

Integrated Planning and Reporting Framework

2022–2025

Business Activity Strategic Plan

Resourcing Strategy

Delivery Program

Operational Plan





01.

Business Activity Strategic Plan

2022–2032



Acknowledgement

We acknowledge the importance of tradition, history and culture to Aboriginal people including the existence of unknown stories held by First Nations Peoples. As an organisation that works with water and land, we acknowledge and value Aboriginal and Torres Strait Islander sustainability practices in land and culture and acknowledge our responsibility to work together with the Traditional Custodians of land and waterway areas managed by Rous County Council.

We acknowledge this relationship and deeply value Aboriginal and Torres Strait Islander traditional laws, knowledge and lessons about places and sustainability. Through our reconciliation activities, we aim to restore ecological, cultural, and social values that are unique to our region.

Disclaimer and copyright

This document has been prepared in good faith and is considered true and correct at the time of publication. We do not warrant or represent that it is free from error or omission or that it is exhaustive. Before you rely on any information in this document you should contact us first to check that it is still current.

We do not accept any liability in relation to the quality, accuracy, or information in this document. You may copy, distribute, display and otherwise freely deal with this document and the information in it on the condition that you acknowledge Rous County Council as the author with '© Rous County Council 2022'. If you want to use the document for a commercial purpose, you must obtain our written permission first.

This document is publicly available at www.rous.nsw.gov.au

© Rous County Council 2022.

Contact

You can contact us:

by phone: (02) 6623 3800

by email: council@rous.nsw.gov.au

or by visiting our office:
Level 4, 218-232 Molesworth Street,
Lismore NSW 2480

Version	Purpose and description	Date adopted by Council	Resolution no.
0.1	Draft Integrated Planning and Reporting Framework 2022-2032 endorsed at 11 May 2022 Council meeting for public consultation.	11/05/2022	17/22
1.0	Endorsed by Council at its meeting 15 June 2022.	15/06/2022	28/22

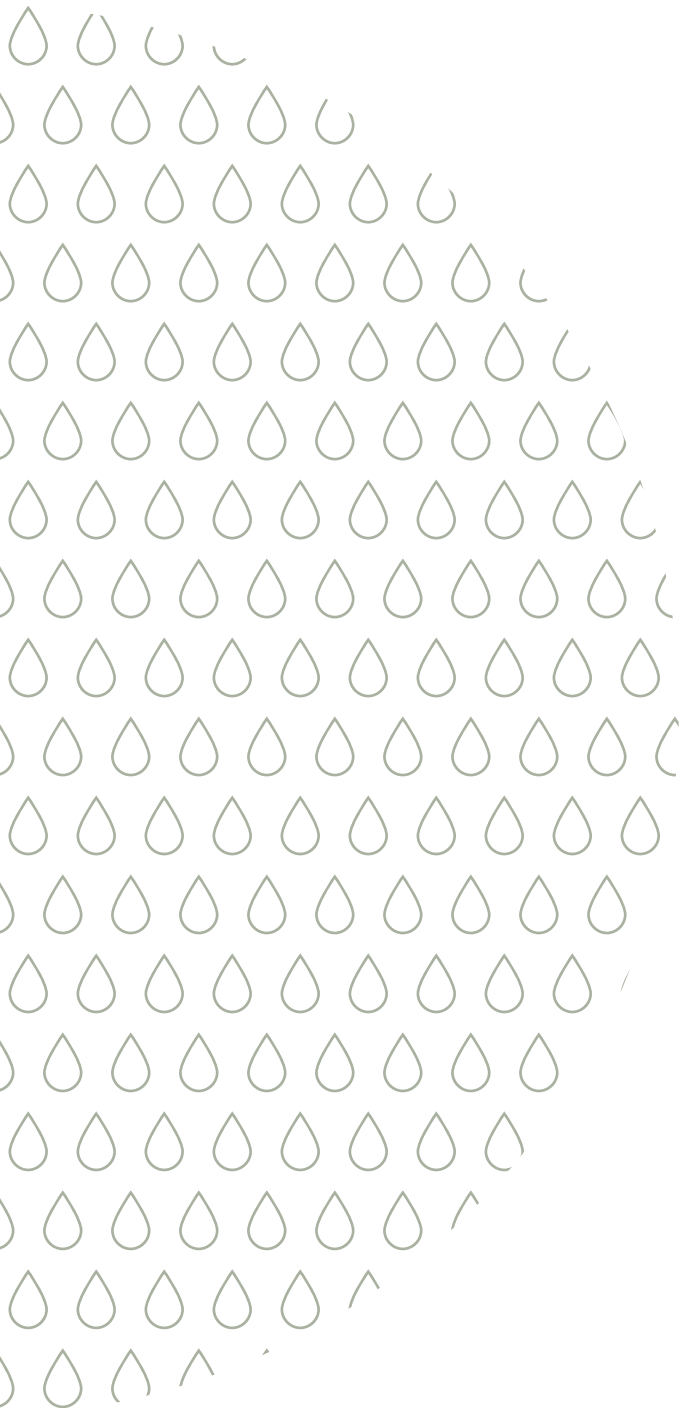
The next review of this document will be after the September 2024 local government election.

Contents



About us	7
Introduction	8
The planning context	9
1. Sustainable delivery	13
2. External partnerships	17
3. Our people	20
4. Leadership and innovation	22





Our Mission

Partner with our constituent councils to provide quality services that support a sustainable and productive region.

Our Vision

Thrive and evolve as a valued regional service provider.

Our Values

Staff developed and adopted a set of values that we use as a guide for how we act and behave:

- **Safety** – safety first 24/7
- **Teamwork** – one team, one purpose
- **Accountability** – own it, solve it, achieve it
- **Respect** – be honest, be fair.

About us

Rous is a county council created under the *Local Government Act 1993*, with three core functions that it undertakes for the local councils of the areas within which it operates (known as constituent councils).



Bulk water supply

- Regional water supply authority providing water in bulk to the council areas of Ballina (excluding Wardell), Byron (excluding Mullumbimby), Lismore (excluding Nimbin), and Richmond Valley (excluding land to the west of Coraki).
- Regional supply network includes approximately 40,100 connections within the reticulation areas of the constituent councils, and around 2,030 retail connections to the Rous trunk main system. A population of over 100,000 is serviced by this water supply system with the actual area of operations being approximately 3,000km².
- Principal water supply source is Rocky Creek Dam, situated 25 kilometres north of Lismore near the village of Dunoon.

Weed biosecurity

- Local Control Authority responsible for administering the *Biosecurity Act 2015*, working with landholders and the community throughout the region to address weed biosecurity matters.
- Undertake a wide range of activities to combat the spread of targeted weeds across the local government areas of Ballina, Byron, Lismore and Richmond Valley (including on behalf of Kyogle and Tweed Shire as part of a fee for service arrangement).

Flood mitigation

- Flood Mitigation Authority operating across the Ballina, Lismore and Richmond Valley local government areas.
- Responsible for the construction and replacement of a range of flood mitigation infrastructure, mostly in rural areas, including the routine maintenance of canals and floodgates and related natural resource management activities.

What else do we do?

We have some commercial property interests as well as owning and operating a water laboratory in Lismore (Richmond Water Laboratories).

Introduction



This Business Activity Strategic Plan sets out Rous’s strategic objectives and our approach to achieving those objectives.

It has been developed in consultation with Rous’s constituent councils and considers the objectives in those councils’ Community Strategic Plans. This is to ensure that our strategic direction aligns with the goals of our regional community.

The Plan is underpinned by the social justice principles of access, equity, participation and rights – ensuring fairness in all that we do – and is our broad strategic direction for our planning, priority setting and resource allocation based on:

- where we are now
- where we want Rous to be in ten years’ time
- what strategies are needed to reach our goals
- how we will know if we are on track.

How will this Strategy be implemented?

- Delivery Program: 2022-2025
- Annual operational plans
- Resourcing Strategy: 2022-2032

For these documents (and reporting of their progress and Rous’s performance) go to www.rous.nsw.gov.au

Business Activity Strategic Plan: A snapshot	
Theme	What does it mean? What does it look like?
1. Sustainable delivery	<ul style="list-style-type: none"> • Sustainable service provision in relation to water supply, flood mitigation and weeds management. • Financial sustainability of the organisation (including in relation to its workforce and asset management responsibilities). • Environmental sustainability in relation to our operations. • Planning for and responding to climate change impacts in the environment.
2. External relationships	<ul style="list-style-type: none"> • Relationships Rous has with constituent councils, customers and the broader Northern Rivers community, State and Commonwealth government. • Opportunities for partnerships and collaboration to achieve desired outcomes for our customers and community more effectively and efficiently.
3. Our people	<ul style="list-style-type: none"> • Our workforce – ensuring we have the right people with the right skills in the right place to achieve our objectives within a Values-based culture. • Creating a working environment and a workplace culture where our people value their work and feel valued by the organisation and its customers.
4. Leadership and innovation	<ul style="list-style-type: none"> • Our role as a regional leader. • How we conduct ourselves as an organisation. • How we use technology and apply innovation to be more effective and efficient.

The planning context



Rous's strategic and business planning occurs within a broader planning context. In developing this Plan (as well as our Delivery Program and Operational Plan), we considered various external influences.

