Central Tablelands Water

Business Paper

Extraordinary Meeting of Central Tablelands Water

7 May 2025

Old Vic Inn,Canowindra

Central Tablelands Water

Friday, 2 May 2025

Notice to Members

Your attendance is requested at an Extraordinary Meeting of Council to be held at the Canowindra on Wednesday, 7 May 2025 at 10.00am.

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. Matters Arising from Previous Meetings
6. Reports of Staff
7. Confidential Matters
8. Late Reports
9. Conclusion of the Meeting

Yours faithfully

Charlie Harris
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.

INDEX OF REPORTS
OF THE EXTRAORDINARY MEETING OF CENTRAL TABLELANDS WATER
HELD ON WEDNESDAY 7 MAY 2025

6. REPORTS OF STAFF

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

Author: Corporate Service 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

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RECOMMENDATION:

That Council:

1. Endorse the draft Integrated Planning & Reporting Plans:
    a) Business Activity Strategic Plan
    b) Operational Plan 2025-26
    c) Long Term Financial Plan 2025-2035
    d) Delivery Program 2025-2029
    e) Workforce Management Plan 2022-2026
    f) Asset Management Plan 2025
2. Place them on public exhibition for a period of 28 days.

REPORT

Following the Council Budget Workshop held on 26 March 2025, the draft IP&R plans have been developed or reviewed, and are presented to Council for endorsement and to be placed on public exhibition for a period of no less than 28 days:

- Business Activity Strategic Plan
- Operational Plan 2025-26
- Long Term Financial Plan 2025-2035
- Delivery Program 2025-2029
- Workforce Management Plan 2022-2026
- Asset Management Plan 2025.

Business Activity Strategic Plan (BASP)

The BASP was reviewed and updated with improved Mission, Vision, and Values statements. The Strategic Strategies were aligned with the priorities in the other IP&R plans.

Operational Plan 2025-26 and Long Term Financial Plan 2025-2035

The principles for the draft 2025/26 Operational Plan are summarised below:

1. A two-part pricing policy of an availability 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. Some major consumers are billed monthly.
4. Development Service Charges are set in accord with methodology set down in accord with the Development Servicing Plan. These charges are indexed annually in accord with movements in the Sydney City CPI.
5. Dedicated fire services connections are charged the fee applicable to a 20mm meter service. Full access charges apply if the fire service is used for purposes other than fire control or testing of the service. Testing should be advised to Council to ensure that a

full access charge is not levied. Lack of notification resulting in administrative work will attract an administration processing fee of $55.

6. Pensioner rebates are processed per the Local Government Act.

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

The Operational Plan and LTFP provide for the financial sustainability of Council over the next decade (2025/26 to 2034/25) whilst maintaining services and providing for major capital renewals and infrastructure upgrades.

There is a proposed increase of 20% in the 2025/26 and 2026/27 financial years, to the availability charge. Council considered two options before it settled on the 20% increase over 2 years. An alternate option of 10% over 4 years was discounted due to the prolonged deficits it would cause the Council, as well as the lower overall operating results over the life of the LTFP.

By applying the principles of full cost recovery to the availability charge, the proposed increase will help cover the costs of maintaining and upgrading our large water infrastructure. This will ensure we have the funds needed to replace old equipment and fix any outstanding issues, providing a continuous and sustainable water supply. Unlike usage-based charges, which fluctuate with water consumption, the availability charge provides a stable revenue stream. This will help the Council stabilise its finances and reduce revenue fluctuations.

Fees and Charges

- Availability charges are increasing by 20%.
- A 4% increase in user charges from $3.96 to $4.12per kilolitre (kL).
- 20% increase in availability charges, with a standard 20mm meter connection increasing from $292 to $352 per annum.
- For a household with a standard 20mm connection using 155 Kl of water per year, this represents an average increase of $84.80, or 9.4% per year, or $1.63 per week.
- Developer Charges increased by 2.4% as per CTW's Development Servicing Plan 2021, being $7,351 per equivalent tenement (ET) for the Lake Rowlands supply area.

The 20mm service connection will move from $292.00 to $352.00 or $73.00 to $88.00 per quarter. For a household with a standard 20mm connection using 155 kilolitres of water per year, this represents an average increase of $84.80, or 9.4% per year, or $1.63 per week.

The impact of the proposed changes in the water charges using the proposed $4.12 per kL for residential consumers are shown in the table below:

Annual usage (Kls)	**Annual increase** ($)	**Annual increase** (%)	**Annual increase per week** ($)
155	84.80	9.4	1.63
200	92.00	8.5	1.77
300	108.00	7.3	2.56

The overall impact of the proposed price changes is dependent on the level of annual water consumed by customers. Lower overall consumption will reduce the impact of the increase in dollar terms; however, the annual percentage increase will be larger. Please contact Council if you wish to obtain an estimate of the impact of the changes on your annual water account based upon your consumption history.

Operational Expenditure

- Salaries & Wages costs are based upon an FTE of 27.6 up from a current FTE of 24.6. The total includes the engagement of two trainees and the split of the Director Finance & Corporate Services position into two positions (a Corporate Services Manager and Chief Financial Officer). It should be noted that most of the additional employee costs incurred in respect of the trainees will be funded by a Traineeship grant from the Office of Local Government.
- Superannuation costs to increase from 11.5% to 12% (SGC).
- Electricity costs are estimated to increase by 10%.
- Insurances are expected to increase by up to 4%.

Major Capital Expenditure

- Smart meter replacement $1.5M
- Depot Upgrade Program for Canowindra, Blayney, and Grenfell Depots $380K plus additional $370,000 to be carried over from 2024/25.
- Renewal and upgrade of 7km area of Trunk Main “U” from Conomadine Pump Station to the top of the Hill, 2026/27 $1.9M
- Renewal and upgrade of Trunk Main Renewal 'U' - 'C' to - Cudal – 1 x Creek crossing
- Lake Rowlands Dam Wall raising $40M, 2030-32
- Renewal of Blayney Water Treatment Plant $15.3M, 2023-34

Loan Funding

- Council does not currently have any borrowings.
- Council does not plan to undertake any loan borrowings in the 2025/26FY.
- As identified in the Long Term Financial Plan, the next consideration of borrowings will be in 2031/32.

Delivery Program 2025-29

The Delivery Program was reviewed to ensure that the Strategic Priorities and Activities align with Council’s ability to continue to provide high quality and reliable water for its customers. The timing of the activities was adjusted, where necessary, to reflect when activities will be conducted.

Workforce Management Plan 2022-26

This Workforce Management Plan (WMP) is aimed at ensuring CTW continue to attract, develop, and retain capable, innovative, and committed staff, with the capacity and resources to provide high quality services to CTW’s valued customers.

The WMP identifies the resources Council requires to continue its strategic direction to deliver services in an efficient and effective manner.

The 2025/26 estimate is based upon a 3% Award increase and an FTE of 27.6 up from a current FTE of 24.6. The total includes the engagement of two trainees and the split of the Director Finance & Corporate Services position into two positions (Corporate Services Manager and Chief Financial Officer). It has been assumed that the 27.6 FTE will be maintained over the life of the LTFP, noting that more detailed workplace assessment work will be undertaken in 2025/26.

It should be noted that most of the additional employee costs incurred in respect of the trainees will be funded by a Traineeship grant from the Office of Local Government.

Asset Management Plan 2025

The Asset Management Plan is a living document designed to describe how CTW manages its Water Supply infrastructure to meet its responsibilities in a cost-effective and risk-conscious manner.

CTW has defined levels of service that detail the standards that the water supply systems will be delivered to customers. CTW characterises service levels in line with the International Infrastructure Management Manual (IPWEA, 2015). As such, levels of service are considered in two parts: community levels of service and technical levels of service.

BUDGET IMPLICATIONS

As per the 2024/25 Operational Plan.

POLICY IMPLICATIONS

Nil

ATTACHMENTS

1 Business Activity Strategic Plan - Reviewed 2025
2 Draft Operational Plan 2025/26
3 Draft Long Term Financial Plan 2025-35
4 Draft Delivery Program 2025-2029 - Reviewed 2025
5 Draft Workforce Management Plan - Reviewed 2025
6 Draft Asset Management Plan 2025

BUSINESS ACTIVITY STRATEGIC PLAN 2022-2032

Central Tablelands Water

Reviewed June 2025

CONTENTS

INTRODUCTION

The Local Government Act 1993 requires all councils including county councils to prepare Integrated Planning & Reporting (IP&R) documents under an IP&R Framework. The purpose of the inter-related suite of IP&R documents is to:

- Ensure the long-term sustainability of council
- Provide increased transparency and accountability
- Guide council in all that they do
- Provide an evidence base for all decisions
- Provide regular opportunities for monitoring and review
- Demonstrate how services are to be delivered; asset investments and other decisions are made, addressing long-term goals and objectives of the council and its stakeholders.

County Councils conduct the IP&R process with modified requirements for the Community Strategic Plan (CSP). All other components must still be delivered, but at an appropriate scale. Where county councils undertake other mandatory strategic and business planning (e.g. integrated water cycle management planning or drought management strategies), these must be wholly integrated with the IP&R framework.

All county councils are required to develop a Business Activity Strategic Plan (BASP) that:

- identifies the business priorities of council for a minimum 10-year period from when the plan is endorsed;
- establishes high-level objectives, together with strategies for achieving objectives;
- has due regard to the CSPs of a county council's constituent councils; and
- is developed in consultation with constituent councils and refers to relevant regional strategic priorities and policies of a Joint Organisation that apply to the county council's operations or functions.

Review

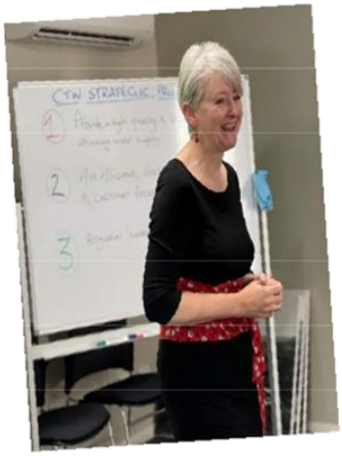
County councils must review the BASP following the ordinary election of councilors to constituent councils and before 30 June. At this time, the county council can endorse the existing BASP, endorse amendments, or develop and endorse a new BASP as appropriate - ensuring that the BASP covers a minimum 10-year timeframe.

Reporting

County councils are required to prepare annual reports, 6 monthly progress reports, quarterly budget review statements and annual financial statements.

Communicating

County councils must develop a Community Engagement Strategy to guide the way they communicate and engage with constituent councils and other relevant stakeholders. Each county council must publish a copy of the BASP on its website within 28 days of it being endorsed, and also notify and provide a copy or online link to the BASP to the NSW Office of Local Government.



CENTRAL TABLELANDS WATER (CTW) – PROFILE

CTW is a water supply authority constituted under NSW Local Government legislation. First proclaimed in 1944 the county embraces the Shires of Blayney, Cabonne and Weddin providing drinking water to these communities. Bulk drinking water is also supplied to Cowra Council to service rural consumers on Trunk Mains "C & H" and the villages of Woodstock and Gooloogong.

CTW currently has approximately 6,100 water connections and provides potable water to 15,000 consumers in 14 towns and villages.

CTW is a constituency of three (3) local government areas: Blayney, Cabonne and Weddin. The Board of CTW comprises two (2) delegates each elected by their constituent council for a four-year term. This current term runs from the election held in September 2024 to September 2028.

The current CTW Board Members are:

Cabonne Shire Council

Cr Marlene Nash

Cr Andrew Rawson - Chairperson

Blayney Shire Council

Cr Craig Gosewisch - Deputy Chairperson

Cr John Newstead

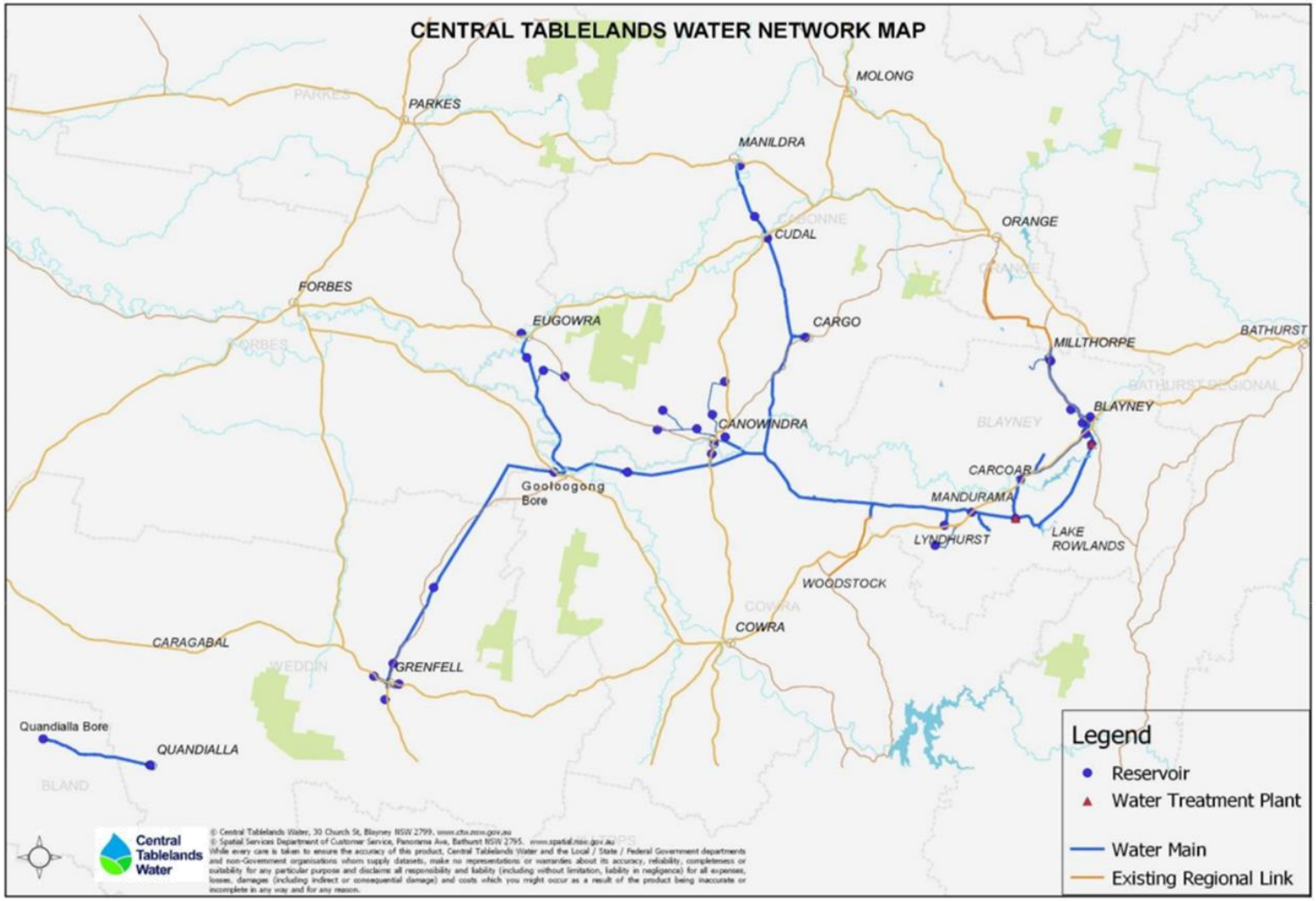
Weddin Shire Council

Cr Paul Best

Cr Jan Parlett

Central Tablelands Water

CTW's WATER SUPPLY NETWORK



MISSION

To supply quality, affordable drinking water to our customers, in collaboration with our constituent councils.

VISION

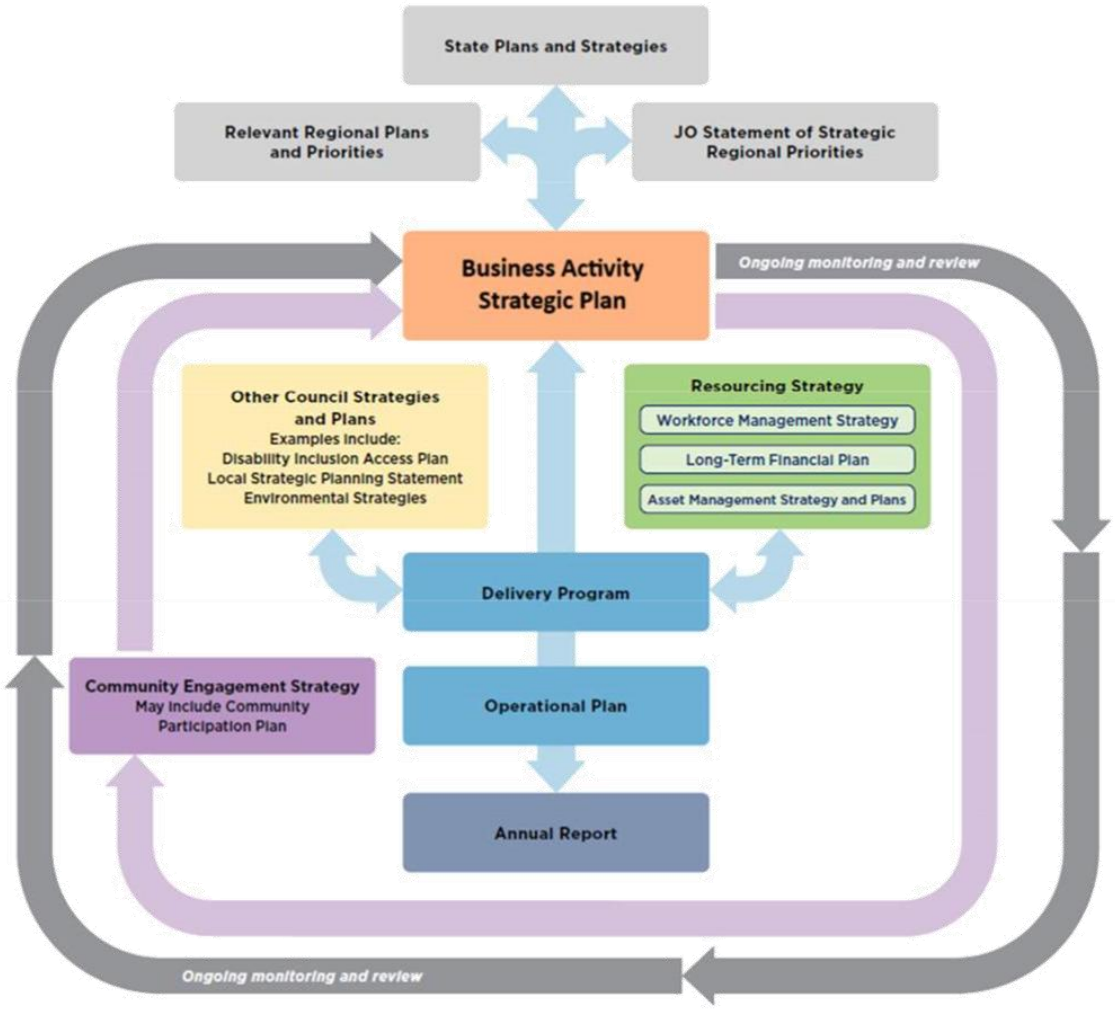
As a regional leader and provider, to achieve excellence in water supply, now and into the future.

VALUES

Central Tablelands Water values our customers, our workforce, and our regional partners. We provide our water supply valuing sustainability, quality, efficiency, equity, and innovation.

Tablelands Water

IP&R FRAMEWORK



Tablelands Water

CONSTITUENT COUNCIL PRIORITIES

In identifying its strategic priorities and activities, CTW is required to give due regard to the future plans and needs of its constituent councils' communities as it relates to the provision of water supply, and as outlined in their respective Community Strategic Plans.

Constituent Council	Community Strategic Plan Priorities

Blayney Shire Council	• Our local planning instruments supports a viable and productive agricultural sector.
	  ○ Maintain the availability and quality of water for use in rural areas.
	• The Belubula River, waterways and tributaries that flow into our regional water catchments and water supply sources are clean, healthy and biodiverse.
	  ○ Clean up waterways throughout the Shire including removal of willow trees, other noxious species, creating wildlife habitat

Cabonne Council	• Cabonne residents have access to secure, quality and reliable water supply. ○ Future-proof our water resources through preparing for droughts and being responsible water users. All towns and villages have access to a secure potable water supply.

Weddin Shire Council	• Collaborative wealth building (strong, diverse and resilient local economy).
	  ○ A strong and progressive agricultural sector is maintained.
	  ○ Essential infrastructure and services to support business activity are available.
	  ○ Existing businesses and new industries are supported and encouraged so as to increase job opportunities.
	  ○ Availability of land zoned for development and vacant premises is provided and promoted.
	  ○ The Local Economic Development Strategy establishes mechanisms to foster partnerships to advance economic activity.

Shire Council Blayney

Australia's Food Basket CABONNE COUNCIL

The Council of the Shire of Weddin Grenfell

Tablelands Water

CENTRAL NSW JOINT ORGANISATION (CNSWJO) - STATEMENT OF STRATEGIC REGIONAL PRIORITIES

CTW as a county council is an associate member of the CNSWJO and has referred to relevant regional strategic priorities in the table below that apply to CTW's operations or functions.

CNSWJO Regional Priority	***CNSWJO Key Strategic Areas***
Priority One: Inter-council cooperation	• Deliver cost savings and other value to member councils through aggregated procurement. • Governance arrangements enable inter-council co-operation. • Members are provided with value for money from collaboration on energy related projects. • Co-operation between JO and stakeholders that adds value for members. • Deliver cost savings and other value to member councils through coordinated training.
Priority Two: Regional prosperity	• Initiatives to grow population and increase the visitor economy. • Regional industry and population sustainability and growth planning across the Region.
Priority Three: Regional Transport and Infrastructure	• Infrastructure planning.
Priority Four: Regional Water Security	• Regional Water network planning and best practice skills development.

CENTRAL NSW
JOINT ORGANISATION

Our Vision for Central NSW region	*Central NSW region is a vibrant, growing and welcoming place of seasonal landscapes that is recognised in the nation for its agricultural heart.*
Principal functions the priorities will deliver	Strategic planning and priority setting, Intergovernmental collaborations, Shared leadership and advocacy
Who we are	Member councils: Bathurst Regional Council, Blayney Shire Council, Cabonne Council, Cowra Shire Council, Forbes Shire Council, Lachlan Shire Council, Oberon Council, Orange City Council, Parkes Shire Council, and Weddin Shire Council.

CTW's STRATEGIC PRIORITIES

CTW has adopted three **STRATEGIC PRIORITIES** each with a set of Key Result Areas as follows:

STRATEGIC PRIORITY 1 PROVIDE A HIGH QUALITY AND RELIABLE DRINKING WATER SUPPLY

KEY RESULT AREA	
1.1	Service provision through fit for purpose infrastructure.
1.2	Ensure compliance with regulation.
1.3	Best practice asset management.
1.4	Mitigate environmental impacts of service delivery.
1.5	Efficient use of water.

STRATEGIC PRIORITY 2 AN EFFICIENT, SUSTAINABLE AND CUSTOMER FOCUSSED ORGANISATION

KEY RESULT AREA	
2.1	Quality customer service.
2.2	Sound and sustainable financial management.
2.3	Continuous improvement whilst managing risk.
2.4	A capable and effective workforce.

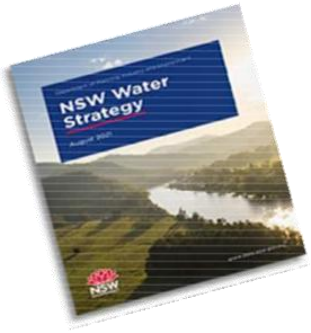
STRATEGIC PRIORITY 3 REGIONAL LEADERSHIP AND COLLABORATION

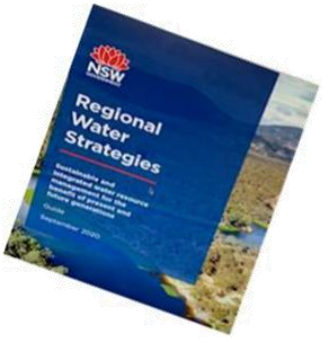
KEY RESULT AREA	
3.1	Regional collaboration and partnerships.
3.2	Regional leadership in the water sector.

STATE AND REGIONAL PLANS

The BASP has been developed taking into consideration the following State and Regional Plans and their respective objectives:

- ***NSW State Water Strategy*** - Sustainable water resources for thriving people, places and ecosystems, both now and for future generations - improve the security, reliability and quality of the state's water resources over the coming decades.
- ***Regional Water Strategies (Lachlan & Macquarie - Castlereagh)*** - improve water security, water quality and flood management for regional towns and communities; improve water access reliability for regional industries; improve the health and integrity of environmental systems and assets, including by improving water quality; identify least cost policy and infrastructure options.
- ***State Infrastructure Strategy 2018-2038*** - Ensure water supply and wastewater treatment to enable growth.
- ***NSW Water Management Act 2000 – Water Sharing Plans*** - establishes the framework for sharing water between the environment and water users who have a basic right to water and licensed water users and sets out priorities for water access.
- ***Central NSW Joint Organisation Strategic Plan*** – regional water security; regional water network planning and best practice skills development.





SOCIAL JUSTICE PRINCIPLES

EQUITY

To ensure fairness in decision making, prioritising and allocation of resources.

ACCESS

All people should have access to services, resources and opportunities to maintain and improve their quality of life.

PARTICIPATION

Everyone should have the opportunity to genuinely participate in decisions that affect their lives.

RIGHTS

Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

SUSTAINABILITY PRINCIPLES

SOCIAL

Improve quality of life, access and wellbeing to create an inclusive society.

ECONOMIC

Increase productivity, the economy and enable equitable access to economic growth opportunities, whilst using financial resources efficiently and responsibly.

ENVIRONMENTAL

Protect environmental outcomes by reducing pollution, balancing resource consumption, conserving natural ecosystems and resources, and supporting climate mitigation and adaption.

GOVERNANCE

Continue to build trust and strengthen governance through transparent, accountable, and inclusive decision making.

