



Picture 1: The Central NSW JO Board Meeting in progress, 29 February 2024, Condobolin

Board members were welcomed to Condobolin by Cr John Medcalf, Deputy Mayor of Lachlan Shire Councillor and immediate past Chair of the CNSWJO Board.

The first order of business was to elect a Chair. Cr Kevin Beatty, Mayor of Cabonne was elected unopposed. Cr Mark Kellam, Mayor of Oberon was elected unopposed as Deputy Chair.

The Board received a presentation from Ms Gerry Collins from Department of Regional NSW regarding Regional Coordination and Delivery Program.

Councillors John Medcalf and David Somerville were recognised for the years of service to the region. The Board also acknowledged the passing of Cr Don Fitzpatrick, former Mayor of Oberon.

On the day, the Board provided feedback that this report should include advice on the substantial value to members of the work the CNSWJO. This report leads with this advice. Please find the draft Minutes of the Meeting attached.

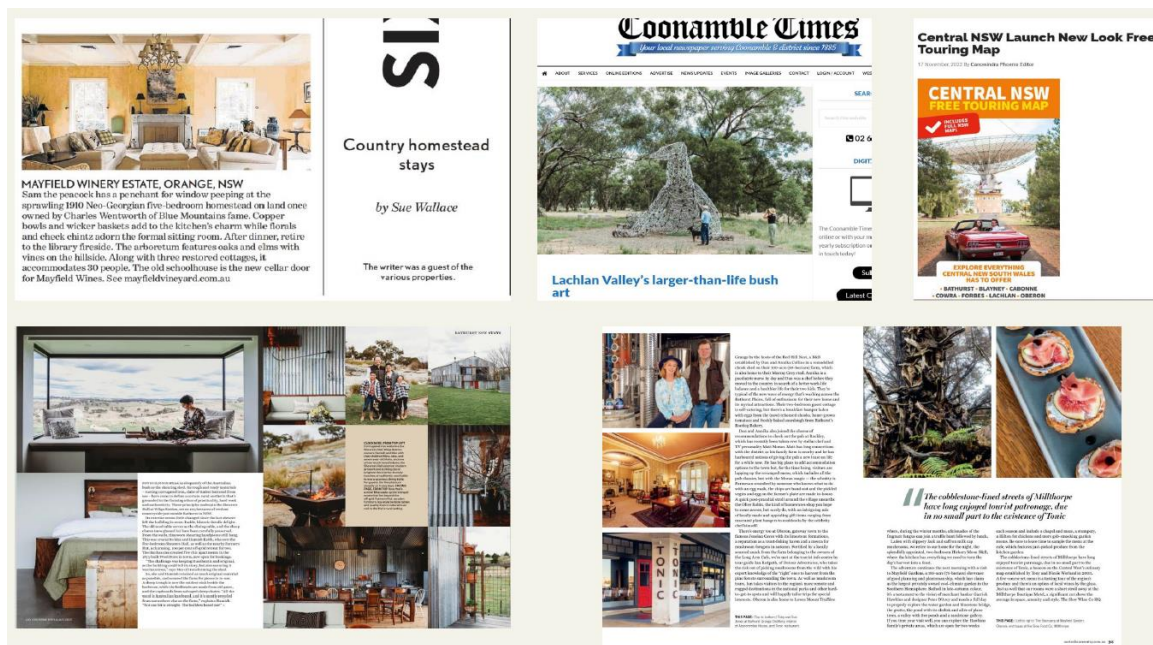
Value to Council

80% of CNSWJO resources are dedicated to providing its operational support program. This program delivers a return on investments of 9.4:1 for every dollar Council spends on its membership fees. This value is made up of grant income, monies saved through the CNSWJO procurement program and public relations value from its tourism marketing.

The work the region does in writing submissions, media, supporting projects and project teams, developing collateral and providing opportunities for members in various forums to represent their views is not included in the above figure of 9.4:1 ROI. However, this value is reported quarterly to the Board. Please go to the CNSWJO website to review past Board agendas at <https://www.centraljo.nsw.gov.au/business-papers-agendas/> or to review last year’s Annual Statement please go to [2023 STATEMENT \(nsw.gov.au\)](https://www.nsw.gov.au)

This work continues year on year and for the 2022/2023 year the value is summarised as:

- 13 [Submissions - Central Joint Organisation \(nsw.gov.au\)](https://www.nsw.gov.au) were lodged in line with CNSWJO policy on matters important to the region;
- 13 Plans, strategies and other collateral that members can leverage for funding, advocacy, forward planning and other purposes;
- \$4.2m in net cost savings across 18 regional contracts from a spend of \$25.3m.
- \$2.05m in grants for members to support training for Fluoride Operators, disaster risk reduction, Business case and Strategy Development JONZAG - Net Zero Acceleration Grant and other energy management, best practice in aggregated procurement, tourism and regional development;
- \$1.4m in public relations value and over \$472k in advertising value which encompassed 11 media releases and various social media metrics. The PR program delivered a major tourism marketing campaign for “Come Out, We’re Open” which formed a large body of work within the PR program in 2023.



Picture 2: Some of the many publications as a result of the CNSWJO PR campaigns



Picture 3 One of the fully funded dull page spreads in the SMH where all member councils were promoted

Grant funded projects for the 2022/2023 year were:

- The Joint Organisation Net Zero Acceleration Program;
- Disaster Risk Reduction Fund program;
- Bridge Assessments;

- Come Out We're Open flood recovery program
- A Business Case for Priority Investment in the Nexus between Net Zero and Energy Security;
- A Regional Centre of Excellence in Water Loss Management;
- Transitioning Integrated Water Cycle Management Plans to Integrated Planning and Reporting;
and
- A Spare Capacity in Housing Project.

Most of these are being finalised this year or are ongoing.

This value is delivered primarily by the various operational teams across the region including the CNSWJO;

- General Managers' Advisory Committee
- Water Utilities' Alliance
- Transport Technical Committee
- Tourism Managers Group
- Planners' Group
- Human Resources Managers Group
- WHS/Risk Management Group
- Training, Learning and Development Group
- Energy Group
- Regional IT Group
- Building Surveyors Skills Shortages Working Group
- Disaster Risk Reduction Steering Committee

Adoption of the Draft Statement of Budget and Revenue

CNSWJO must adopt its Statement of Budget and Revenue (the Statement) at its May meeting having put it on exhibition for 30 days. It resolved to provide it to members as part of this report. Please find the Draft Statement attached. The budget includes a 3% increase in fees, below that of the IPART rate pegged rise for Councils of 4.5% - 5.5%.

Submissions

Submissions lodged

The following submissions have been lodged since the last Board meeting. All have been at the request of members and/or as part of supporting the advocacy policy of the Board. All Submissions can be viewed on the website [Submissions - Central Joint Organisation \(nsw.gov.au\)](https://www.nsw.gov.au/submissions)

- [Australian Productivity Commission third inquiry into the National Water Initiative – January 2024](#)
- [Submission to the review of the Regional Development Act](#)
- [Draft NSW Energy Policy Framework](#)
- [Essential Energy Determination 2024-29 – Revised Public Lighting Pricing Proposal](#)
- [Consultation on the Future Drought Fund Investment Strategy & Funding Plan 2024-2028 – December 2023](#)
- [Submission to the NSW vocational education and training \(VET\) review – November 2023](#)

- [Response to the Department of Planning and Environment Lachlan Regional Water Strategy shortlisted actions – November 2023](#)
- [Inquiry into the planning system and the impacts of climate change on the environment and communities – November 2023](#)

Submissions under development

At the time of writing responses are intended for the following calls for submissions:

- DCCEE Draft Restoring the Rivers Framework Consultation;
- the inquiry into the assets, premises and funding of the NSW Rural Fire Service; and
- the draft Terms of Reference for the IPART review of NSW council financial model.

Disaster Risk Reduction Program

Council has received its Disaster Risk Reduction Needs Analysis report. At the time of writing a regional opportunities report is being finalised to identify programming the CNSWJO can deliver to support Council in this work.

Notably, CNSWJO are currently planning community workshops and training sessions aimed at enhancing community preparedness regarding natural disaster risks and vulnerabilities. The Project Steering Committee (PSC) evaluated three technology options: Simtables, SIMS online, and a cross-JO technology scoping study. It was decided to pursue all three options, focusing primarily on Simtables for the workshops. The workshops will introduce Simtables as a pilot program due to its distinctive nature and potential applications in disaster preparedness. The primary objective is to understand the technology's practical applications in disaster preparedness for the region and explore the potential to secure funding through existing Disaster Risk reduction initiative, contingent on a successful pilot. In the event of the success of the pilot and the purchase of the technology, a program will be developed to engage the broader community.

The workshops are tentatively scheduled for various locations in May 2024:

Bathurst – 2 May 2024
Oberon – 13 May 2024
Cowra – 14 May 2024
Lithgow – 15 May 2024
Blayney – 21 May 2024
Weddin – 21 May 2024
Orange – 22 May 2024
Parkes – 22 May 2024
Lachlan – 23 May 2024
Forbes – 23 May 2024
Cabonne – 24 May 2024

The workshops will primarily focus on bushfire preparedness across all Local Government Areas, with added emphasis on flooding scenarios in identified regions; Cabonne, Forbes, Lachlan, Lithgow, and others identified. The success of the workshops relies heavily on coordination and support from member councils, as well as assistance from the PSC and Local Emergency Management Officers

(LEMOs). CNSWJO will circulate an email once the above workshop dates, times, and venues are confirmed.

A recommendation has been made for elected representatives, general managers, and other relevant staff to participate in the upcoming community workshops and training sessions. This recommendation is crucial as it emphasises the importance of community preparedness and the potential benefits that Simtable technology can bring in enhancing disaster preparedness capabilities. Moreover, this initiative aligns well with the recent needs analysis for the region, which identified key opportunities within councils. The Simtable technology may be utilised as a tool to address some of these needs by providing a hands-on approach to understanding and mitigating disaster risks, fostering collaboration among stakeholders, and enhancing decision-making processes.

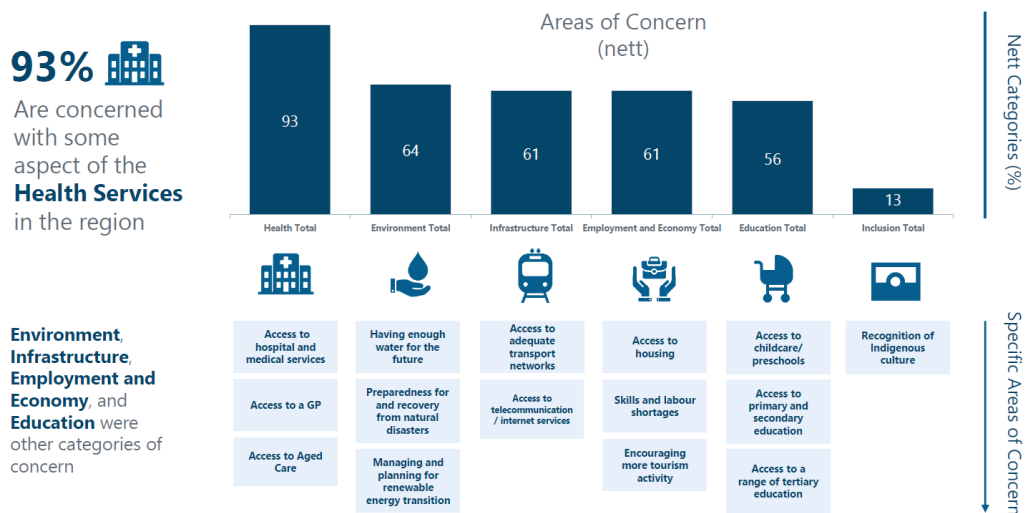
Collaborating on community engagement

There is opportunity to optimise data collection and dissemination in region to support the Community Engagement Strategies for member Councils.

Two projects the region has been collaborating on are Community Sentiment Surveying and Our PlaceMats.

The work on Community Sentiment Surveying was with four member Councils and produced advice on regional priority. Please see the graphic below.

Areas of Key Concern for the Region



I will now read out a list of areas that your Council may or may not be responsible for, but could influence, and I would like you to tell me which 5 out of the 15 areas would be the biggest areas of concern in your community right now? You may think they are all important however which 5 areas would you say are particularly important and need immediate attention?

Figure 1 Priorities of the community members surveyed across four local government areas

CNSWJO has been working with RDA Central West and Regional NSW on two key projects in the last twelve months, these being a repeat of the PlaceMats project providing 48 data sets for Councils they can use in their Community Strategic Planning community consultations and the workshops with NSW Government agencies providing useful data for Councils. Council will receive a report separately to adopt its PlaceMat. To view the regional PlaceMat please go to <https://www.centraljo.nsw.gov.au/co-operative-projects/>

Under the Local Government Act Councils must have Community Engagement Strategy (CES) that determines how they will engage the community in creating and reviewing their Community Strategic Plan. The CNSWJO Board resolved to collaborate with key peak regional agencies to optimise CES going forward.

The following value is provided to members through this project:

- Cost savings through aggregated procurement;
- Regular surveying supported regionally will show for trends;
- Other stakeholders may be interested in collaborating in this process including making a financial contribution. This may result in a greater body of shared data and better relationships between peak agencies;
- Participating in a regional program sets up a discipline for consultation processes.

Water

The Water Report provided:

- an update on the project to transition local water utility strategic planning into the Integrated Planning and Reporting (IP&R) framework;
- advice on the near completion Regional Water Loss Management project grant funded with members able to access funding for water loss management equipment; and
- advice on the completion regional asset management assessments using the National Asset Management Assessment Framework (NAMAF) where participating councils should have their report.

It provided advice on current consultative processes including:

- Joint Select Committee on Protecting Local Water Utilities from Privatisation;
- NSW Productivity Commission review of funding arrangements for Local Water Utilities;
- Australian Productivity Commission third inquiry into the National Water Initiative; and
- Draft Restoring the Rivers Framework, including engagement with the Murray Darling Basin Authority.

Planning is underway with Charles Sturt University for a Productive Water Policy Lab this year. All Councilors will be invited. The Board resolved to ask Phil Donato, Member for Orange, to organise a round table with state and federal representation to progress advocacy on water for the region.

Energy

There is a substantial amount of activity being undertaken to address the energy priority of the CNSWJO. Current work includes;

- Submissions;

Case Study: Compensation for communities impacted by the rewiring of NSW

At the time of writing the NSW Government is giving consideration to a revised energy policy framework. Included in this framework is guidance for voluntary compensation for affected communities. This includes a \$1050 per megawatt hour voluntary benefit sharing arrangement.

Assuming

- A 40% capacity factor for wind renewable energy generation
- The current price for Large Generation Certificate (LGC) is \$46; and
- All LGCs will be realised and they are realised annually as is the case at present.

\$1050 pa equates to just 0.7% of the annual income from only LGCs. The generator then sells its electricity at profit on top of that.

As it stands, renewable energy generation is being significantly incentivised and impacted communities are not being compensated. This is simply not fair.

- implementation of the Joint Organisation Net Zero Program;
- adoption of the Business Case for priority investment in the Nexus between Net Zero and Energy Security;
- advocating on Council's behalf to the Australian Energy Regulator on the costs of streetlighting.

Material advice to Council from this work is that;

- key messaging regarding the Dept of Planning Energy Framework consultation includes the Case Study above on compensating communities for the impacts of rewiring NSW in the context of support for the overall net zero aspiration;
- Council will receive a fully funded net zero fleet strategy;
- The advocacy undertaken by CNSWJO as the lead of the Southern Lights collaboration of councils has shown a substantial reduction in street lighting pricing. The final determination by the Australian Energy Regulator should be known by May of this year.

Conclusion

The CNSWJO continues to deliver very good value to Council. Please contact the Executive Officer Ms Jenny Bennett for more information.

Attachments

1. Draft Minutes of the CNSWJO Board meeting 29 February 2024
2. Draft Statement of Budget and Revenue

CNSW Joint Organisation Board Meeting
 Minutes of Meeting 29 February 2024
 Held in Condobolin at the SRA Pavilion

In Attendance*

Cr J Jennings	Bathurst Regional Council	Cr M Statham	Lithgow City Council
Cr D Sommerville	Blayney Shire Council	Cr A McKibbin	Oberon Council
Cr K Beatty	Cabonne Council	Cr J Hamling	Orange City Council
Cr R Fagan	Cowra Shire Council	Cr N Westcott	Parkes Shire Council
Cr J Medcalf	Lachlan Shire Council	Cr C Bembrick	Weddin Shire Council

Mr D Sherley	Bathurst Regional Council	Cr A Rawson	CTW
Mr M Dicker	Blayney Shire Council	Mr G Rhodes	CTW
Ms H Nicholls	Cabonne Council	Ms K Annis-Brown	OLG
Mr S Loane, OAM	Forbes Shire Council	Ms G Collins	Regional NSW
Mr G Tory	Lachlan Shire Council	Ms J Bennett	CNSWJO
Mr C Butler	Lithgow City Council	Ms M Macpherson	CNSWJO
Mr G Wallace	Oberon Council	Ms K Barker	CNSWJO
Mr D Waddell	Orange City Council	Ms J Webber	CNSWJO
Mr K Boyd, PSM	Parkes Shire Council		
Ms N Vu	Weddin Shire Council		
Ms M Schraeder	Regional NSW		

*Voting members in **bold**

Meeting opened at 9.00am by Chair Cr Kevin Beatty

1. **Welcome**
2. **Acknowledgement of Country**
3. **Apologies, applications for a leave of absence by Joint Voting representatives**
Cr P Miller, Cr M Kellam, Cr P Phillips, Mr P Devery, Mr D Sherley, Mr M Dicker, Mr B Byrnes, Cr S Ferguson, Cr C Bembrick, Mr J Gordon

Resolved	Cr M Statham / Cr J Hamling
That the apologies for the Central NSW Joint Organisation Board meeting 29 February 2024 listed above be accepted.	

4. Election of Chairperson and Deputy Chairperson

Cr Kevin Beatty was elected as Chair unopposed.

Cr Mark Kellam was elected as Deputy Chair unopposed.

The service to the Board of Cr J Medcalf and Dr D Sommerville was acknowledged.

The passing of Cr Don Fitzpatrick was acknowledged.