External influence	Factors that inform our strategic direction and operating environment			
Commonwealth plans and priorities.	<ul style="list-style-type: none"> Australia's Long-Term Emissions Reduction Plan 2021. 			
State and regional plans and priorities.	<ul style="list-style-type: none"> NSW 2021 – North Coast Regional Plan 2036 (2017). NSW Water Strategy (August 2021). NSW Invasive Species Plan 2018-2021. Draft Far North Coast Regional Water Strategy (October 2020). Net Zero Plan Stage 1: 2020-2030. Northern Rivers Joint Organisation Strategic Regional Priorities 2019-2022. 			
Community Strategic Plans from our constituent local government areas.	Ballina Shire <ul style="list-style-type: none"> Community confidence in health of drinking water. Reduced water consumption per capita. Use of recycled water. Coastal zone management for the Richmond River. Healthy waterways. Minimise negative impacts on the natural environment. 	Byron Shire <ul style="list-style-type: none"> Provide continuous and sustainable water and sewerage management. Satisfaction with water supply. Use and reuse of water. Partner to nurture and enhance biodiversity, ecosystems and ecology. Protect the health of our coastlines, estuaries, waterways, and catchments. 	Lismore City <ul style="list-style-type: none"> [Community Strategic Plan not available at the time of writing]. 	Richmond Valley <ul style="list-style-type: none"> [Preparation of a new Community Strategic Plan deferred for 12 months].
Northern Rivers Joint Organisation.	<ul style="list-style-type: none"> The Northern Rivers Joint Organisation (NRJO) represents the Ballina, Byron, Kyogle, Lismore, Richmond Valley and Tweed local government areas. NRJO priorities that have a direct relationship to Rous's business include: <ul style="list-style-type: none"> Sustainable energy, water and waste – For the region to establish itself as a leader in renewable energy production, effective sustainable water management, and innovative approaches to waste management to improve environmental and service delivery outcomes. Biodiverse natural environments – For the biodiversity and health of our waterways, habitats and wildlife to be protected and enhanced to deliver environmental, economic and recreational benefits for current and future generations of residents and visitors. 			

Australia's Long-Term Emissions Reduction Plan 2021

The Federal Government's Long-Term Emissions Reduction Plan sets out the responsible, practical steps to be taken over the next 30 years to reduce Australia's emissions to net zero by 2050, while growing the economy and jobs.

The components of the Plan are:

1. Driving down the costs of low emissions technologies.
2. Enabling deployment at scale.
3. Seizing opportunities in new and traditional markets.
4. Fostering global collaboration.

NSW 2021 (North Coast Regional Plan 2036)

In 2017, the NSW Government released the North Coast Regional Plan 2036 as part of NSW 2021, their ten-year plan for the State focussed on rebuilding the economy, providing quality services, renovating infrastructure, restoring government accountability and strengthening local government and communities.

From the range of goals and directions from the Plan, the relevant directions for Rous's functions include:

- Direction 2: Enhance biodiversity, coastal and aquatic habitats, and water catchments.
- Direction 3: Manage natural hazards and climate change.
- Direction 16: Collaborate and partner with Aboriginal communities.
- Direction 18: Respect and protect the North Coast's Aboriginal heritage.

The State Government's **NSW Water Strategy** significantly influences our water supply function. The NSW Water Strategy identifies seven priority areas that are considered in Rous's strategic planning.

- Priority 1:** Build community confidence and capacity through engagement, transparency and accountability.
- Priority 2:** Recognise First Nations / Aboriginal People's rights and values and increase access to and ownership of water for cultural and economic purposes.
- Priority 3:** Improve river, floodplain and aquifer ecosystem health and system connectivity.
- Priority 4:** Increase resilience to changes in water availability (variability and climate change).
- Priority 5:** Support economic growth and resilient industries within a capped system.
- Priority 6:** Support resilient, prosperous and liveable cities and towns.
- Priority 7:** Enable a future focused, capable and innovative water sector.

The State Government's NSW Weeds Action Program establishes the strategic priorities for weed biosecurity activities, and includes objectives from the NSW Invasive Species Plan, including:

- early detection of high-risk weeds through routine inspections and surveillance
- eradication and containment of high-risk weeds through on ground control
- increasing the capacity of the community to identify, report and manage weeds.



Draft Far North Coast Regional Water Strategy (October 2020)

Our vision for the Far North Coast Regional Water Strategy is to support the delivery of healthy, reliable and resilient water resources for a liveable and prosperous region. This means ensuring that the right amount of water of the right quality is available.

The strategies will aim to understand how much water a region will need to meet future demand, identify the challenges and choices involved in meeting needs and set out the actions that can be taken to manage risks to water security and reliability.

A long list of potential options is presented as part of this draft strategy.

The options cover actions, projects, reforms and investments that focus on:

- maintaining and diversifying water supplies
- protecting and enhancing natural systems
- supporting water use and delivery efficiency and conservation
- strengthening community preparedness for climate extremes
- improving the recognition of Aboriginal People's water rights, interests and access to water.

Net Zero Plan Stage 1: 2020-2030

The NSW Government has the objective to achieve net zero emissions by 2050 by creating new jobs, cutting household costs and attracting investment. The Net Zero Plan Stage 1: 2020-2030 sets out how they will deliver on those objectives.

1. Drive uptake of proven emissions reduction technologies that grow the economy, create new jobs or reduce the cost of living.
2. Empower consumers and businesses to make sustainable choices.
3. Invest in the next wave of emissions reduction innovation to ensure economic prosperity from decarbonisation beyond 2030.
4. Ensure the NSW Government leads by example.

The most relevant activity for Rous relates to electric vehicle infrastructure and model availability.



Where are we now?



The table below provides a summary of the operating environment for Rous County Council in 2021-22, as well as identifying some of the key challenges and opportunities facing Council that the Business Activity Strategic Plan and this Delivery program help to address.

Key themes	Key challenges and opportunities
1. Sustainable delivery	<ul style="list-style-type: none"> • We are seeing climate change impacts, including increases in weed infestations, sea level rises affecting the performance of our flood mitigation assets, and more extreme flood and drought events. • Opportunity to clarify our role in relation to flood mitigation in the context of our relationship with others. • Lack of understanding in the community about the drivers, risks and priorities for flood mitigation. • The region's growth will continue to impose pressure on our infrastructure. • Opportunities for simplifying and streamlining organisational processes and governance in an increasingly regulated sector. • Risk to water availability if we are unable to supply enough water to a growing population (increasing water restrictions may result). • Effective identification and mitigation of uncertainty to ensure we can meet our objectives. • Ensuring assets continue to be fit for purpose and resilient to ensure ongoing provision of clean safe drinking water to our community.
2. External relationships	<ul style="list-style-type: none"> • Lack of community awareness and understanding about our role and services. • Opportunity to enhance partnerships with constituent councils to complement each other's work (e.g. through joint planning, stakeholder engagement). • Our differing and fragmented roles across our operational footprint based on our constituting proclamation. • Opportunity to lead and deliver strategic and targeted engagement and education outcomes.
3. Our people	<ul style="list-style-type: none"> • Attraction, retention and succession planning. • Pressure of increased training requirements. • Adequacy and appropriateness of facilities for a growing organisation. • Safety culture supported by effective, efficient and practical safe systems of work.
4. Leadership and innovation	<ul style="list-style-type: none"> • Opportunity to move from just a service provider function to take on more of a regional leadership role for those matters relating to our core business. • There is no centralised funded authority that oversees the health of the Richmond River system. • A revised best practice framework is being developed for water in NSW. • State Government policy lags contemporary approaches to water weed biosecurity flood mitigation, and State Government planning does not always align with local strategic planning.

1. Sustainable delivery



Business priorities include:

- Planning for a sustainable future having regard to external drivers such as the demands of regional population growth.
- Responding to climate change impacts and reducing our carbon emissions.
- Contributing to the protection and enhancement of our region's environment and natural resources.
- Ensuring the sustainability of our organisation through sustainable use of our resources, sound business planning and ongoing improvements.

Ref	Strategic objectives	Strategies to get there	What is being measured	Target
1.1	A healthy environment			
1.1.1	Minimise and mitigate environmental footprint.	Business processes in place to ensure consistent consideration of environmental factors in our activities (such as purchasing, planning, delivery of projects, on ground operations).	(i) % of environmental assessments and mitigating measures implemented for projects and on ground operations. (ii) Number of environmental incidents.	(i) 100% (ii) Zero.
1.1.2	Our region's natural resources are sustained through a focus on the health of the Richmond and Wilsons rivers.	(i) Implement Rous's assigned actions under the Catchment and Coastal Zone Management Plans. (ii) Development of the Coastal Management Program for the Richmond River Estuary. (iii) Participate with key stakeholders in joint river health projects such as: <ul style="list-style-type: none"> • The Tuckean Swamp project • North Creek Coastal Management Program • Floodplain Drainage Studies. 	(i) % of scheduled actions completed on time. (ii) Coastal Management Program in place and endorsed by stakeholders and NSW State Government. (iii) % of project goals achieved. (iv) Establish baseline through initial survey.	(i) At least 90%. (ii) By 31 December 2027. (iii) At least 90%. (iv) Upward trend in awareness and understanding of the Richmond River.

Ref	Strategic objectives	Strategies to get there	What is being measured	Target
1.1	A healthy environment (continued)			
1.1.3	Rous's work enhances the biosecurity of the region through combatting the spread of targeted weeds.	Deliver Rous's Weed Action Program in collaboration with our partners, and share with our community the outcomes of our work (using weed data to communicate our local weed story).	% of WAP actions delivered.	≥95%
1.2	Responding and adapting to climate change			
1.2.1	Carbon neutrality.	(i) Design, develop and implement Council's Renewable Energy and Emissions Reduction Plan.	(i) % of 2030 goals implemented.	(i) 90%
		(ii) Pursue opportunities to secure grant funding.	(ii) % of project costs met through external funding sources.	(ii) 80%
		(iii) Offset of unavoidable emissions.	(iii) % of renewably-sourced energy.	(iii) 100%
		(iv) Invest in electric fleet vehicles, charged on renewable energy.	(iv) % of total fleet that are electric vehicles.	(iv) Upward trend.
1.2.2	We are prepared for and able to respond and adapt to climate change impacts.	When next updated, the Integrated Water Cycle Management Strategy considers the latest climate forecast data available at the time.	Frequency and severity of water restrictions.	No change on previous decade or downward trend.
1.3	Water security, quality and sustainable consumption			
1.3.1	Water supply demands in the short to medium term (to 2040) are able to be met.	Implement water source projects: <ul style="list-style-type: none"> • Future Water Project 2060 • Asset Management Plan • Capital Works Plan • Drought Management Plan. 	Status of implementation.	Stage 1 operational by end of 2024. Stage 2 operational by 2030.