OPERATIONAL PLAN 2025-2026

Central Tablelands Water

ADOPTED xx June 2025

CONTENTS

Responsible Officer(S) Acronym Definitions

Responsible Officer	Acronym
General Manager	GM
Director Operations & Technical Services	DOTS
Corporate Services Manager	CSM
Chief Financial Officer	CFO
Water Network Manager	WNM
Water Quality Manager	WQM
Project Manager	PM
Asset Officer	AO

STRATEGIC PRIORITY 1

PROVIDE A HIGH QUALITY AND RELIABLE DRINKING WATER SUPPLY

KEY RESULT AREA – 1.1 Deliver Provision Through Fit for Purpose Infrastructure						
Activity 1.1.1 – Deliver capital works program						
	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 – Develop and implement maintenance programs						
1.1.2.1	Develop maintenance program	CSM, WNM, GM	X			
1.1.2.2	Implement maintenance program	DOTS, WNM	x	x	x	x
Activity 1.1.3 – Develop and implement backflow prevention program						
1.1.3.1	Identify qualified staff or contractor to review backflow prevention program	DOTS, GM, WNM	x			
1.1.3.2	Implement backflow prevention program	DOTS, WNM	x	x	x	x
Activity 1.1.4 – Undertake regular water meter replacement program						
1.1.4.1	Water meters regularly inspected and replaced in accordance with CTW's meter replacement policy	DOTS, WNM	x	x	x	x

STRATEGIC PRIORITY 1 (Continued)

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	x		
Activity 1.2.2 – Inform CTW's customers and regulators of water quality performance						
1.2.2.1	Performance report updated monthly on website	GM, DOTS	x	x	x	x
Activity 1.2.3 – Undertake regular water sampling programs in accordance with NSW Health guidelines.						
1.2.3.1	Program ongoing with NSW health	WQM	x	x	x	x

KEY RESULT AREA – 1.3 BEST PRACTICE ASSET MANAGEMENT						
	Task	**Responsible Officer(s)**	**Q1**	**Q2**	**Q3**	**Q4**
Activity 1.3.1 – Have a total Asset Management Plan.						
1.3.1.1	Develop total asset management plan	GM, DOTS	x	x	x	x
Activity 1.3.2 – Asset revaluation undertaken in accordance with audit cycle.						
1.3.2.1	Revaluations completed	GM, CFO, DOTS		x		
Activity 1.3.3 – Review and update asset management plan.						
1.3.3.1	Engage specialist to undertake full review of asset management plan	GM, DOTS, CSM, CFO		x		

STRATEGIC PRIORITY 1 (Continued)

KEY RESULT AREA – 1.4 MITIGATE ENVIRONMENTAL IMPACTS OF SERVICE DELIVERY						
Activity 1.4.1 – Implement a source management strategy.						
	Task	**Responsible Officer(S)**	**Q1**	**Q2**	**Q3**	**Q4**
1.4.1.1	Complete the source management strategy.	DOTS, WQM	x			
Activity 1.4.2 – Look for opportunities to optimize operational processes with objective to mitigate emissions.						
1.4.2.1	Continue to explore transition to electronic vehicles	GM, AO	x	x	x	x
1.4.2.2	Seek funding opportunity for renewable environmental projects	GM, DOTS	x	x	x	x
Activity 1.4.3 – Environmental flows from Lake Rowlands to be modelled and incorporated into BWSP.						
1.4.3.1	Completion of BWSP with detailed environmental flows.	DOTS, WNM, WQM				x

KEY RESULT AREA – 1.5 EFFICIENT USE OF WATER						
Activity 1.5.1 – Provide information to educate customers and CTW community about water supply and how to use water wisely.						
	Task	**Responsible Officer(s)**	**Q1**	**Q2**	**Q3**	**Q4**
1.5.1.1	Provide information to educate customers and CTW community through various methods.	GM, CSM	x	x	x	x

STRATEGIC PRIORITY 2

AN EFFICIENT, SUSTAINABLE AND CUSTOMER FOCUSSED ORGANISATION

KEY RESULT AREA – 2.1 QUALITY CUSTOMER SERVICE						
Activity 2.1.1 – Review and monitor Councils financial position.						
	Task	**Responsible Officer(s)**	**Q1**	**Q2**	**Q3**	**Q4**
2.1.1.1	Improve community/stakeholder engagement through website, social media, newsletters, etc.	CSM, GM		x	x	
Activity 2.1.2 – Maintain levels of service.						
2.1.2.1	Report on performance against levels of service.	GM, DOTS, CSM	x	x	x	x
Activity 2.1.3 – Provide regular updates to stakeholders and customers regarding projects and works.						
2.1.3.1	Provide regular updates to stakeholders and customers regarding projects and works via the website, social media and newsletters.	GM, DOTS, CSM	x	x	x	x

KEY RESULT AREA – 2.2 SOUND FINANCIAL MANAGEMENT						
Activity 2.2.1 – Review and monitor Councils financial position						
	Task	**Responsible Officer(s)**	**Q1**	**Q2**	**Q3**	**Q4**
2.2.1.1	Review and update long term financial plan (LTFP) on an annual basis.	CFO				x
2.2.1.2	Complete Quarterly Budget Review Statements and report to Council.	CFO	x	x	x	x
2.2.1.3	Prepare Annual Financial Statements in preparation for external audit and lodgement.	CFO	x	x		
2.2.1.4	Report Annual Financial Statements audit to the Office of Local Government, Council, and Audit Risk & Improvement Committee (ARIC).	CFO		x		
2.2.1.5	Prepare for Interim Financial Audit for 2026/27	CFO				x

STRATEGIC PRIORITY 2 (Continued)

Activity 2.2.2 – Review fees and charges annually as part of Operational Plan.						
	Task	**Responsible Officer(s)**	**Q1**	**Q2**	**Q3**	**Q4**
2.2.2.1	Review schedule of fees and charges to ensure ongoing financial sustainability.	CFO			x	x
2.2.2.2	Present updated schedule of fees and charges to Council for endorsement and adoption.	CFO				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.						
2.2.3.1	Review and adopt Development Servicing Plan within guidelines during 2026/27	GM				

Activity 2.2.4 – Explore and secure grant funding to support the delivery and development of services and infrastructure.						
	Task	**Responsible Officer(s)**	**Q1**	**Q2**	**Q3**	**Q4**
2.2.4.1	Apply when suitable funding identified.	GM, DOTS, CFO	x	x	x	x
Activity 2.2.5 – Seek funding for delivery of BWSP.						
2.2.5.1	Continue to advocate for funding.	GM, DOTS, CFO	x	x	x	x

STRATEGIC PRIORITY 2 (Continued)

KEY RESULT AREA – 2.3 CONTINUOUS IMPROVEMENT WHILST MANAGING RISK						
Activity 2.3.1 – Use the Risk Management Framework to mitigate risk.						
	Task	**Responsible Officer(s)**	**Q1**	**Q2**	**Q3**	**Q4**
2.3.1.1	Review Risk Framework with appropriate specialist	GM, CSM, DOTS	x			
2.3.1.2	Sample risks to ensure appropriate	GM, CSM, DOTS,	x	x	x	x
Activity 2.3.2 – Review and update Business Continuity Plan (BCP).						
2.3.2.1	Review Business Continuity Plan (BCP).	GM, CSM, DOTS, CFO	x	x		
2.3.2.2	Undertake a desktop scenario	GM, CSM, DOTS, CFO			x	
Activity 2.3.3 – Undertake internal audits in accordance with the adopted Audit Risk & Improvement Committee (ARIC) plan.						
2.3.3.1	Conduct one internal audit in accordance with the ARIC adopted plan.	CSM, CFO			x	x
Activity 2.3.4 – Maintain Work, Health & Safety (WHS) policy and procedures in accordance with WHS legislation.						
2.3.4.1	Review and update CTW's WHS policy in accordance with WHS legislation.	DOTS, CSM	x			
2.3.4.2	Review and update CTW's WHS procedures.	DOTS, CSM	x	x		

STRATEGIC PRIORITY 2 (Continued)

KEY RESULT AREA – 2.4 A CAPABLE AND EFFECTIVE 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	Annual Review of Workforce Management Strategy.	GM, CSM, CFO, DOTS		x		x
Activity 2.4.2 – Develop and implement professional development and training matrix.						
2.4.2.1	Develop staff training matrix	CSM	x			
2.4.2.2	Ensure staff participate in training, professional development, and networking opportunities	CSM, DOTS, CFO	x	x	x	x
Activity 2.4.3 – Develop capability and innovate with technological advances in the field.						
2.4.3.1	Use of technology to enable an effective workforce	DOTS, CSM	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) for the continued delivery of safe and secure quality drinking water.						
	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.	GM, DOTS, CSM	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.						
3.1.2.1	Opportunities identified, considered, and pursued.	GM, DOTS, CSM, CFO	x	x	x	x
Activity 3.1.3 – Collaborate with and support constituent councils to attract residential, commercial and industrial growth to the region.						
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 – Seek opportunity to continue to develop regional water security.						
	Task	**Responsible Officer(s)**	**Q1**	**Q2**	**Q3**	**Q4**
3.1.4.1	Opportunities considered	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

STRATEGIC PRIORITY 3 (Continued)

	Task	Responsible Officer(s)	Q1	Q2	Q3	Q4
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.						
3.1.5.1	Water supply agreements in place for Cowra and Orange.	GM, DOTS	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.						
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

	Task	Responsible Officer(s)	Q1	Q2	Q3	Q4
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.						
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.						
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

2025/26 Financials

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 within 2 financial years
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 user's 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.
8. GST is applied in accordance with regulatory requirements.

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 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. Some major consumers are billed monthly.
4. Development Service Charges are set in accord with methodology set down in accord with the Development Servicing Plan. These charges are indexed annually in accord with movements in the Sydney City CPI.
5. Dedicated fire services connections are charged the fee applicable to a 20mm meter service. Full access charges apply if the fire service is used for purposes other than fire control or testing of the service. Testing should be advised to Council to ensure that a full access charge is not levied. Lack of notification resulting in administrative work will attract an administration processing fee of $55.
6. Pensioner rebates are processed per the Local Government Act.

Council has reviewed its Revenue Policy for 2025/26 with the main features being:

1. An increase in the consumption charge of 4.00% from $3.96 to $4.12 per kilolitre (kl) to assist with increased operational costs and maintain standards of service
2. Availability charges will increase by 20% 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. A new availability charge will now apply for vacant unconnected properties which are located within 225 metres of a water main. This has been set at 50% of the 20mm meter fee that applies to connected properties.
4. Bulk Supply Water charges to other Councils will rise by 4.0% to $2.47 per kl in line with the change in the consumption charge.
5. Development contributions have been set in accordance the 2021 Development Servicing Plan (DSP) (as per the movement in the Sydney CPI all groups).
6. Legal Expenses incurred for debt recovery purposes includes all associated costs, including early stage and late stage intervention in accordance with Council's Water Charges Debt Recovery Policy.
7. Section 603 Certificate fees have been set at the approved level of $100 in accordance with the advice from the Office of Local Government.
8. Special Reading fees have been set at $100.
9. The fee at Council's automatic filling stations (AFS) will be set at $9.00 per kl. Council has undertaken significant expenditure for upgrades to the AFS during 24/25 to improve the reliability of those stations.
10. The fee at Council's standpipes will be set at $10.50 per kl.
11. Service connection fees and private works will be priced upon application depending upon the nature and scope of those works.
12. The processing fee for customer requested account refunds will be set at $55.00.
13. 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%.
14. The fee for undertaking pressure and flow testing requested by consumers will be $350.00 to provide for recovery of costs including overheads.
15. A new fee has been introduced to cover the installation of Backflow Prevention devices. It has been set at cost plus 15%.
16. A new fee has also been introduced to cover the cost of the inspections if an annual inspection is not undertaken by the property owner.

AVAILABILITY CHARGES

By applying the principles of full cost recovery to the availability charge, the proposed increase will help cover the costs of maintaining and upgrading our large water infrastructure. This will ensure we have the funds needed to replace old equipment and fix any outstanding issues, providing a continuous and sustainable water supply. Unlike usage-based charges, which fluctuate with water consumption, the availability charge provides a stable revenue stream. This will help the Council stabilise its finances and reduce revenue fluctuations.

There will be two 20% increases across 2025/26 and 2026/27 financial years to the availability charge. The 20mm service connection will move from $292.00 to $352.00 or $73.00 to $88.00 per quarter. For a household with a standard 20mm connection using 155 kilolitres of water per year, this represents an average increase of $84.80, or 9.4% per year, or $1.63 per week.

This will also assist with Council's overall financial sustainability and reduce the reliance on consumption charges.

The impact of the proposed changes in the water charges for residential consumers are shown in the table below:

Annual usage (Kls)	**Annual increase** ($)	**Annual increase** (%)	**Annual increase per week** ($)
155	84.80	9.4	1.63
200	92.00	8.5	1.77
300	108.00	7.3	2.56

The overall impact of the proposed price changes is dependent on the level of annual water consumed by customers. Lower overall consumption will reduce the impact of the increase in dollar terms; however, the annual percentage increase will be larger. Please contact Council if you wish to obtain an estimate of the impact of the changes on your annual water account based upon your consumption history.

Meters more than 20mm may increase by 20% in accordance with the flow capacity calculation in the regulatory assurance framework (RAF).

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.

Service Size	**20mm**	**25mm**	**32mm**	**40mm**	**50mm**	**80mm**	**100mm**	**150mm**	**200mm**
Flow capacity factor	1.00	1.5625	2.56	4.00	6.25	16.00	25.00	56.25	100.00

The FCF is based upon relative meter size and measures the load that can be placed on the system by that service size. 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 FCF charge.

A concessional fee applies to dedicated 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. Use of a fire service for control and or testing should be advised to Council so that the correct tariff is applied.

For the first time, a new access charge will apply for unconnected vacant land within 225 metres of a water main, pursuant to section 552 of the Local Government Act. This will be charged at 50% of the 20mm availability rate. To be subject to this charge, the property must have the ability to be connected to the water supply system. The purpose of this charge is to contribute to funding the depreciation and renewal of the water main that could service the property.

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 2025/26 is set at $7,351 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 2,000m^2 in size are considered in the guidelines to exceed 1 ET.

The Developer Charges for the Lake Rowlands supply area have been increased by 2.4% being the CPI all groups for Sydney for the past year (movement December 2023 to December 2024 - ABS 6401). The fee will be set at $7,351 per equivalent tenement. The capital contribution charge (for infill developments) in the Lake Rowlands supply area has also been set at $7,351 per equivalent tenement.

The capital contribution charge for all vacant unbuilt land within the Quandialla supply area is proposed to be $3,676 per ET.

FEES AND CHARGES 2025/26FY

Refer to Appendix 1 for Council's Fees and Charges for 2025/25FY.

ESTIMATED INCOME AND EXPENDITURE

Refer to Appendix 2 for detailed estimates of Council's income and expenditure for 2025/26FY.

LOAN BORROWINGS

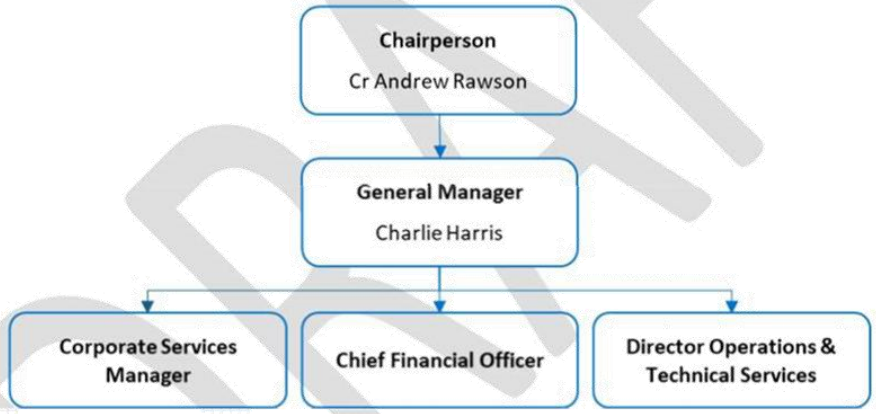
- Council does not currently have any borrowings.
- Council does not plan to undertake any loan borrowings in the 2025/26FY.
- As identified in the Long Term Financial Plan, the next consideration of borrowings will be in 2031/32.

ORGANISATIONAL STRUCTURE

Council has three constituent Councils being Weddin, Blayney and Cabonne. These Councils incorporate Council's supply region; however, bulk water is also supplied to Cowra Council.

Council Representatives

Cabonne Council	*Blayney Shire Council*	*Weddin Shire Council*
Cr Andrew Rawson	Cr Craig Gosewisch	Cr Paul Best
Cr Marlene Nash	Cr John Newstead	Cr Jan Parlett



APPENDICES

Central Tablelands Water

Appendix 1:
Revenue Policy: Fees & Charges 2025/26FY

Type	Description	GST	Pricing Principle	Amount $
Water Charges	Residential/Rural	N	User Charge	$4.12
(Per Kilolitre)	Non-Residential	N	User Charge	$4.12
	Industrial	N	User Charge	$4.12
	Non Potable Water	N	User Charge	$3.30
	Temporary Access Standpipe	N	User Charge	$6.20
	Automatic Filling Stations	N	User Charge	$9.00
	Standpipe Sales	N	User Charge	$10.50
Bulk Water Charges	Cowra Shire	**N**	User Charge	$2.47
(Per Kilolitre)	Other Councils	**N**	User Charge	$2.47
Availability Charges	20mm	N	User Charge	$352.00
(Per Annum)	25mm	**N**	User Charge	$550.00
	32mm	**N**	User Charge	$902.00
	40mm	**N**	User Charge	$1,408.00
	50mm	N	User Charge	$2,200.00
	80mm	**N**	User Charge	$5,632.00
	100mm	**N**	User Charge	$8,800.00
	150mm	**N**	User Charge	$19,800.00
	200mm	**N**	User Charge	$35,200.00
	Fire Service (restricted to fire use only)	**N**	User Charge	$352.00
	Unconnected Built Upon Properties within 225 metres of the water main	**N**	User Charge	$176.00
	Unconnected Vacant Properties	N	User Charge	$176.00
Meter Test Fees	20mm and 25mm (other sizes on application). Use of registered laboratory .Refundable if the variance is greater than 3.0%.	**N**	At Cost	$390.00
Reconnection Fees	Non Payment (less than 3 months)	**N**	User Charge	$240.00
	Non Payment (after 3 months)	**N**	User Charge	$420.00
	Other Reconnection	N	User Charge	$420.00
Other Fees	Attend to Disconnect/Restrict (for non payment of account)	N	User Charge	$195.00
	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	$7,351.00

Central Tablelands Water

Fees & Charges 2025/26FY (Continued)

Type	Description	GST	Pricing Principle	Amount $
Capital Contribution Charges - Lake Rowlands*	Per Equivalent tenement. Block sizes exceeding 2000m2 are greater than 1 ET. Seek quote on application.	N	At Cost	$7,351.00
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	$3,676.00
Standard Service Connection - 20mm only	Price on Application	N	User Charge	POA
Mains Extensions	Price on Application	N	User Charge	POA
Connections 25mm, 32mm & above	Price on Application	N	User Charge	POA
Private Works - Other	Labour rate per hour (during working hours)	Y	User Charge	105.00
	(Overtime rates apply outside working hours)			
	Utility hire rate per kilometre	Y	User Charge	1.35
	Excavator hire rate per hour	Y	User Charge	175.00
	Pressure/Flow Testing	N	User Charge	350.00
	Backflow Prevention Devices - Test Fees	N	User Charge	Cost + 15%
	Install Backflow Prevention Device	N	User Charge	Cost + 15%
Administrative Fees	Section 603 Certificate (per property)	N	Statutory	$100.00
	Dishonoured cheque	Y	At Cost	$55.00
	Dishonoured Direct Debit	Y	At Cost	$55.00
	Photocopying B & W (A4) per copy	Y	User Charge	$0.60
	Photocopying Colour (A4) per copy	Y	User Charge	$1.20
	Photocopying B & W (A3) per copy	Y	User Charge	$1.00
	Photocopying Colour (A3) per copy	Y	User Charge	$2.00
	Copy of Accounts - Per account over 1 account. (single account only no charge)	Y	At Cost	$4.50
	Search Fees - per hour	Y	User Charge	$84.00
	Processing Fee - Account refund request	Y	At Cost	$55.00
	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	30.00
	Processing Charge (Per hour)	N	Statutory	30.00
	Internal Review Processing Fee	N	Statutory	40.00

Central Tablelands Water

Appendix 2: 2025/26FY Annual Budget

2025/26 Budget Summary - Operating and Cash Result

	Original Budget 2024/25	Revised Budget 2024/25	Original Budget 2025/26
Operating Revenue			
Availability Charges	1,980,353	1,980,353	2,415,149
User Charges and Fees	6,655,593	6,180,393	6,175,967
Interest and Investment Revenues	385,000	465,000	430,000
Other Revenues	136,311	136,311	91,579
Capital Grants and Contributions	374,290	559,921	1,367,550
Operational Grants and Contributions		-	250,000
Gains on Disposal of Assets	40,000	130,000	50,000
	9,571,547	**9,451,978**	**10,780,245**
Operating Expenses			
Employee Costs	3,086,012	3,086,012	3,331,414
Materials & Contracts	3,243,216	3,121,216	3,365,540
Other Expenses	20,000	20,000	23,508
Depreciation and Amortisation	2,998,000	3,255,000	3,402,276
	9,347,228	**9,482,228**	**10,122,738**
Estimated Net Operating Result for the Year	**224,319**	**(30,250)**	**657,507**
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes	**(149,971)**	**(590,171)**	**(710,043)**
Add Expenses not Involving Flow of Funds			
Depreciation, Amortisation & Impairment	2,998,000	3,255,000	3,402,276
Less Non-Operating Expenditure			
Acquisition of Assets	(2,482,006)	(3,204,408)	(1,906,566)
Transfer to Restrictions - Plant	(261,032)	(261,032)	(150,000)
Transfer to Restrictions - Renewal	(2,000,000)	(2,000,000)	(2,100,000)
Transfer to Restrictions - ELE	(90,000)	(90,000)	(90,000)
Transfer to Restrictions - Consultancy	(40,000)	(40,000)	(100,000)
Transfer to Developer Contribution Restriction			(1,000,000)
Transfer to Reserves - Budget (Surplus)/Deficit	**(838,855)**	**(823,797)**	**(749,782)**
Subtotal Non Operating Expenditure	(5,711,893)	(6,419,237)	(6,096,348)
Add Non-Operating Revenue			
Carrying amount of Assets Sold	221,032	221,032	220,168
Transfer from Restrictions - Plant	300,000	300,000	270,168
Transfer from Restrictions - ELE Provision	30,000	130,000	120,000
Transfer from Restrictions - Consultancy	120,000	120,000	60,000
Transfer from Restrictions -Infrastructure	1,818,542	2,423,455	1,366,229
Transfer from External Restriction.	-	-	
Subtotal Non Operating Revenue	2,489,574	3,194,487	2,036,565
Estimated Cash Budget Result -Balanced Budget	-	-	-

Central Tablelands Water

Non-Operating (Capital) Income & Expenditure

		Original Budget 2024/25	Revised Budget 2024/25	Original Budget 2025/26
Acquisition and Renewal of Assets		**2,482,006**	3,204,408	**1,906,566**
Funding				
Plant	Vehicle Replacements	522,064	522,064	540,336
Plant	Other Plant and Equipment	31,050	31,050	32,137
Reserves	Office Equipment	52,137	52,137	53,962
Reserves	Pump Station Renewals	54,855	181,323	-
Reserves	Business/Corporate System			110,000
Reserves	Blayney Office - Outdoor Refurbishment	20,350	-	
Reserves	Blayney Office - CCTV		-	4,720
Reserves	Blayney Office - Indoor Refurbishment			30,000
Reserves	Blayney Office - Outdoor Drainage and Yard Seal			100,000
Reserves	Telemetry Upgrades	50,000	100,589	100,000
Reserves	Depot Refurbishments	200,000	370,936	140,000
Reserves	Crown Land Acquisition	50,000	50,000	50,000
Contributions	Retic Mains Extensions - New Connections	41,400	116,400	
Reserves	Trunk Main U - 7 Km Renewal	500,000	-	
Reserves	Smart Metering Project			150,000
Reserves	Reticulation Mains Renewals	80,000	571,130	
Reserves	Trunk Main U & C - Creek Crossing	250,000	-	
Reserves and Grant	Western Artery Trunk Main Design	-	221,262	
Reserves	Bangaroo Booster Pump Refurbishment		13,886	
Reserves	Carcoar WTP - Seal Internal Access Rd		16,216	
Reserves	Blayney WTP - Reseal Access Road and Carpark		23,763	
Reserves	Reservoir Resealing and Coating Program	250,000	250,000	
Reserves	Bangaroo Pump Station Refurbishment		-	
Reserves	Eugowra Pump Station		80,693	
Reserves	Manildra - Reticulation Main Bridge Renewal			64,000
Reserves	Gooloogong Bore - Renew Switchboard		113,617	
Reserves	Reservoir Access Ladders Renewal			160,000
Reserves	Gooloogong Bore - Turbidity Analyser			50,000
Reserves	Carcoar Town Reservoir Refurbishment		67,000	
Reserves	Carcoar PLC Upgrade	70,000	70,000	
Reserves	Carcaor Town Reservoir - Internal Coating	42,000		
Reserves	Carcoar Town Pump Station Relocation	25,000		
Reserves	Manildra Bridge Main Renewal		-	
Reserves	Carcoar Plant 12 ML Reservoir		9,933	
Reserves	New Metering -Lake Rowlands		6,526	
Reserves	Outflow Metering - 19 Reservoirs	50,000	90,233	
Reserves	Blayney Treatment Plant Renewals	31,050	31,050	32,137
Reserves	Lake Rowlands - Destratification Upgrade		-	
Reserves	Automatic Filling Station Upgrades		52,500	25,000
Reserves	Quandialla Bore Site -Upgrades			75,000
Reserves	Quandialla Reservoir Bore Site - Upgrades			75,000
Grant	Carcoar WFP Fluoride Plant	100,000	100,000	
Reserves	Carcoar WFP Chlorine Lifting System			50,000
Reserves	Carcoar Water Filtration Plant Renewals	62,100	62,100	64,274
Repayment of Loan	Repayment of Loans	-	-	-
Transfers to Restrictions		**3,189,887**	**3,253,797**	**3,268,973**
	Employees Leave Restriction	90,000	90,000	60,000
	Renewal & Infrastructure Restriction	2,000,000	2,000,000	2,100,000
	Plant & Equipment Reserve	261,032	300,000	270,118
	Consultancy Reserve	40,000	40,000	40,000
	Transfer to Reserves - Budget Cash Surplus	798,855	823,797	798,855
Funding Summary				
Plant Sales/Plant Reserve	Plant Sales/Plant Reserve	522,064	522,064	540,336
Infrastructure Restriction	Infrastructure Restriction	1,818,542	2,122,423	1,366,229
Capital Grants	Capital Grants	100,000	210,631	-
Capital Contributions	Capital Contributions	41,400	349,290	-
		2,482,006	**3,204,408**	**1,906,565**

Central Tablelands Water

Reserves Listing
Estimated Movements in Cash Restrictions

	Original Budget 2024/25	Revised Budget 2024/25	Original Budget 2025/26
Renewals (Infrastructure Restriction) Restriction			
Balance at beginning of year	6,983,733	7,645,862	8,046,204
Transfer from Reserve for Capital Works	(1,389,050)	(2,423,455)	(1,366,229)
	5,594,683	5,222,407	6,679,975
Transfer to Reserve for Capital Works	2,000,000	2,000,000	2,100,000
	7,594,683	7,222,407	8,779,975
Transfer to/from Reserve re Surplus/(Deficit)	838,855	823,797	749,782
Estimated Balance at end of year	**8,433,538**	**8,046,204**	**9,529,757**
Plant Restriction			
Balance at beginning of year	770,462	885,701	846,733
Transfer from Reserve	(261,032)	(300,000)	(270,168)
	509,430	585,701	576,565
Transfer to Reserve	261,032	261,032	150,000
Estimated Balance at end of year	**770,462**	**846,733**	**726,565**
Development Assistance Restriction			
Balance at beginning of year	461,389	461,389	461,389
Transfer from Reserve	-	-	-
	461,389	461,389	461,389
Transfer to Reserve	-	-	-
Estimated Balance at end of year	**461,389**	**461,389**	**461,389**
Employee Leave Entitlements Restriction			
Balance at beginning of year	658,000	753,000	713,000
Transfer from Reserve	(30,000)	(130,000)	(120,000)
	628,000	623,000	593,000
Transfer to Reserve	90,000	90,000	90,000
Estimated Balance at end of year	**718,000**	**713,000**	**683,000**
Consultancy Restriction			
Balance at beginning of year	200,000	200,000	120,000
Transfer from Reserve	(120,000)	(120,000)	(60,000)
	80,000	80,000	60,000
Transfer to Reserve	40,000	40,000	100,000
Estimated Balance at end of year	**120,000**	**120,000**	**160,000**
Total Internal Restrictions			
Balance at beginning of year	9,073,584	9,945,952	10,187,326
Transfers from Restrictions	(1,800,082)	(2,973,455)	(1,816,397)
	7,273,502	6,972,497	8,370,929
Transfer to Restrictions	3,229,887	3,214,829	3,189,782
Estimated Balance at end of year	**10,503,389**	**10,187,326**	**11,560,711**

Central Tablelands Water

Budgeted Expenditure from Continuing Operations

	Original Budget 2024/25	Revised Budget 2024/25	Original Budget 2025/26
Governance Expenses	281,258	281,258	301,372
Corporate Support Expenses	1,777,706	1,893,707	2,108,345
Technical Services Expenses	658,303	658,302	566,142
Strategic Planning Grant Expenses			300,000
Operations Expenses	213,388	213,388	215,045
Plant Running Expenses (Net)	70,075	70,075	93,239
Water Supplies - Operating Expenditure			
Private Works & Installations	86,401	86,400	89,088
Meter Reading	262,300	262,300	264,795
Pump Stations	493,159	465,159	497,028
Reservoirs	488,870	243,870	176,882
Filtration Plant Expenses	871,430	871,430	902,070
Reticulation Mains Expenses	628,100	628,100	613,224
Trunk Mains Expenses	240,300	240,300	224,517
Catchment Areas	91,800	91,800	112,420
Telemetry Expenses	80,652	115,653	128,891
Depots	146,000	145,899	147,223
System Checks	124,149	124,150	134,540
Water Analysis	100,367	100,367	109,328
Automatic Filling Stations	7,070	7,070	12,897
Water Purchases	33,000	33,000	40,817
Water Infrastructure Depreciation Expense	2,693,000	2,950,000	3,084,874
Sub Total Water Supplies Operating Expense	6,346,598	6,365,498	6,538,594
Total Expenses from Continuing Operations	**9,347,328**	**9,482,228**	**10,122,737**

Central Tablelands Water

Budgeted Income from Continuing Operations

	Original Budget 2024/25	Revised Budget 2024/25	Original Budget 2025/26
Availability (Access) Charges Water access charges - Includes Pension Subsidy received	1,980,353	1,980,353	2,415,149
User Charges & Fees Water sales and other fees and charges including new connections.	6,655,593	6,180,393	6,175,967
Other Revenue Sundry income . lease fees,rent, rebates and sundries etc	136,311	136,311	91,579
Interest & Investment Revenue Interest on Investments and Overdue Accounts	385,000	465,000	430,000
Grants - Contributions Provided for Operating Purposes Grants - Contributions Provided for Operating Works	-	-	250,000
Contributions Provided for Capital Purposes Development Contributions and Mains Extensions	274,290	339,290	1,367,550
Grants Provided for Capital Purposes	100,000	220,631	-
Net Gains from the disposal of assets Profit/Loss on sale of equipment (plant and vehicles)	40,000	130,000	50,000
Total Income from Continuing Operations	**9,571,547**	**9,451,978**	**10,780,245**

Long Term Financial Plan

2025/26 - 2034/35

Central Tablelands Water

PO Box 61

BLAYNEY NSW 2799

(02) 6391 7200

www.ctw.nsw.gov.au

CONTENTS

INTRODUCTION

Objectives

The Long Term Financial Plan (LTFP) is a requirement under the Office of Local Government Integrated Planning & Reporting (IP&R). 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 (Council) 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.
- 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 Office of Local Government has set a minimum timeframe at 10 years for a LTFP. Council's LTFP covers the period from 2025/2026 to 2034/2035.

Structure

The LTFP is structured into seven main sections:

Section 1: Introduction -provides a brief introduction to the plan and the objectives it aims to meet.