5. Conflicts of Interest

Resolved
NIL declared

6. Speakers

- a. Gerry Collins, Director, Western NSW/Regional Coordination & Delivery / Regional Development / Department of Regional NSW.
- b. Katrina Annis-Brown, Office of Local Government

7. Minutes

7a Noting of the GMAC Minutes held 1 February 2024 in Orange

Resolved	Cr R Fagan / Cr N Westcott
That the Minutes of the CNSWJO GMAC Meeting held 1 February 2024 in Orange were noted	

7b Confirmation of the Minutes of the CNSWJO Board Meeting 23 November 2023 in Sydney

Resolved	Cr D Somerville / Cr M Statham
That the Minutes of the CNSWJO Board Meeting held 23 November 2023 in Sydney were noted	

8. Business Arising from the Minutes - Matters in Progress

Resolved	Cr J Hamling /Cr J Jennings
That the Central NSW Joint Organisation Board note the Matters in Progress, making deletions as suggested.	

9. Reports on Statement of Regional Strategic Priority 2022-2025

Priority One: Leveraging our successful collaboration

9a Financial Report

Resolved	Cr J Medcalf / Cr N Westcott
That the Board note the Financial Report.	

9b Budget considerations 2024/2025: The Draft 2024 CNSWJO Statement of Budget and Revenue

Resolved	Cr R Fagan / Cr A McKibbin
That the Board note the Statement of Budget and Revenue Report and;	
<ol style="list-style-type: none"> 1. adopt the draft Statement of Budget and Revenue and place it on exhibition for 30 days; 2. note that the budget for the next financial year includes a fee rise of 3% and a profit for the year of \$55,227; and 3. provide advice in the Mayoral Board report regarding the Statement of Budget and Revenue seeking member feedback. 	

9c Advocacy Report

Resolved	Cr J Jennings / Cr J Medcalf
That the Board note the Advocacy Report and;	
<ol style="list-style-type: none"> 1. note that a report from the workshop with the Rural Doctors’ Network has been circulated; 	

2. adopt the Advocacy Plans for
 - a. Transport;
 - b. Water;
 - c. Energy; - receive a report on end of life and ratings on renewable energy generation.
 - d. Regional Prosperity;
 - e. Health; and
 - f. Skills Shortages;
3. endorse the activities of the Opt-in Advocacy Subcommittee of Mayors, those being;
 - a. developing a media campaign on Council sustainability;
 - b. progressing advocacy for a Safe Swift and Secure Link between Sydney and Central NSW; and
 - c. providing oversight of advocacy for the renewable energy transition and council financial sustainability; and
4. endorse the following submissions that have been lodged:
 - a. Australian Productivity Commission third inquiry into the National Water Initiative – January 2024
 - b. [Submission to the review of the Regional Development Act](#)
 - c. [Draft NSW Energy Policy Framework](#)
 - d. [Essential Energy Determination 2024-29 – Revised Public Lighting Pricing Proposal](#)
 - e. [Consultation on the Future Drought Fund Investment Strategy & Funding Plan 2024-2028 – December 2023](#)
 - f. [Submission to the NSW vocational education and training \(VET\) review – November 2023](#)
 - g. [Response to the Department of Planning and Environment Lachlan Regional Water Strategy shortlisted actions – November 2023](#)
 - h. [Inquiry into the planning system and the impacts of climate change on the environment and communities – November 2023](#)
5. Lodge the following submissions under the hand of the Executive
 - a. DCCEE Draft Restoring the Rivers Framework Consultation;
 - b. the Inquiry into the Assets, Premises and Funding of the NSW Rural Fire Service; and
 - c. the draft Terms of Reference for the IPART review of NSW council financial model.
6. correspondence be sent to Mr Phil Donato/Mr Roy Butler requesting that the Minister for Water, The Hon. Rose Jackson be approached to convene a Regional Water Security Roundtable in the region to include state and federal government representatives.
7. receive a report on leading practice in Regional Governance.

9d Community Engagement Collaboration Report

Resolved	Cr C Bembrick / Cr D Somerville
That the CNSWJO Board note the Community Engagement Collaboration Report and	
1. adopt the Regional Report on community sentiment by Woolcott Research;	
2. note the significance of the findings on community priority for health and request the Portfolio Mayors for Health and Ageing provide feedback on ways in which the JO respond to this; and	
3. adopt the Regional PlaceMat with a proforma report to go to councils on this project.	

9e Regional Procurement and Contracts Report

Resolved	Cr J Medcalf / Cr A McKibbin
That the Board note the Procurement and Contract Management report and;	
<ol style="list-style-type: none"> 1. approve the updates to the procurement plan; and 2. endorse the updated Procurement Policy to include the sustainable procurement clause noting that implementation of such will occur over a 12-month period under the Best Practice in Aggregated Procurement Program. 	

9f Disaster Risk Reduction Fund Program Report

Resolved	Cr N Westcott / Cr M Statham
That the Board note the Disaster Risk Reduction Fund Program report and;	
<ol style="list-style-type: none"> 1. request that members nominate key staff members for the opportunity to extend licenses for the Emergency Services Spatial Information Library (ESSIL) platform beyond emergency staff; 2. commend to members that they support a top-down approach within Councils for essential staff to engage in the design and development of a regional Disaster Risk Reduction Integrated Planning and Reporting Framework; and 3. commend to members that Mayors, General Managers, and other relevant staff participate in the upcoming community workshops and training sessions. 	

Priority Five: Regional Transport and Infrastructure and Planning and Prioritisation

9g Transport Report

Resolved	Cr J Medcalf / Cr R Fagan
That the Board note the Transport report and note the progress on the following projects;	
<ul style="list-style-type: none"> • ‘Fix Me’; • Fixing Country Bridges; and • Grattan Institute. 	

Priority Six: Regional Water Security and Productive Water

9h Regional Water Report

Resolved	Cr D Somerville / Cr J Hamling
That the Board note the Regional Water Report.	

Priority Seven: Transition to a sustainable, secure and affordable energy future

9i Energy Program Report

Resolved	Cr D Somerville / Cr J Medcalf
That the Board note the Energy Program report and;	
<ol style="list-style-type: none"> 1. endorse the JONZA mid-term report; 2. note the addition of \$59,534 in funding for the JONZA program extension to 30 June 2024; 3. note the regional application for participating councils under the Community Energy Upgrades Fund focusing on pools; 	

- | |
|--|
| <ol style="list-style-type: none"> 4. endorse the draft Zero Emissions Fleet Transition Strategy, particularly the proposed 16 recommended strategic actions for CNSWJO; 5. request that member councils provide feedback on the draft regional zero emissions fleet transition strategy; 6. endorse the Business Case on the Nexus Between Energy Security and Emissions Reduction, the appendices and the Roadmap; and 7. endorse the following submissions: <ol style="list-style-type: none"> a. Energy Policy Framework; and b. AER Determination for 2024-2029 for Public Lighting. |
|--|

9j Quarterly Review of the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2022-2025

Resolved	Cr A McKibbin / Cr J Medcalf
That the Board note the Quarterly Review of the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2022-2025.	

10. Resolve into Confidential Committee of the Whole

Resolved	Cr J Medcalf / Cr M Statham
That the Board	
<ol style="list-style-type: none"> 1. resolve into closed session to consider business identified, together with any late reports tabled at the meeting; 2. pursuant to section 10A(1)-(3) of the Local Government Act 1993, the media and public be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of section 10A(2) as outlined above; and 3. correspondence and reports relevant to the subject business be withheld from access. 	

11. Executive Officer

11a Executive Officer Performance Review 2022-2023

Resolved	Cr R Fagan / Cr J Medcalf
That the Board note the Executive Officer Performance Review 2022-2023 and	
<ol style="list-style-type: none"> 1. note the report regarding the performance management of the Executive Officer and that the performance was better than satisfactory; and 2. note a discretionary increase of 5% to the Executive Officer’s remuneration package, which reflects the performance of the Executive Officer and is in line with the Local Government Award increase from 1 July 2023 of 4.5% and the increase of the Superannuation Guarantee Charge of 0.5%. 	

11b Executive Officer Transition Report

Resolved	Cr N Westcott / Cr M Statham
<p>That the Board note the Executive Officer Transition Report and</p> <ol style="list-style-type: none"> 1. transition all staff to be employed through the Joint Organisation; 2. seek to have payroll and HR functions administered through a member council; 3. adopt a 2IC model for staff management for the next twelve months; 4. note that the Executive Officer will reduce hours to four days a week until December of this calendar year; and 5. review the structure with the incoming Board in December of this year. 	

12. Resolve into Open Session – Cr M Statham/Cr R Fagan

13. Late Reports - Nil

14. Matters raised by Members - Nil

15. Speakers to next meeting

- Essential Energy: Mr David Wilson / Mr Geoff Burgess
- Planning Staff – as advised by Ms G Collins
- Ministers for Transport, Energy
- Minister Housoss (Minister for Finance)
- Transgrid
- Mr Martin Rush (Mining Related Councils)

16. Next meeting

GMAC:

- 2 May 2024 – Oberon

Board:

- 23 May – Lithgow
- 22 August – Federal Parliament
- 28 November – State Parliament

Meeting closed: 12:13

Page 6 is the last page of the Central NSW Joint Organisation meeting 29 February 2024 held at Condobolin



Central NSW Joint Organisation

Budget and Statement of Revenue Policy 2024-2025

Draft for Public Comment

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DRAFT

Budget and Statement of Revenue Policy 2024-2025

The Central NSW Joint Organisation's revenue and accounting policies are kept in accordance with the Australian Accounting Standards Board. CNSWJO abides by the:

- *Local Government Act (1993)*
- *Local Government (General Regulation 2005)*
- *Local Government Code of Accounting Practice & Financial Reporting*

1. Financial Contributions by Member Councils

Financial contributions by member councils fall into two categories. Firstly, membership fees are levied from all member councils in order to perform the principal functions of delivering on strategic regional priorities, regional leadership and intergovernmental cooperation. The second category is for contributions from participating councils for a program of other functions enhancing strategic capacity and direct service delivery. Strategic work by the Joint Organisation will determine the nature of this program. [Strategic Planning - Central Joint Organisation \(nsw.gov.au\)](https://www.nsw.gov.au/strategic-planning)

As outlined in its Charter, the Central NSW Joint Organisation (CNSWJO) member councils must contribute financially based on the following methodology:

- a. The annual financial contribution required to be made by each member council is to consist of:
 - i. base fee of the same amount for each Member Council; and
 - ii. a capitation fee [based on the population number drawn from ABS census figures].
- b. The annual financial contribution required to be made by each associate member is to be based on a methodology adopted by the Board.
- c. The amount of the base fee, capitation fee and financial contribution by associate members for a financial year is to be determined prior to the start of that year by Resolution of the Board.

For 2024-2025, contributions from member councils of the Joint Organisation of \$964,909 has been determined with the following breakdown:

- Membership & Administration: \$369,984
- Membership of various programs: \$594,925
(Operational, CNSWJO Water Utilities Alliance, Tourism & Western Region Academy of Sport)

2. Fees & Charges

Under the Local Government Act 1993, the CNSWJO may charge and recover an approved fee for its services.

CNSWJO must consider the following when establishing approved fees:

- The cost of provision of the service
- Recommended prices suggested by outside bodies
- The importance of the service
- Legislation that regulates certain fees
- Goods & Services Tax legislation.

3. 2024-2025 Budget

**Central NSW Joint Organisation Budget
2024/2025**

	Budget 2024/2025
Income	
CNSWJO Membership Fees	369,984
CWUA Best Practice Program	334,440
CNSWJO Regional Tourism Group	122,591
CNSWJO Operational Membership	126,035
WRAS	11,859
	\$964,909
Grant funding - JONZA	\$155,000
Grant funding - Bridges Project Mgmt	\$12,746
Grant funding - Disaster Ready Fund	\$202,195
	\$369,941
CWUA -Smart Approved Watermark	19,767
	\$19,767
HR - Regional Training Service Income	100,000
	\$100,000
Management Fees from Contracts	320,000
Management Fee from LGP	50,000
	\$370,000
Copyright Licence	20,000
Cyber Security (from members)	200,000
Vehicle Lease Back - Net Zero and Operational Programs Mgr	5,000
Interest	20,000
	\$245,000
Total Income	\$2,069,617

Expenditure	
Executive Officer Costs	150,000
Executive Officer Vehicle Costs & Depn	10,000
2IC / Net Zero and Operational Programs Manager incl Vehicle	45,065
Finance Manager	80,300
Project Officer - Procurement (mat leave until April 2025)	36,506
Project Officer - BPAP (and mat leave backfill)	79,928
Project Officer - Operations	60,438
Project Support Officer - Energy and Resilience	2,400
Cybersecurity Project	203,000
Executive Support and Admin Officer	80,000
Productive Water and Advocacy Manager - JO costs	56,000
CWUA - Best Practice Program (inc staff)	334,440
CWUA - Smart Approved Watermark	19,767
Grant - Bridges (inc staff)	12,746
Grant - JONZA (inc staff)	155,000
Grant - Disaster Ready Fund (inc staff)	202,195
Disaster Ready Program (JO costs)	86,655
CNSWJO Regional Tourism Group Marketing	122,591
SSRP review	35,000
Remuneration of the Chair	10,000
WRAS	11,859
HR - Training Service Costs	95,000
Regional Medical Student Scholarship	15,000
Advocacy	15,000
Accounting/Audit/Financial Services Support	29,000
Bank Fees and Sundry Costs	2,500
Computer Software/Licences	2,000
Procurement Software	4,000
Copyright Licence	20,000
Depreciation (excl vehicles)	4,000
Internet Cloud	10,000
Legal	10,000
Operational Teams Costs	10,000
Printing/Stationery/Postage	1,000
Zoom Conferences	1,500
Website Hosting and Costs	1,500
Total Expenditure	\$2,014,390
Net Profit/Loss	\$55,227

12.2) BELUBULA WATER SECURITY PROJECT UPDATE (WS.SP.4)

Author: General Manager
IP&R Link: Strategic Priority 1: Provide a high quality and reliable drinking water supply – Strategic Priority 3: Regional leadership and collaboration – 3.1: Regional collaboration and partnerships – 3.2: Regional Leadership in the Water Sector – 3.1.6: Continue to be a key delivery partner of the Belubula Water Security Project (BWSP) with Water Infrastructure NSW and WaterNSW.

RECOMMENDATION:

That Council note the Belubula Water Security project update report.

REPORT***Background***

As reported previously, the Steering Committee that had oversight of both the Lake Rowlands to Carcoar Pipeline project (WaterNSW) and the Lake Rowlands Dam Augmentation project (CTW) agreed in principle that combining project delivery and progressing as a single project to investment decision was the best outcome for NSW and the Belubula water users.

Water Infrastructure NSW (WINSW) were responsible for leading the development and delivery of key government water infrastructure projects and programs across the state. Subsequently, a Memorandum of Understanding (MOU) between CTW and WINSW was developed and executed, further solidifying the partnership approach.

To reflect the close alignment between both projects and the partnership between WINSW and CTW, the Lake Rowlands to Carcoar pipeline project and the Lake Rowlands Augmentation project was renamed the Belubula Water Security Project (BWSP).

The BWSP forms part of a broader Lachlan Regional Water Strategy (currently in draft) that will propose a wider portfolio of solutions to improve outcomes in the Lachlan Valley.

Belubula Water Security Project (BWSP) update

On 28 February 2024, the Federal Minister for the Environment and Water, the Hon Tanya Plibersek MP, and the NSW Minister for Water, the Hon Rose Jackson MLC, announced joint funding of \$7.7 million for the completion of a rescoped final business case (FBC) for the Belubula Water Security Scheme. The FBC will ensure greater water reliability and increased drought resilience for residents, businesses, agriculture and the environment throughout the region.

The FBC will consider:

- Raising the Lake Rowlands Dam wall to increase storage from 4.5 gigalitres to 8 gigalitres, securing water for Central Tablelands Water's consumers and assisting Orange with their town water security needs.
- A new pipeline between Lake Rowlands Dam and Carcoar Dam which could transfer up to 2 gigalitres of water per year, capturing spills and boosting supply.
- Building a new dam 2.5 kilometres downstream of Lake Rowlands.

- Operational rules for an interregional pipeline connecting the Belubula and Macquarie Valleys.

The FBC will include detailed planning work as well as technical, environmental and cultural heritage assessments. This will help to determine whether the project is viable and will deliver the best solutions for the region. It is also envisaged that the detailed planning work and assessments being undertaken in the FBC will greatly assist CTW in the development of its future climate adaptation strategy and Lake Rowlands catchment management plan.

This project is progressing in parallel with the Lachlan Regional Water Strategy which is currently being finalised by the NSW government.

The Chairperson and Senior Management had an initial meeting with the new BWSP Delivery Team on 27 March 2024. As a follow up to the initial meeting, a two (2) day visit is currently being planned by the BWSP Delivery Team which will include meetings at the CTW Office, and site visits to Lake Rowlands and Carcoar Dam. This is expected to occur in early May 2024.

BUDGET IMPLICATIONS

Joint (Federal and State) Grant Funding totalling \$7.7m

POLICY IMPLICATIONS

Nil

ATTACHMENTS

- | | | |
|----|---|------------|
| 1↓ | MEDIA RELEASE - WATER MINISTERS - MAJOR MILESTONE TO HELP DETERMINE MACQUARIE AND LACHLAN'S WATER FUTURES | 3
Pages |
|----|---|------------|

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THE HON TANYA PLIBERSEK MP
Minister for the Environment and
Water



THE HON ROSE JACKSON MP
Minister for Water, Minister for Housing,
Minister for Homelessness, Minister for
Mental Health, Minister for Youth,
Minister for the North Coast

MEDIA RELEASE

Wednesday, 28 February 2024

Major milestone to help determine Macquarie and Lachlan's water futures

Communities across Central West and Western NSW are one step closer to securing more reliable water.

The Federal and NSW Labor Governments are investing \$17 million to develop Final Business Cases for two major water infrastructure projects.

This includes the Macquarie-Wambool Water Security Scheme and the Belubula Water Security Scheme, which will ensure greater water reliability and increased drought resilience for residents, businesses, agriculture and the environment throughout the regions.

This marks the next step in a thorough and rigorous process – both projects will be subject to further analysis before any decisions are made.

A \$9.35 million Final Business Case for the Macquarie-Wambool Water Security Scheme will consider:

- A regional pipeline connecting Dubbo to Nyngan and other towns
- Changes to Burrendong Dam to increase water supply in the flood mitigation zone of the dam
- Considering the future of the Gin Gin weir, including a fishway between Warren and Narromine
- Non-infrastructure options identified through the Macquarie-Castlereagh Regional Water Strategy

And a \$7.7 million Final Business Case for the Belubula Water Security Scheme will consider:

- A new pipeline between Lake Rowlands Dam and Carcoar Dam which could transfer up to 2 gegalitres of water per year, capturing spills and boosting supply

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- Raising the Lake Rowlands Dam wall to increase storage from 4.5 gigalitres to 8 gigalitres, securing water for Central Tablelands communities and potentially Orange
- Building a new dam 2.5 kilometres downstream of Lake Rowlands
- Operational rules for an interregional pipeline connecting the Belubula and Macquarie valleys

The funding for both business cases will enable the NSW Government to conduct detailed planning work and technical, environmental and cultural heritage assessments. This will help to determine whether projects are viable and deliver the best solutions for the region.