Ref	Strategic objectives	Strategies to get there	What is being measured	Target
1.3.2	Water supply demands in the long term (beyond 2040) are able to be met.	Work with relevant stakeholders to reach agreement on Stage 3 water sources, through implementation of: <ul style="list-style-type: none"> • Future Water Project 2060 • Asset Management Plan • Capital Works Plan. 	Agreement reached.	Stage 3 decision by 2030.
1.3 Water security, quality and sustainable consumption (continued)				
1.3.3	Water end-users appreciate the value of water as a natural resource and use it responsibly.	Implement the Regional Demand Management Plan (2022 – 2026).	% of Rous's actions completed on time.	90%
1.3.4	Opportunities for enhancing the region's water capacity are realised through greater use of purified recycled water.	(i) Actively participate in industry and government working groups that inform policy and regulation change.	(i) Number of working groups that Rous actively participates in.	(i) At least 3.
		(ii) Seek government approval for a demonstration water recycling plant.	(ii) Status of approval for demonstration water recycling plant.	(ii) Approval granted by 2032.
1.4 A sustainable Council				
1.4.1	Resources required to deliver commitments now and into the future are planned for, prioritised and implemented to ensure Rous's sustainability.	Update, maintain and implement the Resourcing Strategy: <ul style="list-style-type: none"> • Workforce Management Plan • Asset Management plans • Long-Term Financial Plan. 	(i) % of scheduled actions completed on time.	(i) At least 90%.
			(ii) Frequency of review of plans.	(ii) Annual.

Ref	Strategic objectives	Strategies to get there	What is being measured	Target
1.4.2	Opportunities identified to strengthen Rous's revenue streams.	(i) Secure access to NSW TCorp borrowing facility.	(i) Status of TCorp approval.	(i) Granted by 31 March 2023.
		(ii) Implement Richmond Water Laboratories Strategic Plan.	(ii) Sales / revenue.	(ii) Increase revenue by 25% per annum to 30 June 2024.
		(iii) Develop and commence implementation of a Development Servicing Plan for Bulk Water Supply.	(iii) Status of Development Servicing Plan.	(iii) Adopted by end 2022.
1.4	A sustainable Council (continued)			
1.4.3	Embed and sustain a positive risk management culture.	(i) Implement Risk Management Strategy and Plan (Framework).	(i) Legislative and Australian Standards compliant Framework and % of identified risk treatment and Plan actions completed.	(i) Annual compliance attestation and at least 90% of identified actions completed.
		(ii) Review, ensure currency and operability of Emergency Response Plans.	(ii) Frequency of review and testing of plans.	(ii) Plans tested at least once per council term.
		(iii) Implement Audit Program (internal / external).	(iii) Internal audit completion and % of scheduled actions completed within 18 months.	(iii) At least one audit per year, with 80% actions completed.

2. External relationships



Business priorities include:

- Building community understanding of the breadth of functions and results that Council delivers across the region.
- Being well-positioned to respond to the diverse needs and aspirations of our communities.
- Ensuring we proactively and positively engage with our constituent councils so that they understand and support our future direction.
- Maintaining strong relationships with others to promote positive business, environment and community outcomes.
- Being well-positioned to win State Government funding opportunities.

Ref	Strategic objectives	Strategies to get there	What is being measured	Target
2.1	Strong and mutually respectful relationships with our constituent councils			
2.1.1	Enhancements to regional service delivery are achieved through effective collaboration and communication with our constituent councils.	(i) Agree with our constituent councils on points of engagement for planning, collaboration and delivery.	(i) Status of constituent councils' engagement strategies.	(i) Agreed by December 2022.
		(ii) Seek and enable opportunities for liaison with our constituent councils during the preparation of each Delivery Program.	(ii) Constituent councils' participation in nominated Delivery Program development activities.	(ii) 100%
		(iii) Refresh Service Level Agreements (SLAs) or similar mechanism with our constituent councils.	(iii) Status of SLAs with constituent councils.	(iii) Refreshed and agreed by 1 July 2025.
2.2	People across our region understand the work that we do			
2.2.1	Communities across our region are well informed about Rous's work and are provided with opportunities to engage.	(i) Develop and implement a Communications and Engagement Strategy.	(i) Status of Strategy.	(i) Adopted by March 2023.
		(ii) Conduct surveys to determine Rous's brand familiarity across our region, and communities understand the breadth of service delivery.	(ii) % of respondents that recognise the Rous brand and can recall its functions.	(ii) Upward trend (baseline to be established).

Ref	Strategic objectives	Strategies to get there	What is being measured	Target
2.3	Our working relationships with political, regulatory and industry stakeholders are effective and achieve results			
2.3.1	Our positive working relationships ensure we are appropriately supported to achieve regional outcomes.	(i) Contribute to identifying regional priorities for, and influence and inform the direction of the Northern Rivers Joint Organisation with respect to Rous's remit.	(i) Attendance and contribution at General Manager Advisory Committee.	(i) 100%
		(ii) Pursue funding opportunities that will support the achievement of our strategic regional objectives.	(ii) Amount of State Government investment in Rous's business.	(ii) Upward trend, at least \$650,000 per annum.
2.3.2	Rous's strategic and leadership role is agreed and understood by our regional stakeholders.	(i) In collaboration with all of Rous's identified stakeholders, confirm governance and service delivery functions across the region.	(i) Outcomes agreed and adopted by all councils.	(i) By June 2024.
		(ii) Complete the Strategic Review of Flood Mitigation across the three constituent council areas, including consideration of the latest climate forecast data available at the time, including rainfall extremes and sea level rise.	(ii) Agreement reached on Rous's strategic and operational remit in flood mitigation.	(ii) By 30 June 2024.
2.3.3	Water consuming businesses and industries across the region are proactively engaged to promote sustainable water consumption.	Implement the Regional Demand Management Plan.	% of allocated budget committed/spent on promotion of sustainable water consumption.	90%
2.3.4	We respect our local Aboriginal history and culture, and work positively to engage our First Nations community.	Implement current Reconciliation Action Plan and engage First Nations people to inform the new Reconciliation Action Plan including exploring and identifying new and innovative opportunities for reconciliation.	% of Reconciliation Action Plan actions completed.	90% by 2024.

Ref	Strategic objectives	Strategies to get there	What is being measured	Target
2.3	Our working relationships with political, regulatory and industry stakeholders are effective and achieve results (continued)			
2.3.5	Local community groups are positively engaged to promote the achievement of shared objectives.	Implement our Communications and Engagement Strategy.	% of survey respondents who agree strategic objective has been achieved (i.e. local community groups are positively engaged to promote the achievement of shared objectives).	90%
2.3.6	Active collaboration across the region informs policy responses and innovative approaches to priority issues.	Lead or participate in efforts to drive collaboration and innovation to respond to current and emerging issues with key players, including: <ul style="list-style-type: none"> • Dept of Health • Dept of Planning and Environment • Dept of Regional NSW • relevant industry bodies. 	Number of instances where current and emerging priority issues are escalated to key players to help inform policy.	Upward trend (at least one occasion per annum).

3. Our people



Business priorities include:

- Forecasting and addressing future workforce skill needs.
- Being an employer our employees are proud to work for.
- Creating opportunities for our staff to learn and develop skills that are needed for achieving our organisational objectives.

Ref	Strategic objectives	Strategies to get there	What is being measured	Target
3.1	Our future workforce requirements are confirmed			
3.1.1	Our skills and workforce requirements are known.	Implement our: <ul style="list-style-type: none"> • Workforce Management Plan • Project Management Framework. 	% of projects where skills/people requirements are identified as part of the planning process.	100%
3.2	Innovative solutions are applied to addressing skills gaps			
3.2.1	Specialist and hard-to-recruit skills are available to Rous when they are required.	Implement Workforce Management Plan.	Talent pool developed with external recruitment agencies for identified positions/skills.	Upward trend in establishment of talent pools.
3.3	Leadership is facilitated across the organisation			
3.3.1	Our leaders and emerging leaders are provided with the development opportunities they need to steer Rous into the future.	Implement Workforce Management Plan.	% of staff who participate in leadership development activities.	Upward trend in take up of leadership development training and opportunities.

Ref	Strategic objectives	Strategies to get there	What is being measured	Target
3.4	We are recognised as an employer of choice			
3.4.1	Our staff are proud to work for Rous.	Implement our: <ul style="list-style-type: none"> • Workforce Management Plan • Communications and Engagement Strategy. 	(i) % of staff who report they are proud to work at Rous. (ii) % of staff who report feeling informed and engaged. (iii) Recognition and awareness of Rous’s achievements (internally and externally).	(i) At least 75%. (ii) At least 95%. (iii) Upward trend.
3.4.2	Our workplace is accessible, inclusive and safe.	Implement our: <ul style="list-style-type: none"> • Workforce Management Plan • Disability Inclusion Action Plan. 	% of actions associated with accessibility, inclusion and safety completed.	100% by 2026.

4. Leadership and innovation



Business priorities include:

- Confirming our role as a regional leader.
- Expanding Rous's role in the region to provide a more consistent and cohesive service delivery model on behalf of our constituent councils.
- Exploring new technologies and approaches to addressing regional issues where Council may contribute to the solution.
- Responding proactively to a changing regulatory environment.