Section 2: Planning Assumptions - details the financial assumptions made in developing the LTFP.

Section 3: Revenue Forecasts - details the Council's major sources of revenue and the assumptions used in the forecast figures.

Section 4: Expenditure Forecasts - 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 - 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 and test some scenarios which have ultimately formed the basis of the agreed plan.

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

- Consumer Price Index (CPI) - refer *Table 2: Summary of Key Assumptions and Indices (p7).*
- Salaries and Employee Costs - refer *Table 2: Summary of Key Assumptions and Indices (p7).*
- Investment Income - refer *Table 2: Summary of Key Assumptions and Indices (p7).*
- Fees and Charges.
- Service Levels - refer to *CTW Strategic Business Plan (SBP).*
- Growth Projections.

Growth projections in services of Council is largely dependent on the growth of constituent Councils: Blayney, Cabonne and Weddin Shire.

Council prepared its predictions believing that the economic development strategies in place in the constituent Shire Councils should result in broadly maintaining the population levels or small increases over the next 10 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 impacts in subsequent years have 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. This has been caused by more efficient use of water by consumers, wetter than average conditions, and demand management measures (restrictions) in times of drought.

The current LTFP is based upon the current level of chargeable assessments which are currently around 6,130 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 most likely improve the resilience of the financial plan. This may also impact Council's future pricing decisions.

Capital Works Program

The following is a summary of the major capital works planned for Council over the next 10 years.

Proposed Project	Year	Reason	Estimated Cost ($)
Trunk Main "U" from Conomadine Pump Station to the top of the Hill -4.5kms	2026/27	Renewal and Upgrade	1,900,000
Trunk Main Renewal 'U' - 'C' to - Cudal – 1 x Creek underbore replaced with creek crossing	2026/27	Renewal and Upgrade	1,000,000
Lake Rowlands Augmentation – 2.2mtrs wall raising	2029/30 to 2031/32	Renewal, Dam Safety and Upgrade	40,000,000
Trunk Main 'U' Renewal – 'C' to Canomodine Pump Station – 10 kms	2031/32 to 2032/33	Renewal and Upgrade	3,800,000
Trunk Main 'U' Renewal – Top of Hill to Cudal – 11kms	2033/34 to 2034/25	Renewal and Upgrade	4,180,000
Replace Trunk Main A between Lake Rowlands and Carcoar WTP	2030/31	Renew and upgrade main to improve water transfer	3,600,000
Additional Bore at Gooloogong	2031/32 to 2032/33	Provide additional redundancy for bore system	1,180,000
Blayney Water Treatment Plant	2032/33 to 2033/34	Renew and Upgrade Treatment Plant	15,300,000
Smart Meter Project	2025/26 to 2034/25	Rollout to replace old analogue meters	1,500,000
Vehicle Replacement Program	2025/26 to 2034/35	Replace vehicle fleet, use more fuel-efficient vehicles	6,339,000
Depot Upgrade Program for Canowindra, Blayney and Grenfell Depots (additional $370,000 to be carried over from 24/25)	2025/26 to 2027/28	Refurbish and upgrade ageing depots.	380,000

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

Table 2: Summary of Key Assumptions and Indices

Assumption/Variable	Calculation Basis	Planned
Consumer Price Index	A CPI of 3.0% has been used in 25-26. Additional allowances have been made for specific items including electricity and insurance. A future rate of 3.0% has been used for subsequent years.	3.0%
Salaries and Employee On-costs	5.0% increase used in 25/26 to cover award change (3.0%), award cost of living adjustment, salary system progression. Based on revised structure with 27.6 FTE over life of the LTFP.	5.0% in 2025/26 3.0% in remainder of LTFP years.
Interest Rate Income	Have used an average investment return of 4.0% based on average investment level of $10.0M for 25/26.Have used 3.5% average investment return for future years.	4.0% in 2025/26 and then 3.5% in remainder of LTFP
Water Sales (User Charges Income)	Based upon a 4.0% increase in 25/26, then 5.0% from 26/27 to 29/30 then 4.0% for the balance of the plan.	4.0% in 2025/26, 5.0% from 2026/27 to 2029/30 then 4.0% for balance of LTFP.
Availability Charge (Annual Charges)	A 20% increase in both 25/26 and 26/27 and then 4.0% per year for the balance of the LTFP.	20% in 2025/26 and 2026/27 then 4.0% for balance of LTFP
Other Fees and Charges Income	Based on 3.0% in line with anticipated CPI movements.	3.0%

It is noted that some movements in specific costs are different than the parameters outlined above. Where this occurs, Council has amended the factor used for those specific expenses.

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 and Contributions

4. Investment Revenue
5. Borrowings
6. Other Revenues.

Annual Availability Charges

Annual Availability Charges are one of the main streams of income for Council. The availability charge is calculated in accordance with the Regulatory Assurance Framework (RAF) for Water Utilities that is overseen by the Department of Climate Change, Energy, Environment and Water (DCCEEW).

In accordance with the RAF, Flow Capacity Factors (FCF) recognise that the greater the meter size, the larger draw on the network that can be made from that connection. A detailed explanation of how FCF's are applied to calculate the Availability Charge are outlined in Council's Revenue Policy.

Council plans to increase the availability charge by approximately 20% in 2025/26 and 2026/27. This is being proposed so that Council can aim to recover the water network depreciation from this charge after two years. It will improve Council's financial sustainability through providing less volatility in the revenue source. Wet conditions have seen water sales reduce significantly dramatically over the past 5 years and the increase in the access charge is seen as a means of addressing the volatility of the revenue base.

A new access charge will apply for unconnected vacant land within 225 metres of a water main, pursuant to section 552 of the Local Government Act. This will be charged at 50% of the 20mm availability rate. To be subject to this charge, the property must have the ability to be connected to the water supply system. The purpose of this charge is to contribute to funding the depreciation and renewal of the water main that could service the property. The availability charge is estimated to rise by a further 4.0% pa from 2027/28 onwards.

User Charges & Fees

In accordance with Sections 491, 501, 502 and 552 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 2025) 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) will require a significant 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 (estimated at $13.7M) is required to enable the level of reliability and service standards to be maintained over the next 10 years, as outlined in the 10-year Capital Budget that is attached to this plan.

Council has followed the Regulatory Assurance Framework issued by the Department of the environment in determining its pricing structure. In summary, the following pricing regime exists for Council:

1. A two-part pricing policy of an availability 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.

In setting its water user charges and fees, Council 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 also seeks to work with customers experiencing hardship with paying their water account to come up with repayment plan.

Council's water sales for the period 2020/21 to 2024/25, have been constrained due to wet weather conditions. These rains have provided a boost to above ground storage, with Lake Rowlands currently sitting at around 80% capacity (after reaching a low of 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 4% in 2025/26 and 5.0% from 2026/27 to 2029/30, and 4% over the remaining life of the LTFP. These changes should provide Council with sufficient funding to service the loans that will be required to assist with the funding of the Lake Rowlands augmentation and Blayney Water Treatment Plant renewal and upgrade.

The Capital Program includes around $13.75 million in trunk main renewals over the next decade. It is critically important that Council renew these mains over the next decade to maintain the levels of service and reliability of supply 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 CPI, however for the purposes of financial modelling these fees are assumed to increase by 3% over the life of the LTFP.

Other Fees and Charges

Other fees include office fees (photocopying, binding, etc.) and 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 approximately 3%.

Grants & Contributions

Council is expecting to receive the following operational grants in 2025/26:

- 150K from the NSW Government Safe and Secure Funding for 50% of the cost of strategic planning works to be undertaken.
- 100K from the Office of Local Government under the Local Government Traineeship scheme covering most of the costs of the engagement of two trainees by Council.

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

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

- *2030*/31
  - $24M for the Lake Rowlands augmentation works in relation to the 2.2 metre wall raising (this is now being considered as part of the Belubula Water Security Project).
- *2031/32*
  - $10M for the Lake Rowlands construction works (total grant funds are $34M or 85% of the estimated construction cost).
  - $500K for the construction of a new Gooloogong Bore (50% of the estimated balance of the remaining $1M of construction costs, total project cost $1.18M).
- *2033/34*
  - $7.15M for the Blayney Water Treatment Plant renewal and upgrade (50% of the balance of $14.3m in construction cost, total construction cost estimated at $15.3M over 2 years with first $1M not subject to grant).

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 also 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). Council has provided for a 3% increase in 2025/26 and future years.

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 it uses a rolling maturity profile for its term deposits. 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 we have estimated an average return of 4% in 2025/26 and 3.5% over the remaining life of the LTFP. This is slightly lower than the current interest returns of around 4.4% to 4.7% when placing new term deposits.

Borrowings

Council has developed a strategic plan for loan borrowings to align with the proposed Capital program and anticipated receipt of grants.

Council is proposing to borrow additional funds as follows:

- 2031/32 - $3M towards the funding of the Lake Rowlands wall raising by 2.2 metres. (total estimated cost is $40M with $3M from reserves, $3M from borrowings, and $34M from grants).
- 2032/33 - $5.15M renewal of Blayney Water Treatment Plant (total estimated cost $15.3M with funding from grants of $7.15M, loans $5.15M, and reserves of $3.0M).

The above loans have been modelled based on a 20-year loan period with a fixed interest of 6%.

The debt servicing costs of these borrowings is considered manageable based upon the future revenue projections in the LTFP.

There may be an opportunity to source these loans at a lower rate by using different borrowing models such as a 20-year loan with a 10-year amortisation period, however these approaches will need to be risk assessed when the loans are being sourced.

It is noted that County Councils are not currently permitted to utilise NSW Treasury Corporation loans, as the necessary mandate has not been signed off by the NSW Government. It is likely that this mandate will be in place before the time when the loans are planned to be drawn down.

Council would also seek expressions of interest for loan funding from the major banks. This will provide another opportunity to source funds if Treasury Corporation funding is not available to Council.

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% 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 Management Plan (WMP). The WMP also identifies the resources Council requires to continue its strategic direction and deliver services in an efficient and effective manner.

The 2025/26 estimate is based upon an FTE of 27.6 up from a current FTE of 24.6. The total includes the engagement of two trainees and the split of the Director Finance & Corporate Services position into two positions (a Corporate Services Manager and Chief Financial Officer). It has been assumed that the 27.6 FTE will be maintained over the life of the LTFP, noting that more detailed workplace assessment work will be undertaken in 2025/26.

It should be noted that most of the additional employee costs incurred in respect of the trainees will be funded by a Traineeship grant from the Office of Local Government.

For the purpose of projecting future salary, wage, and employee leave entitlement costs a percentage Award increase of 3% has been applied (see Planning Assumptions) in 2025/26. This rate is in accordance with the 2023 Local Government Award. In addition, there is a $1,000 cost of living adjustment to be paid to eligible employees plus a 0.5% increase in the Superannuation Guarantee Charge (SGC) from 11.5% to 12.0%. Some employees will progress through the salary system to higher steps under the salary system and it is anticipated this will add another 0.5% to costs. A 5% increase overall is expected based upon the revised FTE's of 27.6.

Future years employee costs have been modelled at 3% from 2026/27 onwards.

It is notable that the Superannuation Guarantee Charge (SGC) is increasing from 11.5% to 12.0% from 1 July, 2025. This is the last planned increase in the current round of SGC increases that took the rate from 9.% in 2012/13 to 12.% in 2025/26.

Materials, Contracts and Other Operating Costs

These have been assumed to increase by between 3% and 4% in 2025/26 and 3% for the balance of the plan.

General insurance costs are expected to increase by 4% in 2025/26 and then by 3% for the balance of the plan.

Electricity costs are expected to rise by 10% in 2025/26. Council has long term contracts in place for electricity supply to both small sites (<100KW usage annually) and large sites (>100KW usage annually). The terms of these contracts have price review clauses that are subject to electricity market conditions at the time.

Council has been advised that the electricity usage rates for the small sites will increase substantially from 1 July 2025. It is difficult to estimate future movements in the fixed charges component of accounts that are determined by the Australian Energy Market Operator (AEMO).

Electricity charges are estimated to increase by 4% from 2026/27 onwards, however this will depend on market conditions that play out as the transition to renewables continue to be rolled out.

Council will seek to use its renewable electricity resources at the Carcoar Treatment Plant, Canomodine Pump Station, and the Administration Office to maximise possible savings.

In relation to other costs, due to Council's small size, is reliant upon the use of consultants to complete specific projects where internal resources are not available. The cost of consultants has risen significantly over the past couple of years as the inflation cycle has occurred. With the increase in staff numbers, it is anticipated that future use of consultants will diminish. This factor has been incorporated into the LTFP.

SENSITIVITY ANALYSIS AND FINANCIAL MODELLING

The Income Statement, Balance Sheet and Statement of Cash Flow are presented in Appendix A.

Year 1 of the Base Case LTFP contains the Operational Budget for 2025/26. This LTFP is the preferred position based upon a 20% increase in the availability charge in 2025/26 and 2026/27.

A Second case is shown for comparative purposes where the increase in the access change is rolled out at the rate of 10% for in each of 4 years being 2025/26, 2026/27, 2027/28 and 2028/29.

The Base case is preferred as it results a return to an operating surplus and full cost recovery in the 2026/27 year, compared to 2028/29 in the second case.

PERFORMANCE MEASURES

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

Description:

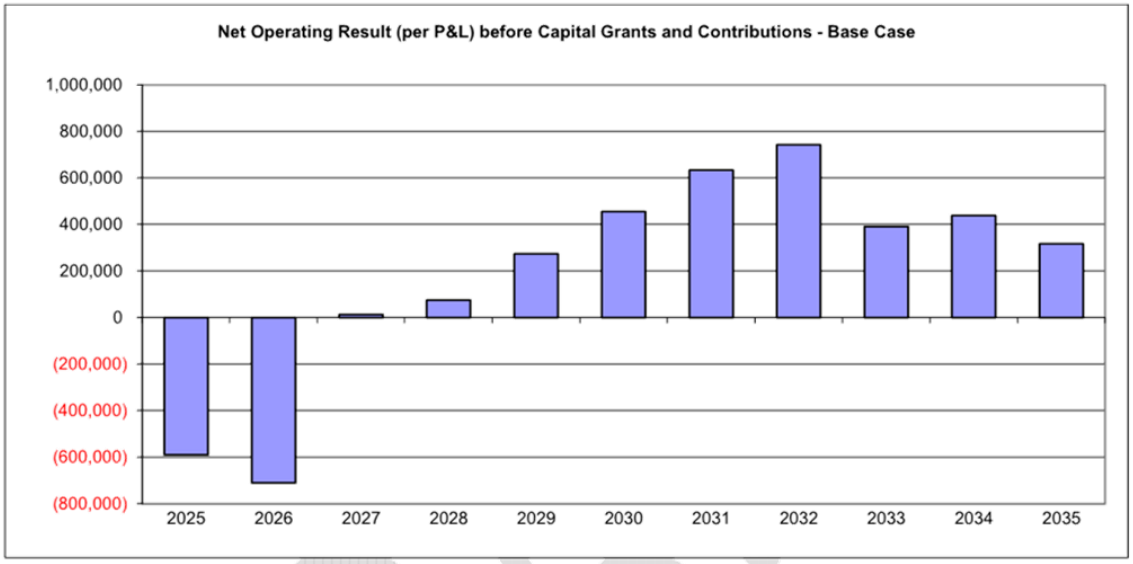
Council's operating result is normally regarded as an important criterion in measuring performance. The issue for Council is whether the operating results can be maintained and if those operating results can sustain the current level of services into the future. It is notable that the operating result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

Target:

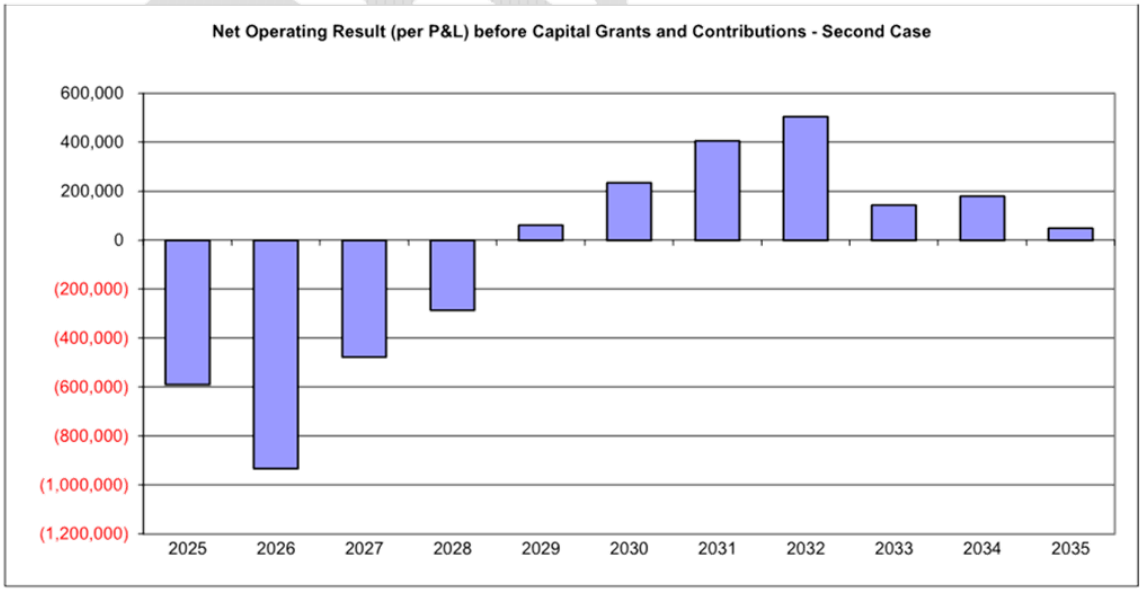
To achieve an operating surplus before capital throughout the LTFP.

Projection:

An operating deficit before capital in 2025/26 and 2026/27, with a surplus obtained over the balance of the LTFP.



In the base case the operating result before capital is in deficit in 2025/26 but then comes into an operating surplus for the remainder of the LTFP.



In the second case, the operating result remains in deficit for 3 years and the operating results over the life of the LTFP are less than the base case. The operating result trends upwards from 2028/29 to 2031/32 and then trends down again when the impact of the additional depreciation for the augmented Lake Rowlands starts to cut in. The operating results in the later years are also impacted by the interest expense from the loans that are drawn down for Lake Rowlands and the renewal of the Blayney Water Treatment plant.

Debt Service Ratio

Definition:

Is the sum of debt servicing costs including principal payments and interest as a percentage of total revenue.

Description:

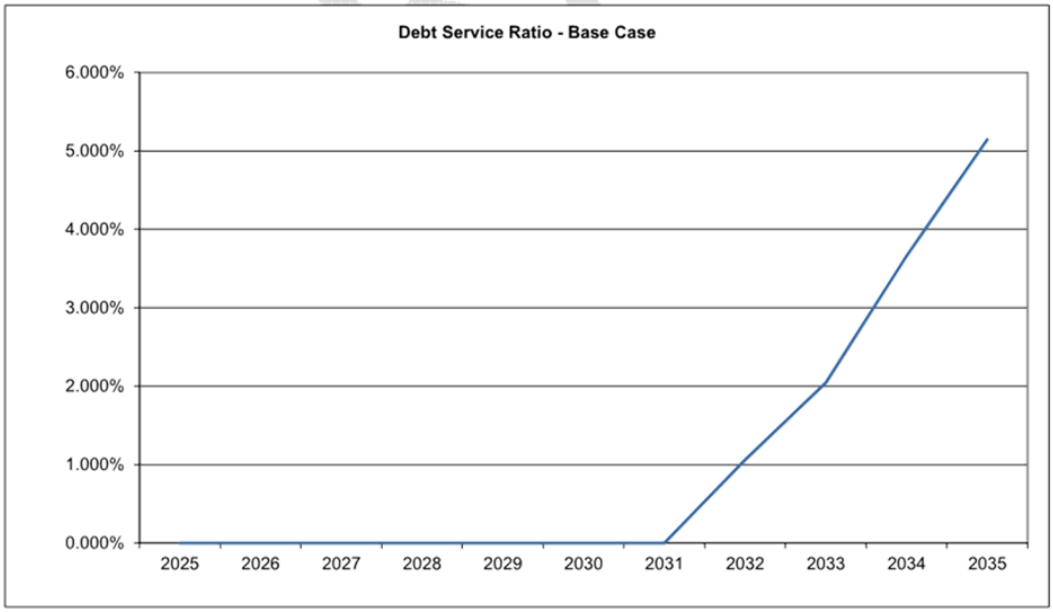
The capacity to service debt is an important measure of a Council's financial sustainability. By calculating how much of revenue is committed to servicing debt allows a Council to plan to ensure that sufficient cash is available to maintain operations and services.

Target:

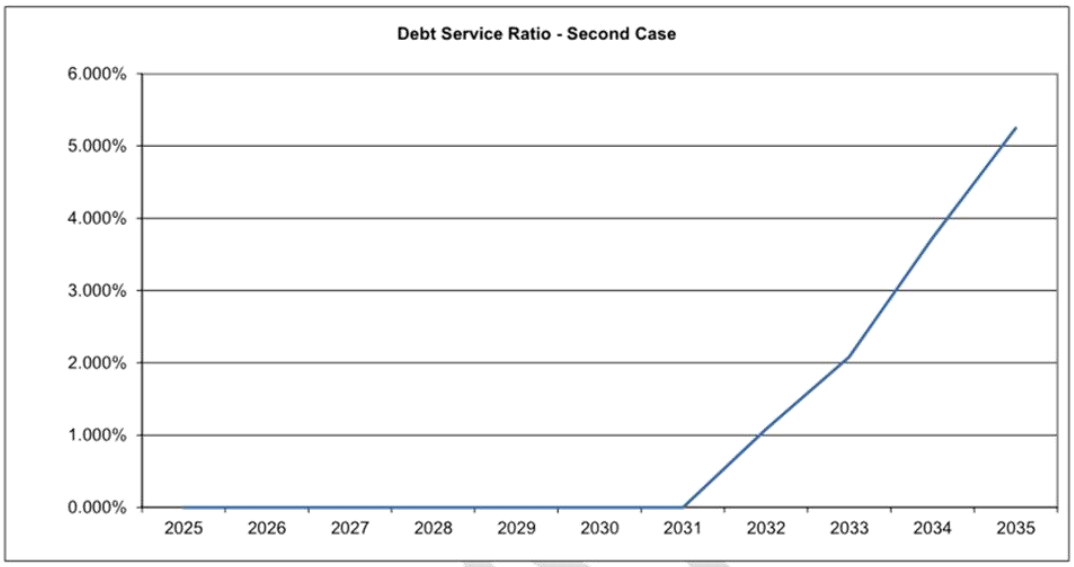
To keep the debt service ratio under 10% noting that non recurrent revenue flows such as grants and contributions may impact the result.

Projection:

Ratio is maintained at less than 10% over the life of the LTFP.



Council commences borrowing in 2031/32 for the Lake Rowlands Project, reflected in the above graph. In 2033-34 the further borrowings are undertaken for the Blayney Filtration Plant renewal. At the end of the LTFP the debt service ratio is rising but well below the 10% benchmark.



In the second case, the debt service ratio continues to rise towards the end of the LTFP but remains at a manageable level.

Unrestricted Current Ratio

Definition:

Unrestricted Current Assets less Current Liabilities.

Description:

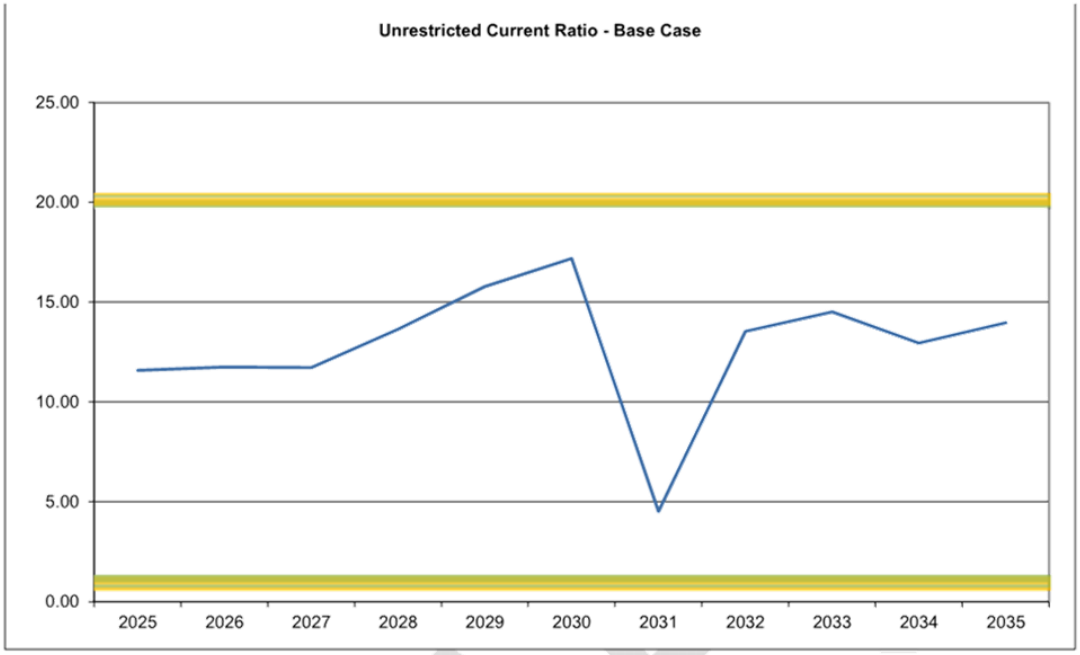
Illustrates the capacity of Council to meet its current obligations and liquidity requirements.

Target:

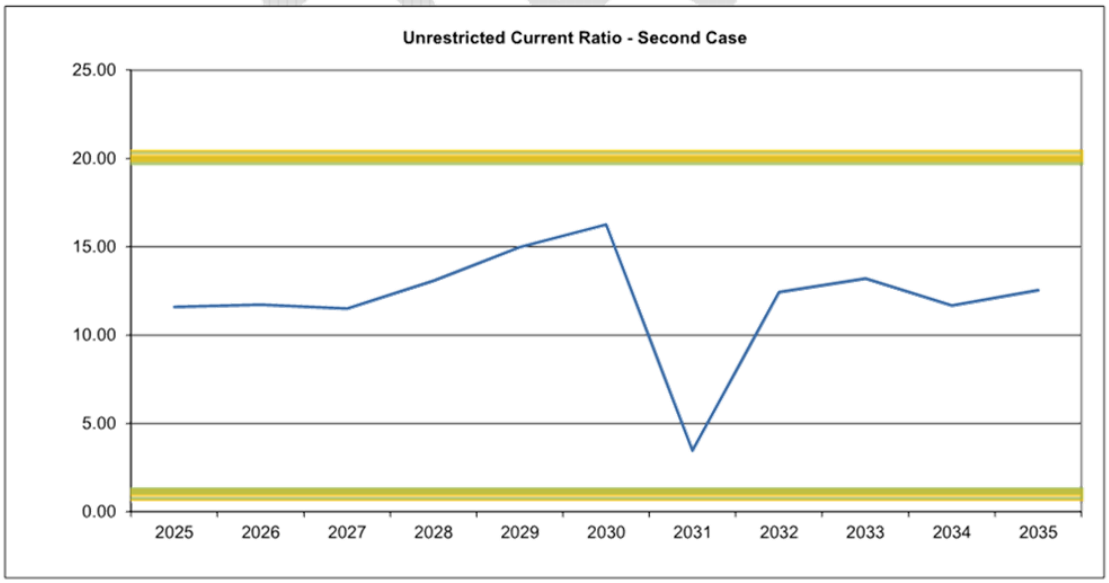
To achieve a ratio of at least 1.5 times.

Projection:

To maintain the ratio above 1.5 times over the life of the LTFP.



The above chart illustrates the unrestricted current ratio under the base case with a 20% increase in the Availability Charge each year for two years. The graph indicates that the cash and liquidity position remain sound over the life of the LTFP.



The above illustrates the unrestricted current ratio under the second case where the Availability Charge is increased by 10% for each of year for 4 years. The ratio is slightly lower than the base case but remains above target over the life of the LTFP.