In-line with recommendations from Infrastructure NSW and feedback from hundreds of community members, the projects have been rescoped to align with the work developed through the Macquarie-Castlereagh Regional Water Strategy, which takes a holistic approach to securing water over the next 20-40 years.

The Lachlan Regional Water Strategy is currently being finalised following community consultation on short-listed options in 2023. Once it is finalised, the community will continue to be engaged on specific projects that align with the strategy and meet the region's long-term water needs.

The Final Business Cases will be completed by mid-2025 and future investment decisions will be considered based on the outcomes.

Federal Government funding is provided through the National Water Grid Fund, which invests in priority water infrastructure projects across Australia.

Quotes attributable to the Federal Minister for the Environment and Water, the Hon Tanya Plibersek MP:

"I've been clear that the Albanese Government will invest in projects that stack up.

"That's why we're working with the NSW Government and communities in the Central West and Western regions, to take the time to invest in this business case work so we can determine the best long-term options to ensure a reliable water supply.

"We have to get this right for the communities, industry and environment that depend on it."

Quotes attributable to NSW Minister for Water, Rose Jackson:

"We've hit the reset button on these projects so they can better meet the water needs and address the unique challenges in the region. The rescope means the business cases have taken longer than we anticipated. Now that the work is aligned with our Regional Water Strategies, we are in the best possible position to deliver solutions for local communities – provided that the business cases stack up.

"We know this is significant infrastructure and we need to take the time to get all the details right from the outset to be sure the projects are viable and can deliver the best options going forward.

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“The Final Business Cases will allow us to weigh up all the specific (or detailed) benefits and impacts, examine the designs, planning work and technical details, and consider how new infrastructure will affect residents, businesses, First Nations people, and the environment, if it proceeds.

“We’re proud to be taking the next step in assessing these projects, which are expected to secure reliable water for people across the Central West and Western regions and the environment as we stare down the barrel of a changing and drying climate.”

ENDS**Environment Minister’s office:**

Rachael Durrant – 0499 975 660

Lilly Hannock – 0417 202 513

plibersek.comms@dcceew.gov.au**NSW Water Minister’s office:**

Skye Tito – 0422 630 099

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12.3) COUNCIL RESOLUTIONS UPDATE REPORT (GO.CO.1)

Author: General Manager
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 – Strategic Priority 3: Regional leadership and collaboration

RECOMMENDATION:

That Council note the Council Resolutions Update Report to February 2024.

REPORT

The General Manager is responsible for ensuring that Council's resolutions, policies and decisions are implemented in a timely and efficient manner, progress monitored and variances reported.

The General Manager provides the management oversight in relation to all information progressing from appropriate staff to Council for consideration via the Business Paper.

After a Council meeting, each resolution is allocated to the General Manager or responsible officer to action in accordance with the Council resolution. The Senior Management Team (SMT) then discuss the progress of these resolutions at fortnightly SMT meetings.

Council have requested a Resolutions Update Report at each Council meeting.

The Council Resolutions Update Report includes Council Resolutions to February 2024.

BUDGET IMPLICATIONS

Nil

POLICY IMPLICATIONS

Nil

ATTACHMENTS

1 [↓](#) COUNCIL RESOLUTIONS UPDATE 24-4-24 2 Pages

COUNCIL RESOLUTIONS UPDATE

Council Resolutions Update – Meeting held 24 April 2024					
Resolution Ref.	Date of Meeting	Subject	Responsible Officer	Decision	Action Taken/Status
22/048	22/6/22	Levels of Service Report	SMT	That Council: 1. Note the Level of Service report, and 2. Receive a report at a subsequent meeting on monitoring its achievement against levels of service and industry benchmarks.	19/4/24 – A system capability review currently being undertaken by Asset Software consultants to explore/design data gathering opportunities to support monitoring and reporting against CTW’s LOS has been completed. Canowindra Water Network Operators are currently trialling 1 “soft” form with another 2 “soft” forms currently being created. Status: ongoing
23/005	15/2/23	Belubula Water Security Project Update	GM	That Council: 1. Note the Belubula Water Security Project (BWSP) update report, and 2. Review the BWSP Memorandum Of Understanding (MOU) for any updates or amendments in lieu of signing a Delivery Deed for augmentation construction.	19/4/24 – A Councillor and Management workshop to review CTW’s strategic objectives with regards to the BWSP and MOU was held on 21 February 2024. The strategic objectives derived from the workshop will be utilised in the deliberations with the new BWSP Team in the delivery of the final business case. Status: completed.
23/067	16/8/23	Deed with a neighbouring property owner at Lake Rowlands	GM	That Council authorise the execution by Council of a Deed with the new property owner of “Coombing Vale”, Neville, to	19/4/24 – CTW is awaiting the new Deed from the property owner. Follow up email issued in April 2024.

				maintain the watering of stock on this property, currently sourced from Lake Rowlands.	Status: ongoing
24/012	21/2/24	Policy review – project management policy and methodology and gifts and benefits policy	DFCS/DOTS	<p>That Council:</p> <ol style="list-style-type: none"> 1. Note the report, 2. Endorse the draft Project Management Policy, Project Management Methodology and Gifts and Benefits Policy and place on public display for a period of 28 days, 3. If no submissions are received during the public display period the Project Management Policy and Project Management Methodology be brought to the Council for discussion and approval, and 4. If no submissions are received during the public display period, the Gifts and Benefits Policy be adopted. 	<p>19/4/24 – Policies were placed on public display for a period of 28 days. No submissions were received during the public display period. The Project Management Policy and Project Management Methodology are to be presented to Council at the April meeting for discussion and approval. The Gifts and Benefits Policy is now adopted.</p> <p>Status: completed.</p>

**12.4) FINANCIAL MATTERS - INVESTMENT REPORT AS AT 31 MARCH, 2024
(FM.BA.1)**

Author: Director Finance & Corporate Services
IP&R Link: – 2.3.1: Manage the risk management framework including the risk register. – 2.2: Sound Financial management – 2.2.1: Review and update long term financial plan (LTFP).

RECOMMENDATION:

That the information in relation to Council's Cash and Investments as at 31 March 2024 be noted.

REPORT**Cash and Investments**

The investment summary below represents Council's total investments as of 31 March, 2024 in accordance with clause 212 of the Local Government (General) Regulation 2005 and Section 625 of the Local Government Act 1993.

The above investments have been made in accordance with the Local Government Act 1993, the Local Government General Regulation 2005 and Council's Investment Policy.



Peter McFarlane
Responsible Accounting Officer

INVESTMENT COMMENTARY

The Reserve Bank of Australia (RBA) has maintained the cash rate at 4.35% at its March 2024 meeting.

At this time, the RBA has indicated that it will continue to monitor economic data before considering a movement in the cash rate.

Whilst unemployment remains low at 3.8% in February, 2024, economic growth is slowing with 0.2% recorded in the December 2023 quarter.

However, inflation continues to be well above the RBA's 2.0% to 3.0% target range with an annual rate of 4.1% recorded for the period from Dec 2022 to Dec 2023. Services inflation for the same period increased by 4.6% with items such as rents and insurances experiencing large increases.

Many services have also been impacted by significant wage increases which many small businesses have had to pass on in the form of price increases so they can remain competitive and viable.

In view of this large amount of conflicting data being slow growth and lower demand accompanied by continuing high inflation and high public sector spending has resulted in the RBS being reluctant to move rates at this time.

The impact on the market rates offered for term deposits have seen rates for deposits of up to 12 months, decline slightly. There are now very limited opportunities that offer a rate above 5.0% for a 12 month term.

Council has continued to operate around that 12 month term with its deposits. On rare occasions to fill a gap in the maturity profile (relative to the cash flow profile of Council) a shorter term than 12 months has been selected.

BUDGET IMPLICATIONS

Interest income will likely exceed the current estimate as interest rates on deposits have held up longer than originally planned. This updated estimate will form part of the March 2024 Quarterly Budget Review Statement. (QBRs)

Consideration will need to be taken in framing the 2024/25 Operational Budget to reflect the expected lowering of interest rates prior to 30 June 2025.

POLICY IMPLICATIONS

Council's investment policy continues to ensure that good returns are achieved with minimal risk whilst enabling Council to maintain sufficient on call funds to meet its liquidity needs.

However, as indicated the market for term deposits is tightening so this makes the investment environment a little more challenging.

ATTACHMENTS

- 1 [↓](#) Investment and Bank Balances at 31-3-2024 1 Page

		Credit Rating	Term (Days)	Rate	Maturity Date	% of Portfolio
Short Term Deposits	\$ 9,300,000.00					89.67%
Commonwealth Bank of Australia	600,000	AA-	364	5.33%	14/06/24	5.78%
Bank of QLD - Curve Securities	500,000	A-	180	5.12%	10/09/24	4.82%
Bank of QLD - Curve Securities	500,000	A-	331	4.95%	31/01/24	4.82%
Reliance/Unity Bank	500,000	Unrated	366	5.50%	4/08/24	4.82%
ING - Curve Securities	500,000	A	365	5.20%	16/10/24	4.82%
ING - Curve Securities	500,000	A	365	5.11%	26/03/25	4.82%
ING - Curve Securities	500,000	A	367	5.48%	4/11/24	4.82%
NAB - Curve Securities	500,000	AA-	365	5.20%	4/10/24	4.82%
Commonwealth Bank of Australia	500,000	AA-	364	5.00%	13/09/24	4.82%
ING - Curve Securities	500,000	A	365	5.14%	14/03/25	4.82%
Bank of QLD - Curve Securities	500,000	A-	270	5.00%	6/12/24	4.82%
Macquarie Bank - Curve Securities	200,000	A+		4.65%	At Call	1.93%
NAB - Curve Securities	500,000	AA-	365	4.45%	2/04/24	4.82%
ING - Curve Securities	500,000	A	365	5.25%	9/10/24	4.82%
Bank of QLD - Curve Securities	500,000	A-	365	5.25%	25/09/24	4.82%
NAB - Curve Securities	500,000	AA-	365	5.50%	2/07/24	4.82%
Bank of QLD - Curve Securities	500,000	A-	365	5.35%	7/06/24	4.82%
Reliance/Unity Bank	500,000	Unrated	366	5.91%	13/07/24	4.82%
NAB - Curve Securities	500,000	AA-	365	5.22%	19/09/24	4.82%
At Call Deposits	\$ 1,071,899.61					10.33%
Commonwealth Bank - General Account	\$ 278,350.15	AA-	At Call	4.20%	N/A	
Commonwealth Bank - BOS Account	\$ 793,522.64	AA-	At Call	4.35%	N/A	
Reliance Credit Union - Cheque Account	\$ 26.82	Unrated	At Call	0.00%	N/A	
Total Value of Investment Funds	\$ 10,371,899.61					100%

Average Rate on Term Deposits	
90 Day BBSW for March 2024	4.3400%
Average Rate on Term Deposits	5.1883%
Margin over 90 day BBSW	0.8483%

Average Term - Short Term Deposits (days) 344

Long Term Credit Rating	Amount \$	%
AA-	\$ 4,171,872.79	40.21%
A+	\$ 200,000.00	1.93%
A	\$ 2,500,000.00	24.10%
A-	\$ 2,500,000.00	24.10%
Unrated	\$ 1,000,026.82	9.64%
Total	\$ 10,371,899.61	99.98%

BANK RECONCILIATION

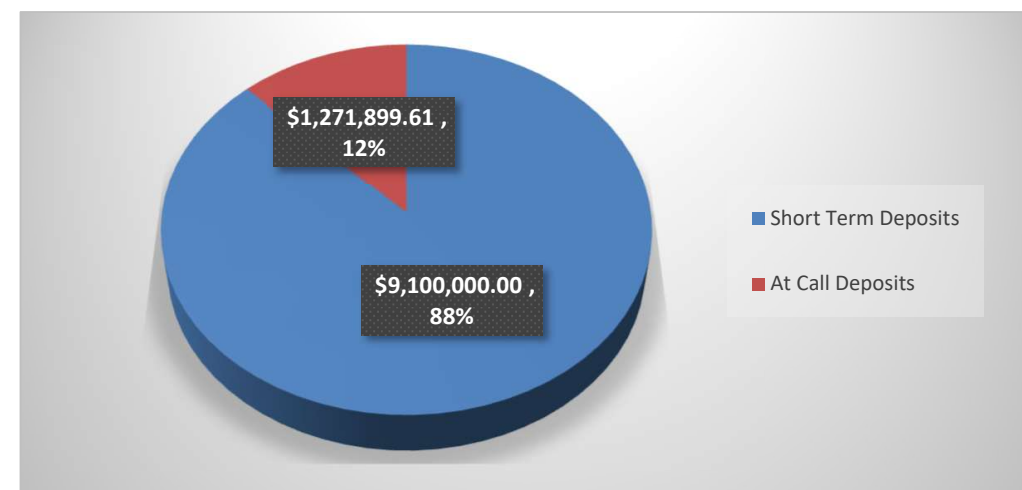
Balance as per Bank Statement	\$	270,804.27
Add: Visa card purchases presented April 2024	\$	13,161.94
Less: Telstra presented 04.04.2024	-\$	5,616.06

Balance as per Cash Book \$ 278,350.15

GENERAL FUND

(a) Cash Book Balance	\$	1,071,899.61
(b) Bank Balance	\$	1,071,899.61

Short Term Deposits	\$ 9,100,000.00
At Call Deposits	\$ 1,271,899.61



12.5) 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 2024-2025
- b) Long Term Financial Plan 2024-2034

REPORT

Following the outcomes of the CTW Budget Workshop held on 3 April 2024, the 2024/25 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 24/25 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 required 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 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 (2024/25 to 2033/34) whilst maintaining services and providing for major capital renewals and infrastructure upgrades.

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

Fees and Charges

- 3.13% increase in user charges from \$3.84 to \$3.96 per kilolitre (KI).
- 7.35% increase in availability charges with a standard 20mm meter connection increasing from \$272 to \$292 per annum.
- Based on these proposed increases, a typical residential bill consuming 140KI annually will expect to pay an additional \$36.80 per year or 71 cents per week.
- Developer Charges increased by 4.2% as per CTW's 2021 Development Servicing Plan being \$7,179 per equivalent tenement (ET) for the Lake Rowlands supply area.

Operational Expenditure 24/25

- Salaries and Wages costs are estimated to increase by 6%, including additional FTE for Project Management Support. (Total FTE will be 24.6)
- Superannuation costs to increase by 0.5% to 11.5% (SGC).
- Electricity costs are estimated to increase by 5%.
- Property and Professional Indemnity insurance to increase by up to 7.5%.
- Cyber Security insurance to increase by 20%.
- Chemical costs are expected to increase by 6%.
- Water pipes, valves and associated materials expected to increase by 6%.
- External audit costs are expected to increase by 6%
- Reservoir leakage prevention program – 250K (one off)
- Aerial Mapping of supply area – 65K (one off)
- Integrated Water Cycle Management Plan 50K (one off)
- Salary System Review – 35K (one off)

Major Capital Expenditure 24/25

- Depot upgrades to continue in 24/25 and 25/26. (addition 340K over 2 years)
- Critical 7km area of Trunk Main U to commence in 24/25
- Creek underbores to be replaced by creek crossings 24/25 to 27/28
- Western Archery Trunk Main Design works at a cost of 300K (50% Grant Funding)
- Reservoir resealing and costing program at a cost of 250K

Loan Funding

- No new loans are planned for financial year 2024/25.
- \$10M of new loans planned from 2026/27 to 2032/33 Long Term Financial Plan to fund the Capital Program.

BUDGET IMPLICATIONS

As per the Operational Plan.

POLICY IMPLICATIONS

Nil

ATTACHMENTS

- 1↓ DRAFT CTW OPERATIONAL PLAN 2024-2025 Parts 1 & 2 FINAL 29 Pages
- 2↓ DRAFT CTW LTFP 2024-25 to 2033-34 21 Pages



**DRAFT OPERATIONAL PLAN
2024-2025 (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

DRAFT





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 FOCUSED 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). <i>Note: To be undertaken in FY23/24 & FY25/26.</i>	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 that complies with the Australian Drinking Water Guidelines. Council is also aware of ensuring that its pricing policies must permit the renewal and upgrading of its water network infrastructure so that current service levels can be maintained into the future.

The following principles are applied in the Revenue Policy:

1. Full cost recovery inclusive of both direct and indirect costs.
2. Seeking to achieve an operating surplus before capital amounts each financial year.
3. Ability to fund the Capital Program to maintain service levels by renewing ageing infrastructure.
4. Infrastructure is upgraded where is required to maintain service to standards of service for users needs
5. Statutory charges are applied in accord with legislative requirements.
6. Capacity to service any borrowing requirements.
7. Price changes are communicated to consumers on a timely basis.

Council applies the principles of the Regulatory Assurance Framework (RAF) developed by the Department of Climate Change , Environment , Energy and Water when it comes to determining its fees and charges.

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 users have a timely record of consumption and costs.
4. Development Service Charges are set in accord with methodology set down in accord with the Development Servicing Plan

Council has reviewed its Revenue Policy for 2024/25 with the main features being:

1. An increase in the consumption charge of 3.13% from \$3.84 to \$3.96 per kilolitre (kl) to assist with funding the large water supply network.
2. Availability charges will increase by 7.35% and applied in accordance with the Flow Capacity Factors outlined below. (meter size of service connection, determines the load that a service can put upon the network)
3. Bulk Supply Water charges to other Councils will rise to \$2.38 per kl.



4. Development contributions have been set in accordance the 2021 Development Servicing Plan (DSP). (as per the movement in the Sydney CPI)
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 have been set at the approved of \$100 in accord with the advice from the Office of Local Government.
7. Special Reading Fees have been set at \$100.
8. The fee at Council's automatic filling stations will be set at \$8.70 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 7% to reflect the cost of providing these services in particular employee wages and materials.
11. The processing fee for customer requested account refunds will be set at \$50.00. 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 of 10.5%.
13. The fee for undertaking pressure and flow testing requested by consumers will be \$270.00 to provide for recovery of costs including administration

Availability charges will increase from \$272.00 to \$292.00 pa (\$68.00 to \$73.00 per quarter) for a 20mm service connection. This is an increase of approximately 7.35%. This is aimed to reduce the reliance on water user charges and to reduce revenue volatility due to adverse climatic conditions.