Ref	Strategic objectives	Strategies to get there	What is being measured	Target
4.1	Be recognised for leadership in what we do			
4.1.1	Embed reconciliation in Rous's culture through its people and partners.	(i) Implement cultural awareness program through trust and empowerment. (ii) Explore and identify new and innovative opportunities for reconciliation.	Cultural competency survey results. Nature of opportunities achieved.	Upward trend. Report by occurrence.
4.1.2	Realise a regional leadership role through the effective implementation of strategic plans, and reporting on progress and results.	(i) Monitor and report on implementation of our assigned actions under the: <ul style="list-style-type: none"> • Demand Management Plan • Catchment Management Plan • Coastal Zone Management Plan • Weeds Action Plan. (ii) Develop and commence implementation of a Flood Mitigation Strategy.	(i) % of scheduled actions completed on time. (ii) Status of Flood Mitigation Strategy.	(i) At least 80%. (ii) Adopted by 31 December 2026.
4.1.3	Efficiencies related to Rous's core business and economies of scale are achieved through service provision on behalf of and in partnership with our constituent councils.	Investigate appetite for and feasibility of Rous becoming the regional end-to-end water supply and sewerage authority: <ul style="list-style-type: none"> • Confirm support from stakeholders • Conduct feasibility study • Decide Rous role • Commence rollout of revised role. 	(i) Role confirmed. (ii) Planning commenced in response to role confirmation.	(i) By 31 December 2027. (ii) By 31 December 2029.

Ref	Strategic objectives	Strategies to get there	What is being measured	Target
4.2	Effective use of technology supports the achievement of organisational objectives			
4.2.1	Our business systems and data are better utilised to achieve organisational outcomes.	Refresh and implement our ICT Strategic Plan to achieve business results.	% of actions completed on time and within budget.	100%
4.2.2	Being open to and promoting opportunities and benefits of technology alignment and compatibility across our region's councils.	Utilise the Joint Organisation's General Managers' Advisory Committee to identify technology already in place when applying new solutions.	Technology alignments achieved.	Report by occurrence.
4.3	We embrace innovation and continually improve the way we do business			
4.3.1	Embracing a change mindset and continuous improvement of our processes.	(i) Implementation of a 'Change and Innovation' team (initially for four years), to embed a Business Process Management Framework. (ii) Successful consolidation of Rous sites to realise business efficiencies.	% of operating cost savings compared to 2022 operating costs.	≥10% by 2030.
4.3.2	Continuous improvement in our provision of bulk water supply.	Implement Asset Management Strategy and improvement actions.	% of scheduled actions implemented.	80%
4.3.3	Confirm Rous's strategic position in relation to flood mitigation.	In partnership with other regional stakeholders, develop a digital model for flood that makes use of contemporary data and flood level information.	(i) Rous's flood mitigation role confirmed. (ii) Digital modelling being used to inform Rous work.	(i) By 30 June 2024. (ii) By 30 June 2027.



02.

Resourcing Strategy

Long-Term Financial Plan 2023–2032

Workforce Management Plan 2022–2025

Asset Management Strategy 2022–2025





Long-term Financial Plan

1 July 2022 – 30 June 2032

Bulk water | Retail water
Flood mitigation | Weed biosecurity
Property | Richmond Water Laboratories



Version	Description	Person responsible	Reviewed by	Approved by / Date
0.1	Draft.	P Morgan / J Patino	H McNeil	04/04/2022
0.2	Public Exhibition	J. Patino	G. Bezrouchko	11/05/2022
1.0	Endorsed by Council at its meeting 15/06/2022			15/06/2022

Contents



1. Introduction	29
1.1. The Long-Term Financial Plan (LTFP)	29
2. Rous' financial position	30
2.1. Historical financial data	31
3. Financial modelling	33
3.1. Methodology	33
3.2. How to read the LTFP	32
3.3. Budget assumptions	33
3.4. Other assumptions	34
4. Financial Plan	35
5. Capital works program: 10-year forecast	49
6. Scenario modelling	57
6.1. Immediate price path correction scenario	57
6.2. Capital grant (\$25M) scenario	60
6.3. Interest rate increase of 2% scenario	62
6.4. Interest rate increase of 5% scenario	64



Graphs and Tables



Graphs

Graph 1: Forecast operating expenditure 2022/23	30
---	----

Tables

Table 1: Historical performance	31
Table 6: Colour scheme	34
Table 7: Main budget assumptions	35
Table 8: Consolidated organisation operating performance	38
Table 9: Consolidated organisation forecast ratios	41
Table 10: Consolidated organisation forecast balance sheet	44
Table 11: Consolidated organisation forecast statement of cash flows	47
Table 24-29: Capital works program	50
Table 30: Price path – Immediate price path correction scenario	57

Table 31: Consolidated operating performance – Immediate price path correction scenario	58
Table 32: Price path – Capital grant (\$25M) scenario	60
Table 33: Consolidated operating performance – Capital grant (\$25M) scenario	61
Table 34: Price path – Interest rate increase of 2% scenario	62
Table 35: Consolidated operating performance – Interest rate increase of 2% scenario	63
Table 36: Price path – Interest rate increase of 5% scenario	64
Table 37: Consolidated operating performance – Interest rate increase of 5% scenario	65

1. Introduction

1.1. The Long-Term Financial Plan (LTFP)

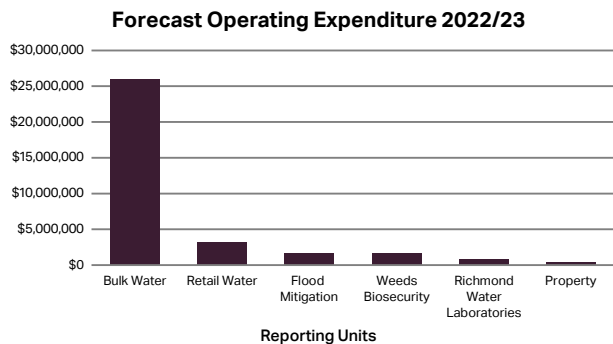
- i. Is a regulatory requirement and forms part of Rous County Council's (Rous) Resourcing Strategy within its Integrated Planning and Reporting (IP&R) Framework.
- ii. Is based on a financial planning period of ten years from 2022/23 to 2031/32. It is relevant to note that Rous also prepare a 30-year financial plan (not presented as part of this document) that provides an intergenerational financial outlook and meets the guidelines of the Integrated Water Cycle Management Strategy (IWCMS) administered by the NSW Department of Planning, Industry and Environment – Water (DPIE).
- iii. Is designed to assist financial decision making. It includes revenue and expenditure forecasts and asset projections, all of which are based on several assumptions.
- iv. Is used to test whether Rous has the financial capacity to satisfy the goals set out in the Business Activity Strategic Plan (part of the IP&R Framework).
- v. Measures short, medium, and long-term sustainability.
- vi. Is expected to identify if there is an unacceptable risk in one or more of these time horizons, with sufficient foresight to enable a remedial strategy to be agreed.
- vii. Is updated annually in conjunction with the Delivery Program and Operational Plan.



2. Rous' financial position

Rous has six distinct reporting units that are combined to form one entity referred to as the consolidated organisation. The 'bulk water reporting unit' is the dominant entity and in a financial sense comprises over 77% of the consolidated organisation.

Graph 1: Forecast operating expenditure 2022/23 shows the forecast operating expenditure of each of the reporting units in the 2022/23 financial year.



The chart illustrates how the bulk water reporting unit dominates the financial landscape of the consolidated organisation. Therefore it is relevant to note that a summary of the financial position of the consolidated organisation tends to primarily reflect this unit.

Main income source: Constituent council contributions for the supply of bulk water

This income source is considered to be reliable and secure. The contributions payable by each constituent council are calculated based on the previous year's water consumption. The actual income to be received by Rous in the forthcoming financial year is known by approximately March of the preceding financial year.

The reliable nature of the income allows Rous to plan for sufficient funds to be raised to meet known expenditures, and to create a cash reserve buffer for unexpected financial events. Given the asset-intensive nature of the bulk water business, financial planning is very important.

Expenditure can vary with the main costs relating to labour, chemicals, electricity and maintenance of an extensive array of assets.

Control and management of assets valued >\$500 million

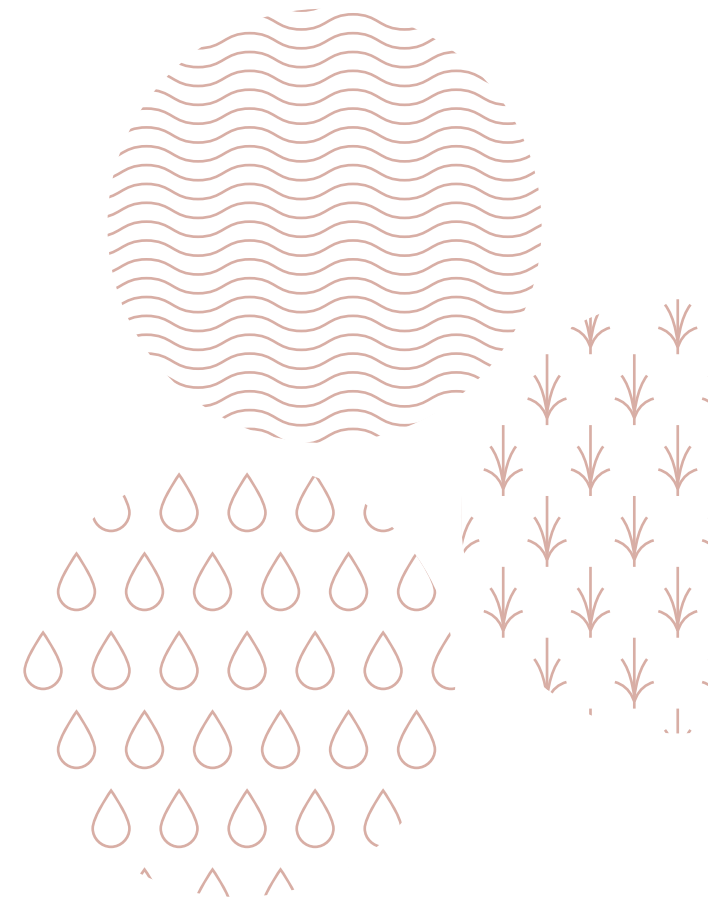
These assets include dams, treatment plants, pipes, land, buildings and plant and equipment. Both financial and operating planning are critical to ensure that essential services are maintained to satisfactory standards.