APPENDICES

Appendix A: Central Tablelands Water – 10 Year Financial Plans for Base and Second Case

Appendix B: Central Tablelands Water – 10 Year Capital Program

Central Tablelands Water
10 Year Financial Plan for the Years ending 30 June 2035
INCOME STATEMENT - GENERAL FUND
Scenario: Base Case - 20% Access 2 Years

	Actuals	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	$	$	$	$	$	$	$	$	$	$	$	$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,848,000	1,980,353	2,415,149	2,937,777	3,056,944	3,180,878	3,309,771	3,443,818	3,583,227	3,728,212	3,878,996	4,034,155
User Charges & Fees	5,557,000	6,180,393	6,175,967	6,483,825	6,805,369	7,150,064	7,509,591	7,808,509	8,119,331	8,442,532	8,778,601	9,127,634
Other Revenues	125,000	136,311	91,579	93,230	94,928	96,677	98,479	100,336	102,246	104,219	106,250	108,343
Grants & Contributions provided for Operating Purposes	-	-	250,000	100,000	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	2,817,000	559,921	1,367,550	454,292	240,775	247,998	255,438	24,263,101	10,770,994	279,124	7,429,124	279,124
Interest & Investment Revenue	546,000	465,000	430,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000
Other Income:												
Net Gains from the Disposal of Assets	-	130,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	26,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**10,919,000**	**9,451,978**	**10,780,245**	**10,499,124**	**10,628,016**	**11,105,617**	**11,603,279**	**36,045,764**	**23,005,798**	**12,984,087**	**20,622,971**	**13,979,256**
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,643,000	3,086,015	3,331,424	3,368,532	3,483,559	3,588,215	3,696,014	3,807,042	3,921,403	4,038,990	4,160,094	4,284,827
Borrowing Costs	-	-	-	-	-	-	-	-	90,000	176,383	325,817	468,734
Materials & Contracts	2,492,000	3,121,220	3,365,549	3,152,562	3,246,697	3,341,489	3,466,576	3,534,941	3,636,255	3,774,792	3,856,816	3,972,440
Depreciation & Amortisation	3,014,000	3,255,000	3,402,276	3,485,746	3,556,830	3,629,377	3,703,417	3,778,982	3,816,102	4,294,812	4,383,143	4,626,291
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	16,000	20,000	23,508	24,213	24,939	25,687	26,458	27,252	28,070	28,912	29,779	30,672
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	77,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**8,242,000**	**9,482,235**	**10,122,757**	**10,031,053**	**10,312,025**	**10,584,768**	**10,892,465**	**11,148,217**	**11,491,830**	**12,313,889**	**12,755,649**	**13,382,964**
Operating Result from Continuing Operations	**2,677,000**	**(30,257)**	**657,488**	**468,071**	**315,991**	**520,849**	**710,814**	**24,897,547**	**11,513,968**	**670,198**	**7,867,322**	**596,292**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Operating Result for the Year	**2,677,000**	**(30,257)**	**657,488**	**468,071**	**315,991**	**520,849**	**710,814**	**24,897,547**	**11,513,968**	**670,198**	**7,867,322**	**596,292**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**(140,000)**	**(590,178)**	**(710,062)**	**13,779**	**75,216**	**272,851**	**455,376**	**634,446**	**742,974**	**391,074**	**438,198**	**317,168**

Central Tablelands Water
10 Year Financial Plan for the Years ending 30 June 2035
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Base Case - 20% Access 2 Years

	Actuals	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	$	$	$	$	$	$	$	$	$	$	$	$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	1,865,000	1,983,872	2,453,466	2,983,834	3,067,446	3,191,800	3,321,130	3,455,631	3,595,512	3,740,989	3,892,284	4,047,828
User Charges & Fees	5,545,000	6,400,716	6,176,201	6,467,553	6,788,373	7,131,844	7,490,587	7,792,709	8,102,902	8,425,449	8,760,837	9,109,185
Investment & Interest Revenue Received	454,000	604,697	390,877	380,427	344,794	341,350	351,501	565,131	257,375	348,445	360,346	377,495
Grants & Contributions	2,612,000	942,481	1,456,163	716,538	288,616	246,896	254,303	20,599,686	12,829,803	1,880,116	6,338,080	1,370,168
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	821,000	199,363	96,346	107,230	82,349	95,401	97,152	33,948	137,721	131,496	85,539	126,446
Payments:												
Employee Benefits & On-Costs	(2,472,000)	(3,055,599)	(3,297,087)	(3,341,065)	(3,452,392)	(3,557,921)	(3,690,598)	(3,803,684)	(3,917,944)	(4,035,427)	(4,156,425)	(4,281,047)
Materials & Contracts	(2,385,000)	(3,349,582)	(3,362,860)	(3,154,494)	(3,245,729)	(3,340,513)	(3,465,311)	(3,534,209)	(3,635,210)	(3,773,393)	(3,855,947)	(3,971,251)
Borrowing Costs	-	-	-	-	-	-	-	-	(90,000)	(176,383)	(325,817)	(468,734)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(611,000)	(5,744)	2,001	(27,833)	(20,667)	(21,615)	(20,599)	(23,559)	(23,633)	(23,645)	(25,598)	(25,727)
Net Cash provided (or used in) Operating Activities	5,829,000	3,720,203	3,915,107	4,132,189	3,852,789	4,087,241	4,338,165	25,085,653	17,256,526	6,517,646	11,073,300	6,284,363
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	7,700,000	-	-	-	-	-	-	19,077,065	-	-	1,065,792	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	140,000	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	4,000	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	(7,700,000)	(1,441,695)	(2,284,267)	(340,342)	(2,765,443)	(3,193,593)	(2,397,732)	-	(15,984,680)	(2,237,679)	-	(2,396,553)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(5,148,000)	(3,204,768)	(1,796,566)	(4,078,147)	(1,379,332)	(1,161,434)	(2,039,134)	(44,667,453)	(4,029,059)	(4,193,776)	(17,339,533)	(3,451,366)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	(110,000)	-	-	(30,000)	(200,000)	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(35,000)	(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	(1,400,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(6,439,000)	(4,378,203)	(3,915,107)	(4,132,189)	(3,852,789)	(4,087,241)	(4,338,165)	(25,285,653)	(20,016,739)	(6,434,455)	(16,266,741)	(5,847,919)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	3,000,000	-	5,150,000	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	(39,787)	(83,191)	(156,558)	(236,443)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	2,960,213	(83,191)	4,993,442	(236,443)
Net Increase/(Decrease) in Cash & Cash Equivalents	(610,000)	(658,000)	0	(0)	0	(0)	0	(200,000)	200,000	(0)	(200,000)	200,000
plus: Cash & Cash Equivalents - beginning of year	2,268,000	1,658,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	800,000	1,000,000	1,000,000	800,000
Cash & Cash Equivalents - end of the year	**1,658,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**800,000**	**1,000,000**	**1,000,000**	**800,000**	**1,000,000**
Cash & Cash Equivalents - end of the year	1,658,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	800,000	1,000,000	1,000,000	800,000	1,000,000
Investments - end of the year	9,100,000	10,541,695	12,825,961	13,166,304	15,931,747	19,125,340	21,523,072	2,446,007	18,430,687	20,668,366	19,602,574	21,999,128
Cash, Cash Equivalents & Investments - end of the year	**10,758,000**	**11,541,695**	**13,825,961**	**14,166,304**	**16,931,747**	**20,125,340**	**22,523,072**	**3,246,007**	**19,430,687**	**21,668,366**	**20,402,574**	**22,999,128**

Central Tablelands Water
10 Year Financial Plan for the Years ending 30 June 2035
BALANCE SHEET - GENERAL FUND
Scenario: Base Case - 20% Access 2 Years

	Actuals	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	$	$	$	$	$	$	$	$	$	$	$	$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,658,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	800,000	1,000,000	1,000,000	800,000	1,000,000
Investments	9,100,000	10,541,695	12,825,961	13,166,304	15,931,747	19,125,340	21,523,072	2,446,007	18,430,687	20,668,366	19,602,574	21,999,128
Receivables	1,455,000	631,745	843,269	673,687	689,359	745,832	798,115	4,611,088	2,516,940	839,791	2,050,703	937,042
Inventories	256,000	312,122	336,555	315,256	324,670	334,149	346,658	353,494	363,626	377,479	385,682	397,244
Contract assets and contract cost assets	2,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Other	54,000	28,483	30,730	28,805	29,666	30,532	31,673	32,300	33,226	34,490	35,242	36,298
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	12,525,000	12,515,545	15,038,016	15,185,553	17,976,941	21,237,353	23,701,018	8,244,389	22,345,979	22,921,626	22,875,701	24,371,212
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	40,000	38,000	36,000	34,000	37,000	40,000	43,000	46,000	39,000	47,000	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	500	500	500	500	500	500	500	500	500	500	500
Infrastructure, Property, Plant & Equipment	109,769,000	109,575,508	107,741,072	108,099,173	105,681,689	102,967,960	101,051,976	141,682,712	141,905,669	141,814,633	154,781,023	153,616,098
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	11,000	11,000	121,000	121,000	121,000	151,000	351,000	351,000	391,000	431,000	471,000	511,000
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	109,780,000	109,627,008	107,900,572	108,256,673	105,837,189	103,156,460	101,443,476	142,077,212	142,343,169	142,285,133	155,299,523	154,127,598
TOTAL ASSETS	**122,305,000**	**122,142,553**	**122,938,588**	**123,442,226**	**123,814,130**	**124,393,813**	**125,144,494**	**150,321,601**	**164,689,148**	**165,206,759**	**178,175,224**	**178,498,810**
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	965,000	800,212	900,750	920,266	952,147	983,715	1,023,504	1,052,427	1,086,649	1,126,787	1,159,844	1,198,225
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	5,846	16,887	5,787	2,514	2,589	2,667	253,304	112,448	2,914	77,559	2,914
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	83,191	88,257	236,443	250,843
Employee benefit provisions	1,136,000	1,165,958	1,192,385	1,218,993	1,245,753	1,272,400	1,272,400	1,272,400	1,272,400	1,272,400	1,272,400	1,272,400
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	2,101,000	1,972,015	2,110,022	2,145,046	2,200,414	2,258,703	2,298,570	2,578,130	2,554,688	2,490,358	2,746,246	2,724,381
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	2,877,022	2,788,765	7,634,020	7,383,178
Employee benefit provisions	27,000	23,795	24,334	24,877	25,424	25,967	25,967	25,967	25,967	25,967	25,967	25,967
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	27,000	23,795	24,334	24,877	25,424	25,967	25,967	25,967	2,902,989	2,814,732	7,659,987	7,409,145
TOTAL LIABILITIES	**2,128,000**	**1,995,810**	**2,134,357**	**2,169,924**	**2,225,837**	**2,284,671**	**2,324,538**	**2,604,098**	**5,457,677**	**5,305,091**	**10,406,233**	**10,133,527**
Net Assets	**120,177,000**	**120,146,743**	**120,804,231**	**121,272,302**	**121,588,293**	**122,109,142**	**122,819,956**	**147,717,503**	**159,231,471**	**159,901,669**	**167,768,991**	**168,365,283**
EQUITY												
Retained Earnings	51,804,000	51,773,743	52,431,231	52,899,302	53,215,293	53,736,142	54,446,956	79,344,503	90,858,471	91,528,669	99,395,991	99,992,283
Revaluation Reserves	68,373,000	68,373,000	68,373,000	68,373,000	68,373,000	68,373,000	68,373,000	68,373,000	68,373,000	68,373,000	68,373,000	68,373,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	120,177,000	120,146,743	120,804,231	121,272,302	121,588,293	122,109,142	122,819,956	147,717,503	159,231,471	159,901,669	167,768,991	168,365,283
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	**120,177,000**	**120,146,743**	**120,804,231**	**121,272,302**	**121,588,293**	**122,109,142**	**122,819,956**	**147,717,503**	**159,231,471**	**159,901,669**	**167,768,991**	**168,365,283**

Central Tablelands Water
10 Year Financial Plan for the Years ending 30 June 2035
INCOME STATEMENT - GENERAL FUND
Scenario: Second Case - 10% Access for 4 Years

	Actuals 2023/24 $	Current Year 2024/25 $	Projected Years 2025/26 $	2026/27 $	2027/28 $	2028/29 $	2029/30 $	2030/31 $	2031/32 $	2032/33 $	2033/34 $	2034/35 $
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,848,000	1,980,353	2,192,097	2,446,768	2,695,585	2,969,283	3,089,711	3,214,955	3,345,210	3,480,674	3,621,557	3,766,419
User Charges & Fees	5,557,000	6,180,393	6,175,967	6,483,825	6,805,369	7,150,064	7,509,591	7,808,509	8,119,331	8,442,532	8,778,601	9,127,634
Other Revenues	125,000	136,311	91,579	93,230	94,928	96,677	98,479	100,336	102,246	104,219	106,250	108,343
Grants & Contributions provided for Operating Purposes	-	-	250,000	100,000	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	2,817,000	559,921	1,367,550	454,292	240,775	247,998	255,438	24,263,101	10,770,994	279,124	7,429,124	279,124
Interest & Investment Revenue	546,000	465,000	430,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000
Other Income:												
Net Gains from the Disposal of Assets	-	130,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	26,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**10,919,000**	**9,451,978**	**10,557,193**	**10,008,115**	**10,266,657**	**10,894,022**	**11,383,219**	**35,816,901**	**22,767,781**	**12,736,549**	**20,365,532**	**13,711,520**
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,643,000	3,086,015	3,331,424	3,368,532	3,483,559	3,588,215	3,696,014	3,807,042	3,921,403	4,038,990	4,160,094	4,284,827
Borrowing Costs	-	-	-	-	-	-	-	-	90,000	176,383	325,817	468,734
Materials & Contracts	2,492,000	3,121,220	3,365,549	3,152,562	3,246,697	3,341,489	3,466,576	3,534,941	3,636,255	3,774,792	3,856,816	3,972,440
Depreciation & Amortisation	3,014,000	3,255,000	3,402,276	3,485,746	3,556,830	3,629,377	3,703,417	3,778,982	3,816,102	4,294,812	4,383,143	4,626,291
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	16,000	20,000	23,508	24,213	24,939	25,687	26,458	27,252	28,070	28,912	29,779	30,672
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	77,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**8,242,000**	**9,482,235**	**10,122,757**	**10,031,053**	**10,312,025**	**10,584,768**	**10,892,465**	**11,148,217**	**11,491,830**	**12,313,889**	**12,755,649**	**13,382,964**
Operating Result from Continuing Operations	**2,677,000**	**(30,257)**	**434,436**	**(22,938)**	**(45,368)**	**309,254**	**490,754**	**24,668,684**	**11,275,951**	**422,660**	**7,609,883**	**328,556**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Operating Result for the Year	**2,677,000**	**(30,257)**	**434,436**	**(22,938)**	**(45,368)**	**309,254**	**490,754**	**24,668,684**	**11,275,951**	**422,660**	**7,609,883**	**328,556**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**(140,000)**	**(590,178)**	**(933,114)**	**(477,230)**	**(286,143)**	**61,256**	**235,316**	**405,583**	**504,957**	**143,536**	**180,759**	**49,432**

Central Tablelands Water 10 Year Financial Plan for the Years ending 30 June 2035 INCOME STATEMENT - GENERAL FUND Scenario: Second Case - 10% Access for 4 Years	Actuals 2023/24 $	Current Year 2024/25 $			Projected Years 2025/26 $	2026/27 $	2027/28 $	2028/29 $	2029/30 $	2030/31 $	2031/32 $	2032/33 $	2033/34 $	2034/35 $
Income from Continuing Operations														
Revenue:														
Rates & Annual Charges	1,848,000	1,980,353	2,192,097	2,446,768	2,695,585		2,969,283	3,089,711	3,214,955	3,345,210	3,480,674	3,621,557	3,766,419	
User Charges & Fees	5,557,000	6,180,393	6,175,967	6,483,825	6,805,369		7,150,064	7,509,591	7,808,509	8,119,331	8,442,532	8,778,601	9,127,634	
Other Revenues	125,000	136,311	91,579	93,230	94,928		96,677	98,479	100,336	102,246	104,219	106,250	108,343	
Grants & Contributions provided for Operating Purposes	-	-	250,000	100,000	-		-	-	-	-	-	-	-	
Grants & Contributions provided for Capital Purposes	2,817,000	559,921	1,367,550	454,292	240,775		247,998	255,438	24,263,101	10,770,994	279,124	7,429,124	279,124	
Interest & Investment Revenue	546,000	465,000	430,000	380,000	380,000		380,000	380,000	380,000	380,000	380,000	380,000	380,000	
Other Income:														
Net Gains from the Disposal of Assets	-	130,000	50,000	50,000	50,000		50,000	50,000	50,000	50,000	50,000	50,000	50,000	
Fair value increment on investment properties	-	-	-	-	-		-	-	-	-	-	-	-	
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-		-	-	-	-	-	-	-	
Reversal of impairment losses on receivables	-	-	-	-	-		-	-	-	-	-	-	-	
Other Income	26,000	-	-	-	-		-	-	-	-	-	-	-	
Joint Ventures & Associated Entities - Gain	-	-	-	-	-		-	-	-	-	-	-	-	
Total Income from Continuing Operations	**10,919,000**	**9,451,978**	**10,557,193**	**10,008,115**	**10,266,657**		**10,894,022**	**11,383,219**	**35,816,901**	**22,767,781**	**12,736,549**	**20,365,532**	**13,711,520**	
Expenses from Continuing Operations														
Employee Benefits & On-Costs	2,643,000	3,086,015	3,331,424	3,368,532	3,483,559		3,588,215	3,696,014	3,807,042	3,921,403	4,038,990	4,160,094	4,284,827	
Borrowing Costs	-	-	-	-	-		-	-	-	90,000	176,383	325,817	468,734	
Materials & Contracts	2,492,000	3,121,220	3,365,549	3,152,562	3,246,697		3,341,489	3,466,576	3,534,941	3,636,255	3,774,792	3,856,816	3,972,440	
Depreciation & Amortisation	3,014,000	3,255,000	3,402,276	3,485,746	3,556,830		3,629,377	3,703,417	3,778,982	3,816,102	4,294,812	4,383,143	4,626,291	
Impairment of investments	-	-	-	-	-		-	-	-	-	-	-	-	
Impairment of receivables	-	-	-	-	-		-	-	-	-	-	-	-	
Other Expenses	16,000	20,000	23,508	24,213	24,939		25,687	26,458	27,252	28,070	28,912	29,779	30,672	
Interest & Investment Losses	-	-	-	-	-		-	-	-	-	-	-	-	
Net Losses from the Disposal of Assets	77,000	-	-	-	-		-	-	-	-	-	-	-	
Revaluation decrement/impairment of IPPE	-	-	-	-	-		-	-	-	-	-	-	-	
Fair value decrement on investment properties	-	-	-	-	-		-	-	-	-	-	-	-	
Joint Ventures & Associated Entities - Loss	-	-	-	-	-		-	-	-	-	-	-	-	
Total Expenses from Continuing Operations	**8,242,000**	**9,482,235**	**10,122,757**	**10,031,053**	**10,312,025**		**10,584,768**	**10,892,465**	**11,148,217**	**11,491,830**	**12,313,889**	**12,755,649**	**13,382,964**	
Operating Result from Continuing Operations	**2,677,000**	**(30,257)**	**434,436**	**(22,938)**	**(45,368)**		**309,254**	**490,754**	**24,668,684**	**11,275,951**	**422,660**	**7,609,883**	**328,556**	
Discontinued Operations - Profit/(Loss)	-	-	-	-	-		-	-	-	-	-	-	-	
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-		-	-	-	-	-	-	-	
Net Operating Result for the Year	**2,677,000**	**(30,257)**	**434,436**	**(22,938)**	**(45,368)**		**309,254**	**490,754**	**24,668,684**	**11,275,951**	**422,660**	**7,609,883**	**328,556**	
Net Operating Result before Grants and Contributions provided for Capital Purposes	**(140,000)**	**(590,178)**	**(933,114)**	**(477,230)**	**(286,143)**		**61,256**	**235,316**	**405,583**	**504,957**	**143,536**	**180,759**	**49,432**	

Central Tablelands Water
10 Year Financial Plan for the Years ending 30 June 2035
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Second Case - 10% Access for 4 Years

	Actuals	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	$	$	$	$	$	$	$	$	$	$	$	$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	1,865,000	1,983,872	2,210,757	2,469,211	2,717,512	2,993,403	3,100,324	3,225,992	3,356,689	3,492,612	3,633,972	3,779,185
User Charges & Fees	5,545,000	6,400,716	6,176,201	6,467,553	6,788,373	7,131,844	7,490,587	7,792,709	8,102,902	8,425,449	8,760,837	9,109,185
Investment & Interest Revenue Received	454,000	604,697	393,772	386,532	348,897	343,668	354,108	567,840	260,192	351,375	363,393	380,664
Grants & Contributions	2,612,000	942,481	1,456,163	716,538	288,616	246,896	254,303	20,599,686	12,829,803	1,880,116	6,338,080	1,370,168
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	821,000	199,363	96,346	107,230	82,349	95,401	97,152	33,948	137,721	131,496	85,539	126,446
Payments:												
Employee Benefits & On-Costs	(2,472,000)	(3,055,599)	(3,297,087)	(3,341,065)	(3,452,392)	(3,557,921)	(3,690,598)	(3,803,684)	(3,917,944)	(4,035,427)	(4,156,425)	(4,281,047)
Materials & Contracts	(2,385,000)	(3,349,582)	(3,362,860)	(3,154,494)	(3,245,729)	(3,340,513)	(3,465,311)	(3,534,209)	(3,635,210)	(3,773,393)	(3,855,947)	(3,971,251)
Borrowing Costs	-	-	-	-	-	-	-	-	(90,000)	(176,383)	(325,817)	(468,734)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(611,000)	(5,744)	2,001	(27,833)	(20,667)	(21,615)	(20,599)	(23,559)	(23,633)	(23,645)	(25,598)	(25,727)
Net Cash provided (or used in) Operating Activities	5,829,000	3,720,203	3,675,294	3,623,672	3,506,958	3,891,163	4,119,965	24,858,723	17,020,520	6,272,199	10,818,035	6,018,888
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	7,700,000	-	-	-	-	-	-	19,303,995	-	-	1,321,056	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	140,000	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	4,000	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	(7,700,000)	(1,441,695)	(2,044,454)	-	(2,251,437)	(2,997,515)	(2,179,532)	-	(15,748,674)	(1,992,232)	-	(2,131,079)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(5,148,000)	(3,204,768)	(1,796,566)	(4,078,147)	(1,379,332)	(1,161,434)	(2,039,134)	(44,667,453)	(4,029,059)	(4,193,776)	(17,339,533)	(3,451,366)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	(110,000)	-	-	(30,000)	(200,000)	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(35,000)	(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	(1,400,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(6,439,000)	(4,378,203)	(3,675,294)	(3,791,847)	(3,338,783)	(3,891,163)	(4,119,965)	(25,058,723)	(19,780,733)	(6,189,008)	(16,011,477)	(5,582,445)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	3,000,000	-	5,150,000	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	(39,787)	(83,191)	(156,558)	(236,443)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	2,960,213	(83,191)	4,993,442	(236,443)
Net Increase/(Decrease) in Cash & Cash Equivalents	(610,000)	(658,000)	0	(168,175)	168,175	(0)	(0)	(200,000)	200,000	0	(200,000)	200,000
plus: Cash & Cash Equivalents - beginning of year	2,268,000	1,658,000	1,000,000	1,000,000	831,825	1,000,000	1,000,000	1,000,000	800,000	1,000,000	1,000,000	800,000
Cash & Cash Equivalents - end of the year	**1,658,000**	**1,000,000**	**1,000,000**	**831,825**	**1,000,000**	**1,000,000**	**1,000,000**	**800,000**	**1,000,000**	**1,000,000**	**800,000**	**1,000,000**
Cash & Cash Equivalents - end of the year	1,658,000	1,000,000	1,000,000	831,825	1,000,000	1,000,000	1,000,000	800,000	1,000,000	1,000,000	800,000	1,000,000
Investments - end of the year	9,100,000	10,541,695	12,586,149	12,586,149	14,837,586	17,835,100	20,014,633	710,638	16,459,312	18,451,543	17,130,487	19,261,566
Cash, Cash Equivalents & Investments - end of the year	**10,758,000**	**11,541,695**	**13,586,149**	**13,417,974**	**15,837,586**	**18,835,100**	**21,014,633**	**1,510,638**	**17,459,312**	**19,451,543**	**17,930,487**	**20,261,566**

Central Tablelands Water
10 Year Financial Plan for the Years ending 30 June 2035
BALANCE SHEET - GENERAL FUND
Scenario: Second Case - 10% Access for 4 Years

	Actuals	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	$	$	$	$	$	$	$	$	$	$	$	$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,658,000	1,000,000	1,000,000	831,825	1,000,000	1,000,000	1,000,000	800,000	1,000,000	1,000,000	800,000	1,000,000
Investments	9,100,000	10,541,695	12,586,149	12,586,149	14,837,586	17,835,100	20,014,633	710,638	16,459,312	18,451,543	17,130,487	19,261,566
Receivables	1,455,000	631,745	840,373	664,686	676,256	730,410	780,086	4,590,350	2,493,385	813,306	2,021,172	904,341
Inventories	256,000	312,122	336,555	315,256	324,670	334,149	346,658	353,494	363,626	377,479	385,682	397,244
Contract assets and contract cost assets	2,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Other	54,000	28,483	30,730	28,805	29,666	30,532	31,673	32,300	33,226	34,490	35,242	36,298
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	12,525,000	12,515,545	14,795,307	14,428,221	16,869,676	19,931,691	22,174,550	6,488,282	20,351,049	20,678,319	20,374,082	21,600,949
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	40,000	38,000	36,000	34,000	37,000	40,000	43,000	46,000	39,000	47,000	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	500	500	500	500	500	500	500	500	500	500	500
Infrastructure, Property, Plant & Equipment	109,769,000	109,575,508	107,741,072	108,099,173	105,681,689	102,967,960	101,051,976	141,682,712	141,905,669	141,814,633	154,781,023	153,616,098
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	11,000	11,000	121,000	121,000	121,000	151,000	351,000	351,000	391,000	431,000	471,000	511,000
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	109,780,000	109,627,008	107,900,572	108,256,673	105,837,189	103,156,460	101,443,476	142,077,212	142,343,169	142,285,133	155,299,523	154,127,598
TOTAL ASSETS	**122,305,000**	**122,142,553**	**122,695,879**	**122,684,894**	**122,706,865**	**123,088,151**	**123,618,026**	**148,565,494**	**162,694,218**	**162,963,452**	**175,673,605**	**175,728,547**
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	965,000	800,212	881,094	876,996	920,303	965,068	1,004,111	1,032,258	1,065,674	1,104,973	1,137,157	1,174,631
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	5,846	16,887	5,787	2,514	2,589	2,667	253,304	112,448	2,914	77,559	2,914
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	83,191	88,257	236,443	250,843
Employee benefit provisions	1,136,000	1,165,958	1,192,385	1,218,993	1,245,753	1,272,400	1,272,400	1,272,400	1,272,400	1,272,400	1,272,400	1,272,400
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	2,101,000	1,972,015	2,090,366	2,101,776	2,168,569	2,240,056	2,279,177	2,557,962	2,533,712	2,468,544	2,723,559	2,700,787
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	2,877,022	2,788,765	7,634,020	7,383,178
Employee benefit provisions	27,000	23,795	24,334	24,877	25,424	25,967	25,967	25,967	25,967	25,967	25,967	25,967
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	27,000	23,795	24,334	24,877	25,424	25,967	25,967	25,967	2,902,989	2,814,732	7,659,987	7,409,145
TOTAL LIABILITIES	**2,128,000**	**1,995,810**	**2,114,700**	**2,126,653**	**2,193,992**	**2,266,024**	**2,305,145**	**2,583,929**	**5,436,702**	**5,283,276**	**10,383,546**	**10,109,933**
Net Assets	**120,177,000**	**120,146,743**	**120,581,179**	**120,558,241**	**120,512,873**	**120,822,127**	**121,312,881**	**145,981,565**	**157,257,516**	**157,680,176**	**165,290,059**	**165,618,615**
EQUITY												
Retained Earnings	51,804,000	51,773,743	52,208,179	52,185,241	52,139,873	52,449,127	52,939,881	77,608,565	88,884,516	89,307,176	96,917,059	97,245,615
Revaluation Reserves	68,373,000	68,373,000	68,373,000	68,373,000	68,373,000	68,373,000	68,373,000	68,373,000	68,373,000	68,373,000	68,373,000	68,373,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	120,177,000	120,146,743	120,581,179	120,558,241	120,512,873	120,822,127	121,312,881	145,981,565	157,257,516	157,680,176	165,290,059	165,618,615
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	**120,177,000**	**120,146,743**	**120,581,179**	**120,558,241**	**120,512,873**	**120,822,127**	**121,312,881**	**145,981,565**	**157,257,516**	**157,680,176**	**165,290,059**	**165,618,615**