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 140kls per annum is an increase of around 71 cents per week or 4.55%.

Based on a consumption of 300kls per annum the increase overall in water charges in 24/25 is \$1.08 per week. (\$56.00 annually) This increase is necessary to cover the rising costs including but not limited to wages, depreciation and materials.





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. The larger the load that can be placed on the system the larger the charge.

A concessional fee applies to Fire Services with the access charge capped at the 20mm supply rate unless the service is used for purposes other than fire prevention and control.

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 2024/2025 IS SET AT \$7,179 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 4.1% being the CPI for Sydney for the past year (movement Dec 22 to Dec 23 - ABS 6401). The fee will be set





at \$,890 per equivalent tenement. The capital contribution charge (for infill developments) in the Lake Rowlands supply area has also been set at \$7,179 per equivalent tenement.

The capital contribution charge for all vacant unbuilt upon land within the Quandialla supply area is proposed to be \$3,590 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 2024/2025 are in the attached Appendix.

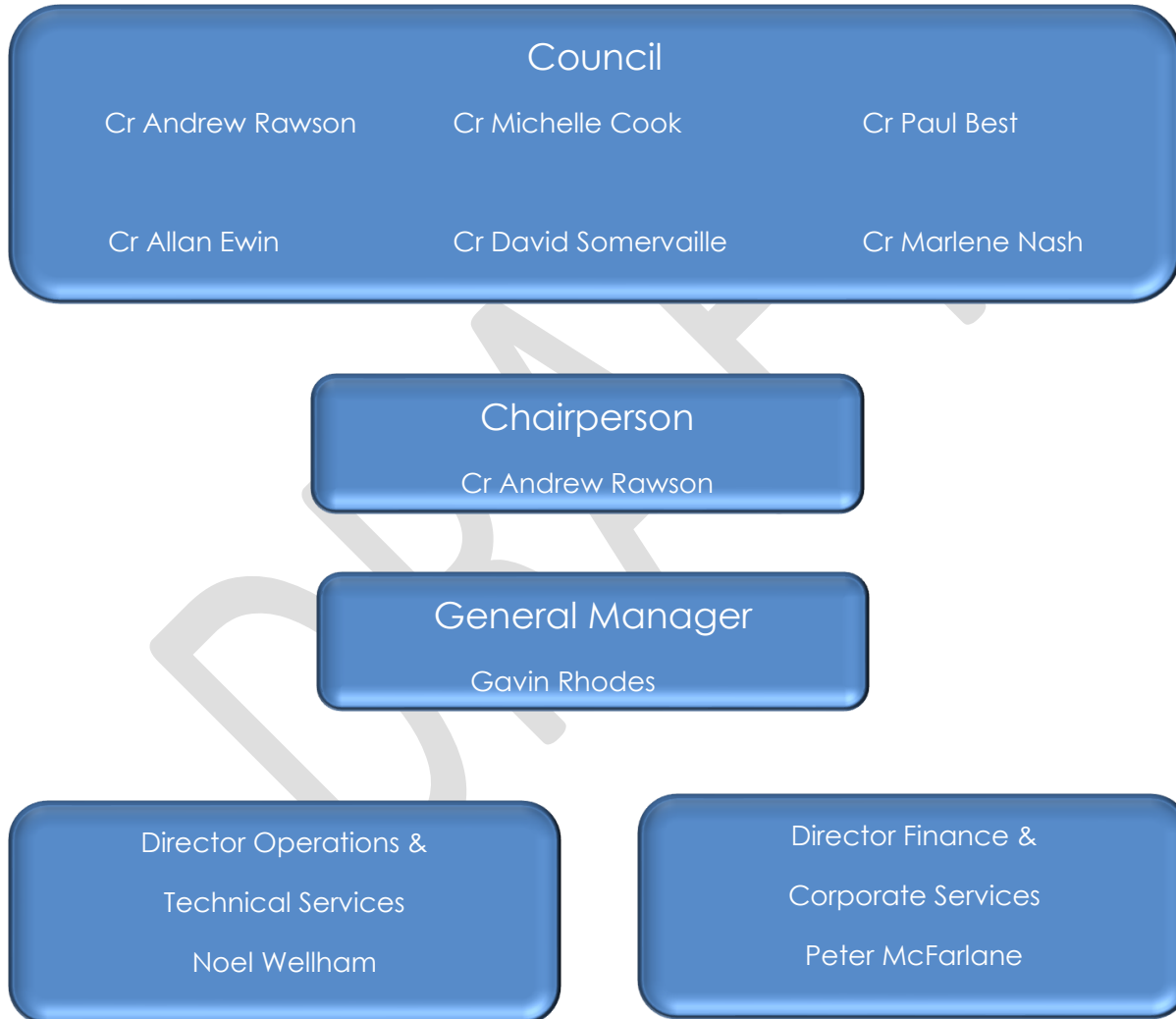
REVENUE POLICY INCLUDING FEES AND CHARGES

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

LOAN BORROWINGS

Council does not plan to undertake any loan borrowings in the 2024/25 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
2024/2025

Appendix 1				
Fees and Charges 2024/2025				
Type	Description	GST	Pricing Principle	Amount \$
Water Charges (Per Kilolitre)	Residential/Rural	N	User Charge	\$3.96
	Non-Residential	N	User Charge	\$3.96
	Industrial	N	User Charge	\$3.96
	Non Potable Water	N	User Charge	\$3.17
	Temporary Access Standpipe	N	User Charge	\$5.90
	Automatic Filling Stations	N	User Charge	\$8.70
	Standpipe Sales	N	User Charge	\$10.00
Bulk Water Charges (Per Kilolitre)	Cowra Shire	N	User Charge	\$2.38
	Other Councils	N	User Charge	\$2.38
Availability Charges (Per Annum)	20mm	N	User Charge	\$292.00
	25mm	N	User Charge	\$457.00
	32mm	N	User Charge	\$748.00
	40mm	N	User Charge	\$1,168.00
	50mm	N	User Charge	\$1,825.00
	80mm	N	User Charge	\$4,672.00
	100mm	N	User Charge	\$7,300.00
	Fire Service (restricted to fire use only)	N	User Charge	\$292.00
Meter Test Fees	Unconnected Built Upon Properties	N	User Charge	\$146.00
	20mm and 25mm (other sizes on application)	N	At Cost	\$115.00
Reconnection Fees	Non Payment (less than 3 months)	N	User Charge	\$220.00
	Non Payment (after 3 months)	N	User Charge	\$410.00
	Other Reconnection	N	User Charge	\$410.00
Other Fees	Attend to Disconnect/Restrict	N	User Charge	\$130.00
	Special Reading Fee	N	User Charge	\$100.00
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	\$7,179.00
Capital Contribution Charges - Lake Rowlands*	Per Equivalent tenement. Block sizes exceeding 2000m2 are greater than 1 ET. Seek quote on application.	N	At Cost	\$7,179.00
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	\$3,590.00
Service Connection - 20mm only	4 metres (footpath)	N	User Charge	1,740.00
	10 metres (dirt/gravel)	N	User Charge	1,907.00
	10 metres (bitumen)	N	User Charge	2,939.00
	20 metres (dirt/gravel)	N	User Charge	2,562.00
	20 metres (bitumen)	N	User Charge	4,159.00
	20 metres (bitumen & concrete footpath)	N	User Charge	4,695.00
Mains Extensions Connections 25mm, 32mm & above	Rural connection	N	User Charge	2,735.00
	Price on Application	N	User Charge	POA
Private Works - Other	Price on Application	N	User Charge	POA
	Labour rate per hour (during working hours)	Y	User Charge	100.00
	(Overtime rates apply outside working hours)			
	Utility hire rate per kilometre	Y	User Charge	1.35
	Excavator hire rate per hour	Y	User Charge	170.00
	Pressure/Flow Testing	N	User Charge	270.00
Administrative Fees	Contract Plant Hire	Y	User Charge	At cost
	Section 603 Certificate (per property)	N	Statutory	\$100.00
	Dishonoured cheque	Y	At Cost	\$50.00
	Dishonoured Direct Debit	Y	At Cost	\$50.00
	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	\$50.00
	Interest - overdue accounts	N	Statutory	10.5%
	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
Processing Charge (Per hour)		N	Statutory	30.00
Internal Review Processing Fee		N	Statutory	40.00



Appendix 2: Central Tablelands Water Annual Budget 2024/25

Appendix 2 - Central Tablelands Water Annual Budget 2024/25

CENTRAL TABLELANDS WATER			
2024/25 BUDGET SUMMARY - OPERATING AND CASH RESULT			
OPERATING STATEMENT			
	Original Budget 2023/24	Revised Budget 2023/24	Original Budget 2024/25
<u>Operating Revenue</u>			
Availability Charges	2,175,110	1,820,110	1,980,353
User Charges and Fees	5,872,441	5,488,441	6,655,593
Interest and Investment Revenues	276,750	376,750	385,000
Other Revenues	150,992	150,992	136,311
Capital Grants and Contributions	443,740	2,825,389	374,290
Operational Grants and Contributions	40,000	-	-
Gains on Disposal of Assets	60,000	60,000	40,000
	9,019,033	10,721,682	9,571,547
<u>Operating Expenses</u>			
Employee Costs	2,869,500	2,862,500	3,086,012
Materials & Contracts	2,919,375	2,975,375	3,243,216
Other Expenses	14,500	14,500	20,000
Depreciation and Amortisation	2,725,700	2,725,700	2,998,000
	8,529,075	8,578,075	9,347,228
<u>Estimated Net Operating Result for the Year</u>	489,958	2,143,607	224,319
<u>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</u>	46,218	(681,782)	(149,971)
<u>Add Expenses not Involving Flow of Funds</u>			
Depreciation, Amortisation & Impairment	2,725,700	2,725,700	2,998,000
<u>Less Non-Operating Expenditure</u>			
Acquisition of Assets	(2,083,460)	(7,547,383)	(2,482,006)
Transfer to Restrictions - Plant	(310,000)	(310,000)	(261,032)
Transfer to Restrictions - Renewal	(1,800,000)	(1,750,000)	(2,000,000)
Transfer to Restrictions - ELE	(90,000)	(90,000)	(90,000)
Transfer to Restrictions - Consultancy	(60,000)	(60,000)	(40,000)
Transfer to Reserves - Budget (Surplus)/Deficit	(718,601)	(340,601)	(838,855)
Subtotal Non Operating Expenditure	(5,062,061)	(10,097,984)	(5,711,893)
<u>Add Non-Operating Revenue</u>			
Carrying amount of Assets Sold	232,412	232,412	221,032
Transfer from Restrictions - Plant	194,941	194,941	300,000
Transfer from Restrictions - ELE Provision	30,000	30,000	30,000
Transfer from Restrictions - Consultancy	-	-	120,000
Transfer from Restrictions -Infrastructure	1,389,050	4,750,924	1,818,542
Transfer from Development Assistance - Capital	-	20,400	-
Transfer from External Restriction.	-	-	-
Subtotal Non Operating Revenue	1,846,403	5,228,677	2,489,574
<u>Estimated Cash Budget Result -Balanced Budget</u>	-	-	-

CENTRAL TABLELANDS WATER			
2024/25 BUDGET SUMMARY			
NON-OPERATING (CAPITAL) INCOME & EXPENDITURE			
	Original Budget 2023/24	Revised Budget 2023/24	Original Budget 2024/25
Acquisition and Renewal of Assets	2,083,460	7,135,483	2,482,006
Funding			
Plant Vehicle Replacements	504,410	604,410	522,064
Plant Other Plant and Equipment	30,000	30,000	31,050
Reserves Office Equipment	31,050	31,050	52,137
Reserves Pump Station Renewals	53,000	116,468	54,855
Reserves Town/Village Restriction Signage	80,000	80,000	
Reserves Reticulation Rural Scheme		-	
Reserves Blayney Office - Outdoor Refurbishment	10,000	27,873	20,350
Reserves Blayney Office - Indoor Refurbishment		35,699	
Reserves Telemetry Upgrades	25,000	59,099	50,000
Reserves Depot Refurbishments	60,000	177,560	200,000
Reserves Crown Land Acquisition			50,000
Contributions Reticulation Mains Extensions - New Connection:	40,000	90,000	41,400
Reserves Trunk Main U - 7 Km Renewal	320,000		500,000
Reserves Reticulation Mains Renewals	150,000	738,007	80,000
Reserves Trunk Main U & C - Creek Crossing			250,000
Reserves and Grant Western Artery Trunk Main Design	300,000	300,000	-
Reserves Carcoar WTP - Seal Internal Access Rd	120,000	120,000	
Reserves Reservoir Resealing and Coating Program			250,000
Reserves Bangaroo Pump Station Refurbishment		80,000	
Reserves Eugowra Pump Station	120,000		
Reserves Gooloogong Bore - Renew Switchboard		170,000	
Contributions TM I Relocation		19,000	
Reserves Renewal Energy Infrastructure	150,000	363,602	
Reserves Carcoar Town Reservoir Refurbishment		137,738	
Reserves Cargo Pump Station Renewal		144,896	
Reserves Canomodine Pump Station		28,586	
Reserves Quandialla Pump Station Renewal		50,000	
Reserves Carcoar PLC Upgrade			70,000
Reserves Carcaor Town Reservoir - Internal Coating			42,000
Reserves Carcoar Town Pump Station Relocation			25,000
Reserves Manildra Bridge Main Renewal		64,000	
Reserves Carcoar Plant 12 ML Reservoir		3,371,015	
Grant Woodstock Pump Station		25,000	
Reserves New Metering - Gooloogong Bore		8,370	
Reserves New Metering -Lake Rowlands		11,988	
Reserves New Metering -Quandialla Bore		2,622	
Reserves Outflow Metering - 19 Reservoirs		50,000	50,000
Reserves Blayney Treatment Plant Renewals	30,000	30,000	31,050
Reserves and Grant DPE Water Loss Management Initiatives		108,500	
Reserves Carcoar WFP Fluoride Plant			100,000
Reserves Carcoar Water Filtration Plant Renewals	60,000	60,000	62,100
Repayment of Loan	-	-	-
Transfers to Restrictions	2,711,136	2,256,136	3,189,887
Employees Leave Restriction	80,000	80,000	90,000
Renewal & Infrastructure Restriction	1,500,000	1,500,000	2,000,000
Plant & Equipment Reserve	300,000	300,000	261,032
Consultancy Reserve	50,000	60,000	40,000
Transfer to Reserves - Budget Cash Surplus	781,136	316,136	798,855
Funding Summary			
Plant Sales/Plant Reserve	504,410	487,353	522,064
Infrastructure Restriction	1,389,050	3,693,684	1,818,542
Capital Grants	150,000	3,376,044	100,000
Capital Contributions	40,000	120,000	41,400
	2,083,460	7,677,081	2,482,006

CENTRAL TABLELANDS WATER			
2024/25 BUDGET SUMMARY			
ESTIMATED MOVEMENTS IN CASH RESTRICTIONS			
	Original Budget 2023/24	Revised Budget 2023/24	Original Budget 2024/25
<u>Renewals (Infrastructure Restriction) Restriction</u>			
Balance at beginning of year	4,271,200	7,464,781	6,983,733
Transfer from Reserve for Capital Works	(1,389,050)	(2,571,649)	(1,389,050)
	2,882,150	4,893,132	5,594,683
Transfer to Reserve for Capital Works	1,800,000	1,750,000	2,000,000
	4,682,150	6,643,132	7,594,683
Transfer to/from Reserve re Surplus/(Deficit)	718,601	340,601	838,855
Estimated Balance at end of year	5,400,751	6,983,733	8,433,538
<u>Plant & Equipment Restriction</u>			
Balance at beginning of year	775,521	670,462	770,462
Transfer from Reserve	(201,764)	-	(261,032)
	573,757	670,462	509,430
Transfer to Reserve	310,000	100,000	261,032
Estimated Balance at end of year	883,757	770,462	770,462
<u>Development Assistance Restriction</u>			
Balance at beginning of year	481,789	481,789	461,389
Transfer from Reserve	-	(20,400)	-
	481,789	461,389	461,389
Transfer to Reserve	-	-	-
Estimated Balance at end of year	481,789	461,389	461,389
<u>Employee Leave Entitlements Restriction</u>			
Balance at beginning of year	558,000	598,000	658,000
Transfer from Reserve	(30,000)	(30,000)	(30,000)
	528,000	568,000	628,000
Transfer to Reserve	90,000	90,000	90,000
Estimated Balance at end of year	618,000	658,000	718,000
<u>Consultancy Restriction</u>			
Balance at beginning of year	140,000	140,000	200,000
Transfer from Reserve	-	-	(120,000)
	140,000	140,000	80,000
Transfer to Reserve	50,000	60,000	40,000
Estimated Balance at end of year	190,000	200,000	120,000
<u>Total Internal Restrictions</u>			
Balance at beginning of year	6,226,510	9,355,032	9,073,584
Transfers from Restrictions	(1,620,814)	(2,622,049)	(1,800,082)
	4,605,696	6,732,983	7,273,502
Transfer to Restrictions	2,968,601	2,340,601	3,229,887
Estimated Balance at end of year	7,574,297	9,073,584	10,503,389
<u>Total External Restrictions</u>			
<u>Unexpended Contributions</u>			
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

Note: Opening Balances in the revised budget are as per the Audited Financial Statements at 30 June 2023

CENTRAL TABLELANDS WATER

2024/25 BUDGET SUMMARY

Budgeted Expenditure from Continuing Operations

	Original Budget 2023/24	Revised Budget 2023/24	Original Budget 2024/25
Budgeted Income from Continuing Operations			
Governance Expenses	266,880	266,880	281,258
Corporate Support Expenses	1,825,011	1,829,011	1,777,706
Technical Services Expenses	640,194	655,194	658,303
Operations Expenses	198,405	198,405	213,388
Plant Running Expenses (Net)	83,475	113,475	70,075
Water Supplies - Operating Expenditure			
Private Works & Installations	89,200	89,200	86,401
Meter Reading	231,750	231,750	262,300
Pump Stations	509,275	509,275	493,159
Reservoirs	178,500	178,500	488,870
Filtration Plant Expenses	844,380	844,380	871,430
Reticulation Mains Expenses	452,500	452,500	628,100
Trunk Mains Expenses	219,200	219,200	240,300
Catchment Areas	79,455	79,455	91,800
Telemetry Expenses	86,140	86,140	80,652
Depots	139,650	139,650	146,000
System Checks	142,630	142,630	124,149
Water Analysis	106,180	106,180	100,367
Automatic Filling Stations	9,250	9,250	7,070
Water Purchases	30,000	30,000	33,000
Water Infrastructure Depreciation Expense	2,397,000	2,397,000	2,693,000
Sub Total Water Supplies Operating Expense	5,515,110	5,515,110	6,346,598
Total Expenses from Continuing Operations	8,529,075	8,578,075	9,347,328

CENTRAL TABLELANDS WATER**2024/2025 BUDGET SUMMARY****Budgeted Income from Continuing Operations**

	Original Budget 2023/24	Revised Budget 2023/24	Original Budget 2024/25
Budgeted Income from Continuing Operations			
Availability (Access) Charges Water access charges - Includes Pension Subsidy received	2,175,110	1,820,110	1,980,353
User Charges & Fees Water sales and other fees and charges including new connections.	5,872,441	5,488,441	6,655,593
Other Revenue Sundry income . lease fees, , rebates and sundries etc	150,992	150,992	136,311
Interest & Investment Revenue Interest on Investments and Overdue Accounts	276,750	376,750	385,000
Grants - Contributions Provided for Operating Purposes Grants - Contributions Provided for Operating Works	40,000	-	-
Contributions Provided for Capital Purposes Development Contributions and Mains Extensions	293,740	323,740	274,290
Grants Provided for Capital Purposes	150,000	2,501,649	100,000
Net Gains from the disposal of assets Profit/Loss on sale of equipment (plant and vehicles)	60,000	60,000	40,000
Total Income from Continuing Operations	9,019,033	10,721,682	9,571,547



Central Tablelands Water

30 Church St Blayney NSW 2799

PO Box 61 Blayney NSW 2799

(02) 6391 7200

water@ctw.nsw.gov.au

www.ctw.nsw.gov.au



Draft Long Term Financial Plan

2024/25-
2033/34



DRAFT

Central Tablelands *Water*

PO Box 61

BLAYNEY NSW 2799

(02) 6391 7200

www.ctw.nsw.gov.au

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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 2024/2025 to 2033/2034.