Main water source is Rocky Creek Dam, but new water sources are needed

Rocky Creek Dam and associated treatment and reticulation infrastructure currently carry no debt. However due to the regional population growth and climate change, Rous will need to invest in new water sources or demand for water will exceed supply.

The LTFP anticipates significant expenditure on new groundwater sources, referred to as the Future Water Project 2060 (FWP 2060). Expenditure is currently estimated at \$159 million over the next ten years. The FWP 2060 includes years of investigations into the best water source alternatives, increases to the price of bulk water to accommodate external borrowings and research into possible grant funding from higher government tiers.

In summary, it is a challenging time for the organisation both operationally and financially. In addition to managing all existing operations, alternative water supply options and financial management strategies are ongoing. A focus of financial planning is for Rous to continue to meet its service charter and remain financially sustainable into the future.



2.1. Historical financial data

Table 1: Historical performance provides consolidated historical financial information for the three-year period 2018/19, 2019/20 and 2020/21. This information is useful to assess Rous's previous performance and financial position.

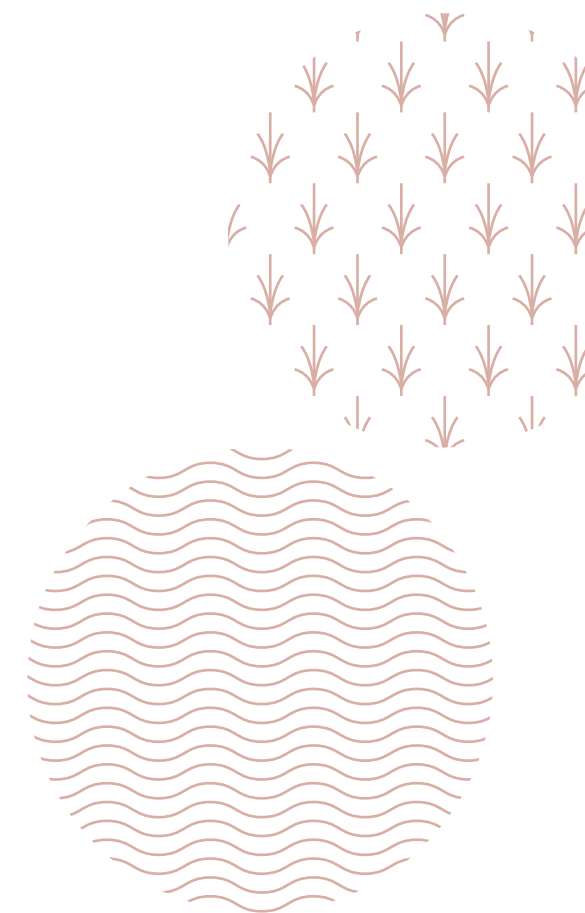
Table 1: Historical Performance

	2018/19 (\$000)	2019/20 (\$000)	2020/21 (\$000)
Income Statement			
Income from Continuing Operations			
User Charges and Fees	19,500	20,785	20,892
Other Revenue	2,692	2,614	2,397
Grants and Contributions for Operating Purposes	1,511	1,288	1,163
Grants and Contributions for Capital Purposes	5,671	4,411	5,235
Interest and Investment Income	971	799	368
Other Income	0	266	205
Net Gains from the Disposal of Assets	0	0	315
	30,345	30,163	30,575
Expenses from Continuing Operations			
Employee Benefits and On-Costs	7,460	8,395	9,100
Materials and Services	1,680	10,535	9,043
Borrowing Costs	8,976	1,546	1,381
Depreciation, Amortisation and Impairment for Non-Financial Assets	6,788	7,287	6,727
Other Expenses	862	15	0
Net Losses from the Disposal of Assets	1,562	1	0
Fair Value Decrement on Investment Properties	380	0	0
	27,708	27,779	26,251
Operating Result from Continuing Operations	2,637	2,384	4,324
Net Operating Result Before Capital Grants and Contributions	(3,034)	(2,027)	(911)

Table 1: Historical performance provides consolidated historical financial information for the three-year period 2018/19, 2019/20 and 2020/21. This information is useful to assess Rous's previous performance and financial position (continued).

Table 1: Historical Performance (continued)

	2018/19 (\$000)	2019/20 (\$000)	2020/21 (\$000)
Cash and Investments			
Externally Restricted Cash	3,749	3,216	4,081
Internally Restricted Cash	32,509	30,548	43,869
Unrestricted Cash	1,440	1,429	1,430
Total Cash and Investments	37,698	35,193	49,380
Other Balance Sheet			
Infrastructure, Property, Plant and Equipment	482,119	490,721	497,086
Outstanding Loan Principal	24,145	21,559	32,358
Performance Indicators			
Operating Performance Ratio (Benchmark >0.00%)	-4.42%	-8.08%	-4.92%
Own Source Operating Revenue Ratio (Benchmark >60.00%)	76.33%	81.07%	78.85%
Unrestricted Current Ratio (Benchmark >1.50x)	5.42x	5.24x	7.03x
Debt Service Cover Ratio (Benchmark >2.00x)	1.79x	1.54x	1.59x
Cash Expense Cover Ratio (Benchmark >3.00 months)	21.11 months	18.31 months	25.80 months



3. Financial modelling

3.1. Methodology

The LTFP forecasts the ten years from 2022/23 to 2031/32, which meets the requirements of the Office of Local Governments Integrated Planning and Reporting.

The plan presented aims to:

- Determine the funding requirements of both the operational and capital works programs.
- Identify funding sources to meet those funding requirements.
- Document other life-cycle costs associated with system assets and business operations.
- Ensure appropriate levels of cash and liquidity are maintained.
- Forecast the long-term pricing structure.
- Forecast the estimated financial position of the organisation.
- Measure financial performance indicators against industry accepted benchmarks.

The development of this LTFP builds on previous work undertaken by Rous staff and Hydrosphere Consulting in preparing the Financial Plan 2017 document. The modelling is continually refined and adjusted to reflect the most current information. Therefore it is important to note that this document presents the LTFP as at the time of development, being March 2022.

The estimates shown in the LTFP are expressed in 'future dollars'. This means that the figures in the LTFP are inflated to reflect the actual dollar value that will be

received or expended in that year. This is calculated based on the assumed level of inflation based on the Consumer Price Index.

The LTFP is premised on various combinations of historical and current information as well as known and estimated future events.

Example: Where the future cost of electricity needs to be estimated and there are two years remaining of a five-year supply contract, the following approach is taken.

Forecasts for years one and two will be based on historical and current year electricity usage plus price adjustments contained in the contract. Also proposed operational changes, such as a new pump station, will need to be considered. Estimating the cost for year three will require assumptions on pricing contained in the new supply contract and further assumptions on growth or decline of usage.

The accuracy of forecasting contained in the LTFP tends to decline annually as the closer the forecast is to the current day, the more accurate the estimated income or expense. This is because the number of unknown variables reduces annually.

Every effort is made to update the LTFP regularly so that the current base case for each reporting unit and the consolidated organisation is as accurate as reasonably possible at all times.

Due to size and scale, the bulk water supply reporting unit has been selected as the 'host' entity, which accepts all direct costs associated with corporate overheads such as management, finance, information services, human resources, etc. These costs are then apportioned to other reporting units, based on size and scale, existing practice and a sustainable path to full cost recovery.



3.2. How to read the LTFP

This version of the LTFP has been shaped to reflect the primary structure of the organisation on a consolidated basis. A detailed version of the LTFP exists that explores the various functions of the organisation, which are known as reporting units. The detailed version is available [here](#).

The reporting units are:

- Bulk water supply
- Retail water supply
- Flood mitigation
- Weed biosecurity
- Richmond Water Laboratories
- Property.

The LTFP can be viewed over three time periods:

1. One-year Operational Plan – 2022/23 budget and is the primary focus (presented in blue in the report tables).
2. Four-year Delivery Program – designated time under the *Local Government Act 1993* that is intended to provide a medium-term financial vision for the organisation (presented in yellow for years two to four in the report tables).
3. Ten-year LTFP – expands on the Delivery Program to provide a broader perspective of where the organisation is heading and what the threats and opportunities may be over ten years (presented in white for the remaining years within this report).

The colour scheme is represented in Table 6: Colour scheme.

Table 6: Colour scheme

LTFP category	Time period	Colour scheme
Operational Plan	2022/23	Blue
Delivery Program	2023/24 – 2025/26	Yellow
LTFP	2026/27 – 2031/32	White

It will be noted that the **net cash movement** (Table 8: Consolidated organisation operating performance) forecasts a zero in all years. This is because the annual cash movement is balanced via a transfer to or from reserve. Therefore, the **net reserve movement** indicates whether the cash reserve has increased or decreased over the period.

It is important that the reserve balance for the organisation is sufficient to meet current operating requirements, forward capital works and debt servicing. Adequate cash reserves ensure the necessary liquidity to meet short-term obligations, i.e., creditor payments, loan servicing costs and payroll expenditure.

Further, it is prudent that the cash reserve is at a level that includes tolerance for unforeseen events (budget shocks) that may impact Council's ability to maintain service levels. Council has adopted a 'Financial Reserves' policy that sets a target for a minimum reserve balance for each reporting unit. This policy assists discussion when considering financial strategies and is referred to in different financial reports.



3.3. Budget assumptions

The budget contains numerous assumptions that are embedded within the figures. This document does not endeavour to summarise them all.