Central Tablelands Water Capital Budget 2025-26 to 2034-35

PROJECT/WORKS	Operational Plan 2024/25	Amended Budget 2024/25	Operational Plan 25-26 2025/26	Delivery Program FYs 25-29 2026/27	Delivery Program FYs 25-29 2027/28	Delivery Program FYs 25-29 2028/29	Delivery Program FYs 25-29 2029/30	Delivery Program FYs 29-33 2030/31	Delivery Program FYs 29-33 2031/32	Delivery Program FYs 29-33 2032/33	Delivery Program FYs 34-37 2033/34	Delivery Program FYs 34-37 2034/35	Total LTFP - Yr 1 to Yr 10 2025-2035
	Yr 0	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total
	$2,482,006	$3,204,408	$1,906,565	$4,078,146	$1,379,331	$1,191,433	$2,239,133	$28,667,453	$19,029,059	$4,193,776	$17,339,533	$3,451,366	$83,475,794
Pump Replacement/Renewal	54,855	181,323	0	0	0	0	0	0	0	0	0	0	0
Vehicle Replacement	522,064	522,064	540,336	559,248	578,822	599,081	620,049	641,751	664,212	687,459	711,520	736,423	6,338,901
Other Plant and Equipment Replacement (trailers, exc, survey etc.)	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
Computer Hardware/Office Equipment includes 20000 for Depot Office Equipment	52,137	52,137	53,962	55,851	57,806	59,829	61,923	64,090	66,333	68,655	71,058	73,545	633,052
Business/Corp System			110,000			30,000	200,000						340,000
Blayney Administration Office CCTV			4,720										4,720
Blayney Administration Office Indoor Refurbishment		0	30,000	300,000		0							330,000
Blayney Office - Outdoor Drainage and Yard Seal	20,350	0	100,000										100,000
Depot Upgrades - Canowindra, Grenfell and Blayney	200,000	370,936	140,000	140,000	100,000								380,000
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	50,000	0									50,000
Reticulation Mains Renewals Program - Canowindra, Blayney, Carcoar	80,000	571,130	0	220,000	220,000	220,000	80,000	80,000	80,000	80,000	80,000	80,000	1,140,000
Smart Metering Project			150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
Trunk Main Renewals													0
													0
Trunk Main 'U' Renewal - 'C' to Canomodine P Stn - 10kms (2031/32 to 2032/33)									1,900,000	1,900,000			3,800,000
Trunk Main 'U' Renewal - Canomodine Pump Station to Top of Hill - 7 kms (1000kpa lift)	500,000												0
Trunk Main 'U' Renewal - Canomodine Pump Station to Top of Hill - 4.5 kms (1000kpa lift)				1,900,000									1,900,000
Trunk Main Renewal 'U' - Top of Hill to Cudal - 11kms (2033/34 to 2034/35)											1,900,000	2,280,000	4,180,000
Trunk Main Renewal 'U' - 'C' to - Cudal - 1 Creek Crossings Replacing Underbores	250,000			250,000	0	0							250,000
Trunk Main - Western Artery Pipeline Design - TM 'A', TM 'B' and TM 'C' (50% Grant)	0	221,262											0
Trunk Main A Renewal - Lake Rowlands to CWTP - 6 kms (2030/31)								3,600,000					3,600,000
													0
Manildra Reticulation Main relocation across new bridge.		0	64,000										64,000
Lake Rowlands Wall Raising - 2.2 mtrs - (Grant $34M , $3M Loan Funds, $3M Reserves)							1,000,000	24,000,000	15,000,000				40,000,000
Gooloogong Bore - Renew Switchboard & Control systems		113,617											0
Trunk Main I Relocation		0											0
Reservoir Resealing and Coating Program	250,000	250,000											0
Milthorpe Reservoir - Recoating				70,000									70,000
Greys Hill Reservoir - Recoating				100,000									100,000
New Bore Gooloogong									1,000,000	180,000			1,180,000
Reticulation Main Extensions (Funded from Capital Contributions)	41,400	116,400											0
Carcoar 12 ML Reservoir		9,933											0
Carcoar Town Reservoir Refurbishments -New Internal Coating	42,000	42,000											0
Carcoar Town Pump Station fitout - relocation Chlorine & Pumps from under Reservoir.	25,000	25,000											0
Bangaroo Pump Stn - Switchboard, VSD and Control system installation.	0	13,886											0
Canomodine Pump Station		0											0
Eugowra Pump Station	0	80,693											0
Carcoar WTP PLC Upgrade	70,000	70,000											0
Carcoar WFP - Equipment Renewals	62,100	62,100	64,274	66,523	68,851	71,261	73,755	76,337	79,009	81,774	84,636	87,598	754,018
Carcoar WTP Chlorine lifting system			50,000										50,000
Carcoar WFP - Reseal Access Road		16,216											0
Blayney WFP - Reseal Access Road and Carpark		23,763											0
Telemetry Upgrades	50,000	100,589	100,000	200,000	100,000								400,000
Quandialla Site upgrades, Electrical / Telemetry, Bore site			75,000										75,000
Quandialla Site upgrades, Electrical / Telemetry, Reservoir site			75,000										75,000
New Metering - Lake Rowlands		6,526											0
Blayney Water Treatment Plant - Equipment Renewals	31,050	31,050	32,137	33,262	34,426	25,631	16,528	17,106	10,000	5,000			174,088
Blayney Water Filtration Plant - Renewal at CWTP (Grant $7.15M, Loan $5.15M, Reserves $2.0M)										1,000,000	14,300,000	0	15,300,000
Reservoir access ladders			160,000										160,000
Online CHL and Turbidity analyser Goologong bore			50,000										50,000
Lake Rowlands Destratisfication upgrades			25,000										25,000

Central Tablelands Water Capital Budget 2025-26 to 2034-35

PROJECT/WORKS	Operational Plan 2024/25 Yr 0	Amended Budget 2024/25 Yr 0	Operational Plan 25-26 2025/26 Yr 1	Delivery Program FYs 25-29 2026/27 Yr 2	Delivery Program FYs 25-29 2027/28 Yr 3	Delivery Program FYs 25-29 2028/29 Yr 4	Delivery Program FYs 25-29 2029/30 Yr 5	Delivery Program FYs 29-33 2030/31 Yr 6	Delivery Program FYs 29-33 2031/32 Yr 7	Delivery Program FYs 29-33 2032/33 Yr 8	Delivery Program FYs 34-37 2033/34 Yr 9	Delivery Program FYs 34-37 2034/35 Yr 10	Total LTFP - Yr 1 to Yr 10 2025-2035 Total
	$2,482,006	$3,204,408	$1,906,565	$4,078,146	$1,379,331	$1,191,433	$2,239,133	$28,667,453	$19,029,059	$4,193,776	$17,339,533	$3,451,366	$83,475,794
DPE Water Loss Management (WLM) Initiative Project													0
Water Loss Management Project Meters and Monitoring - 19 Reservoir Sites	50,000	90,233											0
Replacement of CWTP Fluoride package plant - 100% Grant	100,000	100,000											0
Automatic Filling Stations Upgrade	0	52,500											0
Total Capital Expenditure	**2,482,006**	**3,204,408**	**1,906,565**	**4,078,146**	**1,379,331**	**1,191,433**	**2,239,133**	**28,667,453**	**19,029,059**	**4,193,776**	**17,339,533**	**3,451,366**	**83,475,794**
	2,482,006	3,204,408	0										
Funding Source													
Vehicle Sales	**261,032**	**261,032**	270,168	279,624	289,411	299,541	310,025	320,876	332,106	343,730	355,760	368,212	3,169,453
Plant Restriction	**261,032**	**261,032**	270,168	279,624	289,411	299,540	310,024	320,875	332,106	343,729	355,760	368,211	3,169,449
Capital Contributions - Mains Extensions	**504,410**	**116,400**	0	0	0	0	0	0	0	0	0	0	0
Capital Grant Funding	**30,000**	**321,262**	0	0	0	0	0	24,000,000	10,500,000	0	7,150,000	0	41,650,000
Infrastructure Restriction	**1,425,532**	**2,244,682**	1,366,229	3,518,898	800,509	592,352	1,619,084	4,025,702	4,864,847	3,506,317	3,328,013	2,714,943	26,336,893
Loan Funding									3,000,000		5,150,000	0	8,150,000
From Sec 64 Funds - External Restriction											1,000,000		1,000,000
Total Funding	2,482,006	3,204,408	1,906,565	4,078,146	1,379,331	1,191,433	2,239,133	28,667,453	19,029,059	4,193,776	17,339,533	3,451,366	83,475,795
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DELIVERY PROGRAM 2025-2029

Reviewed May 2025

CONTENTS

MESSAGE FROM THE CHAIRPERSON AND GENERAL MANAGER

We are pleased to present the Delivery Program of Central Tablelands Water (CTW) for the period 2025-2029.

This Delivery Program sets CTW's strategic direction for the next four years. The Delivery Program creates a framework to ensure that CTW's quality water supply network continues to support our region's residents, industry, economy, environment, and growth.

The strategic priorities for CTW are provide a high quality and reliable drinking water supply; an efficient, sustainable and customer focused organisation; and regional leadership and collaboration. Service provision, good governance, best practice management, good customer service, sound financial management, risk management, professional staff development, regional collaboration, and industry leader, are all key result areas for CTW moving forward.

Continued investment in upgrading and maintaining our precious water source at Lake Rowlands and various bore sites throughout the CTW supply network will safeguard these high-quality water sources for now and into the future. We will continue to advocate strongly for the augmentation of Lake Rowlands and potential linkages to further boost water security in the region.

We are significantly increasing our effort to renew and upgrade key water supply system infrastructure based on current asset management data and technological advances. This infrastructure includes water treatment plants, pump stations, pipelines, telemetry, bores and reservoirs. This work not only meets the network's future performance and capacity demands but is vital for the reliability and redundancy of the water supply system to maintain CTW's high level of service.

Long term financial sustainability is of paramount importance to CTW to ensure our levels of service at the most sustainable price is achievable. Maintaining prudent financial management allows for renewal and upgrades of our infrastructure to occur. CTW will work with Governments at all levels to seek opportunities for funding these infrastructure upgrades.

The Delivery Program also commits to a number of initiatives aimed at driving efficiencies within the organisation. These efficiencies include continuing to use our asset data to inform decisions on renewals and upgrades, utilising technology to advance our systems and processes, reducing our environmental footprint, and enabling a capable and motivated workforce. CTW will actively work in collaboration with our councilors, staff, constituent councils, customers, stakeholders, Government, and other Local Water Utilities to enhance the strategic priorities of CTW into the future.

Cr Andrew Rawson
Chairperson

Charlie Harris
General Manager

MISSION

To supply quality, affordable drinking water to our customers, in collaboration with our constituent councils.

VISION

As a regional leader and provider, to achieve excellence in water supply, now and into the future.

VALUES

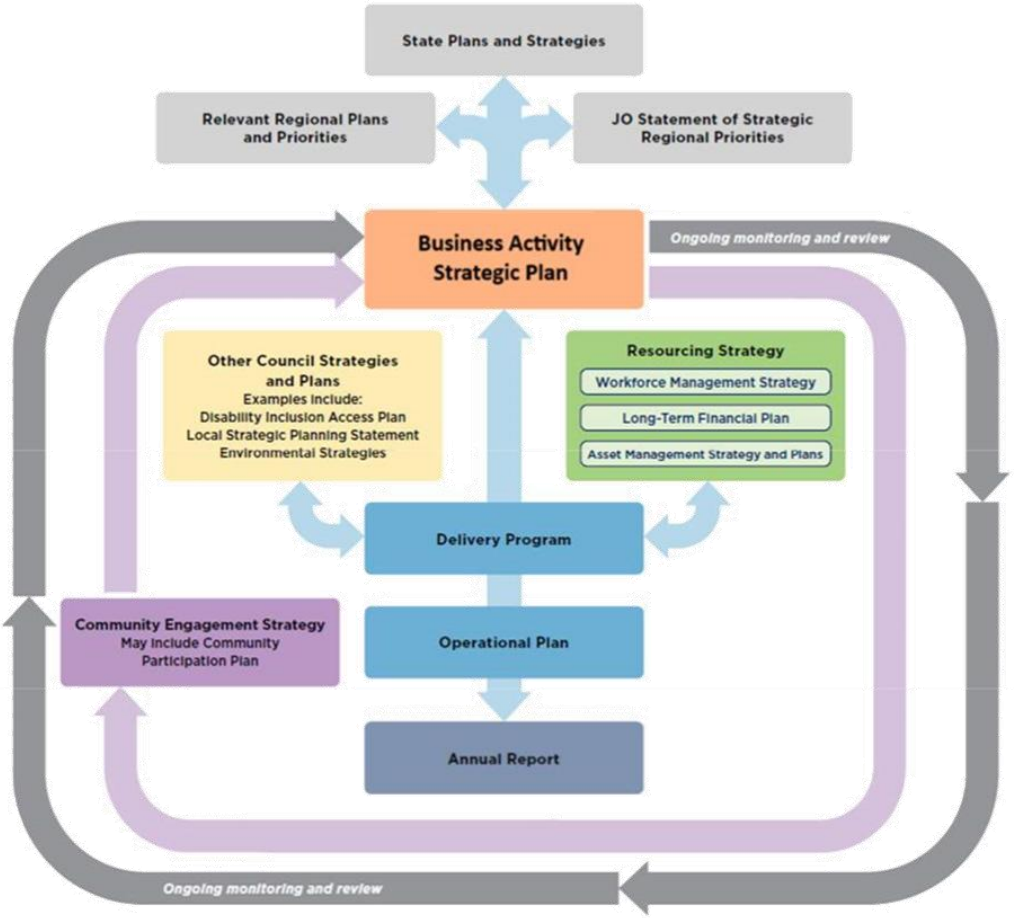
Central Tablelands Water values our customers, our workforce, and our regional partners. We provide our water supply valuing sustainability, quality, efficiency, equity, and innovation.

Tablelands Water

IP&R FRAMEWORK

The purpose of the IP&R Framework and inter-related suite of plans is to:

- Ensure the long-term sustainability of council
- Provide increased transparency and accountability
- Guide council in all that they do
- Provide an evidence base for all decisions
- Provide regular opportunities for monitoring and review
- Demonstrate how services are to be delivered; asset investments and other decisions are made, addressing long-term goals and objectives of the council and its stakeholders.



CONSTITUENT COUNCIL PRIORITIES

In identifying its strategic priorities and activities, CTW is required to give due regard to the future plans and needs of its constituent councils' communities that relates to the provision of water supply, and as outlined in their respective Community Strategic Plans.

CONSTITUENT COUNCIL	*COMMUNITY STRATEGIC PLAN PRIORITIES*

Blayney Shire Council	• Our local planning instruments supports a viable and productive agricultural sector.
	  ○ Maintain the availability and quality of water for use in rural areas.
	• The Belubula River, waterways and tributaries that flow into our regional water catchments and water supply sources are clean, healthy and biodiverse.
	  ○ Clean up waterways throughout the Shire including removal of willow trees, other noxious species, creating wildlife habitat

Cabonne Council	• Cabonne residents have access to secure, quality and reliable water supply. ○ Future-proof our water resources through preparing for droughts and being responsible water users. All towns and villages have access to a secure potable water supply.

Weddin Shire Council	• Collaborative wealth building (strong, diverse and resilient local economy).
	  ○ A strong and progressive agricultural sector is maintained.
	  ○ Essential infrastructure and services to support business activity are available.
	  ○ Existing businesses and new industries are supported and encouraged so as to increase job opportunities.
	  ○ Availability of land zoned for development and vacant premises is provided and promoted.
	  ○ The Local Economic Development Strategy establishes mechanisms to foster partnerships to advance economic activity.

CENTRAL NSW JOINT ORGANISATION - STATEMENT OF STRATEGIC REGIONAL PRIORITIES

CTW as a county council is an associate member of the Central NSW Joint Organisation (CNSWJO) and has referred to relevant regional strategic priorities in the table below that apply to CTW's operations or functions.

CNSWJO REGIONAL PRIORITY	*CNSWJO KEY STRATEGIC AREAS*
Priority One: Inter-council cooperation	• Deliver cost savings and other value to member councils through aggregated procurement. • Governance arrangements enable inter-council co-operation. • Members are provided with value for money from collaboration on energy related projects. • Co-operation between JO and stakeholders that adds value for members. • Deliver cost savings and other value to member councils through coordinated training.
Priority Two: Regional prosperity	• Initiatives to grow population and increase the visitor economy. • Regional industry and population sustainability and growth planning across the Region.
Priority Three: Regional Transport and Infrastructure	• Infrastructure planning.
Priority Four: Regional Water Security	• Regional Water network planning and best practice skills development.

CENTRAL NSW JOINT ORGANISATION

Our Vision for Central NSW region	*Central NSW region is a vibrant, growing and welcoming place of seasonal landscapes that is recognised in the nation for its agricultural heart.*
Principal functions the priorities will deliver	Strategic planning and priority setting, Intergovernmental collaborations, Shared leadership and advocacy
Who we are	Member councils: Bathurst Regional Council, Blayney Shire Council, Cabonne Council, Cowra Shire Council, Forbes Shire Council, Lachlan Shire Council, Oberon Council, Orange City Council, Parkes Shire Council, and Weddin Shire Council.

Tablelands Water

CTW's STRATEGIC PRIORITIES

CTW has adopted three strategic priorities each with a set of Key Result Areas.

STRATEGIC PRIORITY 1 PROVIDE A HIGH QUALITY AND RELIABLE DRINKING WATER SUPPLY

KEY RESULT AREA	
1.1	Service provision through fit for purpose infrastructure.
1.2	Ensure compliance with regulation.
1.3	Best practice asset management.
1.4	Mitigate environmental impacts of service delivery.
1.5	Efficient use of water.

STRATEGIC PRIORITY 2 AN EFFICIENT, SUSTAINABLE AND CUSTOMER FOCUSSED ORGANISATION

KEY RESULT AREA	
2.1	Quality customer service.
2.2	Sound and sustainable financial management.
2.3	Continuous improvement whilst managing risk.
2.4	A capable and effective workforce.

STRATEGIC PRIORITY 3 REGIONAL LEADERSHIP AND COLLABORATION

KEY RESULT AREA	
3.1	Regional collaboration and partnerships.
3.2	Regional leadership in the water sector.

STRATEGIC PRIORITY 1

PROVIDING A HIGH QUALITY AND RELIABLE DRINKING WATER SUPPLY

1.1 SERVICE PROVISION THROUGH FIT FOR PURPOSE INFRASTRUCTURE						
ACTIVITY		PERFORMANCE MEASURE	25/26	26/27	27/28	28/29
1.1.1	Deliver capital works program	Capital works milestones delivered	x	x	x	x
1.1.2	Develop and implement maintenance programs.	Maintenance programs are revised and implemented	x	x	x	x
1.1.3	Develop and implement backflow prevention program.	Program is in place	x	x	x	x
1.1.4	Undertake regular water meter replacement program.	All meters in excess of 7000k replaced	x	x	x	x

1.2 ENSURE COMPLIANCE WITH REGULATION						
ACTIVITY		PERFORMANCE MEASURE	25/26	26/27	27/28	28/29
1.2.1	Review and update CTW's Drinking Water Management System (DWMS).	Annual Report submitted to NSW Health	x	x	x	x
1.2.2	Inform customers and regulators of water quality performance.	Performance report updated monthly on website	x	x	x	x
1.2.3	Undertake regular water sampling programs in accordance with NSW Health guidelines.	Program ongoing with NSW Health	x	x	x	x

1.3 BEST PRACTICE ASSET MANAGEMENT						
ACTIVITY		PERFORMANCE MEASURE	25/26	26/27	27/28	28/29
1.3.1	Have a total Asset Management Plan	Develop a total asset mgmt plan	x			
1.3.2	Assets revaluation undertaken in accordance with audit cycle	Revaluations completed		x		
1.3.3	Review and update asset management plan	Undertake full revaluation of assets		x	x	x

1.4 MITIGATE ENVIRONMENTAL IMPACTS OF SERVICE DELIVERY						
ACTIVITY		PERFORMANCE MEASURE	25/26	26/27	27/28	28/29
1.4.1	Complete the source management strategy.	Plan implemented	x			
1.4.2	Look for opportunities to optimize operational processes with objective to mitigate emissions.	Environmental impacts mitigated	x	x	x	x
1.4.3	Environmental flows from Lake Rowlands to be modelled and incorporated into BWSP	Completion of BWSP with detailed environment flows	x			

1.5 EFFICIENT USE OF WATER						
ACTIVITY		PERFORMANCE MEASURE	25/26	26/27	27/28	28/29
1.5.1	Provide information to educate customers and CTW community about water supply and how to use water wisely.	Information provided through various methods	x	x	x	x

Tablelands Water

STRATEGIC PRIORITY 2

AN EFFICIENT, SUSTAINABLE AND CUSTOMER FOCUSSED ORGANISATION

2.1 QUALITY CUSTOMER SERVICE						
ACTIVITY		PERFORMANCE MEASURE	25/26	26/27	27/28	28/29
2.1.1	Review and update community/stakeholder engagement strategy.	Strategy implemented	x			x
2.1.2	Maintain levels of service.	Regular reporting	x	x	x	x
2.1.3	Provide regular updates to stakeholders and customers regarding projects and works	Regular media & comms	x	x	x	x

2.2 SOUND & SUSTAINABLE FINANCIAL MANAGEMENT						
ACTIVITY		PERFORMANCE MEASURE	25/26	26/27	27/28	28/29
2.2.1	Review and monitor Councils financial position.	Reviewed and adopt LTFP annually	x	x	x	x
2.2.2	Review fees and charges annually as part of the operational plan.	Reviewed and adopted annually	x	x	x	x
2.2.3	Collaborate with constituent councils in the review and update of the Development Servicing Plan (DSP) in accordance with applicable guidelines.	Reviewed and adopted within guidelines		x		
2.2.4	Explore and secure grant funding to support the delivery and development of services and infrastructure.	Apply when suitable funding identified	x	x	x	x
2.2.5	Seek funding for delivery of BWSP	Advocate for funding	x	x	x	x

2.3 CONTINUOUS IMPROVEMENT WHILST MANAGING RISK						
ACTIVITY		PERFORMANCE MEASURE	25/26	26/27	27/28	28/29
2.3.1	Use the Risk Management Framework to mitigate risk	Framework is reviewed and tested	x	x	x	x
2.3.2	Review and update Business Continuity Plan (BCP).	BCP reviewed and updated	x	x		
2.3.3	Undertake internal audits in accordance with the adopted Audit Risk and Improvement Committee (ARIC) plan.	Audits completed	x	x	x	
2.3.4	Maintain Work, Health & Safety (WHS) policy and procedures in accordance with WHS legislation.	Policy and procedures implemented	x	x	x	x

2.4 A CAPABLE AND EFFECTIVE WORKFORCE						
ACTIVITY		PERFORMANCE MEASURE	25/26	26/27	27/28	28/29
2.4.1	Annual review of Workforce Management Strategy.	Strategy implemented.	x			
2.4.2	Develop and implement professional development and training matrix.	Professional development and training undertaken	x	x	x	x
2.4.3	Develop capability and innovate with technological advances in the field.	Use of technology to enable an effective workforce	x	x	x	x

STRATEGIC PRIORITY 3

REGIONAL LEADERSHIP AND COLLABORATION

3.1 REGIONAL COLLABORATION AND PARTNERSHIPS						
ACTIVITY		PERFORMANCE MEASURE	25/26	26/27	27/28	28/29
3.1.1	Work with Central NSW Joint Organisation (CNSWJO) for the continued delivery of safe and secure water.	Active participation with CNSWJO	x	x	x	x
3.1.2	Participate in CNSWJO opportunities for relevant joint procurement activities, knowledge and resource sharing, and advocacy for strategic regional priorities.	Opportunities identified, considered and pursued	x	x	x	x
3.1.3	Collaborate with and support constituent councils to attract residential, commercial and industrial growth to the region.	Meet with constituent councils	x	x	x	x
3.1.4	Seek opportunity to continue to develop regional water security	Opportunities considered	x	x	x	x
3.1.5	Reach agreement with all other relevant water utilities on the governance, management and operation of regional water assets across LGA boundaries.	Water Supply Agreements in place.	x			
3.1.6	Continue to be productive member of the project control group of the Belubula Water Security Project (BWSP).	BWSP business case completed	x			

3.2 REGIONAL LEADERSHIP IN THE WATER SECTOR						
3.2.1	Explore opportunities to influence water industry policy and direction through participation in industry groups and bodies.	Active participation in water industry groups	x	x	x	x
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.	Regular meetings and collaboration	x	x	x	x

2025 DRAFT REVIEW

WORKFORCE MANAGEMENT PLAN 2022-2026

Reviewed April 2025

Central Tablelands Water

Contents

Introduction

Central Tablelands Water (CTW) regards its employees as its greatest asset, delivering services and facilities to the community in an efficient and effective manner. Staff are committed and conscientious, capable and customer focused.

This Workforce Management Plan (WMP) is aimed at ensuring CTW continue to attract, develop, and retain capable, innovative and committed staff, with the capacity and resources to provide high quality services to CTW's valued customers. The WMP sets out a range of strategies and activities to achieve this.

Context and background

CTW's WMP has been developed in accordance with the NSW Office of Local Government Integrated Planning and Reporting Framework requirements.

BUSINESS ACTIVITY STRATEGIC PLAN (BASP)	DELIVERY PROGRAM	OPERATIONAL PLAN
The BASP identifies the business priorities of council for a minimum 10-year period and establishes high-level objectives, together with strategies for achieving the objectives.	A four-year program outlining all the strategies, key result areas, and activities to achieve the vision of council.	An annual plan setting tasks and budget to achieve the Delivery Program activities for a specific financial year.
Underpinned by the Resourcing Strategy • Long Term Financial Plan • Assets Management Plan • Workforce Management Plan		

The WMP identifies the human resources required to achieve the activities of the Delivery Program:

"Do we have the right people, with the right skills and experience in the right place at the right time?"

Challenges

CTW faces a number of challenges for its workforce now and in the future, these include but are not limited to:

- A small geographically dispersed workforce servicing a large area and multiple communities;
- Local labour market competition due to strong regional mining influences;
- Attraction and retention capacity and market competitiveness;
- Developing and maintaining a skilled, trained and flexible workforce;
- An aging workforce with potential loss of corporate knowledge, and
- Limited financial capacity to expand and develop.

CTW has a small geographically dispersed workforce providing services across a large area and to several different communities. With the advancement of technology and improvement in internet connectivity throughout the supply area, access to online meetings and online training has enabled staff to participate in meetings and training without having to travel from their dedicated work areas each time.

With limited staffing resources in each location of the organisation, significant planning and roster flexibility is also required when managing staff leave absences.

The challenges CTW faces in implementing the strategies within the WMP stem from the resources available and the ability to meet the requirements and expectations placed on it by its customers, the government, economic, environmental and legislative requirements.

Developing the workforce management plan

In the early days of the WMP, CTW completed a detailed workforce analysis to identify capability and capacity gaps, review employment conditions and performance management processes, to position it to expand and develop. This review was based on the *Local Government Capability Framework* developed by LGNSW and has been incorporated into every individual CTW position description.

> *"The Local Government Capability Framework sets out the essential knowledge, skills, abilities and other attributes needed to work effectively in local government. It has been designed to give those employed in local government more support to continue their fantastic work, aligned the workforce to deliver community outcomes by describing capabilities in terms of observable behavior..." LGNSW*

With a new General Manager in 2024, CTW will undertake an organisation workforce review to identify the gaps in the current workforce.