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 2023/24. 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. (noting the lead time between development and service connection)

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	2024/25 to 2025/26	Renewal and Upgrade	2,100,000
Trunk Main Renewal 'U' - 'C' to - Cudal – 4 x Creek underbores replaced with creek crossings	2024/25 to 2027/28	Renewal and Upgrade	1,000,000
Lake Rowlands Augmentation – 2.2mtrs wall raising	2025/26 to 2026/27	Renewal, Dam Safety and Upgrade	40,000,000
Trunk Main 'U' Renewal - 'C' to Canomodine Pump Station - 10km	2026/27 to 2027/28	Renewal and Upgrade	3,800,000
Trunk Main Renewal 'U' - Top of Hill to Cudal - 11km	2026/27 to 2027/28	Renewal and Upgrade	4,180,000
Replace Trunk Main A between Lake Rowlands and Carcoar WTP	2029/2030	Renew and upgrade main to improve water transfer	3,600,000

Trunk Main 'C' Renewal - Mandurama to 'U' - 35 km	2031/32 to 2033/34	Renewal and Upgrade	11,865,000
Additional Bore at Gooloogong	2030/31 to 2031/32	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	2024/25 to 2033/34	Renewal and Upgrade – Replace old AC Pipes	800,000
Caragabal Potable Water System	2026/27	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 %
Consumer Price Index)	A CPI of 4.0% has been used in in 24-25. A future rate of 3.0% has been used.	3.0%
Salaries and Employee On-costs	Have used around 6.0% in 24/25 based in award increases, salary system progression and superannuation increase of 0.5%. Based on current FTE of 24.6 across the life of the plan.	6.0% in 2024/25 5.0% for 2025/26 and 3.0% in later years
Interest Rate Income	Have used an average investment return of 4.0% based on average investment level funds of \$9.0M	4.0%
Water Sales (User Charges Income)	Based upon a 3.13% increase in 24/25 then 4.5% in future years	4.0%
Availability Charge (Annual Charges)	Residential, Rural & Commercial new annual connections 7.35% increase in 2024/25 then 4.5% for the balance of the plan	4.5%

Other Fees and Charges Income	Based on a nominal 3.0%	3.0%
-------------------------------	-------------------------	------

It is noted that some inputs are raising in excess of 4.0% per annum with insurances expected to rise by 10% overall in 2024/25. Electricity charges are expected to increase by 5.0% with some savings being made due to the renewable energy projects at Carcoar Water Treatment Plant and Canomodine Pump Station.

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 7.35% in 2024/25 so as provide less volatility in its income base and reduce the reliance upon water sales in times of low demand. Wet conditions have seen water sales reduce dramatically over the past 4 years and the increase in the access charge is seen as a means of addressing the volatility of the revenue base.

The availability charge is estimated to rise a by a further 4.5% pa from 2025/26 onwards.

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. (estimated to \$26.5M) over the next 10 years.

Council has followed the Regulatory Assurance Framework issued by the Department of the environment in determining its pricing structure 4.5. 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;
2. Water accounts are rendered quarterly so consumers have up to date water usage and can respond quickly to high usage and price changes, and
3. 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 23/24, 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 92% capacity (after reaching 32% 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. The final business case for the Belubula Water Security Project which includes the augmentation of Lake Rowlands has now recommenced following a joint federal and state government funding announcement of \$7.7m in February 2024.

Council proposes to increase user charges by 3.13% in 2024/25 and 4.0% over the remaining life of the LTFP. These changes are necessary to fund the \$10M loan borrowing program to be undertaken to fund the planned capital program over the next decade.

This Capital Program includes around \$26.5 million in trunk main renewals over the next decade. It is critically important that Council can renew these mains over the next decade to maintain the levels of service to its consumers.

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 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%.

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

- \$100K for a new fluoride unit at Carcoar Water Treatment Plant. (100% of the estimated cost)

2025/26 to 2026/27

- \$34M for the Lake Rowlands construction works. (85% of estimated costs)
- \$6M in 2026/27 for the construction of a potable water supply for Caragabal and surrounding rural communities (100% of the estimated cost)

2031/32 and 2032/33

- \$7.5M for the Blayney Water Treatment Plant renewal and upgrade. (75% of the estimated capital cost)

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 4.2% increase in 2024/25 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.

Given the difficulty of predicting future interest rates has estimated an average return of 4.0% over the life of the LTFP. This is slightly lower than the current return of around 5.0% on term deposits. The estimated interest return has been based on an average funds invested of \$9.0M dollars over the life of the plan.

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 - \$5M for \$6M Funding of the estimated dam safety works component of the Lake Rowlands Augmentation (\$1m will come from reserves) Estimated Rate – 5.50%

32/33 - \$5M for the renewal of 35kms of Trunk Main C – Estimated Rate – 5.50%

The servicing of these borrowings is considered manageable.

Please note that there is an additional loan of \$4M in 2033/34 to complete the Trunk Main C renewal however it has not been included in the LTFP as modelling has indicated that the loan may not need to be drawn down.

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 24/25 estimate is based upon an FTE of 24.6. This includes the new full time position of project manager. The LTFP does not provide for any change in FTE across remaining life of the plan.

For the purpose of projecting future salary, wage and ELE costs to Council a percentage award increase of 3.5% has been applied (see Planning Assumptions) in 2024/25. This rate is in accordance with the 2023 Local Government Award. In addition, there is a \$1,000 award bonus to be paid to eligible employees plus a 0.5% increase in the Superannuation Guarantee Charge (SGC). In addition, some employees will progress through the salary system to higher grades.

A rate of 6.0% has been used in 2024/25, 5.0% in 2025/26 and 3% is used for the balance of the LTFP.

It is notable that the Superannuation Guarantee Charge (SGC) is also increasing from 11% to 11.5% from 1 July, 2024. The rate will increase by a further 0.5% to 12.0% in 2025/26. These increases have been allowed for in the LTFP.

Materials, Contracts and Other Operating Costs

These have been assumed to increase by 6.0% between 2024/25 and 2025/26 and reducing to 3.0% for the balance of the plan.

General insurance costs are expected to increase by 10.00% in 2024/25 and then by 5.0%.

It is important to note that the 2024/25 includes a number of one-off operational costs for items that will not be ongoing.

These include:

- Reservoir leakage Repair Program across the network - 250K
- Water Quality Support Services – 94K
- Costs of Integrated Water Cycle Management Plan – 50K
- Funds for a review of Salary System – 35K
- Aerial Mapping Update – 65K

SENSITIVITY ANALYSIS AND FINANCIAL MODELLING

At this stage only one base case scenario has been developed based upon an \$40M 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 \$40M funding is made up as follows:

- Grant of \$34M
- Loan Funds of \$5M
- Reserve funding of \$1M

There has been a significant reassessment of the estimated costs of the Lake Rowlands Augmentation Project since the previous LTFP was developed, however, the indicative level of costs are largely unknown. A higher degree of confidence of those costs will be determined through the completion of the Belubula Water Security Project final business case. This is scheduled for completion in June 2025. CTW will require a significant level of grant support to undertake this vital project for the maintenance of water security in the region.

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

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:

It is projected that CTW will have an operating deficit from operations in 2024/25 due to a number of one off operational costs being present. These costs have been detailed earlier in the plan.

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 2034												
INCOME STATEMENT - GENERAL FUND												
Scenario: Base Case - Lake Rowlands Augmentation \$40M												
	Actuals	Current Year	Projected Years					Projected Years				
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,720,000	2,175,110	1,980,353	2,051,232	2,153,794	2,261,483	2,374,557	2,493,285	2,617,950	2,748,847	2,886,289	3,030,604
User Charges & Fees	4,956,000	5,872,441	6,655,593	6,977,012	7,290,141	7,617,374	7,814,349	8,170,228	8,383,956	8,760,518	9,154,046	9,565,307
Other Revenues	267,000	150,992	136,311	67,265	69,283	71,361	73,502	75,707	77,979	80,318	82,727	85,209
Grants & Contributions provided for Operating Purposes	17,000	40,000	-	-	-	50,000	-	-	-	60,000	-	-
Grants & Contributions provided for Capital Purposes	1,654,000	443,740	374,290	282,518	40,670,994	679,724	764,715	317,977	327,516	1,087,342	7,097,462	347,462
Interest & Investment Revenue	289,000	276,750	385,000	385,000	385,000	385,000	385,000	385,000	385,000	385,000	385,000	385,000
Other Income:												
Net Gains from the Disposal of Assets	-	60,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	25,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	8,928,000	9,019,033	9,571,547	9,803,027	50,609,211	11,104,943	11,452,124	11,482,198	11,832,401	13,162,024	19,645,525	13,453,582
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,384,000	2,869,500	3,086,012	3,179,181	3,241,544	3,338,790	3,438,954	3,542,123	3,648,386	3,757,838	3,870,082	3,985,686
Borrowing Costs	-	-	-	-	137,500	269,159	261,010	252,406	243,323	233,734	333,609	428,248
Materials & Contracts	2,583,000	2,919,375	3,243,216	3,011,537	3,096,825	3,192,428	3,289,579	3,386,994	3,487,602	3,591,498	3,702,867	3,817,808
Depreciation & Amortisation	2,727,000	2,725,700	2,998,000	3,113,161	3,216,767	3,281,685	3,347,943	3,415,569	3,484,591	3,515,039	3,586,943	3,660,333
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	55,000	14,500	20,000	21,403	22,045	22,707	23,388	24,090	24,812	25,557	26,323	27,113
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	51,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	7,800,000	8,529,075	9,347,228	9,325,282	9,714,681	10,104,769	10,360,874	10,621,181	10,888,715	11,123,665	11,519,824	11,919,188
Operating Result from Continuing Operations	1,128,000	489,958	224,319	477,745	40,894,530	1,000,174	1,091,250	861,016	943,686	2,038,359	8,125,701	1,534,394
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,128,000	489,958	224,319	477,745	40,894,530	1,000,174	1,091,250	861,016	943,686	2,038,359	8,125,701	1,534,394
Net Operating Result before Grants and Contributions provided for Capital Purposes	(526,000)	46,218	(149,971)	195,227	223,536	320,450	326,535	543,039	616,170	951,018	1,028,239	1,186,932

Central Tablelands Water 10 Year Financial Plan for the Years ending 30 June 2034 BALANCE SHEET - GENERAL FUND Scenario: Base Case - Lake Rowlands Augmentation \$40M												
	Actuals 2022/23	Current Year 2023/24	Projected Years									
	\$	\$	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	2,268,000	1,000,000	1,000,000	800,000	800,000	1,000,000	1,000,000	827,509	1,000,000	1,000,000	800,000	800,000
Investments	7,700,000	10,859,821	11,813,478	11,750,286	8,485,977	11,889,747	13,124,334	13,124,334	15,382,110	18,039,102	17,203,309	15,872,292
Receivables	1,040,000	529,586	571,344	570,117	6,046,201	634,794	693,337	653,520	684,849	837,181	1,671,007	762,903
Inventories	210,000	291,938	324,322	301,154	309,683	319,243	328,958	338,699	348,760	359,150	370,287	381,781
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	8,000	11,464	12,751	11,851	12,187	12,563	12,945	13,329	13,725	14,133	14,572	15,024
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	11,226,000	12,692,808	13,721,894	13,433,408	15,654,047	13,856,347	15,159,574	14,957,390	17,429,443	20,249,566	20,059,174	17,831,999
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	1,000	-	4,000	2,000	-	-	1,000	4,000	7,000	10,000	3,000	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	103,071,000	102,238,858	101,489,603	102,070,197	147,005,048	148,523,728	148,250,462	149,204,471	147,568,950	146,657,154	158,946,028	162,216,261
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	25,000	7,000	7,000	207,000	167,000	127,000	87,000	47,000	7,000	7,000	7,000	7,000
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	103,097,000	102,245,858	101,500,603	102,279,197	147,172,048	148,650,728	148,338,462	149,255,471	147,582,950	146,674,154	158,956,028	162,223,261
TOTAL ASSETS	114,323,000	114,938,666	115,222,498	115,712,605	162,826,096	162,507,075	163,498,036	164,212,862	165,012,393	166,923,720	179,015,202	180,055,260
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	594,000	678,348	714,467	702,680	724,917	750,576	776,328	806,758	834,303	863,688	894,660	926,836
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	14,848	11,489	8,672	1,248,402	22,399	23,473	9,760	10,053	35,218	217,858	10,665
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	146,156	154,305	162,909	171,992	181,582	191,706	319,320	337,124
Employee benefit provisions	975,000	1,002,062	1,028,279	1,054,707	1,081,315	1,108,074	1,134,722	1,134,722	1,134,722	1,134,722	1,134,722	1,134,722
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	1,569,000	1,695,258	1,754,235	1,766,059	3,200,790	2,035,355	2,097,431	2,123,232	2,160,659	2,225,333	2,566,559	2,409,347
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	4,783,686	4,629,381	4,466,472	4,294,480	4,112,898	3,921,193	7,545,747	7,208,623
Employee benefit provisions	21,000	20,450	20,985	21,525	22,068	22,614	23,158	23,158	23,158	23,158	23,158	23,158
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	21,000	20,450	20,985	21,525	4,805,754	4,651,995	4,489,630	4,317,638	4,136,056	3,944,351	7,568,905	7,231,781
TOTAL LIABILITIES	1,590,000	1,715,708	1,775,221	1,787,583	8,006,544	6,687,350	6,587,061	6,440,870	6,296,715	6,169,684	10,135,464	9,641,128
Net Assets	112,733,000	113,222,958	113,447,277	113,925,022	154,819,552	155,819,725	156,910,975	157,771,992	158,715,678	160,754,037	168,879,738	170,414,132
EQUITY												
Retained Earnings	49,127,000	49,616,958	49,841,277	50,319,022	91,213,552	92,213,725	93,304,975	94,165,992	95,109,678	97,148,037	105,273,738	106,808,132
Revaluation Reserves	63,606,000	63,606,000	63,606,000	63,606,000	63,606,000	63,606,000	63,606,000	63,606,000	63,606,000	63,606,000	63,606,000	63,606,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	112,733,000	113,222,958	113,447,277	113,925,022	154,819,552	155,819,725	156,910,975	157,771,992	158,715,678	160,754,037	168,879,738	170,414,132
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	112,733,000	113,222,958	113,447,277	113,925,022	154,819,552	155,819,725	156,910,975	157,771,992	158,715,678	160,754,037	168,879,738	170,414,132

Central Tablelands Water

10 Year Financial Plan for the Years ending 30 June 2034

CASH FLOW STATEMENT - GENERAL FUND

Scenario: Base Case - Lake Rowlands Augmentation \$40M

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	1,727,000	2,194,279	1,964,848	2,056,875	2,161,959	2,270,057	2,383,560	2,502,738	2,627,875	2,759,268	2,897,232	3,042,093
User Charges & Fees	4,855,000	6,073,789	6,613,231	6,959,626	7,273,203	7,599,673	7,803,694	8,150,978	8,372,395	8,740,149	9,132,759	9,543,061
Investment & Interest Revenue Received	142,000	377,584	375,064	387,054	370,316	433,209	340,606	386,813	368,439	366,608	387,412	405,252
Grants & Contributions	1,813,000	699,445	385,443	291,870	36,555,265	4,799,880	761,150	363,501	326,544	1,063,798	6,491,124	1,035,311
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	791,000	156,846	137,270	78,269	(18,149)	155,743	72,637	75,512	77,109	77,345	68,730	98,331
Payments:												
Employee Benefits & On-Costs	(2,316,000)	(2,841,827)	(3,052,451)	(3,147,825)	(3,212,662)	(3,308,692)	(3,408,887)	(3,537,054)	(3,645,272)	(3,754,630)	(3,866,778)	(3,982,282)
Materials & Contracts	(2,804,000)	(2,945,758)	(3,247,587)	(3,007,956)	(3,098,045)	(3,193,800)	(3,290,973)	(3,388,390)	(3,489,044)	(3,592,987)	(3,704,465)	(3,819,458)
Borrowing Costs	-	-	-	-	(137,500)	(269,159)	(261,010)	(252,406)	(243,323)	(233,734)	(333,609)	(428,248)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(209,000)	(11,980)	(8,415)	(24,350)	(18,921)	(18,621)	(19,207)	(18,696)	(20,395)	(21,001)	(21,549)	(22,191)
Net Cash provided (or used in) Operating Activities	3,999,000	3,702,379	3,167,402	3,593,563	39,875,467	8,468,290	4,381,569	4,282,995	4,374,329	5,404,817	11,050,855	5,871,868
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	7,600,000	-	-	63,192	3,264,309	-	-	-	-	-	835,793	1,331,017
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	130,000	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	18,000	5,000	5,000	5,000	10,000	10,000	10,000	5,000	5,000	5,000	5,000	15,000
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(7,600,000)	(3,159,821)	(953,657)	-	-	(3,403,770)	(1,234,587)	-	(2,257,776)	(2,656,993)	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(2,693,000)	(2,083,460)	(2,482,005)	(3,932,481)	(48,355,918)	(5,010,350)	(3,290,463)	(4,591,279)	(2,076,805)	(2,563,243)	(15,835,817)	(6,890,565)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	(200,000)	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(19,000)	-	(10,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	(100,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(2,664,000)	(4,970,379)	(3,167,402)	(3,793,563)	(44,805,309)	(8,122,134)	(4,227,264)	(4,292,578)	(4,029,846)	(5,223,236)	(15,003,023)	(5,552,548)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	5,000,000	-	-	-	-	-	4,000,000	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	(70,158)	(146,156)	(154,305)	(162,909)	(171,992)	(181,582)	(247,832)	(319,320)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	4,929,842	(146,156)	(154,305)	(162,909)	(171,992)	(181,582)	3,752,168	(319,320)
Net Increase/(Decrease) in Cash & Cash Equivalents	1,335,000	(1,268,000)	(0)	(200,000)	(0)	200,000	0	(172,491)	172,491	0	(200,000)	0
plus: Cash & Cash Equivalents - beginning of year	933,000	2,268,000	1,000,000	1,000,000	800,000	800,000	1,000,000	1,000,000	827,509	1,000,000	1,000,000	800,000
Cash & Cash Equivalents - end of the year	2,268,000	1,000,000	1,000,000	800,000	800,000	1,000,000	1,000,000	827,509	1,000,000	1,000,000	800,000	800,000
Cash & Cash Equivalents - end of the year	2,268,000	1,000,000	1,000,000	800,000	800,000	1,000,000	1,000,000	827,509	1,000,000	1,000,000	800,000	800,000
Investments - end of the year	7,700,000	10,859,821	11,813,478	11,750,286	8,485,977	11,889,747	13,124,334	13,124,334	15,382,110	18,039,102	17,203,309	15,872,292
Cash, Cash Equivalents & Investments - end of the year	9,968,000	11,859,821	12,813,478	12,550,286	9,285,977	12,889,747	14,124,334	13,951,843	16,382,110	19,039,102	18,003,309	16,672,292