Primary assumption: That Rous will continue to function in 2022/23 and beyond in a similar fashion to the current financial year.

Table 7: Main budget assumptions provides a summary of the budget assumptions and presents the forecast price path of the primary income source for bulk water supply, retail water, flood mitigation and weed biosecurity.

The projected price path will have a significant impact on the customers of Rous, namely, constituent councils.

Table 7: Main budget assumptions

Main Assumptions and Projected Price Paths										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Consumer Price Index	103.50%	102.50%	102.50%	102.50%	102.50%	102.50%	102.50%	102.50%	102.50%	102.50%
Rate Pegging	100.70%	102.00%	102.00%	102.00%	102.00%	102.00%	102.00%	102.00%	102.00%	102.00%
Depreciation Movement	101.50%	101.50%	101.50%	101.50%	101.50%	101.50%	101.50%	101.50%	101.50%	101.50%
Salary and Wages	102.00%	102.00%	102.00%	102.00%	102.00%	102.00%	102.00%	102.00%	102.00%	102.00%
Bulk Water Cost for Retail	106.00%	106.00%	106.00%	106.00%	107.00%	107.00%	107.00%	107.00%	107.00%	107.00%
Loan Interest Rate	103.50%	103.85%	104.30%	104.50%	104.55%	104.60%	104.70%	104.75%	104.80%	104.80%
Investment Interest Rate	0.60%	0.95%	1.40%	1.60%	1.65%	1.70%	1.80%	1.85%	1.90%	1.90%
Flood Council Contributions	112.00%	110.00%	108.00%	105.00%	104.00%	104.00%	103.00%	103.00%	102.50%	102.50%
Weeds Council Contributions	100.70%	102.00%	102.00%	102.00%	102.00%	102.00%	102.00%	102.00%	102.00%	102.00%
Bulk Water Council Contributions	106.00%	106.00%	106.00%	106.00%	107.00%	107.00%	107.00%	107.00%	107.00%	107.00%
Retail Water	108.00%	107.00%	107.00%	107.00%	106.00%	106.00%	106.00%	106.00%	106.00%	106.00%

3.4. Other assumptions

Cost of living: Assumptions around the Consumer Price Index, rate pegging, and salary and wages are based on different indices published by the Australian Bureau of Statistics and other financial journals. The estimates are updated as new information is received.

Depreciation: The assumption of 1.5% is an approximate average for the useful life of an asset, with only basic intervention, of 66 years. Obviously, the actual lifespan varies depending on the asset and the reality is that the depreciation figures included in the LTFP are primarily based on the depreciation figures used in the annual financial statements. The figures in the financial statements represent the culmination of detailed work, per reporting unit, from individual asset registers.

Loan interest rate: Premised on research with different banks and financial institutions.

Investment interest rate: The rates are taken from the ten-year Commonwealth Bond rate, which provides a market-based prediction of the future.

Contribution price paths: The proposed price path for each reporting unit is determined by assessing the financial performance and position of each 'business'. The aim is to ensure that each business remains financially sustainable over the long term without any reduction to service levels nor any unnecessary accumulation of cash reserves. It is assumed that the constituent council's will be in a position to service their payments to Rous when they fall due.

Future Water Project 2060 (FWP): Based on Rous's decision in 2021, the current version of the plan includes new groundwater sources at Alstonville, Woodburn and Tyagarah.

Estimates of capital and operational expense associated with the FWP 2060 are continually being refined and modified. Given the scale of expenditure, the updating of these costs is considered to be a major weakness in the LTFP.

This is due to both the high likelihood of financial adjustments being required and the impact of those changes on the organisations financial plan.

Population growth: Most Rous revenue streams are calculated by methods that are independent of growth. However, growth is very important when forecasting developer contribution income and strategic asset expenditure.

Assessing growth for Rous involves research on each constituent council individually as they all have different projections. The results for each council are amalgamated to provide the Rous forecast.

Local government elections: The September 2021 local government elections were deferred to December 2021. The term of the new council is three years. The LTFP has assumed that the newly elected council will adopt the draft Delivery Program.



4. Financial Plan

The tables shown in this section of the LTFP are current as of March 2022. The commentary that accompanies the tables is intended to be very general in nature, giving an overview perspective only. A detailed version of the LTFP is available [here](#) and commentary will be contained in the report that accompanies the LTFP when presented to Council.