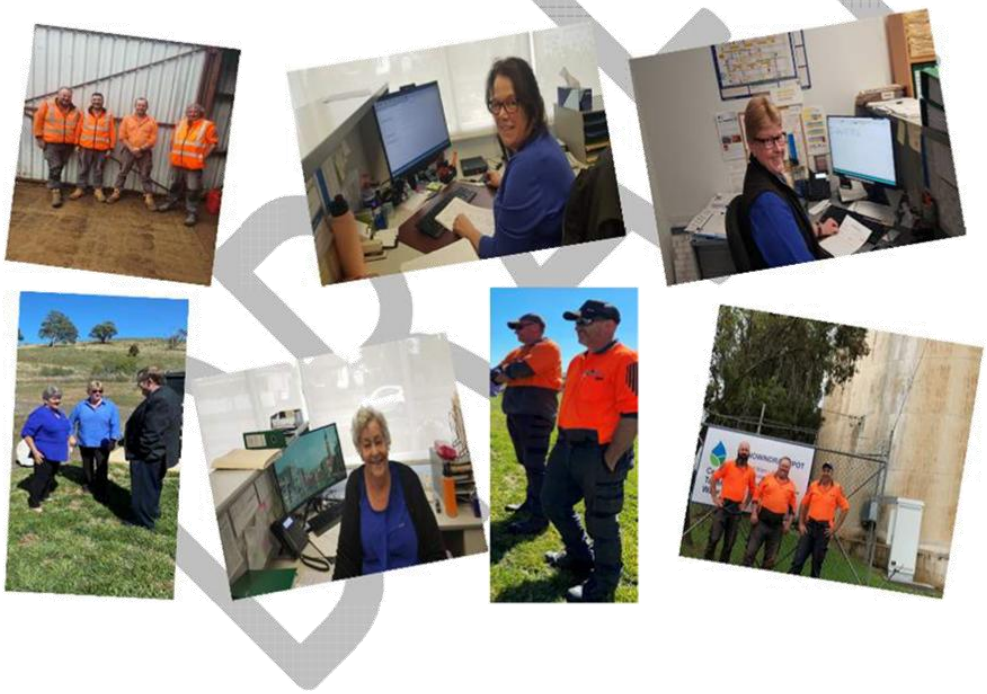
Tablelands Water

CTW has a relatively small but dynamic workforce of 24.4 Full Time Equivalent (FTE) staff. Highly trained and experienced with long term commitments to CTW, the employees are critical to achieving CTW's Vision of being:

"An independent regional water authority providing a quality water supply – reliably and sustainably"

The importance of CTW's workforce is also reflected in its Values, which includes:

"Skilled and capable workforce in delivering an essential service"



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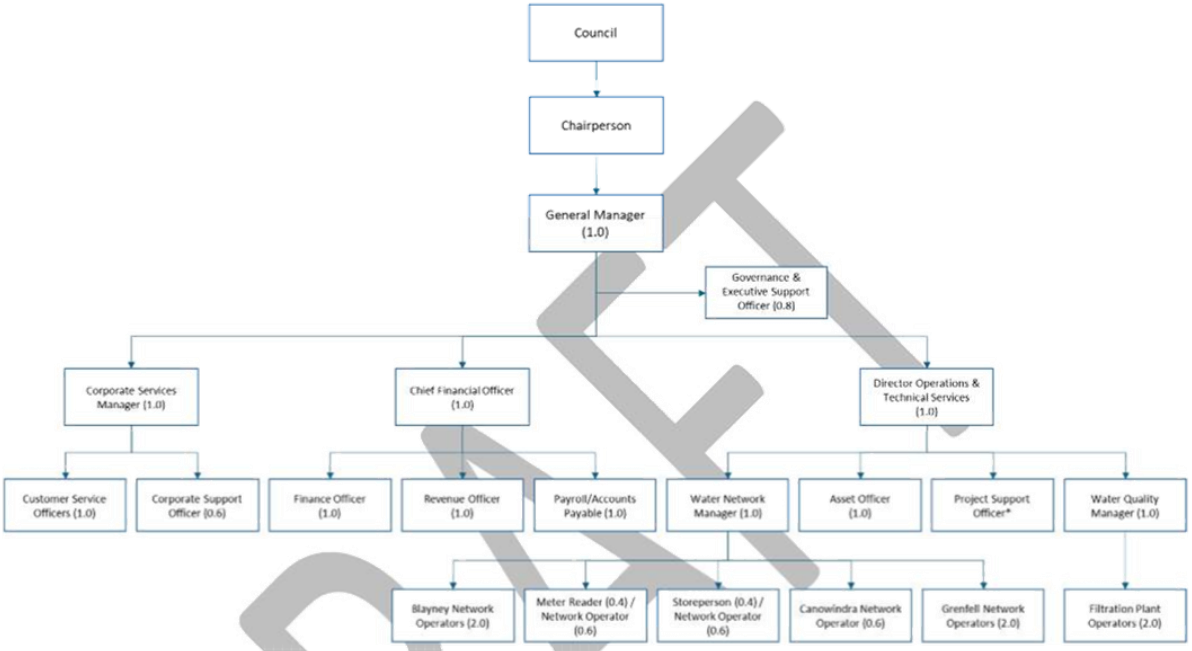
Tablelands Water

Organisation Chart



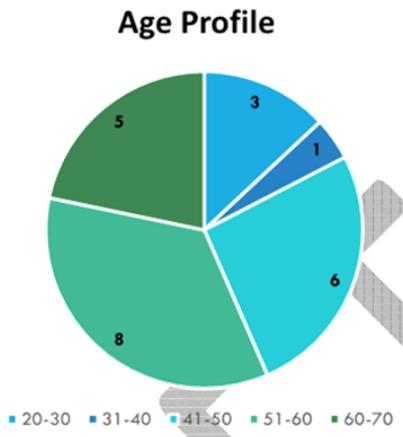
* As required – funded through project budget

Headcount and gender

WORKFORCE	Section	Total	Male	Female
Staff 25	Technical & Operational Services	16	16	0
24.4 Full time equivalent	Corporate & Financial Services	8	1	7
	General Manager	1	1	0

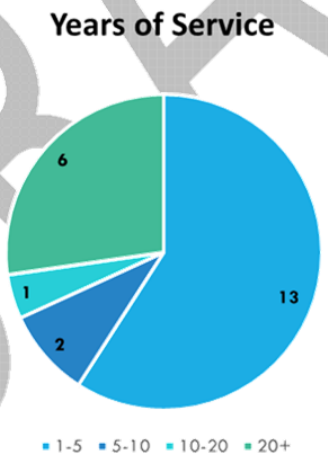
Tablelands Water

Age Profile



Average Age 49.2

Length of Service



Average Years of Service 5.5

7

Training

Council has a commitment to ensure that its entire staff are appropriately skilled and trained to carry out their responsibilities. Various in-house and external training programs will continue to be undertaken to ensure that the required skills are available. The following training was undertaken by staff and Councillors during 2024/25.

Training Course	# participants
Working at Heights & Confined Spaces	6
Bimonthly Update - TaxEd	1
Eftsure - How Data Breaches Land at Finances Door	1
Sparke Helmore Lawyers - Insolvency 101 for Creditors	1
LG Professionals NSW - Board Elections	1
Payable - Leading your team to Gold with Olympic Medallist	1
Forklift ticket	2
Customer Service - Telephone training	2
Payable - City of Parramatta achieved	1
Synergy Records User Training - Online	4
Customer service training	2
Eftsure	1
Commbank/Local Government- Generation change of payments	1
LG Professionals NSW - Finance Conference	1
Induction training for County Council Board Members	7
Fortinet- Australian Privacy Act Changes	1
WHS training	12
TaxEd- FBT Roadshow - FBT Ferris Wheel keeps turning	1
CPR Training	22

WHS Workshop, Canowindra April 2025

CTW provides their workforce with a variety of internal and external training activities, including but not limited to accredited vocational training, non-accredited and regulatory training, and tertiary qualifications.

To support capability development for staff, CTW provide opportunities for paid study leave, financial support and flexible working arrangements. CTW also provide all staff access to an Employee Assistance Program for health and wellbeing purposes.

Barriers to training and development activity

Like most small regional Councils, CTW faces a number of challenges in developing its workforce to meet the changing service delivery needs. An example of these challenges are:

- Training and development funding
- Training provider access
- Location of training providers
- Awareness of training opportunities.

Skills and resource gap analysis

CTW staff are currently developing a training matrix that identified training needs/requirements as part of the recent performance reviews. Once this is finalised, training will be sourced within Council's financial restraints.

Making it happen – implementing and reporting

The purpose of the WMP is to:

- Strategically define CTW's human resource requirements to maintain and develop the future success of the organisation;
- Identify current and anticipated gaps in CTW's workforce to allow it to continue to deliver an essential quality service to its consumers;
- Plan and manage succession planning;
- Identify and promote career paths for its employees;
- Explore current working arrangements and identify any areas that require adjustment to meet the demands on an ever-changing employment environment; and
- Ensure we are a responsible employer of choice with a strong long-term capability and capacity to attract, engage, develop and retain the right workforce.

This workforce plan has been developed to support CTW to meet the objectives identified in the Business Activity Strategic Plan, Delivery Program and Operational Plan.

CTW's three strategic priorities are:

1. Providing a high quality and reliable drinking water supply
2. An efficient, sustainable and customer focused organisation, and
3. Regional leadership and collaboration.

The development of the following four workforce strategies captures the clear direction for CTW's WMP:

1. Enhance workforce planning and HR practices and systems.
2. Develop and support a high performing capable workforce.
3. Continue to engage with employees to promote and support a positive workplace culture.
4. Provide a safe and healthy workplace and manage risk.

CTW will report annually to the Council and staff on the effectiveness of the measures identified in this workforce plan. As changes are needed or new opportunities present the plan can be adapted and modified where required.

Consultation with staff on matters which affect their employment, wellbeing, or day to day activities is essential. Being a small workforce, regular communication with all staff by senior management, managers, and supervisors is imperative.

Workforce plan 2022 – 2026: Key strategies and activities

RESPONSIBLE OFFICER(S) ACRONYM DEFINITIONS

Responsible Officer	Acronym
General Manager	GM
Director Operations & Technical Services	DOTS
Corporate Services Manager	CSM
Chief Financial Officer	CFO
Water Network Manager	WNM
Water Quality Manager	WQM

Strategy	Activities	Performance measures	Responsible officer(s)
1. Enhance workforce planning and HR practices and systems	• Conduct a review of the organisation structure, including review of position descriptions and skills gap analysis.	• Review is completed and improvements implemented.	GM, DOTS, CSM, CFO
	• Develop succession plan for business-critical roles, including process to capture corporate specialist knowledge.	• Succession plan developed and implemented.	GM, DOTS, CSM, CFO
	• Complete a review of the salary system.	• Review completed and changes implemented.	GM, DOTS, CSM, CFO

2. Develop and support a high performing capable workforce	• Identify professional development needs from performance reviews and staff meetings.	• Annual training plan is developed and funded.	GM, DOTS, CSM, CFO, WNM, WQM
	• Review and update the Induction Program.	• Review completed and program updated.	CSM
	• Develop project management capability through certified training and on the job training.	• Project management capability improved.	DOTS
	• Promote the use of new technologies and provide training.	• Efficiencies in operations and processes realised.	DOTS
3. Continue to engage with employees to promote and support a positive workplace culture.	• Consult with all staff in the development of strategies to promote and support a positive workplace culture.	• A positive workplace culture exists	GM, DOTS, CSM, CFO
	• Engage with all staff and promote the importance and benefits of a good work life balance.	• A good work life balance exists.	GM, DOTS, CSM, CFO
4. Provide a safe and healthy workplace and manage risk	• Staff are trained in safe work method statements	• Training has been completed.	DOTS
	• Staff have an understanding of risk management, identification, mitigation and reporting risk.	• Risk management and safety training has been completed.	GM, DOTS, CSM, CFO

ASSET MANAGEMENT PLAN

Central Tablelands Water

Central Tablelands Water Asset Management Plan

Updated February 2025

Executive Summary

Asset Management Planning

This Asset Management Plan is a key component of Central Tableland Water's (CTW) Integrated Planning and Reporting (IP&R) Resourcing Strategy. The Resourcing Strategy consists of three inter-related elements:

- Asset Management Planning,
- Long-Term Financial Planning, and
- Workforce Planning.

Encompassed within the 'Asset Management Planning' element resides three (3) key documents, namely, the Asset Management Policy, the Asset Management Strategy, and the Asset Management Plan (this document). The CTW Asset Management Plan is a living document designed to describe how CTW manages its Water Supply infrastructure to meet its responsibilities in a cost-effective and risk-conscious manner.

This Asset Management Plan is the blueprint for operational, maintenance and capital work relating to CTW's physical assets over their entire lifecycle. It links to a Long-Term Financial Plan, which considers at least a 10-year planning period. Also, it supports CTW in meeting the current and future levels of service (LOS) and regulatory requirements at an optimum asset lifecycle cost.

This Plan should be read in conjunction with CTW planning documents. This should include the Asset Management Policy and the Asset Management Strategy along with other key planning documents:

- Business Activity Strategic Plan
- Long Term Financial Plan
- Demand Management Plan
- Drought Management Plan
- Development Servicing Plan
- Drinking Water Management System
- Strategic Planning Documents as per the Regulatory Assurance Framework

Scope of Asset Infrastructure

CTW operates three water supply systems servicing the towns and villages in Blayney, Cabonne and Weddin Shire Council local government areas. CTW also supplies bulk water to Cowra Shire Council to service the villages of Woodstock and Gooloogong.

The infrastructure assets covered by this Plan include the Lake Rowlands Dam, two (2) water treatment plants, seven (7) bores, 43 reservoirs, 33 pump stations, 376km of trunk mains, 280km of reticulation mains, seven (7) automatic fillings stations, as well as a network of telemetry data systems. These assets are used to provide water supply services and have a total replacement value of $190 million, as of 30 June 2024. For a detailed summary of the assets covered in this plan, refer to Table 1: Asset Portfolio Summary, in section 2.1.

Levels of Service

CTW has defined levels of service that detail the standards that the water supply systems will be delivered to customers. CTW characterises service levels in line with the International Infrastructure Management Manual (IPWEA, 2015). As such, levels of service are considered in two parts: community levels of service and technical levels of service.

The full water supply level of service descriptions can be found in sections 3.1and 3.2.

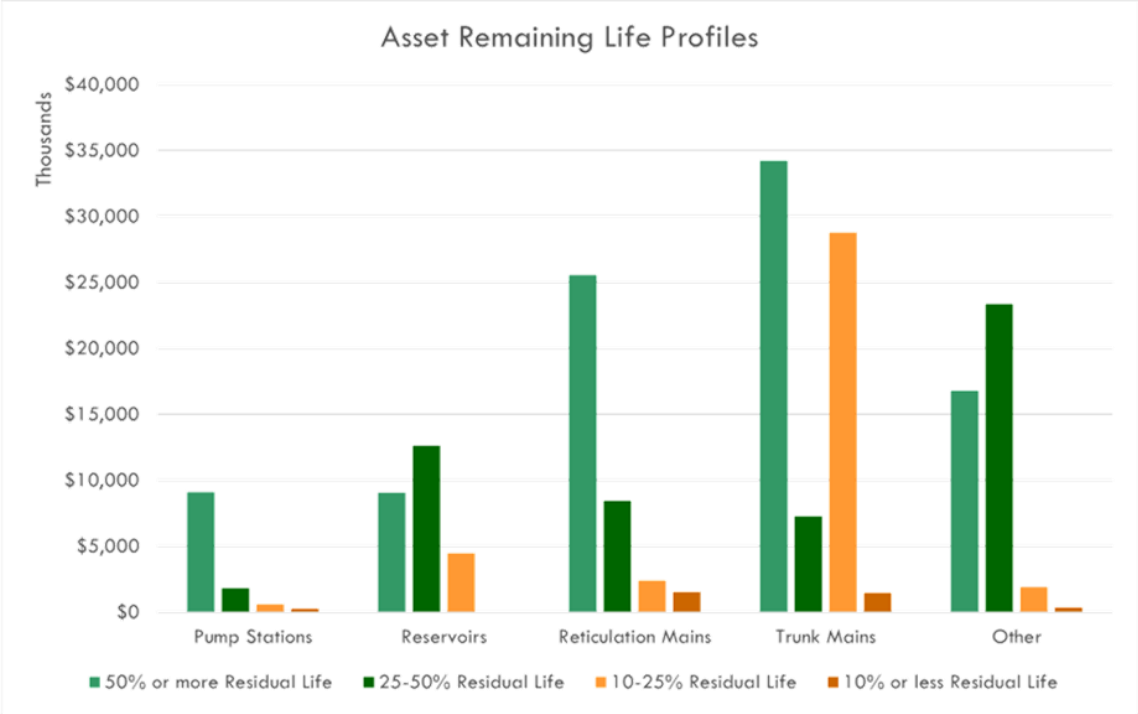
Future Demand

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented in the CTW Demand Management Plan (DMP) June 2021. From the DMP, there was one (1) management outcome that specifically impacts how CTW manages its asset infrastructure – Water Loss Management. Section 4.2 discusses this in further detail.

In addition to the above demand drivers, section 4.3 mentions the impact that Climate Change is having on the CTW asset portfolio.

Lifecycle Management

The remaining life profile of CTW's asset portfolio shows the spread of age across the network. Specifically, it highlights the age profile of CTW's trunk main network and reservoirs. This will need to be monitored.



The overall lifecycle cost for various asset types managed by CTW are shown below and detailed in Table 10: Per Unit Lifecycle Costs, in Section 5.1of this plan.

- Trunk Mains: $2,680 per km
- Reticulation Mains: $3,507 per km
- Reservoirs: $11,209 per reservoir
- Pump Stations: $22,181 per station
- Bores: $12,000 per bore

Risk and Criticality

One of the key factors in deciding how to manage assets is to understand the importance of those assets in assisting the organisation to meet its regulatory and levels of service responsibilities. Asset Criticality analysis

offers a tool to assess this. To assess the criticality of assets for CTW water supply, a preliminary criticality analysis was performed in September 2014.

From this analysis, CTW has identified its critical infrastructure assets as those with a consequence of failure of failure of 5, on a scale of 1 (insignificant), to 5 (catastrophic). These assets are listed below.

- Lake Rowlands Dam.
- Chlorinator at the Blayney Water Treatment Plant.
- Gravity main from Lake Rowlands to Carcoar Water Treatment Plant (Trunk Main A).
- Carcoar Water Treatment Plant.

Contents

1. Introduction

CTW's goal for managing infrastructure assets is to meet the defined level of service, as amended from time to time, in the most cost-effective manner for present and future consumers. The key elements of infrastructure Asset Management are:

- Levels of service – Providing a defined level of service and monitoring performance.
- Future demand – Managing the impact of growth through demand management and infrastructure investment.
- Lifecycle management – Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service.
- Risk Management – Identifying, assessing and appropriately controlling risks.

Further to the above, this document links through to a Long-Term Financial Plan which forecast future costs (including infrastructure costs) and how those costs will be funded.

2. Scope of Asset Infrastructure

Central Tablelands Water operates a network that has three water supply systems, servicing the towns & villages in Blayney, Cabonne and Weddin Shire Council areas – around 6,500 properties. CTW also supplies bulk water to Cowra Shire Council to service the villages of Woodstock and Gooloogong. Blayney and Carcoar water supply systems source water primarily from Lake Rowlands, supplemented by water from bores at Gooloogong in peak demand periods. Quandialla is a stand-alone bore operated system.

CTW water supply schematic diagram is shown in Figure 1: CTW Network Extents.

Figure 1: CTW Network Extents

2.1. SUMMARY OF ASSET PORTFOLIO

The infrastructure assets covered by this Plan include the Lake Rowlands Dam, two (2) water treatment plants, seven (7) bores, 43 reservoirs, 33 pump stations, 376km of trunk mains, 280km of reticulation mains, seven (7) automatic fillings stations, as well as a network of telemetry data systems. These assets are used to provide water supply services and have a total replacement value of $190 million, as of 30 June 2024. This portfolio is explained in further detail below, in Table 1: Asset Portfolio Summary.

Asset Type	Current Replacement Cost ($'000)	Quantity
Bores	$729	7 bores
Consumer Meter	-	5735 water meters
Filling Station	$309	7 stations
Filtration Site	$17,179	2 water treatment plants

Asset Type	Current Replacement Cost ($'000)	Quantity
Lakes	$23,061	Lake Rowlands
Pump Station	$11,712	33 pump stations
Reservoir	$26,818	43 reservoirs
Reticulation Mains	$37,875	280km
Solar	$343	2 sites
Telemetry	$676	Telemetry Network
Trunk Mains	$71,646	376km

Table 1: Asset Portfolio Summary

2.2. SOURCE WATER & CATCHMENTS

Lake Rowlands is the primary water source and supplies water to Carcoar and Blayney water supply systems. Lake Rowlands lies within the north-eastern region of the Lachlan catchment as seen in Figure 2: Lachlan Catchment Area. It is located 16 km south-west of Blayney township and 7 km south-east of Carcoar township with a catchment area of 197 km^2.

Within the Lake Rowlands catchment, the most extensive land use is sheep farming. To protect raw water quality, Blayney Shire Council has declared the Lake Rowlands catchment as a drinking water catchment area and has put in place specific land-use restrictions. In addition to this, the Lake has been fully fenced around the perimeter to prevent stock and wildlife access. To avoid stratification, CTW has installed perforated hoses at the bottom of the Lake, through which compressed air is pumped to promote mixing (Central Tablelands Water, 2018).

Groundwater flow within the CTW supply area is drawn mainly from the Lachlan and the south-western fractured rock aquifer, which is part of the Lachlan Fold Belt. Blayney Well, and the Gooloogong, Bangaroo & Cudal bores draw from this aquifer – although only the Gooloogong bores are in regular use during peak demand periods. Only the Quandialla Bores draw from the Lachlan inland alluvial aquifer (NSW Office of Water, 2011).

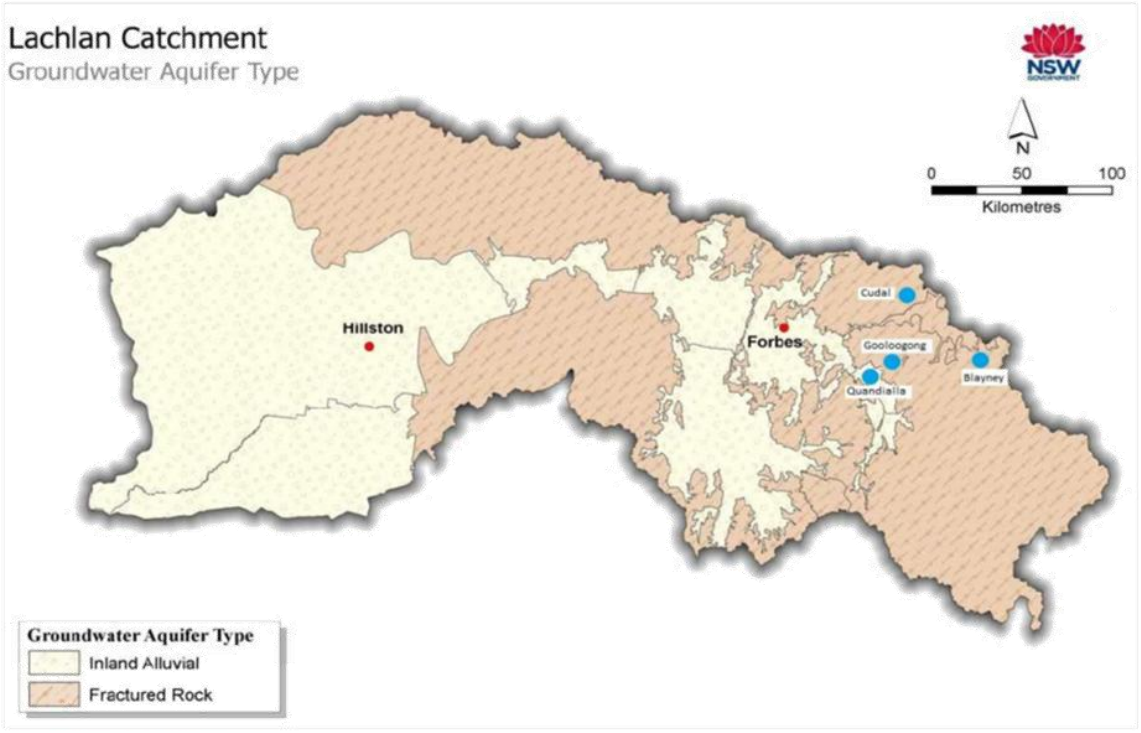


Figure 2: Lachlan Catchment Area

Central Tablelands Water holds water extraction licences for its water sources – under the NSW Water Management Act 2000 and Water Act 1912. The main water source used in the systems is Lake Rowlands. Various groundwater bores supplement water from Lake Rowlands during summer or under emergency conditions. Quandialla water supply system extracts water from two bores which were commissioned in 2002. CTW water sources and extraction licences are summarised in Table 2: Water Sources and Extraction Licences.

Water Source	Capacity	Extraction Licence ML /yr	Comments
Lake Rowlands	4,500 ML	3,150 ML/yr	Water Supply for Blayney and Carcoar WTP's
Gooloogong (2 bores)	Bore Pump: 3.8 ML/day Bore field rated: 5.0 ML/day	400 ML/yr	Secure source with long term yield
Quandialla (2 bores)	Bore pump: 1.2 ML/day	266 ML/yr	Supplies rural area and town of Quandialla
Cudal	Well: 0.35 ML/day Bore pump: 0.35 ML/day	100 ML/yr	Standby source that must be kept in operating condition
Blayney Well / Blayney Blue Hole	Well: 0.6 ML/day Surface Pump: 1 ML/day	250 ML/yr	Standby source that must be kept in operating condition
Bangaroo	Bore field rated: 3.0 ML/day	472 ML/yr	Not in use

Table 2: Water Sources and Extraction Licences (Central Tablelands Water, 2021)

2.3. WATER SUPPLY SYSTEMS

CTW has connected around 6,500 properties and provides potable water to a population of approximately 15,000 consumers in 14 towns & villages. This is supplied through 376km of trunk mains and 280km of reticulation mains. The population regions for each Water Supply System is shown in Figure 3: Water Supply Systems Map below.

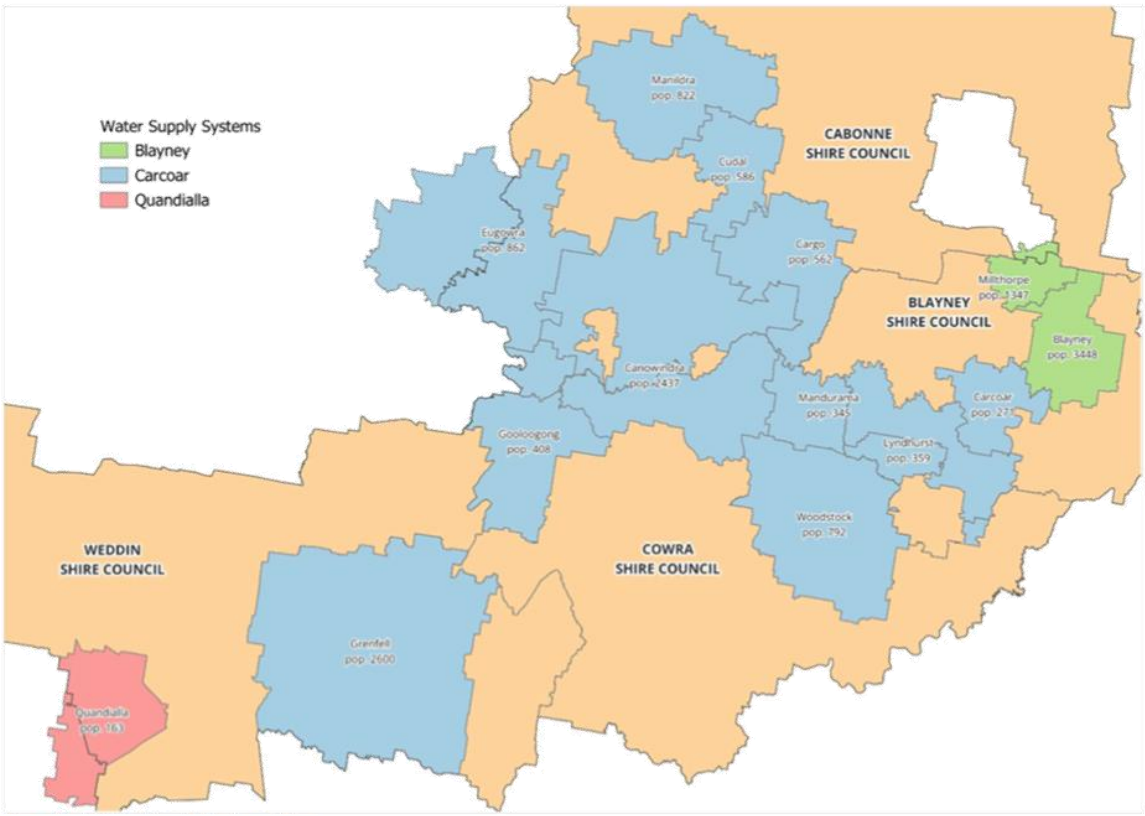


Figure 3: Water Supply Systems Map

A summary of these water supply systems is shown in Table 3: Water Supply Systems. For more details on the three water supply systems, refer to CTW Drinking Water Management System (Central Tablelands Water, 2018).

Category	Carcoar System	Blayney System	Quandialla System
Catchment(s)	Lachlan catchment and Upper Lachlan alluvium	Lachlan catchment and Upper Lachlan alluvium	Upper Lachlan alluvium
Source Water	Lake Rowlands (primary) Gooloogong Bore (peak demand supply) Cudal and Bangaroo Bores (capped)	Lake Rowlands (primary) Blayney Well (emergency)	Quandialla Bore
Treatment	Treatment process at Carcoar WFP:	Treatment process at Blayney WFP:	Treatment process at Quandialla supply:

Category	Carcoar System	Blayney System	Quandialla System
	• Coagulation and flocculation • Dissolved Air Flotation (DAF) • Filtration • Disinfection / Chlorination • Fluoridation	• Coagulation and flocculation • Clarification • Filtration • Disinfection / Chlorination • Fluoridation	• Disinfection / Chlorination
Reservoirs	31 reservoirs in the Carcoar drinking water supply system.	Six (6) reservoirs in the Blayney drinking water supply system.	Six (6) reservoirs in the Quandialla drinking water supply system.
Points of Supply	Blayney Shire: • Carcoar pop. 271 (ABS, 2021) • Lyndhurst pop. 359 (ABS, 2021) • Mandurama pop. 345 (ABS, 2021) Cabonne Shire: • Canowindra pop. 2,437 (ABS, 2021) • Cargo pop. 562 (ABS, 2021) • Cudal pop. 586 (ABS, 2021) • Eugowra pop. 862 (ABS, 2021) • Manildra pop 822 (ABS, 2021) Weddin Shire: • Grenfell pop. 2,600 (ABS, 2021) Cowra Shire: • Gooloogong pop. 408 (ABS, 2021) • Woodstock pop. 792 (ABS, 2021)	Blayney Shire: • Blayney pop. 3,448 (ABS, 2021) • Millthorpe pop. 1,347 (ABS, 2021)	Weddin Shire: • Quandialla pop. 163 (ABS, 2021)

Table 3: Water Supply Systems

3. Levels of Service

CTW characterises service levels in line with the International Infrastructure Management Manual (IPWEA, 2015). As such, levels of service are considered in two parts: community levels of service and technical levels of service.

3.1. COMMUNITY LEVELS OF SERVICE

Community levels of service have been considered under three (3) broad categories, being condition, function, and capacity.

Condition How good is the service? What is the condition or quality of the service?

Function Is it suitable for its intended purpose? Is it the right service?

Capacity/Use Is the service over or under used? Do we need more or less of these assets?

Below, in Table 4: Community Levels of Service, is a summary of CTW's current community levels of service, the performance measures & targets being used to measure those service levels, and the current performance results.

Level of Service	Performance Measure	Performance Target	Current Performance
Condition			
Availability of water	Number of water main/meter breaks/leaks	Less than 195 breaks/leaks per year	For 23/24 FY, 62.
Perceived water quality	Number water quality complaints	Less than 26 complaints per year.	For 23/24 FY, 2
Function			
Flow rate	Number of no water complaints	Less than 3 complaints per year.	For 23/24 FY, 2
Pressure	Number of low-pressure complaints	Less than 11 complaints per year.	For 23/24 FY, 2
Capacity			
New service connections (incl. subdivisions) can be provided with the required flow rate and pressure	Monitoring existing network	Meet demand in accordance with business goals.	Meeting existing service levels, monitoring with flow sensors

Table 4: Community Levels of Service

3.2. TECHNICAL LEVELS OF SERVICE

The technical levels of service are detailed below in Table 5: Technical Levels of Service. Levels of Service are the targets which CTW aims to meet, they are not intended as a formal customer contract.