Central Tablelands Water Capital Budget 2024-25 to 2033-34														
PROJECT/WORKS	Operational Plan	Amended Budget	Operational Plan 24-25	Delivery Program FYs 25-29	Delivery Program FYs 25-29	Delivery Program FYs 25-29	Delivery Program FYs 25-29	Delivery Program FYs 29-33	Delivery Program FYs 29-33	Delivery Program FYs 29-33	Delivery Program FYs 29-33	Delivery Program FYs 29-33	Delivery Program FYs 29-33	Total LTFP - Yr 1 to Yr 10
	2023/24	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2025-2034	Total
	Yr 0	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10		
	\$2,083,460	\$7,135,483	\$2,482,006	\$4,132,481	\$48,355,918	\$5,010,351	\$3,290,464	\$4,591,280	\$2,076,806	\$2,563,245	\$15,835,818	\$6,890,567	\$95,228,937	
Pump Replacement	53,000	116,468	54,855	56,775	58,762	60,819	62,948	65,151	67,431	69,791	72,234	74,762	643,528	
Vehicle Replacement	504,410	604,410	522,064	540,336	559,248	578,822	599,081	620,049	641,751	664,212	687,459	711,520	6,124,542	
Other Plant and Equipment Replacement	30,000	30,000	31,050	32,137	33,262	34,426	35,631	36,878	38,169	39,505	40,888	42,319	364,265	
Town-Village Restrictions Signage	80,000	80,000											0	
Computer Hardware/Office Equipment	31,050	31,050	32,137	33,262	34,426	35,631	36,878	38,169	39,505	40,888	42,319	43,800	377,015	
Business/Corp System				200,000									200,000	
Depot IT Hardware			20,000			20,000			20,000				80,000	
													0	
Blayney Administration Office Indoor Refurbishment		35,699	0		150,000	0							150,000	
Blayney Office - Outdoor refurbishment	10,000	27,873	20,350	10,712	11,087	11,475	11,877	12,292	12,722	13,168	13,629	14,106	131,417	
Depot Upgrades	60,000	177,560	200,000	140,000	100,000								440,000	
Reticulation Mains Renewals - Rural Scheme					35,000				40,000				75,000	
Acquisition of Crown Lands sites relating to existing CTW structures			50,000	50,000									100,000	
Reticulation Mains Renewals	150,000	738,007	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	800,000	
													0	
Trunk Main Renewals													0	
Trunk Main 'U' Renewal - 'C' to Canomodine P Stn - 10kms (2025/26 to 2026/27) - 20% Grant					1,900,000	1,900,000							3,800,000	
Trunk Main 'U' Renewal - Canomodine Pump Station to Top of Hill - 7 kms (1000kpa lift)	320,000		500,000	1,600,000									2,100,000	
Trunk Main Renewal 'U' - Top of Hill to Cudal - 11kms (2026/27 to 2027/28) - 20% Grant						1,900,000	2,280,000						4,180,000	
Trunk Main Renewal 'U' - 'C' to - Cudal - 4x Creek underbores replaced with creek crossings			250,000	250,000	250,000	250,000							1,000,000	
Trunk Main 'C' Renewal - Mandurama to 'U' - 35 kms (2030/31 to 2032/33)									339,000	5,763,000	5,763,000	5,763,000	11,865,000	
Trunk Main - Western Artery Pipeline Design - TM 'A', TM 'B' and TM 'C' (50% Grant)	300,000	300,000											0	
Trunk Main 'C' Renewal - 'U' to Old River Pump House - 33kms (2034/35)													0	
Trunk Main 'B' Renewal - CWTP to Mandurama Reservoir - 7kms (2034/35)													0	
Trunk Main A Renewal - Lake Rowlands to CWTP - 6 kms (2029/30)								3,600,000					3,600,000	
													0	
Manildra Reticulation Main relocation across new bridge.		64,000											0	
Lake Rowlands Wall Raising - 2.2 mtrs - (Grant \$34M , \$4M Loan Funds, \$2M Reserves)				1,000,000	39,000,000								40,000,000	
Gooloogong Bore - Renew Switchboard & Control systems		170,000											0	
Trunk Main I Relocation		19,000											0	
													0	
Reservoir Resealing and Coating Program			250,000										250,000	
													0	
Caragabal Potable Water System					6,000,000	0							6,000,000	
New Bore Gooloogong									1,000,000	180,000			1,180,000	
Renewal Energy Infrastructure	150,000	363,602		0									0	
Lake Rowlands Pumped Hydro Project													0	
Reticulation Main Extensions (Funded from Capital Contributions)	40,000	90,000	41,400	42,849	44,349	45,901	47,507	49,170	50,891	52,672	54,516	56,424	485,680	
CWTP PLC upgrade installation & Commissioning			70,000										70,000	
Carcoar Town Reservoir Refurbishments -New Internal Coating and Stairwell			42,000										42,000	
Carcoar Town Pump Station fitout - relocation Chlorine & Pumps from under Reservoir.			25,000										25,000	
Bangaroo Pump Stn - Switchboard, VSD and control system installation.		80,000											0	
Canomodine Pump Station		28,586											0	
Eugowra Pump Station	120,000	120,000											0	
Carcoar WTP 12 ML Reservoir		3,383,649											0	
Carcoar WFP - Mechanical and Electrical Refurbishment	60,000	60,000	62,100	64,274	66,523	68,851	71,261	73,755	76,337	79,009	81,774	84,636	728,520	
Carcoar WFP - Reseal Access Road	120,000	120,000											0	
Woodstock Pump Station		25,000											0	
Telemetry Upgrades	25,000	59,099	50,000				50,000						100,000	
New Metering - Gooloogong Bore		8,370											0	
New Metering - Lake Rowlands		11,988											0	
New Metering - - Quandialla Bore		2,622											0	
Blayney Water Treatment Plant - Equipment Renewals	30,000	30,000	31,050	32,137	33,262	24,426	15,281	15,815	10,000	5,000			166,970	
Blayney Water Filtration Plant - Renewals (50% Grant, 50% Loan)										1,000,000	9,000,000	0	10,000,000	
													0	

Central Tablelands Water Capital Budget 2024-25 to 2033-34														
	Operational Plan	Amended Budget	Operational Plan 24-25	Delivery Program FYs 25-29	Delivery Program FYs 25-29	Delivery Program FYs 25-29	Delivery Program FYs 25-29	Delivery Program FYs 29-33	Delivery Program FYs 29-33	Delivery Program FYs 29-33	Delivery Program FYs 29-33	Delivery Program FYs 29-33	Delivery Program FYs 29-33	Total LTFP - Yr 1 to Yr 10
PROJECT/WORKS	2023/24	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2033/34	2025-2034
	Yr 0	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 10	Total
	\$2,083,460	\$7,135,483	\$2,482,006	\$4,132,481	\$48,355,918	\$5,010,351	\$3,290,464	\$4,591,280	\$2,076,806	\$2,563,245	\$15,835,818	\$6,890,567	\$6,890,567	\$95,228,937
DPE Water Loss Management (WLM) Initiative Project														0
New Solar telemetry sites - Somer's Take off & Cranky Rock Rd - March QBRS		30,000												0
Installation of new metering - March QBRS		20,000												0
Purchase of new meters - March QBRS (100% grant)		58,500												0
CTW additional WLM Initiative														0
Upgrade outflow metering on existing 19 off telemetry reservoir sites - March 24 QBRS		50,000	50,000											50,000
Replacement of CWTP Fluoride package plant - 100% Grant			100,000											100,000
														0
Total Capital Expenditure	2,083,460	7,135,483	2,482,006	4,132,481	48,355,918	5,010,351	3,290,464	4,591,280	2,076,806	2,563,245	15,835,818	6,890,567	6,890,567	95,228,937
Funding Source														
Vehicle Sales	252,205	302,205	261,032	270,168	279,624	289,411	299,541	310,025	320,876	332,106	343,730	355,760	355,760	3,062,273
Plant Restriction	252,205	302,205	261,032	270,168	279,624	289,411	299,540	310,024	320,875	332,106	343,729	355,760	355,760	3,062,270
Capital Contributions - Mains Extensions	504,410	90,000	41,400	42,849	44,349	45,901	47,507	49,170	50,891	52,672	54,516	56,424	56,424	485,680
Capital Grant Funding	30,000	2,630,149	100,000	0	40,380,000	380,000	456,000			750,000	6,750,000	0	0	48,816,000
Infrastructure Restriction	1,044,640	3,810,924	1,818,542	3,549,296	2,372,322	4,005,628	2,187,875	3,922,061	1,384,164	1,096,360	3,343,843	2,122,623	2,122,623	25,802,715
Loan Funding					5,000,000	0					5,000,000	4,000,000	4,000,000	14,000,000
Total Funding	2,083,460	7,135,483	2,482,006	4,132,481	48,355,918	5,010,351	3,290,464	4,591,280	2,076,806	2,563,245	15,835,818	6,890,567	6,890,567	95,228,938
20/04/2024 11:25														

12.6) POLICY REVIEW - PROJECT MANAGEMENT POLICY AND METHODOLOGY (CM.PL.1)

Author: Director Finance & Corporate Services
IP&R Link: – 1.2: Compliance and Regulation

RECOMMENDATION:

That Council adopt the Project Management Methodology and Project Management Policy.

REPORT

Following the 21 February, 2024 Council meeting, the Project Management Methodology (PMM) and Project Management Policy (PMP) were placed on public exhibition on the Central Tablelands Water website.

Council resolved at the February Meeting to have the policy returned at the April 2024 meeting for adoption following the submission period.

The PMP outlines how CTW will plan, manage and execute projects. The PMP establishes the overall framework of what is expected when Council undertakes projects.

No submissions were received during the exhibition period.

The Project Management Methodology (PMM) and Project Management Policy (PMP) are now attached for Council's adoption.

The project value for the threshold for the full application of the methodology is set at \$1M dollars.

For projects of value under \$1M the methodology provides:

“Projects not exceeding the threshold estimated cost may adopt the methodology depending upon the complexity and/or risk of the project.”

The aim of this clause is to ensure that both the methodology and policy do not consume excessive resources and time when projects are relatively simple, or pose a low level of risk to CTW and are of lower value.

BUDGET IMPLICATIONS

The costs of administering the project methodology and project policy will be met from votes within the current and future Operational Plans which includes the engagement of a Project Manager within the organisational structure.

POLICY IMPLICATIONS

As outlined in the report.

ATTACHMENTS

- 1 [↓](#) Project Methodology Draft 5 - 10 pages
- 2 [↓](#) Project Management Policy Draft 5 - 9 Pages



METHODOLOGY

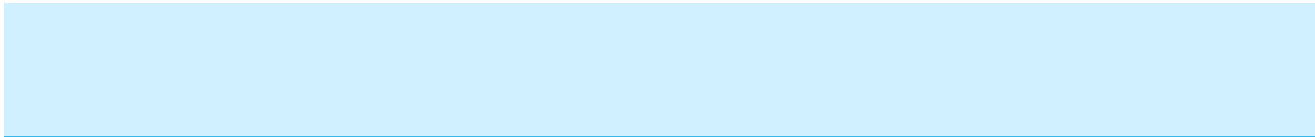


CENTRAL TABLELANDS WATER

DRAFT 5

**PROJECT
MANAGEMENT
METHODOLOGY**





DOCUMENT CONTROL

Document Title		Project Management Methodology			
Responsible Officer		Director Finance and Corporate Services			
Reviewed by					
Date Adopted					
Adopted by		Council			
Review Due Date					
Revision Number		1			
Previous Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)

What is CTW Project Management Methodology?

A four-stage project lifecycle (see figure 1 below), with guidance outlining the purpose of each stage, key activities and outputs of each stage, and useful templates, tools and signposts that can be used to help manage and control projects from start to finish.

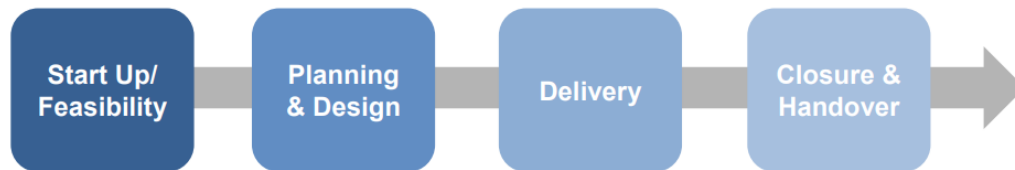


Figure 1: Project Lifecycle

Why do we need a Project Management Methodology?

Having a standard methodology helps to ensure that the Council’s projects are being managed in a consistent manner, are utilising best practice throughout, and project managers have clarity on what is required of them.

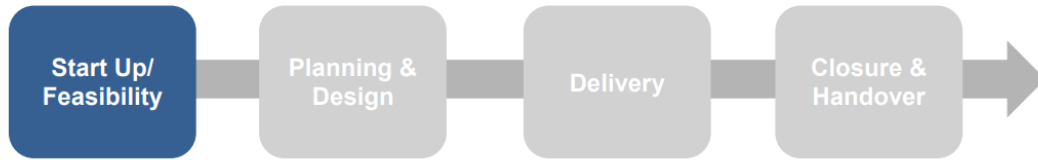
Who should use the Methodology?

- The four-stage lifecycle is mandatory for all projects on the Corporate Project Register. The guidance, tools and templates should be applied to these projects as appropriate, depending on the nature of the project.
- The methodology and its associated tools and templates will be used for all projects exceeding in estimated cost (GST excl) \$1 million dollars.
- Projects not exceeding the threshold estimated cost may adopt the methodology depending upon the complexity and/or risk of the project.

How to use the Methodology?

- The methodology is a tool to assist with the planning, management and execution of projects. It represents a base level of information that all projects should have, however templates and tools can be adapted to meet the specific requirements of individual projects.
- Structure and organise your project around the four-stage lifecycle. Use the guidance to understand the key activities and outputs required at each stage.

1. Start Up / Feasibility Stage



Purpose of the Stage

This stage starts once a formal acceptance for project initiation has been given. Its purpose is to ensure that appropriate time and effort are put into undertaking the feasibility work required to justify progression to the planning and design stage. It should provide enough information for senior management to make the decision as to whether the project should progress further.

Key Outputs and Activities of the Stage

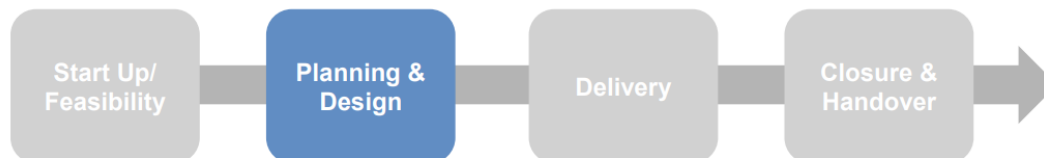
Business Case Part 1 - Outline Business Case:

- Project scope, objectives, and explanation of the benefits for the project.
- Dependencies with other projects, services, and external bodies.
- Assessment of potential impacts on other projects, services, and external bodies.
- Constraints on the project (e.g., political, financial, timescales).
- Assumptions that have been made while assessing the feasibility of the project.
- Indicative project timescales / milestones.
- Indicative costs and basis of indicative costs (including ongoing revenue implications).
- Funding sources, and details of any funding gaps.
- Assessment of high-level risks.
- Project approach (e.g., use in house resource or contract out)
- Initial assessment of legal, equality, climate change and carbon reduction implications
- Long list of potential options available to meet the objectives of the project. A short list of options should be selected from this for further appraisal at the planning and design stage.
- For capital projects:
 - Property / land assessment
 - Assessment of Sustainability Impacts

Initial Governance Arrangements:

- Indicative Project team structure emphasising expertise required for the delivery of the project.

2. Planning & Design Stage



Purpose of the Stage

This stage starts once the feasibility of the project has been considered and authorisation to proceed given. Its purpose is to finalise and get agreement of the preferred option to deliver the project objectives, undertake planning of the delivery stage, and complete all design work relating to the project's outputs (including any tendering exercises).

Key Outputs and Activities of the Stage

Business Case Part 2 - Options Appraisal:

- Appraisal of the short list of options derived from all options listed in the Outline Business Case.
- Each option should be assessed against clearly defined criteria, for example costs, benefits, timescales, level of risk etc. Cost / benefit analysis should be used where appropriate.
- A preferred option should be specified, with clear justification for its selection.
- For the preferred option details of the following to be specified: affordability (costs and funding), procurement and commercial considerations, summary of high-level risks, benefits profile, implications (legal, equality, climate change, and carbon reduction), project governance and delivery arrangements.