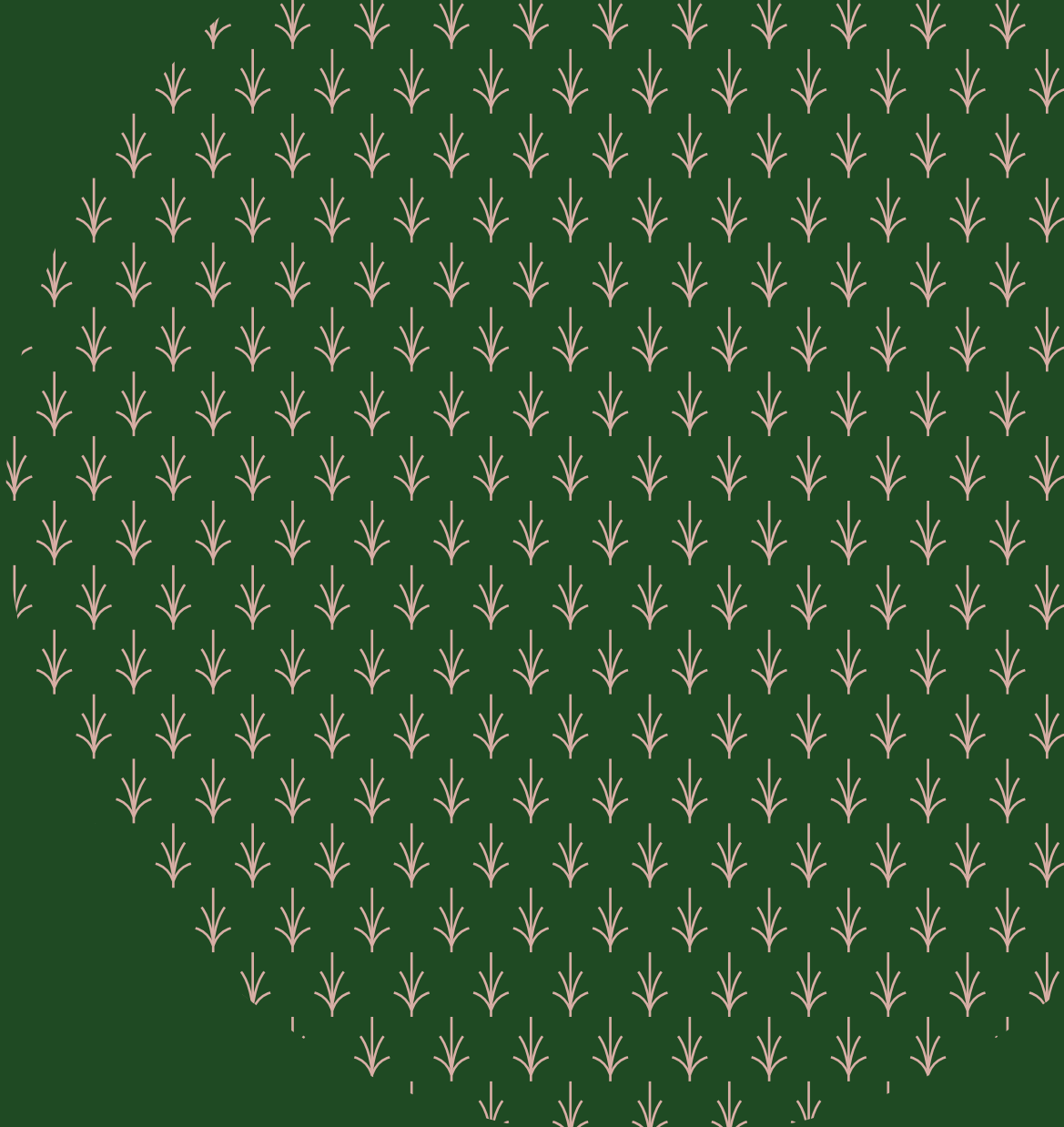


Table 8: Consolidated organisation operating performance

Name	Long-Term Financial Plan											
	Current Budget		Operational Plan	Delivery Program			2027	2028	2029	2030	2031	2032
	2022	%	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Estimate	Change	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Operating Income												
Flood Mitigation	2,112,000	(49.7)	1,061,600	1,264,100	1,190,200	1,217,700	1,263,000	1,309,500	1,346,400	1,383,200	1,415,300	1,449,000
Weeds Biosecurity	1,870,900	(13.5)	1,618,400	1,643,100	1,567,400	1,569,800	1,605,500	1,641,500	1,679,000	1,716,700	1,755,400	1,793,900
Retail Water Supply	3,117,700	(0.6)	3,099,200	3,580,500	3,842,200	4,074,800	4,290,000	4,517,500	4,758,200	5,012,600	5,281,700	5,565,900
Richmond Water Laboratories	857,700	1.2	868,300	890,700	913,800	937,400	963,300	987,900	1,013,200	1,039,000	1,065,500	1,092,400
Property	189,400	(13.7)	163,500	192,700	150,100	129,900	131,400	133,200	136,900	139,300	141,700	142,900
Bulk Water Supply	19,825,700	4.7	20,767,100	22,041,700	23,379,100	24,791,400	26,504,400	28,324,100	30,242,600	32,346,600	34,666,900	37,104,000
Fleet Operations	93,500	(19.8)	75,000	80,000	84,700	87,500	90,500	92,200	93,800	96,600	101,100	105,300
Total Operating Income	28,066,900	(1.5)	27,653,100	29,692,800	31,127,500	32,808,500	34,848,100	37,005,900	39,270,100	41,734,000	44,427,600	47,253,400
Operating Expense												
Flood Mitigation	3,184,200	(47.3)	1,679,500	1,838,100	1,697,400	1,662,600	1,698,200	1,734,500	1,771,400	1,842,400	1,827,700	1,862,000
Weeds Biosecurity	1,935,300	(10.3)	1,735,400	1,648,300	1,583,500	1,557,100	1,593,200	1,630,000	1,667,600	1,705,800	1,744,600	1,785,100
Retail Water Supply	3,158,200	0.6	3,176,500	3,645,800	3,928,300	4,108,000	4,318,900	4,542,000	4,778,000	5,027,700	5,291,800	5,572,000
Richmond Water Laboratories	889,300	(5.1)	843,800	867,300	891,200	915,600	940,600	966,100	992,200	1,018,800	1,046,000	1,073,800
Property	369,900	(15.5)	312,600	337,300	269,100	228,400	233,600	167,200	167,800	171,500	175,300	179,000
Bulk Water Supply	24,413,100	4.9	25,617,200	26,738,000	27,647,700	29,058,600	30,067,000	32,040,300	32,541,300	33,466,900	33,312,200	33,459,400
Fleet Operations (*net of internal income)	168,000	(55.2)	75,200	83,800	98,200	110,500	109,200	107,900	106,400	105,000	103,900	101,900
Total Operating Expense	34,118,000	(2.0)	33,440,200	35,158,600	36,115,400	37,640,800	38,960,700	41,188,000	42,024,700	43,338,100	43,501,500	44,033,200
Operating Result	(6,051,100)	(4.4)	(5,787,100)	(5,465,800)	(4,987,900)	(4,832,300)	(4,112,600)	(4,182,100)	(2,754,600)	(1,604,100)	926,100	3,220,200
Less Depreciation	7,577,200	3.1	7,813,800	8,308,700	8,685,100	8,967,000	9,259,800	9,760,200	10,023,800	10,191,400	10,349,900	10,495,100
Operating Result Excluding Non Cash	1,526,100	32.8	2,026,700	2,842,900	3,697,200	4,134,700	5,147,200	5,578,100	7,269,200	8,587,300	11,276,000	13,715,300

Table 8: Consolidated organisation operating performance

Name	Long-Term Financial Plan											
	Current Budget		Operational Plan	Delivery Program			2027	2028	2029	2030	2031	2032
	2022	%	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Estimate	Change	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Add: Capital Income	4,930,000	561.2	32,595,800	38,671,000	41,024,000	29,682,000	19,846,000	35,016,000	10,196,000	5,374,000	5,562,000	5,757,000
Less: Loan Principal Repayments	3,419,700	31.3	4,488,600	5,763,600	7,019,400	7,907,700	7,895,600	6,913,200	6,870,200	7,148,100	7,437,500	7,738,800
Less: Capital Expense	35,751,600	(26.6)	26,236,800	39,819,100	36,766,200	27,509,700	16,717,100	36,750,400	13,862,700	3,851,100	5,168,300	12,638,700
Less: Transfer to Reserve	441,600	0.0	4,681,500	1,157,500	1,985,700	350,400	507,700	159,700	151,400	3,056,000	4,294,000	338,100
Add: Transfer from Reserve	33,156,800	(97.6)	784,400	5,226,300	1,050,100	1,951,100	127,200	3,229,200	3,419,100	93,900	61,800	1,243,300
Net Cash Movement	0		0	0	0	0	0	0	0	0	0	0
Estimated Reserves Whole Organisation												
Description	2022		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Estimate		Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Estimated Reserves Whole Organisation	16,665,000		20,562,100	16,493,300	17,428,900	15,828,200	16,208,700	13,139,200	9,871,500	12,833,600	17,065,800	16,160,600
Net Reserve Movement	(32,715,100)		3,897,100	(4,068,800)	935,600	(1,600,700)	380,500	(3,069,500)	(3,267,700)	2,962,100	4,232,200	(905,200)

Key points on operating performance

An operating loss before capital grants and contributions has occurred in each of the last three years. The different reporting units all face challenges, however 'bulk water' and 'flood mitigation' have impacted the negative result to a greater extent than the remaining reporting units.

'Bulk water' is experiencing change associated with a huge capital works program that requires more staff, new loans, and additional maintenance expenditure. 'Flood mitigation' has progressed various maintenance projects such that operating expense has exceeded income and resulted in a reduction to cash reserves.

Ten-year forecast

The forecast is for a continuation of operating deficits for most years of the plan. The result gradually improves as the decade progresses.

There are numerous factors influencing this forecast, but the predominant issue is a need to borrow funds externally to pay for new capital works within 'bulk water'. The plan anticipates raising loans of \$165 million over the next ten years. The price of bulk water is increased to raise funds to repay the debt, however there is a lag where recurrent operating losses are anticipated until revenue reaches a satisfactory level. Cash reserves fluctuate as funds are applied to capital works and then replenished by new borrowings.

It is not preferable to forecast operating deficits on a recurrent basis, however it is sustainable because income from constituent council contributions for bulk water is elevated to match the new operating and capital expense requirements. Some of the pressure is released in 2028 when the majority of the existing loans expire, which saves approximately \$4 million per annum in loan repayments. The outlook for the whole organisation tends to be dominated by the bulk water reporting unit and more detailed information is provided in that section of the document.

Forecast ratios

That several ratios do not meet the benchmarks predominantly due to the increased costs of the FWP 2060 and the associated loan borrowings and a focus on constructing new assets rather than renewing existing assets.

The selected ratios below are from those required by the Local Government Code of Accounting Practice. A definition for each ratio is included in the detailed version of the LTFP available [here](#). Rous's forecast performance against the benchmarks are detailed in Table 9: Consolidated organisation forecast ratios.



Table 9: Consolidated organisation forecast ratios

	Long-Term Financial Plan										
	Current Budget	Operational Plan	Delivery Program			2027	2028	2029	2030	2031	2032
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Operating Performance Ratio Expressed as a Percentage	(21.56)	(20.93)	(18.41)	(16.02)	(14.73)	(11.80)	(11.30)	(7.01)	(3.84)	2.08	6.81
Operating Income less Operating Expense											
Operating Income											
Benchmark	>0	>0	>0	>0	>0	>0	>0	>0	>0	>0	>0
Result	Fail	Fail	Fail	Fail	Fail	Fail	Fail	Fail	Fail	Pass	Pass
Comment	This benchmark is met from 2030/31 onwards primarily due to increases in the Bulk Water price path which enables operating revenue to exceed operating expenditure. In the short-term the price path is not high enough to address the additional planned expenditure.										
Own Source Operating Revenue Expressed as a Percentage	91.74	96.33	96.18	97.15	97.43	97.52	97.62	97.70	97.79	97.88	97.99
Operating Income less Grants and Contributions											
Total Operating Income											
Benchmark	>60	>60	>60	>60	>60	>60	>60	>60	>60	>60	>60
Result	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass
Comment	This benchmark is met in every year as Rous' revenue is primarily from non-Grant sources.										
Debt Service Cover Ratio	0.62	0.63	0.67	0.71	0.71	0.79	0.90	1.03	1.11	1.29	1.45
Operating Result excl Loan Interest and Depreciation	3,061,100	4,251,800	5,971,300	8,029,200	9,235,300	10,547,200	12,004,000	13,654,300	14,694,500	17,093,900	19,231,900
Loan Repayments Principal/Interest	4,954,700	6,713,700	8,892,000	11,351,400	13,008,300	13,295,600	13,339,100	13,255,300	13,255,300	13,255,400	13,255,400
Benchmark	>2	>2	>2	>2	>2	>2	>2	>2	>2	>2	>2
Result	Fail	Fail	Fail	Fail	Fail	Fail	Fail	Fail	Fail	Fail	Fail
Comment	This benchmark is not met in any years. Rous' forecast capital expenditure program is significant and is heavily reliant on loan borrowings. Based on the forecast loan borrowings, this ratio can only be improved by obtaining other revenue sources such as grant funding.										

Table 9: Consolidated organisation forecast ratios (continued)

	Long-Term Financial Plan										
	Current Budget	Operational Plan	Delivery Program			2027	2028	2029	2030	2031	2032
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Unrestricted Current Ratio	2.04	2.19	1.60	1.51	1.30	1.32	1.18	0.95	1.13	1.38	1.29
Current Assets less External Restrictions	19,426,000	23,388,300	19,386,100	20,389,500	18,858,000	19,309,200	16,311,700	13,117,400	16,154,500	20,363,100	19,535,900
Current Liabilities less Specific Purpose Liabilities	9,512,900	10,703,700	12,103,000	13,485,600	14,503,300	14,623,100	13,775,300	13,869,600	14,287,500	14,719,700	15,166,600
Benchmark	>1.5	>1.5	>1.5	>1.5	>1.5	>1.5	>1.5	>1.5	>1.5	>1.5	>1.5
Result	Pass	Pass	Pass	Pass	Fail	Fail	Fail	Fail	Fail	Fail	Fail
Comment	This benchmark is not met from 2024/25 as borrowings increase current liabilities. Again, based on the forecast loan borrowings, this ratio can only be improved by obtaining other revenue sources such as grant funding.										
Buildings and Infrastructure Renewals Ratio	170.21	70.19	60.92	53.31	129.29	43.52	105.45	32.28	24.80	19.58	104.40
Asset Renewals	11,969,500	5,144,950	4,762,740	4,364,850	0,939,800	3,806,300	9,742,900	3,065,200	2,394,700	1,919,800	0,379,900
Depreciation, Amortisation and Impairment.	7,032,100	7,330,400	7,818,000	8,187,100	8,461,500	8,746,700	9,239,400	9,495,200	9,654,900	9,805,400	9,942,500
Benchmark	>100%	>100%	>100%	>100%	>100%	>100%	>100%	>100%	>100%	>100%	>100%
Result	Pass	Fail	Fail	Fail	Pass	Fail	Pass	Fail	Fail	Fail	Pass
Comment	The benchmark is achieved in some years and not in others, which is to be expected. Renewal expenditure will vary depending on where each asset is in its life cycle. For example, a very new asset will not require renewal expenditure for many years whereas an aged asset may require almost annual renewal expenditure to keep it at a satisfactory standard. Calculated over the eleven-year period, the ratio is 77%, which is a fail. Ideally, the renewal expense will be closer to 100%. However many of the Rous assets have a lifecycle in excess of 60 years, so you may find renewal expenditure over the following decade will exceed 100%. The ratio provides a useful indication of asset management but it must be considered in conjunction with other asset measures such as condition assessments.										