Level of Service	Performance Measure	Performance Target
Availability of Water	'Normal' Quantities Available *(for potable water supplies)*	Domestic peak: 1,600L / tenement / day Domestic annual: 180kL / tenement / year Annual average consumption: 1,575ML / year Peak daily consumption: 10 ML / Day
	Fire Fighting Water Available	100% of ' CTW serviced urban / village' area served
	Pressure	Minimum Pressures: 20m head* (when delivering 15 L/min) Maximum Pressures: 60m head (static pressure) **Subject to proximity of the property to reservoir.*
	Flow Rates (minimum)	Domestic Customers: 25 L / minute Rural Customers: 6.3 L / minute
Supply Interruptions	Planned Interruptions	Notice to be given to domestic and commercial customers: 48 hours Notice to be given to major industrial and institutional customers: 7 days
	Unplanned Interruptions	Maximum duration of interruption: 12 hours Number of interruptions: < 2 per year per customer
Response Time to Customer Requests	Supply Failure	Priority 1: • During work hours: 1hrs • Outside work hours: 2 hrs

(defined as time to have staff onsite to attend to problem)	*(see customer response time priority details below)*	Priority 2: • During work hours: 3 hrs • Outside work hours: 4 hrs Priority 3: • 1 working day Priority 4: • 1 week
	Customer Complaints	Personal, oral or written: 5 working days for 95% of complaints
	Service Provision	10 working days for 95% of cases
Water Quality *(as per Australian Drinking Water Guidelines* (NHMRC, 2024))	Microbial Quality	Total coliforms: 98% compliance with ADWG Thermo-tolerant coliforms: 98% compliance with ADWG Sampling frequency: 52 samples/year
	Physical & Chemical Characteristics	pH: 7.5 Turbidity: <1.0 NTU Fluoride: 1 mg/L Free chlorine (in reticulation): 0.2 mg/L

Table 5: Technical Levels of ServiceIn Table 5: Technical Levels of Service above, the 'Response Times to Customer Complaints' references complaint 'Priorities'. These are explained below.

Priority 1 Failure to maintain continuity or quality of supply to 'a large number of' customers or to a critical user at a critical time.

Priority 2 Failure to maintain continuity or quality of supply to a small number of customers or to a critical user at a non-critical time.

Priority 3 Failure to maintain continuity or quality of supply to a single customer.

Priority 4 A minor problem or complaint, which can be dealt with at a time convenient to the customer and CTW.

Further to the above priorities, reference is also made to the concept of 'work hours.' For the purposes of this document, standard work hours are between the hours of 9AM and 5PM on normal business days.

3.3. REGULATORY REQUIREMENTS

CTW manages its water supply assets to meet customer and stakeholder expectations (defined through regulatory responsibilities) and its water supply levels of services.

The regulatory requirements to manage CTW's water supply systems are summarised in Table 6: Regulatory Requirements.

Regulatory or Formal Requirement	Relevance to Drinking Water Quality
Commonwealth Legislation	
Water Act 2007	Provides for the management of the ground and surface water resources of the Murray-Darling Basin, with particular focus on managing extractions to "protect, restore and provide for the ecological values and ecosystem services of the Murray-Darling Basin".
Competition and Consumer Act 2010	As a "seller" of water, the CTW is subject to provisions of Consumer transactions and Consumer guarantees, which guarantees that the goods supplied are reasonably fit for purpose.
NSW Legislation	
Dam Safety Act 2015	Owners of prescribed dams are required to operate, maintain, extend and report on prescribed dams to the Dams Safety Committee to ensure the safety of their dams. Lake Rowlands is a prescribed dam.
Environmental Planning & Assessment Act 1979	Requires that the environmental impacts of projects be studied at all stages based on scale, location and performance. Under Part 3 of the Act, Local Environmental Plans (LEPs) are developed to establish what forms of development and land use are permissible and/or prohibited. LEPs ensure that drinking water quality is considered when assessing development applications. The Blayney, Cabonne and Weddin LEPs apply to all lands within their respective council areas.
Fluoridation of Public Water Supplies Act 1957	Requirements for testing and reporting where water supplies are fluoridated.
Local Government Act 1993	Provides the legal framework for the system of local government for New South Wales. Sets out the responsibilities and powers of councils, councillors and other persons and bodies that constitute the system of local government. Provides for governing bodies of councils that are democratically elected,
NSW Groundwater Quality Protection Policy 1998	Manages groundwater resources for sustainable economic, social and environmental uses, with a specific principle to protect town water supplies against contamination. A key recommendation is to develop wellhead protection plans.
Water Act 1912	Licences to extract water outside areas covered by water-sharing plans. Affecting alterations to the quantity or quality of water in certain

Regulatory or Formal Requirement	Relevance to Drinking Water Quality
	circumstances is an offence. Water Act 1912 is being progressively phased out and replaced by Water Management Act 2000.
Water Management Act 2000	Provides the basis for water planning, the allocation of water resources and water access entitlements. Licences for extraction for the three systems are governed by the provisions of this Act.
Work, Health & Safety Act 2011	All CTW operational and maintenance activities are affected by this act. It also specifies conditions for storage and handling of chemicals on-site at water treatment plants
Water Supply (Critical Needs) Act 2019	An Act to facilitate the delivery of emergency water supplies to certain towns and localities;
Guidelines and Programs	
Australian Drinking Water Guidelines 2011	Ensures the accountability of drinking water managers and operators and health authorities and auditors for the supply of safe, good quality drinking water to consumers.
NSW Regulatory Assurance Framework for Local Water Utilities	Provides guidelines for managing the provision of water supply and sewerage services by Councils under section 409(6) of the Local Government Act.
NSW Health Drinking Water Monitoring Program 2005 (Updated 2011)	NSW Health provides analysis of drinking water samples for water utilities, providing an independent analysis of water at point of supply.
NSW Health Response Protocol for management of microbial quality of drinking water	Guides Public Health Units and water utilities in their joint response to rapidly changing source water quality, treatment failure or microbial contamination.
NSW Health Response Protocol for management of physical and chemical quality	Guides Public Health Units and water utilities in their joint response following the detection of physical and chemical water characteristics that exceed the Guidelines. Aesthetic and health related guideline values are considered.

Table 6: Regulatory Requirements

4. Future Demand

4.1. DEMAND DRIVERS

Drivers affecting demand include things such as population change, climate change, regulations, changes in demographics, seasonal factors, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

In many cases, new assets are required to meet demands upon a network. Such assets may be donated or constructed. Either way, acquiring new assets commits CTW to ongoing operational, maintenance and renewal costs for the period that the new service is required for. These future costs are identified and considered in developing forecasts of future operations, maintenance, and renewal costs for inclusion in the long-term financial plan.

4.2. DEMAND FORECASTS & MANAGEMENT

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented in the CTW Demand Management Plan (DMP) June 2021. From the DMP, there was one (1) management outcome that specifically impacts how CTW manages its asset infrastructure (CTW, 2021):

Water Loss Management (DMP, Item 4.1.3):

- Water trunk and reticulation mains maintenance program to improve the asset condition and minimise the likelihood of mains breaks.
- All free-standing residential premises are separately metered and CTW encourage multi-residential developments to meter each unit separately to improve leak detection.
- CTW will investigate options to minimise water loss through installation of additional flow meters strategically placed on the trunk mains across the network.
- CTW will investigate the use of a drone to visually inspect leaks in trunk mains

The above will be monitored and reported as per the statements within the Demand Management Plan.

4.3. CLIMATE CHANGE ADAPTATION

Climate change is likely to have a significant impact on the assets managed by CTW and the services they provide. In the context of the Asset Management Planning process, climate change is considered as both a future demand and a risk.

How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts (IPWEA, 2018). As a minimum, CTW considers how it manages existing assets, given potential climate change impacts for the region.

Risk and opportunities identified to date, associated with climate change, are shown in Table 7: Climate Change Impact on Services.

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
1°C (minimum) rise in average temperatures	Increase evaporation and a reduction in soil moisture	Reduce runoff into Lake Rowlands, and greater water loss due to evaporation	Progress the Belubula Water Security Project for better water security

Increase frequency of days over 35°C	Increase peak demand	To have enough storage and pumping for treated water to cope with increased demand	New 12 ML Clearwater reservoir at Carcoar WTP site
Decrease in average rainfall	Lower yields and higher external demand	Impact on lake levels, ability to meet customer Levels of Service	Monitor effectiveness of water restrictions, potential regional augmentation of water sources. Progress the Belubula Water Security Project to augment Lake Rowlands wall to provide additional water security.

Table 7: Climate Change Impact on Services

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to the impacts of climate change. Building resilience can have the following benefits:

- Assets can further withstand the impacts of climate change.
- Delivered services can be sustained.
- Potentially lower the lifecycle cost and/or reduce their carbon footprint.

Table 8: Resilience to Climate Change, summarises some asset climate change resilience opportunities.

Opportunity
Replace pump stations pumps (when due for renewal) with more efficient pumps
Design resilience of infrastructure into all future planning.

Table 8: Resilience to Climate Change

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this AM Plan.

5. Lifecycle Management

Lifecycle management details how Central Tablelands Water plans to manage and operate its water infrastructure assets at the agreed levels of service (Refer to Section 3) while managing whole of life costs. Lifecycle refers to a "cradle to grave" approach to assets, which includes the following elements:

- Planning/Design,
- Construction/Acquisition,
- Operation,
- Maintenance,
- Renewal,
- Impairment, Decommission, and Disposal.

5.1. ASSET LIFECYCLE COSTS

Central Tablelands Water maintains an asset register that is updated on a regular basis and includes, among other attributes, the condition and remaining useful life of each asset.

Lifecycle cost (or whole of life costs) represents the average costs required to sustain the levels of service being provided for an asset over its lifetime. Lifecycle costs include operating and maintenance expenditure as well as asset consumption (depreciation expense). The yearly life cycle costs for CTW assets are shown in Table 9: Asset Lifecycle Costs, using 2023/2024 financial year figures.

Asset Type	Maintenance & Operational Costs ($'000)	Depreciation Costs ($'000)	Lifecycle Costs ($'000/year)
Trunk Mains	$173	$835	$1,008
Reticulation Mains	$601	$381	$982
Reservoirs	$101	$381	$482
Pump Stations	$356	$376	$732
Bores	$66	$18	$84
Filtration Plants	$717	$422	$1,139
Telemetry	$49	$41	$90
Dams	$37	$225	$262
Other	$10	$29	$39
Total	$2,110	$2,708	$4,818

Table 9: Asset Lifecycle Costs

For many of the asset types, it is possible to approximate a 'per unit' lifecycle cost based on the number of units that are provided. For example: if 376km if trunk mains are operated at an annual lifecycle cost of $1,008,000, then it can be approximated that a trunk main has an annual lifecycle cost of $2,680 per kilometre per year.

The approximate 'per unit' lifecycle costs for each of the CTW asset types are details in Table 10: Per Unit Lifecycle Costs, below. Note: Some asset types (such as water plants) have been deliberately excluded as such a simplistic approach would be detrimental to planning purposes.

Asset Type	Lifecycle Costs ($'000/year)	Units within Portfolio	Annual 'Per Unit' Lifecycle Cost
Trunk Mains	$1,008	376km	$2,680 per km
Reticulation Mains	$982	280km	$3,507 per km
Reservoirs	$482	43 reservoirs	$11,209 per reservoir
Pump Stations	$732	33 stations	$22,181 per station
Bores	$84	7 bores	$12,000 per bore

Table 10: Per Unit Lifecycle Costs

The above table provides a useful reference point for planning for the impacts of the replacement costs.

5.2. ASSET REMAINING LIFE

Maintenance & Capital records are used to assist in the assessment of asset remaining life, serviceability and renewal cycles. An asset's condition naturally deteriorates with age and is impacted through maintenance and renewal activities. Poor maintenance of assets and delay in renewal can adversely impact the life of the asset.

The remaining life profile of the assets included in this Plan are shown in Figure 4: Age Profiles, and represented graphically in Figure 5: Remaining Life Profiles.

Remaining Life (as a % of overall life)	Replacement Cost ($'000)
Pump Stations	**$11,712**
< 10%	$253
< 25% (but > 10%)	$590
< 50% (but > 25%)	$1,791
> 50%	$9,078
Reservoirs	**$26,077**
< 10%	$0
< 25% (but > 10%)	$4,451
< 50% (but > 25%)	$12,595
> 50%	$9,031
Reticulation Mains	**$37,875**

< 10%	$1,523
< 25% (but > 10%)	$2,393
< 50% (but > 25%)	$8,435
> 50%	$25,523
Trunk Mains	**$71,646**
< 10%	$1,456
< 25%	$28,741
< 50%	$7,250
> 50%	$34,199
Other	**$42,335**
< 10%	$343
< 25%	$1,889
< 50%	$23,330
> 50%	$16,773

Figure 4: Age Profiles

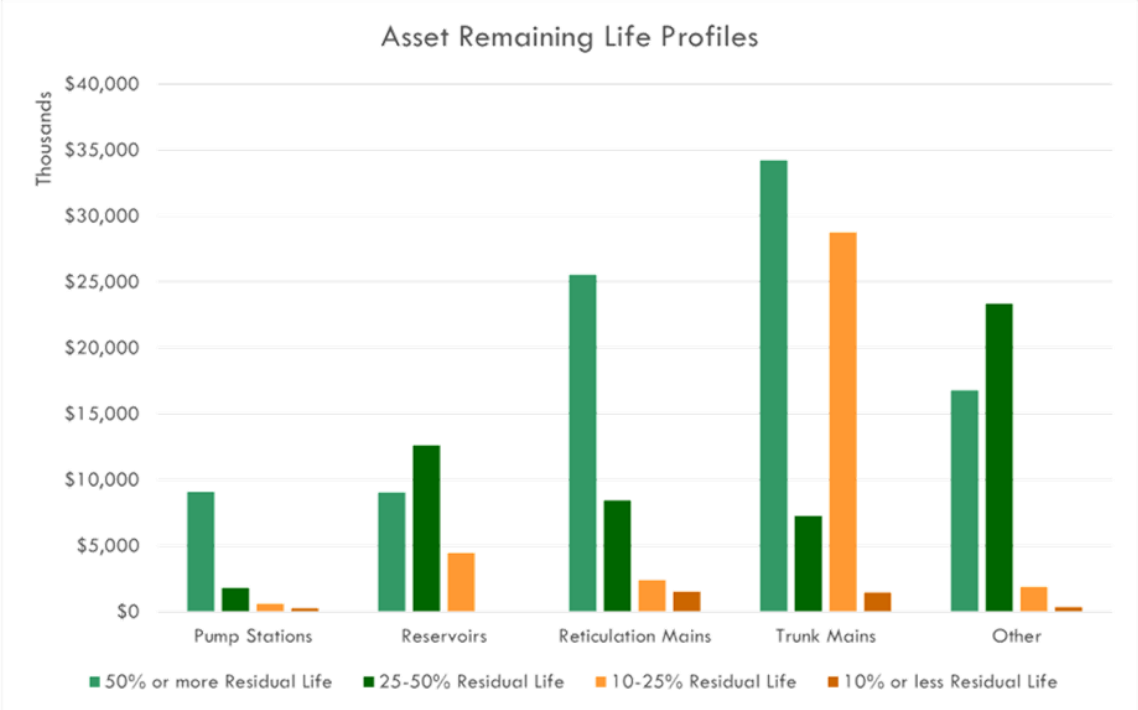


Figure 5: Remaining Life Profiles

5.3. ASSET CONDITION

The condition of CTW assets is monitored throughout their lifecycle to ensure they meet service requirements. Condition is currently monitored annually, via updates being made when assets are renewed or partially renewed. All asset conditions are re-assessed in a revaluation year, which for water assets is due 2026/27 – a comprehensive condition assessment of assets will be completed prior to this.

Condition is measured using a 1 – 5 grading system as detailed in Table 11: Condition Grading System.

Condition Grading	Description of Condition
1	**Very good**: free of defects, only planned and/or routine maintenance required
2	**Good**: minor defects, increasing maintenance required plus planned maintenance
3	**Fair**: defects requiring regular and/or significant maintenance to reinstate service
4	**Poor**: significant defects, higher order cost intervention likely
5	**Very poor**: physically unsound and/or beyond rehabilitation, immediate action required

Table 11: Condition Grading System

For CTW's water reticulation mains network, 87% of the assets are rated as being condition 2 or better. The trunk main network boasts 95% of its assets as being condition 2 or better. Figure 6: Asset Condition, shows the condition of Council's assets, by current replacement cost. Readers should note (as mentioned above) that a comprehensive review of asset condition is planned.

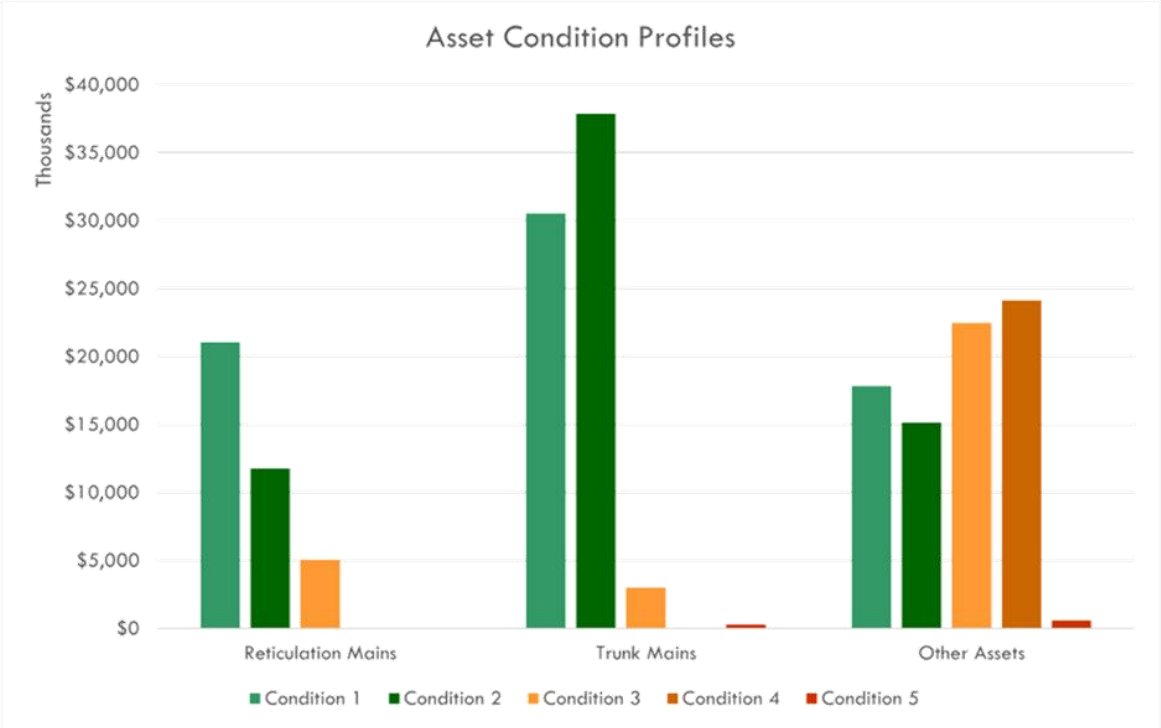


Figure 6: Asset Condition

5.4. OPERATIONS PLANNING

The purpose of the operations planning is to set out system rules and procedures for operating the water supply systems, and their individual sub-systems. CTW has successfully operated its water supply systems for many years. This has been done on the informal basis of operational and maintenance knowledge, as well as according to the work method statements and safe operating procedures developed by CTW staff. The work method statements identify safety issues and controls for each task, as well as providing basic operating procedures.

Operations include regular activities to provide services. Examples of typical operational activities include asset inspection, and meter reading. Operational costs (beyond those associated with operational activities) include water licence costs, chemical costs and electricity costs.

5.5. MAINTENANCE PLANNING

The purpose of the maintenance planning is to support the operations planning by ensuring that assets are provided in a "fit for purpose" standard. This translates as actual outputs in terms of quality, reliability and availability of the individual sub-systems and facilities. Appropriate assets maintenance will ensure CTW meets water supply levels of service in the most cost-effective manner. The link between operations, levels of service, maintenance, capital works, and asset register can be seen in the flow chart below:

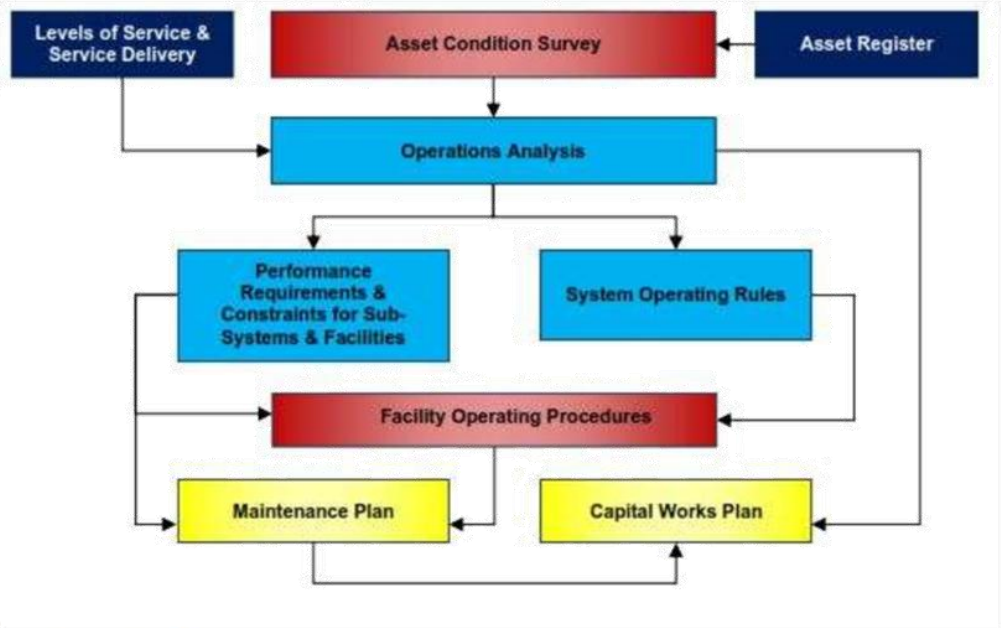


Figure 7: Operations & Maintenance

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include pipe repairs, mains flushing, and equipment repairs.

Clearly, if the cost of the scheduled maintenance is very high then this would point towards the need to examine replacing or augmenting the asset, thereby initiating the capital works processes – i.e. renewal. Similarly, if unscheduled maintenance occurs in the same area on a frequent basis, discussions about renewal of the asset would occur.

5.6. MAINTENANCE & OPERATIONAL INSPECTIONS

Regular inspections or monitoring of assets to assess their condition leads to condition-based maintenance. Maintenance can also be scheduled on time-based cycles for example weekly, monthly or yearly maintenance (from manufacturers manuals) or by the number of operating hours. To ensure the ongoing performance of assets, it is important that inspections are carried out at intervals whose frequencies are appropriate to the age, condition and importance of the relevant asset.

Table 12: Maintenance & Inspection Schedule details the maintenance and inspection processes undertaken by CTW staff.

Asset Type	Frequency	Task
Dams	Annually	DSC inspection
	5 Yearly	Produce a formal Surveillance report
Filtration Plants	As per WTP Manual	As per WTP Manual
Pump Stations	Weekly	Visual and safety inspection
Reservoirs	Weekly Annually/ 3 yearly	Visual Clean out
Trunk Mains	As necessary	Break down maintenance
	Yearly	Flushing
Hydrants	2 yearly	Painting, cleaning, safety inspection
Chlorinators	As per manual	Routine inspections and servicing on an annual basis
Telemetry	Quarterly	Test, calibrate and repair
Meters	As necessary	Replace every 7,500kL for domestic meters
Electrical	As necessary	Repair
Building and Structures	As necessary	Repair

Table 12: Maintenance & Inspection Schedule

5.7. DISPOSAL

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. At present, CTW does not have any disposal plan. This is because any renewals in recent times have mainly been mains pipe, whereby the old pipe is left in-situ; so the only costs are depreciation costs which aren't part of the asset plan.

6. Risk Management

One of the key factors in managing assets is to understand the importance of those assets in assisting the organisation to meet its regulatory and levels of service responsibilities. Risk assessment offers a tool to assess this. Criticality analysis offers a form of risk assessment that focuses on key asset system components.

6.1. GENERAL & METHODOLOGY

To assess the criticality of assets for CTW water supply, a preliminary criticality analysis was performed in September 2014. The following sections describes the methodology and the outcomes of this analysis. See also, the below definitions for terminology used throughout this section.

- **Consequence of Failure:** Refers to the severity of the impact of a failure in an asset.
- **Likelihood of Failure:** Refers to the probability that the asset will fail.
- **Worst Case Scenario (Criticality):** Select worst case situation of failure of asset which could not meet the CTW's Level of Service targets.

6.2. ASSET LEVEL

In Risk Management, 'levels' refer to the approximate level of detail in which the assets are examined. At CTW level 1 would include all CTW water assets, level 7 might be individual valves or reticulation pipes. For the preliminary criticality analysis at CTW, the focus was to examine CTW's level 3 water supply assets. Some examples to illustrate this follow:

- **Level 1:** All water supply systems assets in CTW.
- **Level 2:** Independent systems e.g. Blayney, Carcoar and Quandialla water supply systems.
- **Level 3:** Independent systems sub-components e.g. Blayney water treatment plant, Carcoar water treatment plant, individual trunk mains, individual reservoirs, individual pumping stations, etc.

Assessment below Level 3 criticality assessments may entail application of probable failure modes to allow for likelihood of failure of parallel systems, such as duty and backup pumps, etc. To usefully perform such an analysis would require good breakdown history. At this point in the development of CTW's Asset Management processes, this approach is considered too complex and detailed.

6.3. DEFINITION OF THE FAILURE EVENT

Another key issue is what type of asset failures need to be considered to identify criticality. Typically, in a preliminary criticality assessment, a major failure would be assumed to throw asset importance into higher relief. For this criticality analysis, the standard event that was considered for each level 3 asset sub-system and the following questions were asked:

What would be the consequence of failure of the system, for a week in summer?

What is the likelihood of this failure occurring within the system?

Within this question, the following qualifications exist:

- **System**: refers to the Level 3 system being considered for each question.
- **Failure**: means the inability to meet CTW's levels of service or regulatory requirements. The magnitude of such a consequence was assessed as described in Table 13: Consequence of Failure for Water Supply.
- **Consequence**: extends to each level of service element within the system.

- **Likelihood**: was assessed as described in Table 14: Likelihood of Failure.

6.4. CRITICALITY ASSESSMENT

Six consequence factors were considered for CTW's consequence analysis. These are as described below and expanded upon in Table 13: Consequence of Failure for Water Supply:

- Pressure
- Domestic Peak Demand
- Unplanned Supply Interruption
- Fire Fighting supply
- Water Quality
- Environmental Issues

Table 13 below shows the definitions used for assessing the specific consequence of failure if the system failed for a week in summer. Consequence was assessed on a logarithmic scale, decreasing in factors of 10, from 1 (Insignificant) up to 5 (Catastrophic). The example definitions in the table relate to each of the consequence factors (columns) included in the analysis.

Most of the levels of service (LOS) were included as consequence factors for the analysis. However, it was decided to leave LOS for drought and response times out, as drought was an acute issue handled as an emergency and response time overlapped with supply interruption.

Consequence of Failure	Pressure (12-90m)	Domestic Peak Demand (1.6kL/d)	Unplanned Supply Interruption (3 hours, 10 times/year)	Fire Fighting (Positive Head Fire Flow at 75% Design Peak)	Water Quality (ADWG, 2011)	Environment
Catastrophic (5)	Lose pressure more than 6,500 customers	Not meet peak demand for more than 6,500 customers	Lose supply more than 6,500 customers	Lose supply more than 6,500 customers	More than 6,500 customers boil water	Catastrophic environmental incident
Major (4)	Lose pressure more than 1,000 customers	Not meet peak demand for more than 1,000 customers	Lose supply more than 1,000 customers	Lose supply more than 1,000 customers	More than 1,000 customers boil water	Long term negative impact to the environment
Moderate (3)	Lose pressure more than 100 customers or major hospital	Not meet peak demand for more than 100 customers	Lose supply more than 100 customers and major hospital	Lose supply more than 100 customers and major hospital	More than 100 customers boil water	Serious impact to the environment but reversible
Minor (2)	Lose pressure more than 10 customers	Not meet peak demand for	Lose supply more than 10 customers	Lose supply more than 10 customers	More than 10 customers boil water	Significant impact to the environment

	or major industry	more than 10 customers	or major industry	or major industry		
Insignificant (1)	Lose pressure 1 to 10 customers or minor industry	Not meet peak demand for 1 to10 customers	Lose supply 1 to 10 customers or minor industry	Lose supply 1 to 10 customers or minor industry	1 to 10 customers boil water or aesthetic	On-site minor environment impact

Table 13: Consequence of Failure for Water Supply

6.5. LIKELIHOOD OF FAILURE

Three factors were used to assess the likelihood of failure. Each of these was assessed on a logarithmic scale between rare (1) and almost certain (5).