Planning:

- Stakeholder analysis
- Communication plan and timetable
- High level planning schedule
- Risk Assessment that includes use, creation, handling or sharing of personal or sensitive data/information.
- Equality Impact Assessment
- Sustainability Impact Assessment (where relevant)
- Consultation exercise (where relevant - may form part of the options appraisal)

Key Outputs and Activities of the Stage

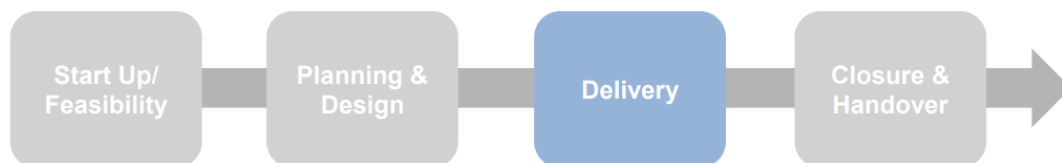
Delivery Stage Governance Arrangements:

- Potential Project team structure for the delivery stage of the project.

Design:

- Development of the following depending on the nature of the project being undertaken:
 - Specifications, drawings, or designs for project outputs
 - Acceptance Criteria / Customer quality expectations
- Generation of Tendering documentation

3. Delivery Stage



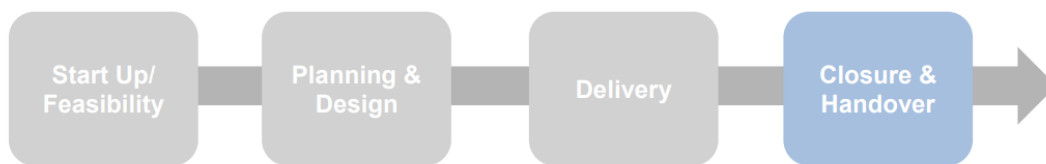
Purpose of the Stage

To execute and control the delivery of project outputs to achieve the objectives specified in the Outline Business Case. This includes the implementation and monitoring of contracts.

Purpose of the Stage

- Management of project delivery team (including 3rd parties)
- Monitor progress against project schedule
- Ongoing management of risks
- Issue management
- Ongoing stakeholder and communications management
- Spend monitoring
- Management of change requests
- Contract implementation and management (where there is a procurement element to the project)
- Quality control and Sign off of completed project outputs / work packages (where relevant)
- Detailed Progress reporting to CTW management and summary progress reporting to Council.
- Planning for project closure, handover, and benefits realisation.
- Logging of lessons learned

4. Closure & Handover Stage



Purpose of the Stage

To ensure a controlled close down and handover of the project and undertake post project planning to embed the change and deliver long term outcomes (such as delivery of savings, meeting performance targets, delivery of a new contract to specification).

Key Outputs and Activities of the Stage

Controlled closure of project:

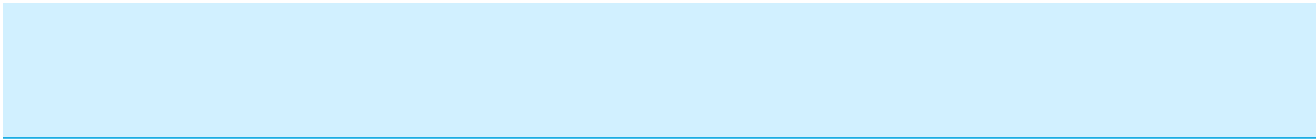
- Decommission the project team
- Summary of project performance
- Summary of lessons learned
- Post project implementation plan
- Handover of outstanding risks
- Handover of project outputs
- Asset capitalisation details given to Asset Officer and Finance Team.

Project Proposal Template

Basic Information	
Project Title	
Proposal Date	
Project Location	
Project Duration	
Total Cost	
Funded By	

1. Start-up/ Feasibility

<p>Project Description</p> <p>Briefly explain the rationale for the project, the need for improvements in this particular area, the efforts that have been undertaken so far and the value-added that the project is expected to bring.</p>
<p>Constraints on the project (e.g., political, financial, timescales)</p>
<p>Indicative costs (including ongoing revenue implications).</p>
<p>Funding sources, and details of any funding gaps</p>
<p>Assessment of high-level risks</p>
<p>Project approach (e.g., Use in house resource or contract out)</p>
<p>Initial assessment of legal, equality, climate change and carbon reduction implications</p>



List of potential options available to meet the objectives of the project	
<u>For capital projects:</u>	
Property / land assessment	<input type="checkbox"/>
Assessment of Sustainability Impacts	<input type="checkbox"/>

2. Planning & Design Stage

Activities & work Plan (describe the work plan)
Risks & Assumptions (identify the main risk related to the projects and give an overview of mitigation measures, including conditions to be met prior to and during the implementation as well as elements evidencing the sustainability of the processed action)
Sustainability Impact Assessment (where relevant briefly give an overview of key indicators foreseen for measuring progress. Once the project implementation ends, the project should be able to continue, and the project should be sustainable in the long term. Briefly describe the mechanisms, including financial mechanisms which shall be put in place to disseminate and consolidate the results of the project and ensure its financial sustainability.
Evaluation (indicate foreseen evaluation processes)

3. Delivery Stage

	Tick if completed	Comments
Progress Reports (prepare weekly & monthly progress reporting)		
Identify ongoing management of risks (prepare a list of all risks involved in the project)	<input type="checkbox"/>	
Ongoing stakeholder and communications management	<input type="checkbox"/>	
Spend & Progress monitoring	<input type="checkbox"/>	
Contract implementation and management (where there is a procurement element to the project)	<input type="checkbox"/>	
Quality control and Sign off of completed project outputs / work packages (where relevant)	<input type="checkbox"/>	
Logging of lessons learned		

4. Closure & Handover Stage

	Tick if completed	Comments
End Project report	<input type="checkbox"/>	
Summary of project performance	<input type="checkbox"/>	
Summary of lessons learned	<input type="checkbox"/>	
Post project implementation plan	<input type="checkbox"/>	
Handover of outstanding risks	<input type="checkbox"/>	
Handover of project outputs	<input type="checkbox"/>	



POLICY



CENTRAL TABLELANDS WATER

DRAFT 5

PROJECT MANAGEMENT POLICY



DOCUMENT CONTROL

Document Title		Project Management Policy			
Policy Number		CTW-PRO			
Responsible Officer		Director Finance and Corporate Services			
Reviewed by					
Date Adopted					
Adopted by		Council			
Review Due Date					
Revision Number		1			
Previous Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)

Introduction

Council has implemented a common project management framework that is to be used by all Council project managers to deliver successful projects.

Purpose

For Council to develop, maintain and implement an overarching Project Management Framework that:

- Provides a consistent Council wide framework for managing projects.
- Aligns projects with Council's strategic plans.
- Increases project transparency and visibility to enable effective decision making regarding the optimal use of resources.
- Delivers services through improved project management capability.
- Improves the efficiency and consistency in project delivery.
- Defines roles and responsibilities, performance measures and accountability for success.
- Identifies and manages project risks.
- Supports the capability development of staff managing projects.
- Supports process improvement, staff development and learning.

Scope

The Project Management Framework applies to all Council staff responsible for delivering any Council project with an estimate capital value exceeding \$1million (GST excl). The framework will consider the nature and size of different lower value projects to determine the complexity of the required documentation and reporting requirements.

If a project exceeding \$1million (GST excl) requires any exemption from, or variation to, the processes and documentation in this framework, prior approval must be obtained from the General Manager to proceed.

Projects not exceeding the threshold estimated cost may adopt this policy depending upon the complexity and/or risk of the project.

All projects must have funding approved and voted by Council. Funding may be from revenue, cash reserves, grants, or borrowings. In case of works considered an emergency funding approval may be sought after a commitment to the works has been made, subject to approval by the General Manager and Chairperson.

Policy

Council's Project Management Framework provides a systematic, consistent, and corporate wide approach to managing projects.

Policy Statement

Council strives to continually improve the efficiency and effectiveness of its performance in the provision of works and services for its customers, the community, and stakeholders. The following principles will guide how the projects will be managed.

Principles

Key principles of effective management of projects are:

- Project decisions are integrated with corporate strategic planning.
- Project investment decisions are based on Investment Logic Maps, Business Cases or similar with documented understanding of the project considerations, evaluation of alternatives, incorporation of 'life cycle' costs, benefits, and risks of project deliverables.
- An effective internal control structure is established to manage the projects.
- Review of project outcomes and documentation of learnings
- Projects are approved and funded by Council in its Operation plan or Quarterly Budget Review Statement.

This Project Management Framework addresses these principles by providing guidance for employees about matters that need to be taken into account when managing a project related to policies, procedures, templates and relevant checklists, to facilitate:

- effective and consistent project management across the organisation
- appropriate project governance
- effective change, communication, and risk management
- improvement to Council's project methodology through the use of post implementation reviews.
- Projects consider the impact of intergenerational equity.
- Project cost estimates to include a 20% contingency factor.

Project Management Framework Overview

- The Project Management Framework developed for Central Tablelands Water covers the lifecycle of a project and is broken down into four (4) generic project phases:

Phase 1 – Initiation and Approval

Phase 2 – Project Definition and Planning

Phase 3 – Execution and Control

Phase 4 – Closing

- The Framework includes of a set of streamlined processes, tools and templates that can be used by all project managers across the organisation, to capably manage any project (small or large scale) that they have, through its entire lifecycle

Project Sources

- Projects may be initiated from a variety of sources, including Council adopted strategies or plans, legislative requirements, community needs, Council resolutions or Council officer initiatives identified prior to annual business plan reviews and development.
- Regardless of their place of origin, a project is only to commence after the relevant approval process has been completed and business case supported.

Project Categorisation

- All projects will be subject to an Initial Project Assessment based on Council's Enterprise Risk Management Policy and involves consideration of project risk factors as well as projected cost. The outcome of that assessment then determines which category a project falls into low, medium, or high risk and subsequently, the appropriate level of diligence to be applied. The higher the level of project risk, the higher the level of planning and detail required.
- The appropriateness of project diligence is important. By providing the tiered approach to Project Management, the Framework aims to avoid unnecessary frustrations and delays that may result from over-management of simple, straight-forward projects, but at the same time, looks to prevent complications that can arise from complex projects being under-managed.
- All projects must follow the processes relevant to its categorisation, to ensure that appropriate controls are in place throughout the duration of the project.

Approval of Project Variances

- Any variance to a project's initial approved project plan, including to budget and/or timeline that falls outside of a project's defined tolerances, needs to be reported to and approved by the General Manager.
- All contract variations (capital or service) must be managed in accordance with Council's procedure for contract variation, detailed within Council's Procurement and Tendering Procedures.
- Where a contract variation is within the approved contingency it must be approved by an officer with an authority of financial delegation calculated on the total value of the variation.
- Where a contract variation results in the project contingency being exceeded, the variation will need to be reported to Council for funding approval. This may be done through the quarterly Budget Review Statement (QBRS) or in a report to the Council.

Reporting

- Council's Project Management Framework has been designed to ensure accurate and timely reporting. This policy requires Project Managers to enter regular status updates for projects under their control.
- At a minimum, a progress and budget update report showing the status of projects previously assessed as being medium or high-risk projects is to be presented to each ordinary meeting of Council.
- Project Management is also reportable to Council's Internal Audit Committee and therefore projects may be selected for internal audit test how this policy has been applied.

Mandatory Project Management Requirements

All projects will:

- Adhere to the Council Project Management Framework and be managed through the project management lifecycle.
- Have a direct link to an Operational Plan, Delivery plan or Asset plan. Exceptions to this will be approved by the General Manager and/ or responsible Director (delegations shall apply) only
- Have the documented Project Management Assessment/ Charter approved by the General Manager, responsible Director.
- Be subject to project assurance processes as appropriate to the scale and risk of the Project
- Have documentation managed in the corporate records management system. Ensure project cost estimates contain financial contingency at a minimum of 20% of estimated costs.
- Where the confidence level in the project estimates is low a higher contingency may be provided.
- Specify level and type of funding being sought and timeframe for the use of the funds when requesting additional or new funding from Council.
- Adhere to procurement processes.
- Be allocated (for capital projects only) a unique work order number/ general ledger (for financial budgeting and accounting purposes) and to be added to Council's assets register.
- Undertake post-completion report that will include an analysis of benefits realised, lessons learned and include a sign off on the quality and adequate completion prior to Project ledgers and Work Orders closed out.
- Have a designated Project Sponsor. This may be Council or an external party.

Project Sponsors will:

- Make themselves aware of their responsibilities of the role of Project Sponsor.
- Be accountable for the project benefits being realised and holds the responsibility and accountability for ensuring the project objectives are achieved.
- Align the project governance structure and processes with the Project Management Framework and undertake an orientation on project roles and responsibilities.
- Critique and if appropriate provide documented approval to the project for any foreseeable variation (this includes variation to project scope) to project cost and/ or project time greater than the approved tolerances.
- Where a foreseeable variation to project cost over and above the approved Council budget, becomes apparent, shall liaise with Finance to ensure that appropriate funding is located, and Councillor approval is sought for change in funding as appropriate.
- Complete appropriate project over expenditure reports
- Ensure records of meeting minutes and project decisions are kept in records.

- Ensure that when project sponsorship responsibility for projects change, a formal record of project sponsorship acceptance is gained and stored in records.
- Designate a project manager that is trained in project management (at the appropriate level) prior to starting a project.

Project Managers will:

- Be competent in project management prior to starting a project.
- Be responsible and is accountable for the delivery of the project objectives as well as ensuring the management of the project adheres to this Policy.
- Ensure all subject groups are managed effectively (integration, stakeholder, scope, resource, time, cost, risk, quality, procurement, and communication).
- Ensure project risks are articulated, the controls and risk treatment are monitored.
- Report the status of the project on a monthly basis to the project sponsor or more frequent as determined by the project sponsor.
- Provide the necessary information to the Project Sponsor so as to provide the Project Sponsor visibility and facilitate sound decision making.
- Gain documented Project Sponsor approval for any foreseeable variation (this includes variation to project scope) to project cost and/ or project time greater than the approved tolerances.
- Ensure that when responsibilities for projects and/ or project deliverables change a formal record of acceptance is stored in the records system.
- Maintain project management documentation necessary to provide information for project assurance activities.
- Shall ensure that appropriate project closure documentation is completed to enable asset capitalisation to occur, within 60 days of closing the project.

Project Team members will:

- Participate in the definition and estimation of work to be completed.
- Be responsible for the delivery of the project objectives as well as ensuring the management of the project adheres to this Policy

Project Related Document Management

All documentation associated with the management of a project is to be stored within records.

Policy Compliance

- All those persons involved in Council's project work are expected to read and understand this Policy so as to ensure that they are intimately aware of their responsibilities and processes to which they are to conform.
- Non-compliance with this Policy may result in appropriate remedial action in the form of disciplinary action and/or dismissal, being taken.

Review

A review of the policy for any necessary amendments will be undertaken no later than four (4) years after its formulation or after the last review.

Accountability, Roles, and Responsibilities

General Manager

The success of a particular project is dependent on the support and guidance of the General Manager and their input at strategic stages of the project to:

- The General Manager is responsible for the authorisation of this Policy.
- Ensure the project aligns with Council's strategic intent
- Provide oversight to the project from inception to completion
- Negotiate with and influence stakeholders to achieve the project outcomes
- Approve the project at key hold points, throughout its lifecycle
- Ensure the Council financial plan provides for the Whole of life costs of the new assets created including the long-term operating and maintenance costs

Council's Delegated Officers (including Managers and Directors)

- Develop an Investment Logic Map, Business Case, or similar process
- Identify and document outcomes and objectives
- Development of project scope, concept plans and cost estimates
- Develop and implement funding strategies
- Develop and implement community engagement strategies where applicable
- Appoint a Project Manager and Project Team
- Maintain an overview the project, and review project status report

All Employees

Any employee who has agreed to the appointment of Project Manager for a project shall take ownership of that projects' outcomes collaboratively with the Project Sponsor to achieve a holistic solution.

Project Managers are responsible for:

- Review and acceptance of project brief
- Development of a Project Plan
- Facilitating project development and delivery
- Liaison with and obtaining stakeholder approvals
- Monitor and seek approval for any changes to project scope, budget, and timing
- Prepare project progress reports throughout the project and as requested
- Project closures and handover

Definitions

Council means	Central Tablelands Council
GM, Directors, Managers,	any person employed by Council that holds a financial delegated authority to undertake the engagement of a contractor for the purchase of goods and services.
Project	An action being delivered by an individual or organization to meet unique objective; and/or deliverables within defined schedule, cost, and performance parameters.
Project Management	The process of guiding a project from its beginning through its performance, to its closure.
Project Sponsor	May be the Council or on behalf of an external party. External parties may include, but not be limited to, other tiers of Government.
Project Manager	The officer responsible for the day-to-day management of the project objectives, tasks, progress, and project team.
Project Team	Individuals, groups and/or organisations, including consultants, who are responsible for undertaking project tasks as directed by the Project Manager.

12.7) MAINTENANCE OF COUNCIL'S SYSTEMS (WS.MO.4)**Author:** Director Operations & Technical Services**IP&R Link:** Strategic Priority 1: Provide a high quality and reliable drinking water supply – 1.1.2: Review, update and implement existing maintenance program. – 1.1.4: Undertake regular water meter replacement program. – 1.5: Efficient use of water**RECOMMENDATION:**

That Council note the information in the General Report.

REPORT**GENERAL REPORT****a) Meter Reading**

The fourth meter read for the 2023-24 financial year commenced in accordance with CTW's meter reading schedule.

b) Meter Change Program

There have been twenty three (23) water meter changes since the previous reporting period.

c) Water Filtration Plants & Associated Ancillary Plants

Blayney Water Treatment Plant (BWTP) and Carcoar Water Treatment Plant (CWTP) has maintained their full operational performance. BWTP Fluoride package plant has maintained its full operational performance. CWTP Fluoride package plant was returned to service after gearbox and feeder repairs where completed. BWTP and CWTP Chlorination package plants have maintained their full operational performance.

d) Pump Stations

Cleaning of pump stations listed under general maintenance has continued throughout the supply network over the past months.

e) Drinking Water Quality

There have been no reportable incidences of exceeding CTW's Critical Control Points for the delivery of drinking water from CTW's Water Treatment Plants.

f) Trunk Mains

Ongoing telemetry monitoring of Trunk Mains continue as part of daily observations. Ongoing inspections continue to be hampered due to restricted staff resources.

g) Hydrants

Ongoing inspections and maintenance requirements have continued throughout towns on the CTW supply network during the previous three months.

h) Rural Scheme renewals

No renewals have been undertaken for this 2023-24 financial year.

i) Reticulation main renewals

Reticulation mains renewal has continued in the South Canowindra area.