- **Condition:** The ability of the asset to perform acceptably refers to the likelihood of failure due to the asset's condition. For instance, if the asset is failing now, then the likelihood of failing is almost certain. While if the asset is in excellent condition, it would be expected to perform acceptably and be rated as rare.
- **Capacity:** The likelihood of this asset to fail to meet the capacity requirement is rated between 1 (it will meet current or future (in 30 years) levels of service) and 5 (it will not meet current and Future LOS 30 years).
- **Technology:** This relates to the likelihood of failure due to obsolescence. For instance, this is less likely to occur with pumps and pipes but may be more likely with faster changing technologies and quality requirements such as water treatment plants

The definitions used to assess the various level 3 systems likelihood of failures are shown in Table 14: Likelihood of Failure, below:

Likelihood of failure	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost certain
Condition (performs acceptably)	Excellent	Adequate	Action required	Poor	Very poor (failing now)
Capacity (performs acceptably)	Will meet current & future LOS (30 year)	Adequate current LOS (15 year)	Adequate current LOS (1 year)	Action needed soon	Won't meet current & future LOS (30 year)
Technology (performs acceptably)	Will meet current & future LOS (30 year)	Adequate current LOS (15 year)	Adequate current LOS (1 year)	Action needed soon	Won't meet current & future LOS (30 year)

Table 14: Likelihood of Failure

6.6. ASSESSMENT RESULTS

The level 3 assets criticality assessments were undertaken with CTW staff at a workshop held in September 2014. Table 15: Risk Matrix, illustrates CTW's risk matrix. Table 16: Theoretical Response, details a theoretical approach in terms of which form of Asset Management actions might be required.

In Table 17 & Table 18 the "Worst Case" Scenario columns (on the right-hand side) combine the highest consequence figures with the highest likelihood to indicate the most critical assets for addressing CTW's levels of service and meeting the environmental requirements.

Loss of use of Level 3 assets would not be expected to be of low consequence. This analysis presents them in a relative criticality basis. The output of the assessment is shown in Figure 8: Worst-Case Scenario.

		Consequence				
		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Likelihood	Rare (1)	Low	Low	Moderate	High	High
	Unlikely (2)	Low	Low	Moderate	High	Very high
	Possible (3)	Low	Moderate	High	Very high	Very high
	Likely (4)	Moderate	High	High	Very high	Very high
	Almost Certain (5)	Moderate	High	Very high	Very high	Very high

Table 15: Risk Matrix

Risk Level	Asset Management action required
LOW	Likely covered normal operations
MODERATE	Likely covered unscheduled maintenance
HIGH	Likely covered by scheduled maintenance
VERY HIGH	Likely that capital works will be required

Table 16: Theoretical Response

It could be interpreted that according to the water supply Level 3 asset criticality assessment, that CTW only have three critical assets which have very high risk due to failure to meet the water supply Level of Service.

The outcomes of the worst-case scenarios provide a guide to the asset systems relative priority in terms of how scarce capital works funds should be focused. This is illustrated in Figure 8: Worst-Case Scenario, where the worst-case consequence and likelihood outcomes are laid out within the theoretical Asset Management action sectors.

Asset Management theory would say that the Asset Management systems indicating almost certain likelihood of catastrophic consequences would attract problem solving focus – usually in the form of intense maintenance and capital replacement. Less critical asset systems would be expected to be maintained by scheduled/breakdown maintenance approaches. To address the issues raised by the criticality analysis CTW has several management options.

If suitable, the fastest approach to addressing the risks identified is to develop (assuming it does not exist already) an incident plan followed closely by operating procedures. However, if these procedures do not modify the potential Level of Service impact, then CTW can increase the maintenance levels by moving from unscheduled to scheduled maintenance with increasing frequency.

If maintenance is not able to modify the criticality to a manageable level, then capital works will need to be undertaken. There is always the alternative of reducing the levels of service, however, on most occasions this is difficult – e.g. drinking water quality.

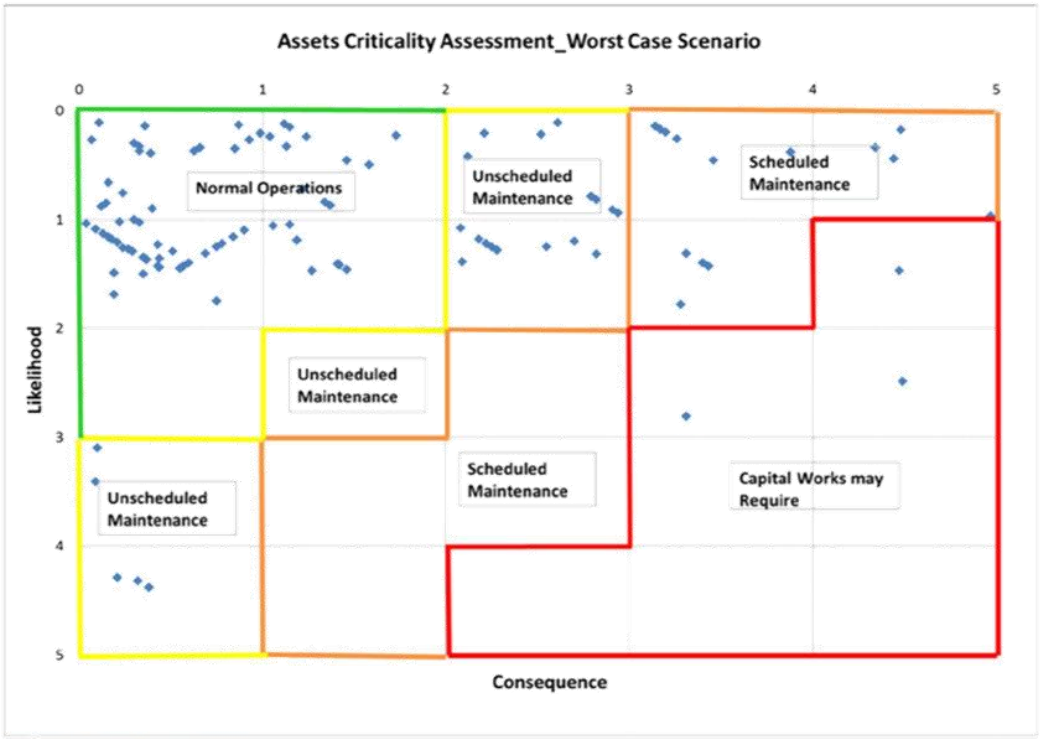


Figure 8: Worst-Case Scenario

The highest priority asset systems for action are those with consequence rating and likelihoods ratings within the very high-risk range in the risk matrix. CTW has only identified three assets that come under this category:

- Lake Rowlands Dam
- Gravity main from Lake Rowlands to Carcoar WTP
- Trunk main "K" transfer water from trunk main "C" to Grenfell North

NOTE: From this, CTW has renewed and upgraded trunk main K (2016-2020), and the higher risk now is the trunk main C feed to trunk main K.

The highest priority assets in each system that required scheduled maintenance are summarised in the table below.

Asset Description	Operating rules and procedures in place	Scheduled maintenance plan in place	Actions included in 10 years capital works program	Worst case scenario Likelihood (L) & Consequence (C)
Blayney WSS				
Lake Rowlands Dam	Yes	Yes	Lake Rowlands Remediation	C=5 L=3
Blayney intake including intake pumps	Work method statement in place	Yes	Annual provision for pumps replacement	C=4 L=1

Raw water transmission main from Blayney intake to Blayney WTP (Trunk main 'X')	Work method statement for water main repair in place	Yes (yearly flushing, otherwise breakdown maintenance)	Trunk main X renewal	C=4 L=2
Blayney WTP	Automated telemetry system. Now written which includes troubleshooting and shutdown procedure for Blayney WFP	Yes	Renewal and upgrade in Blayney WTP	C=4 L=2
Chlorinator at Blayney WTP	Work method statement in place	Yes	Renewal work in Blayney WTP	C=4 L=2
Gravity main from Blayney Clear Water Tank to Hill Street Reservoir	Work method statement for water main repair in place	Yes (yearly flushing, otherwise breakdown maintenance)	No capital work allocation	C=4 L=2

Table 17: Blayney WSS

Asset Description	Operating rules and procedures in place	Scheduled maintenance plan in place	Actions included in 10 years capital works program
Carcoar WSS			
Gravity main from Lake Rowlands to Carcoar WTP (Trunk Main 'A')	Work method statement for water main repair in place	Yes (yearly flushing, otherwise breakdown maintenance)	Trunk main A renewal
Carcoar WTP	Automated telemetry system. No written down procedure which includes troubleshooting and shutdown procedure for Carcoar WTP	Yes	Renewal work in Carcoar WTP
Chlorinator at Carcoar WTP	Work method statement in place	Yes	Renewal work in Carcoar WTP
Trunk main from Grays Hill Reservoir to Manildra Reservoir	Work method statement for water main repair in place	Yes (yearly flushing otherwise breakdown maintenance)	No capital work allocation
Gooloogong Bore	Work method statement in place	No	Refurbish Gooloogong Bore
Gooloogong chlorinator	Work method statement in place	Yes	Refurbish Gooloogong Bore

Gooloogong pump station (PS)	Work method statement in place	Yes	No capital works allocation
Rising main from Gooloogong PS to Trunk Main "C"	Work method statement for water main repair in place	Yes (yearly flushing, otherwise breakdown maintenance)	Gooloogong bridge trunk main renewal
Trunk main 'K'	Work method statement for water main repair in place	Yes (yearly flushing, otherwise breakdown maintenance)	Trunk main K renewal
McDonalds Lane PS	Booster pump station work method statement in place	Yes	No capital works allocation in next 30 years

Table 18: Carcoar WSS

7. Document History

May 2022: Original document included as a part of the Central Tablelands Water Asset Management Plan.

February 2025: Extracted the Asset Management Plan into a standalone document.

8. Related Policies/Strategies/Plans

The following should be read in conjunction with this Policy:

- Central Tablelands Water Asset Management Policy
- Central Tablelands Water Asset Management Strategy

9. References

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Appendix A: Water Supply Assets Criticality Assessment Outcomes

WSS	Ref	Asset System Description (Level 3)	Levels of Service						Likelihood of Failure			Worst Case Scenario		
			Pressure	Peak Demand	Supply Interruptions	Fire Fighting	Water Quality	Environmental	Condition	Capacity	Technology	Consequence	Likelihood	Risk
Blayney	1	Lake Rowlands Dam (capacity 4,500 ML)	5	5	5	5	4	2	2	1	3	5	3	Very High
Blayney	2	Intake including intake pumps (2 pumps @ 6 ML/d total capacity)	4	4	4	4	n/a	n/a	1	1	1	4	1	High
Blayney	3	(WTP) (Total length approx. 15 km)	4	4	4	4	n/a	3	2	1	1	4	2	High
Blayney	4	Blayney WTP (6ML/d)	n/a	n/a	n/a	n/a	4	n/a	2	1	2	4	2	High
Blayney	5	Blayney Clear Water Tank (CWT)	n/a	n/a	n/a	n/a	n/a	n/a	2	1	1	0	2	Low
Blayney	6	Chlorinator @ Blayney WTP	n/a	n/a	n/a	n/a	5	n/a	1	1	1	5	1	High
Blayney	7	Gravity main from CWT to Hill Street Reservoir	4	4	4	4	n/a	n/a	2	1	1	4	2	High
Blayney	8	Palona Street pumping station (PS) (2 pumps @ 0.22 ML/d each)	3	n/a	n/a	n/a	n/a	n/a	2	1	1	3	2	Moderate
Blayney	9	Rising main from Polona Street pumping station (PS) to Patrick's Reservoir	3	n/a	n/a	n/a	n/a	n/a	2	1	1	3	2	Moderate

WSS	Ref	Asset System Description (Level 3)	Levels of Service						Likelihood of Failure			Worst Case Scenario		
			Pressure	Peak Demand	Supply Interruptions	Fire Fighting	Water Quality	Environmental	Condition	Capacity	Technology	Consequence	Likelihood	Risk
Blayney	10	Patrick's Reservoir (0.45 ML)	3	n/a	n/a	n/a	n/a	n/a	2	1	1	3	2	Moderate
Blayney	11	Blayney Reticulation System	2	n/a	n/a	1	n/a	n/a	2	1	1	2	2	Low
Blayney	12	Plumb Street Reservoir (0.91ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	1	1	0	2	Low
Blayney	13	Hill Street Reservoir (1.14 ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	1	1	0	2	Low
Blayney	14	Blayney Well	n/a	n/a	n/a	n/a	n/a	n/a	2	4	1	0	4	Low
Blayney	15	Blayney Well pumps (0.6 ML/d)	n/a	n/a	n/a	n/a	n/a	n/a	1	1	1	0	1	Low
Blayney	16	Rising main from Blayney Well to Hill Street Reservoir	n/a	n/a	n/a	n/a	n/a	n/a	2	1	1	0	2	Low
Blayney	17	Plumb Street PS (2 pumps @ 1.0 ML/d each)	3	3	3	3	n/a	n/a	1	1	1	3	1	Moderate
Blayney	18	Rising main from Plumb Street PS to Browns Creek Reservoir (3.15km)	3	3	3	3	n/a	n/a	2	2	2	3	2	Moderate
Blayney	19	Browns Creek Reservoir (0.23 ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	1	1	0	2	Low
Blayney	20	Browns Creek PS (2 pumps @ 0.8 ML/d each)	3	3	3	3	n/a	n/a	1	1	1	3	1	Moderate

WSS	Ref	Asset System Description (Level 3)	Levels of Service						Likelihood of Failure			Worst Case Scenario		
			Pressure	Peak Demand	Supply Interruptions	Fire Fighting	Water Quality	Environmental	Condition	Capacity	Technology	Consequence	Likelihood	Risk
Blayney	21	Rising main from Browns Creek PS to Millthorpe Reservoir (length 8.38 km)	3	3	3	3	n/a	n/a	2	2	2	3	2	Moderate
Blayney	22	Millthorpe Reservoir (1.36ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	1	1	0	2	Low
Blayney	23	Millthorpe Reticulation System	1	n/a	n/a	1	n/a	n/a	1	1	1	1	1	Low
Carcoar	24	Gravity main from Lake Rowlands to Carcoar WTP (length 4.81 km)	5	5	5	3	3	3	2	2	2	5	2	Very High
Carcoar	25	Carcoar WTP (9 ML/d)	5	5	5	3	3	3	1	1	1	5	1	High
Carcoar	26	Carcoar Clear Water Tank (CWT) (2.16 ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	4	2	0	4	Low
Carcoar	27	Chlorinator at Carcoar WTP	n/a	n/a	n/a	n/a	4	n/a	1	1	1	4	1	High
Carcoar	28	Booster #1 PS - deliver water from Carcoar WTP to Carcoar Reservoir (2 pumps @ 1.6 ML/d each)	1	1	1	n/a	n/a	n/a	1	1	1	1	1	Low
Carcoar	29	Rising main Booster #1 Pump Station to Carcoar CTLX	n/a	3	n/a	n/a	n/a	n/a	2	1	2	3	2	Moderate
Carcoar	30	Pipeline CTLX to Browns Creek -	n/a	n/a	n/a	n/a	n/a	n/a	5	5	5	0	5	Low

WSS	Ref	Asset System Description (Level 3)	Levels of Service						Likelihood of Failure			Worst Case Scenario		
			Pressure	Peak Demand	Supply Interruptions	Fire Fighting	Water Quality	Environmental	Condition	Capacity	Technology	Consequence	Likelihood	Risk
Carcoar	31	Carcoar Reservoir (0.68 ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	1	2	0	2	Low
Carcoar	32	Carcoar Reticulation System	2	n/a	n/a	1	n/a	n/a	1	1	1	2	1	Low
Carcoar	33	Trunk Main 'B' from Carcoar CWT to joins Trunk Main at the Mandurama off- take (length 5.45 km)	3	3	3	n/a	n/a	n/a	2	2	2	3	2	Moderate
Carcoar	34	Trunk Main 'P' transfer water from Trunk Main 'B' to the village of Somers (length 3.22 km)	n/a	n/a	n/a	n/a	n/a	n/a	1	1	1	0	1	Low
Carcoar	35	Mandurama Reservoir (0.91 ML)	n/a	n/a	n/a	n/a	n/a	n/a	1	1	1	0	1	Low
Carcoar	36	Mandurama PS (3 pumps @ 0.1 ML/d each)	3	n/a	n/a	n/a	n/a	n/a	1	1	1	3	1	Moderate
Carcoar	37	Mandurama Reticulation System	2	n/a	n/a	1	n/a	n/a	1	1	1	2	1	Low
Carcoar	38	Trunk Main 'C' from Trunk Main B to all CTW consumers west of Mandurama (length 70 km)	3	3	3	n/a	n/a	n/a	2	2	2	3	2	Moderate
Carcoar	39	Trunk Main 'G' from Trunk Main C to Lyndhurst Reservoir (length 2.13 km)	n/a	3	n/a	n/a	n/a	n/a	1	1	1	3	1	Moderate

WSS	Ref	Asset System Description (Level 3)	Levels of Service						Likelihood of Failure			Worst Case Scenario		
			Pressure	Peak Demand	Supply Interruptions	Fire Fighting	Water Quality	Environmental	Condition	Capacity	Technology	Consequence	Likelihood	Risk
Carcoar	40	Lyndhurst Reservoir (0.68ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	1	2	0	2	Low
Carcoar	41	Lyndhurst Reticulation System	2	n/a	n/a	1	n/a	n/a	1	1	1	2	1	Low
Carcoar	42	Garland PS (one pump @0.1 ML/d)	n/a	n/a	n/a	n/a	n/a	n/a	2	1	2	0	2	Low
Carcoar	43	Garland Reservoir (0.045 ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	1	2	0	2	Low
Carcoar	44	Newry Downs PS - accept water from Trunk Main 'C' boost to Sugarloaf Road pump station or boost into Trunk Main 'C' (2 pumps @7.1 ML/d each)	n/a	n/a	n/a	n/a	n/a	n/a	1	1	1	0	1	Low
Carcoar	45	Sugarloaf Road PS (2 pumps @6.0 ML/d each)	n/a	n/a	n/a	n/a	n/a	n/a	1	1	1	0	1	Low
Carcoar	46	Canomodine PS (2 pumps @1.8 ML/d each)	n/a	n/a	n/a	n/a	n/a	n/a	2	1	2	0	2	Low
Carcoar	48	Cargo PS (2 pumps @0.16 ML/d each)	n/a	n/a	n/a	n/a	n/a	n/a	2	2	2	0	2	Low
Carcoar	49	Cargo Reservoir (0.68 ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	1	2	0	2	Low
Carcoar	50	Cargo Reticulation System	2	n/a	n/a	1	n/a	n/a	2	1	2	2	2	Low

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WSS	Ref	Asset System Description (Level 3)	Levels of Service						Likelihood of Failure			Worst Case Scenario		
			Pressure	Peak Demand	Supply Interruptions	Fire Fighting	Water Quality	Environmental	Condition	Capacity	Technology	Consequence	Likelihood	Risk
Carcoar	51	Cudal Reservoir (0.23 ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	1	2	0	2	Low
Carcoar	52	Cudal Bore (capacity 4 L/s)	n/a	n/a	n/a	n/a	n/a	n/a	1	1	1	0	1	Low
Carcoar	53	Chlorinator @ Cudal Bore (dosing rate 5 mg/L)	n/a	n/a	n/a	n/a	n/a	n/a	2	1	1	0	2	Low
Carcoar	54	Cudal Booster PS (2 pumps @2.1 ML/d each)	n/a	n/a	n/a	n/a	n/a	n/a	1	1	1	0	1	Low
Carcoar	55	Cudal Reticulation System	2	n/a	n/a	1	n/a	n/a	1	1	1	2	1	Low
Carcoar	56	Greys Hill Reservoir (2.27 ML)	n/a	n/a	n/a	n/a	n/a	n/a	1	1	1	0	1	Low
Carcoar	57	Two Trunk Mains from Greys Hill Reservoir to Manildra Reservoir	5	5	5	5	n/a	n/a	1	1	1	5	1	High
Carcoar	58	Manildra Reservoir (0.45 ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	2	2	0	2	Low
Carcoar	59	Manildra Reticulation System	2	n/a	n/a	1	n/a	n/a	2	1	1	2	2	Low
Carcoar	60	Trunk Main 'V' from Trunk Main 'C' to Moorbel Reservoir (length 4.2 km)	n/a	n/a	n/a	n/a	n/a	n/a	1	1	1	0	1	Low
Carcoar	61	Moorbel Reservoir (1.14 ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	2	2	0	2	Low

WSS	Ref	Asset System Description (Level 3)	Levels of Service						Likelihood of Failure			Worst Case Scenario		
			Pressure	Peak Demand	Supply Interruptions	Fire Fighting	Water Quality	Environmental	Condition	Capacity	Technology	Consequence	Likelihood	Risk
Carcoar	62	Moorbel Reticulation System	2	n/a	n/a	1	n/a	n/a	1	1	1	2	1	Low
Carcoar	63	3 Reticulation mains from Moorbel Reservoir to Canowindra Reservoir	n/a	n/a	n/a	n/a	n/a	n/a	1	1	1	0	1	Low
Carcoar	64	Canowindra Reservoir (0.91 ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	1	2	0	2	Low
Carcoar	65	Canowindra Reticulation System	2	n/a	n/a	1	n/a	n/a	1	1	1	2	1	Low
Carcoar	66	Canowindra PS - to pump water from Canowindra Reservoir to Moorbel Reservoir and/or boost supply to Canowindra and South Canowindra reticulations (2 pumps @ 1.0 ML/d each)	n/a	n/a	n/a	n/a	n/a	n/a	2	2	2	0	2	Low
Carcoar	67	South Canowindra Reservoir (0.36 ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	1	2	0	2	Low
Carcoar	68	South Canowindra Reticulation System	2	n/a	n/a	1	n/a	n/a	1	1	1	2	1	Low
Carcoar	69	North Canowindra PS - To pump water from Canowindra reticulation to the North Canowindra Rural Scheme (2 pumps @ 0.43 ML/d each)	2	2	2	n/a	n/a	n/a	1	1	1	2	1	Low
Carcoar	70	North Canowindra Reservoir (0.18 ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	1	2	0	2	Low

WSS	Ref	Asset System Description (Level 3)	Levels of Service						Likelihood of Failure			Worst Case Scenario		
			Pressure	Peak Demand	Supply Interruptions	Fire Fighting	Water Quality	Environmental	Condition	Capacity	Technology	Consequence	Likelihood	Risk
Carcoar	71	North Canowindra Reticulation System	2	2	2	n/a	n/a	n/a	2	2	2	2	2	Low
Carcoar	72	Nyrang Creek PS -To pump water from Canowindra reticulation to the Nyrang Creek Rural Scheme. (a single pump @ 0.1 ML/d)	n/a	n/a	n/a	n/a	n/a	n/a	2	2	2	0	2	Low
Carcoar	73	Nyrang Creek Northern Reservoir (0.045 ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	2	2	0	2	Low
Carcoar	74	Nyrang Creek Northern Reticulation System	2	2	2	n/a	n/a	n/a	2	2	2	2	2	Low
Carcoar	75	Nyrang Creek Southern Reservoir (0.091 ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	2	2	0	2	Low
Carcoar	76	Nyrang Creek Southern Reticulation System	2	2	2	n/a	n/a	n/a	2	2	2	2	2	Low
Carcoar	77	Bangaroo Bore and Pump Station (West Bore - 3 ML/d and North Bore-0.6 ML/d)	n/a	n/a	n/a	n/a	n/a	n/a	5	1	5	0	5	Low
Carcoar	78	Bangaroo Reservoirs -3 Numbers (total - 0.54 ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	1	2	0	2	Low

WSS	Ref	Asset System Description (Level 3)	Levels of Service						Likelihood of Failure			Worst Case Scenario		
			Pressure	Peak Demand	Supply Interruptions	Fire Fighting	Water Quality	Environmental	Condition	Capacity	Technology	Consequence	Likelihood	Risk
Carcoar	79	Bangaroo PS (2 pumps @ 1.3 ML/d and 0.6 ML/d)	n/a	n/a	n/a	n/a	n/a	n/a	5	1	5	0	5	Low
Carcoar	80	Rising main from Bangaroo PS to Trunk Main 'C'	n/a	n/a	n/a	n/a	n/a	n/a	2	1	2	0	2	Low
Carcoar	81	Gooloogong Bore and Pump Station (Bore pump capacity 3.8 ML/day)	n/a	4	n/a	n/a	n/a	n/a	1	1	1	4	1	High
Carcoar	82	Gooloogong Reservoir (0.18 ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	1	2	0	2	Low
Carcoar	83	Gooloogong Chlorinator @ Gooloogong Reservoir (Dosing rate 5 mg/L)	n/a	n/a	n/a	n/a	4	n/a	1	1	1	4	1	High
Carcoar	84	Gooloogong PS (2 pumps @ 1.8 ML/d each)	n/a	n/a	4	n/a	n/a	n/a	1	1	1	4	1	High
Carcoar	85	Rising main from Gooloogong PS to Trunk Main 'C'	n/a	n/a	4	n/a	n/a	n/a	1	1	1	4	1	High
Carcoar	86	Trunk Main 'L' boost PS to Eugowra (2 pumps @ 2.1 ML/d each)	n/a	n/a	n/a	n/a	n/a	n/a	1	1	1	0	1	Low
Carcoar	87	Trunk Main 'L' transfer from Trunk Main 'C' to Eugowra Reservoir (length 20km)	n/a	3	3	n/a	n/a	n/a	2	1	1	3	2	Moderate

WSS	Ref	Asset System Description (Level 3)	Levels of Service						Likelihood of Failure			Worst Case Scenario		
			Pressure	Peak Demand	Supply Interruptions	Fire Fighting	Water Quality	Environmental	Condition	Capacity	Technology	Consequence	Likelihood	Risk
Carcoar	88	Trajere PS (2 pumps @ 0.1 ML/d each)	n/a	2	2	n/a	n/a	n/a	2	1	2	2	2	Low
Carcoar	89	Trajere Reservoir (0.14 ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	1	2	0	2	Low
Carcoar	90	Pyes Gap Reservoir (0.14 ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	1	2	0	2	Low
Carcoar	91	Trajere Reticulation System	2	2	2	n/a	n/a	n/a	2	1	2	2	2	Low
Carcoar	92	Eugowra Reservoir (1.36 ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	1	1	0	2	Low
Carcoar	93	two Eugowra Reservoirs (0.5 ML)	n/a	n/a	n/a	n/a	n/a	n/a	1	1	1	0	1	Low
Carcoar	94	Broad street PS	2	n/a	n/a	n/a	n/a	n/a	1	1	1	2	1	Low
Carcoar	95	Eugowra Reticulation System	2	n/a	n/a	1	n/a	n/a	1	1	1	2	1	Low
Carcoar	96	Trunk Main 'K' transfer water from Trunk Main 'C' to Grenfell North Reservoir (length 34.12 km)	4	4	4	n/a	n/a	n/a	3	3	3	4	3	Very High
Carcoar	97	McDonalds Lane PS (2 pumps @ 2.6 ML/d each)	n/a	4	n/a	n/a	n/a	n/a	2	1	1	4	2	High
Carcoar	98	Grenfell North Reservoir (4.55 ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	2	1	0	2	Low

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WSS	Ref	Asset System Description (Level 3)	Levels of Service						Likelihood of Failure			Worst Case Scenario		
			Pressure	Peak Demand	Supply Interruptions	Fire Fighting	Water Quality	Environmental	Condition	Capacity	Technology	Consequence	Likelihood	Risk
Carcoar	99	Grenfell Reticulation System	2	n/a	n/a	1	n/a	n/a	1	1	1	2	1	Low
Carcoar	100	Grenfell Western Reservoir (1.36 ML)	n/a	n/a	n/a	n/a	n/a	n/a	2	1	2	0	2	Low
Carcoar	101	Grenfell Eastern Reservoirs (0.45 ML)	n/a	n/a	n/a	n/a	n/a	n/a	1	1	1	0	1	Low
Quandialla	102	Quandialla Bore (1.3 Ml/d)	3	3	n/a	n/a	n/a	n/a	1	1	1	3	1	Moderate
Quandialla	103	Quandialla bore reservoir (0.02 ML)	n/a	n/a	n/a	n/a	n/a	n/a	1	1	1	0	1	Low
Quandialla	104	Chlorinator at bore reservoir (2 mg/L)	n/a	n/a	n/a	n/a	n/a	n/a	1	1	1	0	1	Low
Quandialla	105	Quandialla bore surface pumps (2 pumps @ 0.8 ML/d each)	n/a	3	n/a	n/a	n/a	n/a	1	1	1	3	1	Moderate
Quandialla	106	Trunk Main 'Q' from the Quandialla Surface Pumps to the on-ground storage at Quandialla (length 16.5 km)	n/a	3	n/a	n/a	n/a	n/a	1	1	1	3	1	Moderate
Quandialla	107	Quandialla on-ground reservoir (0.18ML)	n/a	n/a	n/a	n/a	n/a	n/a	1	1	1	0	1	Low
Quandialla	108	Quandialla Booster PS	n/a	n/a	n/a	n/a	n/a	n/a	1	1	1	0	1	Low
Quandialla	109	Quandialla Reticulation system	2	n/a	n/a	1	n/a	n/a	1	1	1	2	1	Low