BUDGET IMPLICATIONS

Nil.

POLICY IMPLICATIONS

Nil.

ATTACHMENTS

Nil.

12.8) PERFORMANCE OF COUNCIL'S SYSTEMS (WS.MO.4)

Author: Director Operations & Technical 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 – 2.1.3: Review and update levels of service and report on performance.

RECOMMENDATION:

That Council note the information in the report.

REPORT

FROM 1/2/2024 to 31/3/2024

a) *Main Breaks*

	Location	Date	Size	Comment
Millthorpe	Pilcher Street	26/02/2024	100mm	DNR
Blayney	Old Abattoir Site	13/03/2024	150mm	R&RP
Canowindra	Canowindra St	1/02/2024	120mm	DNR
Canowindra	TMC - Tidswell	22/02/2024	200mm	Weld
Canowindra	TMC – Belubula Way	23/02/2024	90mm	Weld
Moorbel	Moorbel Dr	18/03/2024	50mm	DNR
Eugowra	Meadowbank Rd	25/03/2024	100mm	DNR



Notes

1. CTW Mains (Trunk & Retic) Break score of 7/573km == 1.22/100km.
 Rolling Value across 12mths = 4.54/100km which is lower than the 2017-18 NSW State Median benchmark of 9.0 breaks/100km.

b) Service Activities and Requests

ACTIVITIES	PREVIOUS YEARS			THIS PERIOD		Total Meters
	2021	2022	2023	2024	% of Total meters	
BLAYNEY	14	29	13	11	0.73%	1509
BURST METER	0	0	0	0	0.00%	
CHECK METER READING	0	0	1	0	0.00%	
DIRTY WATER COMPLAINT	3	10	0	2	0.13%	
LEAKING HYDRANT	0	1	0	0	0.00%	
LEAKING METER	5	11	2	0	0.00%	
LEAKING SERVICE	4	0	2	4	0.27%	
LOW PRESSURE COMPLAINT	0	1	1	0	0.00%	
MAIN BREAK	1	4	0	0	0.00%	
MAINTENANCE - GENERAL	0	1	0	1	0.07%	
METER NEW / REPLACEMENT	1	0	1	4	0.27%	
METER NOT SHUTTING OFF	0	0	6	0	0.00%	
PATHCOCK FAILURE	0	1	0	0	0.00%	
STOP VALVE FAILURE	0	0	0	0	0.00%	
Total Complaints = 0						

ACTIVITIES	PREVIOUS YEARS			THIS PERIOD		Total Meters
	2021	2022	2023	2024	% of Total meters	
CANOWINDRA	13	13	29	18	1.56%	1153
CHECK METER READING	0	1	3	0	0.00%	
DIRTY WATER COMPLAINT	0	1	0	0	0.00%	
LEAKING METER	5	3	5	3	0.26%	
LEAKING SERVICE	6	4	9	9	0.78%	
LOW PRESSURE COMPLAINT	0	2	1	1	0.09%	
MAIN BREAK	1	0	5	0	0.00%	
MAINTENANCE - GENERAL	0	2	2	2	0.17%	
METER NEW / REPLACEMENT	1	0	0	0	0.00%	
METER NOT SHUTTING OFF	0	0	1	2	0.17%	
PATHCOCK FAILURE	0	0	1	0	0.00%	
NO WATER COMPLAINT	0	0	2	1	0.09%	
Total Complaints = 2						

ACTIVITIES	PREVIOUS YEARS	THIS PERIOD	
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	2021	2022	2023	2024	% of Total meters	Total Meters
CARCOAR	1	2	1	3	2.22%	135
CHECK METER READING	0	0	1	1	0.74%	
LEAKING METER	0	0	0	1	0.74%	
LEAKING SERVICE	0	1	0	1	0.74%	
MAIN BREAK	0	1	0	0	0.00%	
METER NOT SHUTTING OFF	1	0	0	0	0.00%	
NO WATER COMPLAINT	0	0	0	0	0.00%	
Total Complaints = 0						

ACTIVITIES	PREVIOUS YEARS			THIS PERIOD		Total Meters
	2021	2022	2023	2024	% of Total meters	
CARGO	3	1	4	0	0.00%	163
LEAKING METER	1	1	1	0	0.00%	
LEAKING SERVICE	0	0	3	0	0.00%	
MAIN BREAK	0	0	0	0	0.00%	
NO WATER COMPLAINT	0	0	0	0	0.00%	
METER NEW / REPLACEMENT	2	0	0	0	0.00%	
Total Complaints = 0						

ACTIVITIES	PREVIOUS YEARS			THIS PERIOD		Total Meters
	2021	2022	2023	2024	% of Total meters	
CUDAL	0	6	9	9	3.73%	241
LEAKING METER	0	3	6	2	0.83%	
LEAKING SERVICE	0	3	0	5	2.07%	
MAIN BREAK	0	0	1	0	0.00%	
MAINTENANCE – GENERAL	0	0	2	0	0.00%	
METER NEW / REPLACEMENT	0	0	0	1	0.41%	
PATHCOCK FAILURE	0	0	0	1	0.41%	
Total Complaints = 0						

ACTIVITIES	PREVIOUS YEARS			THIS PERIOD		Total Meters
	2021	2022	2023	2024	% of Total meters	
EUGOWRA	2	9	15	11	2.82%	390
CHECK METER READING	1	0	3	1	0.26%	
DIRTY WATER COMPLAINT	0	0	0	1	0.26%	
LEAKING HYDRANT	0	0	1	1	0.26%	
LEAKING METER	1	1	3	1	0.26%	

LEAKING SERVICE	0	1	4	5	1.28%	
LOW PRESSURE COMPLAINT	0	0	0	1	0.26%	
MAIN BREAK	0	1	1	0	0.00%	
MAINTENANCE – GENERAL	0	2	1	0	0.00%	
METER NEW / REPLACEMENT	0	3	0	1	0.26%	
METER NOT SHUTTING OFF	0	0	1	0	0.00%	
NO WATER COMPLAINT	0	0	1	0	0.00%	
QUALITY COMPLAINT	0	1	0	0	0.00%	
Total Complaints = 2						

ACTIVITIES	PREVIOUS YEARS			THIS PERIOD		Total Meters
	2021	2022	2023	2024	% of Total meters	
GRENFELL	18	15	15	19	1.40%	1354
BURST METER	0	1	0	0	0.00%	
CHECK METER READING	1	1	1	2	0.15%	
CUSTOMER DAMAGED METER	0	1	0	0	0.00%	
DIRTY WATER COMPLAINT	0	0	1	4	0.30%	
HYDRANT LEAKING	0	1	0	0	0.00%	
LEAKING METER	3	3	5	2	0.15%	
LEAKING SERVICE	5	2	7	5	0.37%	
LOW PRESSURE COMPLAINT	3	3	0	0	0.00%	
MAIN BREAK	1	0	0	1	0.07%	
MAINTENANCE – GENERAL	1	1	0	2	0.15%	
METER NEW / REPLACEMENT	2	0	0	0	0.00%	
METER NOT SHUTTING OFF	1	1	0	2	0.15%	
NO WATER COMPLAINT	0	0	0	0	0.00%	
PATHCOCK FAILURE	0	1	0	0	0.00%	
QUALITY COMPLAINT	0	0	1	1	0.07%	
STOP VALVE FAILURE	1	0	0	0	0.00%	
Total Complaints = 5						

ACTIVITIES	PREVIOUS YEARS			THIS PERIOD		Total Meters
	2021	2022	2023	2024	% of Total meters	
LYNDHURST	5	1	0	2	0.13%	162
CHECK METER READING	1	0	0	0	0.00%	
DIRTY WATER COMPLAINT	1	0	0	0	0.00%	
LEAKING METER	0	0	0	0	0.00%	
LOW PRESSURE COMPLAINT	0	0	0	0	0.00%	
MAINTENANCE – GENERAL	1	0	0	1	0.62%	
METER NEW / REPLACEMENT	2	0	0	1	0.62%	

NO WATER COMPLAINT	0	1	0	0	0.00%	
Total Complaints = 0						

ACTIVITIES	PREVIOUS YEARS			THIS PERIOD		Total Meters
	2021	2022	2023	2024	% of Total meters	
MANDURAMA	2	2	4	1	0.75%	134
CHECK METER READING	1	0	0	0	0.00%	
LEAKING METER	0	0	3	0	0.00%	
LEAKING SERVICE	0	1	0	0	0.00%	
LOW PRESSURE COMPLAINT	0	0	0	0	0.00%	
MAIN BREAK	0	0	0	0	0.00%	
MAINTENANCE – GENERAL	1	0	1	1	0.75%	
NO WATER COMPLAINT	0	1	0	0	0.00%	
Total Complaints = 0						

ACTIVITIES	PREVIOUS YEARS			THIS PERIOD		Total Meters
	2021	2022	2023	2024	% of Total meters	
MANILDRA	1	2	4	1	0.00%	282
CHECK METER READING	0	0	0	1	0.35%	
LEAKING METER	0	0	0	0	0.00%	
LEAKING SERVICE	1	1	2	0	0.00%	
LOW PRESSURE COMPLAINT	0	1	0	0	0.00%	
HYDRANT LEAKING	0	0	1	0	0.00%	
MAIN BREAK	0	0	0	0	0.00%	
METER NEW / REPLACEMENT	0	0	1	0	0.00%	
QUALITY COMPLAINT	0	0	0	0	0.00%	
Total Complaints = 0						

ACTIVITIES	PREVIOUS YEARS			THIS PERIOD		Total Meters
	2021	2022	2023	2024	% of Total meters	
MILLTHORPE	3	4	3	4	0.86%	463
BURST METER	0	0	0	0	0.00%	
CHECK METER READING	0	0	1	0	0.00%	
LEAKING METER	0	1	0	1	0.22%	
LEAKING SERVICE	1	1	0	0	0.00%	
LOW PRESSURE COMPLAINT	0	0	1	0	0.00%	
DIRTY WATER COMPLAINT	0	0	1	0	0.00%	
LOW PRESSURE COMPLAINT	0	0	0	1	0.22%	
MAIN BREAK	2	0	0	1	0.22%	

MAINTENANCE - GENERAL	0	1	0	0	0.00%	
METER NEW / REPLACEMENT	0	0	0	1	0.22%	
QUALITY COMPLAINT	0	1	0	0	0.00%	
Total Complaints = 0						

ACTIVITIES	PREVIOUS YEARS			THIS PERIOD		Total Meters
	2021	2022	2023	2024	% of Total meters	
QUANDIALLA	0	0	2	0	0.00%	101
METER NOT SHUTTING OFF	0	0	1	0	0.00%	
LEAKING SERVICE	0	0	1	0	0.00%	
Total Complaints = 0						

TOTAL ACROSS CTW TOWNSHIPS	62	84	99	79	1.30%	6087
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Notes:

1. Comparison values listed each year use data from the period covering the same months of the year i.e. February and March.
2. Total Meters is the number of meters connected to properties.
3. CTW complaint rolling value score across 12mths == 5.42, which is slightly higher than the 2017/18 NSW State median of 5.0 complaints/1000 connections.
4. CTW Total Service Activities and Requests score == 1.30%, which is below CTW benchmark of 5% across all townships.

c) *Lake Rowlands*

The current level of Lake Rowlands Dam is 92% (18.4.24) with the Dam’s scour valve closed.

d) *Water Services*

Since 1st February 2024, there have been an additional four (4) new domestic water services connected to, and one (1) water meter disconnected from Council’s mains.

e) *Water transfer through CTW ⇔ OCC pipeline*

No water has been transferred to, or from, Orange using this pipeline.

BUDGET IMPLICATIONS

Nil.

POLICY IMPLICATIONS

Nil.

ATTACHMENTS

Nil.

12.9) WATER LOSS MANAGEMENT INITIATIVE (WS.MO.4)

Author: Director Operations & Technical Services
IP&R Link: Strategic Priority 1: Provide a high quality and reliable drinking water supply – 1.5: Efficient use of water – 1.1: Service provision through fit for purpose infrastructure – 1.1.2: Review, update and implement existing maintenance program. – Strategic Priority 3: Regional leadership and collaboration – 3.1: Regional collaboration and partnerships – 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.

RECOMMENDATION:

That Council note the information in the report.

REPORT

Central Tablelands Water (CTW) has engaged with the Central NSW Joint Organisation (CNSWJO) to be part of a Water Loss Management Initiative Program, in which grant funding can be used to assist with purchasing appropriate materials.

CTW has nominated a combination of high pressure meter units that will be suitable for monitoring Trunk Main flows as well as lower pressure meter units that will be suitable for monitoring Reservoir outflows. All new meter units selected will integrate with our telemetry system to provide values of instantaneous flowrates (litres/second), continuous quantity value (ML/KL) and daily totalising (ML/day).

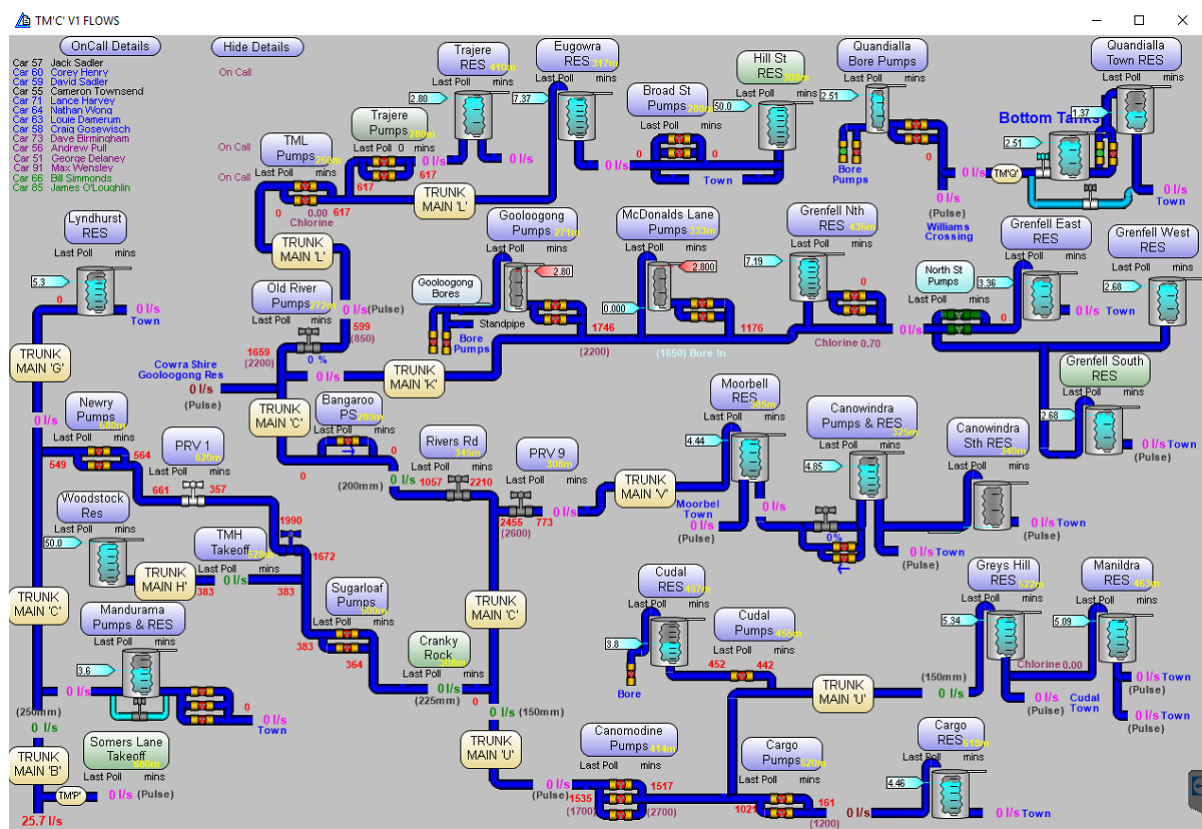
CTW has been successful in obtaining grants totaling \$58,405.00 to date. However, CTW believes an expansion of these meter units throughout the entire network system will provide multiple benefits when merged with the current telemetry system.

Notably these benefits include:

1. The ability of immediate identification of major leaks in the Trunk Main network and refined location identification of these leaks using a combination of instantaneous flow and pressure values.
2. The ability to recognise minor leaks in the Trunk Main network and refined location identification of these leaks using comparisons of a combination of daily total flows and quarterly totalising values against quarterly meter reading consumption and reservoir volumes.
3. The ability of immediate identification of major leaks in our reticulation networks using instantaneous flow rates.
4. The ability to recognize minor leaks in our reticulation networks using daily comparisons of both instantaneous flowrates (litres/sec) and totaliser flows (kL/hr) of water leaving the reservoir during minimum flow periods i.e., 1am ⇔ 2am or 2am ⇔ 3am etc.
5. The ability to generate and record an actual water loss value by comparing quarterly totalising values of the Reservoir outflow meter against quarterly meter reading consumption of the totalised consumer individual meter recordings.
6. Reduced operational costs by minimisation of water losses in CTW's networks.

In order to maximise the above benefits, DOTS nominates a combination of new telemetry sites, new metering at existing telemetry sites and replacement of existing pulse meters with new meters that provide instantaneous and totalising values.

These sites are shown in the below diagram, where new telemetry sites are shown in green, high pressure Trunk Main meters are shown in green and low pressure meters are shown in pink.



BUDGET IMPLICATIONS

Costings for the above have been noted in last week's CTW Budget workshop.

	Amended Budget	Operational Plan 24-25
PROJECT/WORKS	2023/24	2024/25
DPE Water Loss Management (WLM) Initiative Project		
New Solar telemetry sites - Somer's		
Take off & Cranky Rock Rd	30,000	
Installation of new metering	20,000	
Purchase of new meters (100% grant)	58,500	

CTW additional WLM Initiative

Upgrade outflow metering on existing 19 off telemetry reservoir sites	50,000	50,000
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POLICY IMPLICATIONS

Nil

ATTACHMENTS

Nil

13. QUESTIONS ON NOTICE

(General Manager)

No questions on notice were received.

ATTACHMENTS

Nil

14. CONFIDENTIAL MATTERS

RECOMMENDATION:

That, as the business for the Ordinary Meeting has now concluded, Council Proceed into Committee of the Whole to discuss the items referred to in the report

14.1) GENERAL MANAGER'S CONTRACT (GO.CO.1)

This matter is considered to be confidential under Section 10A(2) (a) of the Local Government Act, as it deals with personnel matters concerning particular individuals.