Forecast balance sheet

That fixed assets, specifically infrastructure assets and borrowings, will increase significantly over the next ten years.

This forecast reflects the FWP 2060 and the associated groundwater infrastructure that will be constructed and is primarily funded via borrowings.

The extent of borrowings is extreme given the size of the organisation. The debt cover ratio is a measure of whether the entity is considered to be carrying excessive debt, and the preferred benchmark will not be achieved in the foreseeable future. However the entity is in the midst of a once in a generation infrastructure expansion and will remain financially sustainable as long as the income from constituent council contributions can be adjusted to meet expenditure demands.

Over time the net equity (surplus of asset values over liabilities) of the organisation grows, which reflects, amongst other things, repayment of outstanding loans.

This information is shown in Table 10: Consolidated organisation forecast balance sheet.

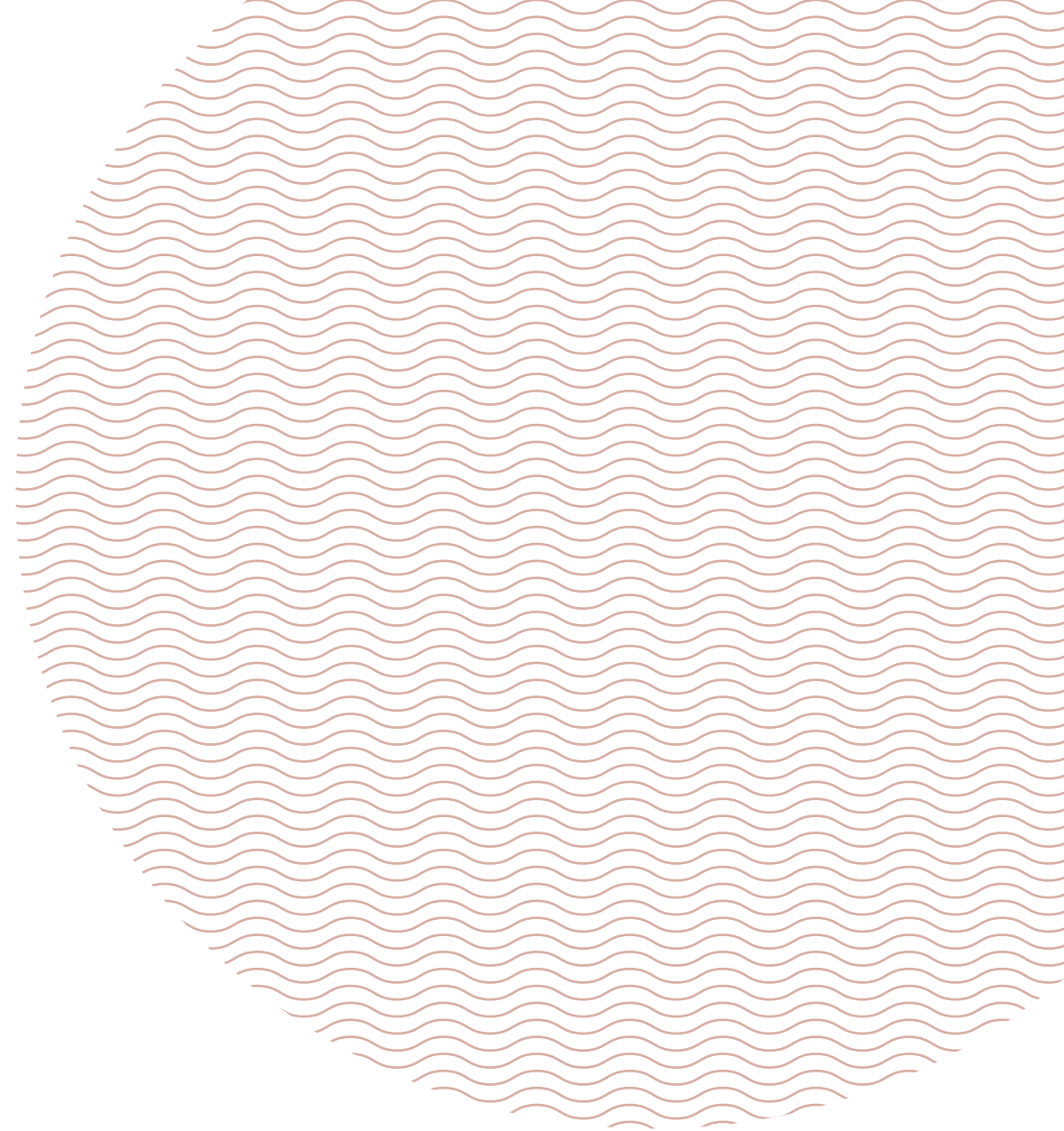


Table 10: Consolidated organisation forecast balance sheet

	Long-Term Financial Plan									
	Operational Plan	Delivery Program								
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
ASSETS										
Current Assets										
Cash and Cash Equivalents	5,009,000	5,144,700	5,254,400	5,452,200	5,609,900	5,817,000	6,025,300	6,162,800	6,369,900	6,539,100
Investments	15,053,100	10,848,600	11,674,500	9,876,000	10,098,800	6,822,200	3,346,200	6,170,800	10,095,900	9,021,500
Receivables	2,155,900	2,199,000	2,243,000	2,287,900	2,333,700	2,380,400	2,428,000	2,476,600	2,526,100	2,576,600
Inventories	453,100	462,200	471,400	480,800	490,400	500,200	510,200	520,400	530,800	541,400
Other	318,000	324,400	330,900	337,500	344,300	351,200	358,200	365,400	372,700	380,200
Investment Property	0	0	0	0	0	0	0	0	0	0
Non-Current Assets Classified as Held for Sale	399,200	407,200	415,300	423,600	432,100	440,700	449,500	458,500	467,700	477,100
Total Current Assets	23,388,300	19,386,100	20,389,500	18,858,000	19,309,200	16,311,700	13,117,400	16,154,500	20,363,100	19,535,900
Non-Current Assets										
Investments	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	600,000	600,000
Receivables	13,600	13,900	14,200	14,500	14,800	15,100	15,400	15,700	16,000	16,300
Inventories	1,209,300	1,233,500	1,258,200	1,283,400	1,309,100	1,335,300	1,362,000	1,389,200	1,417,000	1,445,300
Infrastructure	526,696,400	555,139,900	580,952,400	599,425,700	606,812,800	633,731,100	637,496,400	631,081,700	625,823,900	627,967,500
Property, Plant and Equipment	14,925,200	15,223,700	15,528,200	15,838,800	16,155,600	16,478,700	16,808,300	17,144,500	17,487,400	17,837,100
Investments Accounted for Using Equity Method	0	0	0	0	0	0	0	0	0	0
Investment Property	827,100	843,600	860,500	877,700	895,300	913,200	931,500	950,100	969,100	988,500
Intangible Assets	185,100	0	0	0	0	0	0	0	0	0
Other	304,800	310,900	317,100	323,400	329,900	336,500	343,200	350,100	357,100	364,200
Total Non-Current Assets	544,661,500	573,265,500	599,430,600	618,263,500	626,017,500	653,309,900	657,456,800	651,431,300	646,670,500	649,218,900
TOTAL ASSETS	568,049,800	592,651,600	619,820,100	637,121,500	645,326,700	669,621,600	670,574,200	667,585,800	667,033,600	668,754,800

Table 10: Consolidated organisation forecast balance sheet (continued)

	Long-Term Financial Plan									
	Operational Plan	Delivery Program								
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
LIABILITIES										
Current Liabilities										
Payables	2,538,800	2,589,600	2,641,400	2,694,200	2,748,100	2,803,100	2,859,200	2,916,400	2,974,700	3,034,200
Contract Liabilities	1,037,000	1,057,700	1,078,900	1,100,500	1,122,500	1,145,000	1,167,900	1,191,300	1,215,100	1,239,400
Lease Liabilities	324,500	331,000	337,600	344,400	351,300	358,300	365,500	372,800	380,300	387,900
Borrowings	4,488,600	5,763,600	7,019,400	7,907,700	7,895,600	6,913,200	6,870,200	7,148,100	7,437,500	7,738,800
Provisions	2,314,800	2,361,100	2,408,300	2,456,500	2,505,600	2,555,700	2,606,800	2,658,900	2,712,100	2,766,300
Income Received in Advance	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	10,703,700	12,103,000	13,485,600	14,503,300	14,623,100	13,775,300	13,869,600	14,287,500	14,719,700	15,166,600
Non-Current Liabilities										
Payables	51,000	52,000	53,000	54,100	55,200	56,300	57,400	58,500	59,700	60,900
Borrowings	44,982,721	67,944,153	94,668,988	110,872,939	103,465,097	98,977,897	122,870,376	116,196,870	109,257,027	102,040,079
Provisions	40,900	41,700	42,500	43,400	44,300	45,200	46,100	47,000	47,900	48,900
Total Non-Current Liabilities	45,074,621	68,037,853	94,764,488	110,970,439	103,564,597	99,079,397	122,973,876	116,302,370	109,364,627	102,149,879
TOTAL LIABILITIES	55,778,321	80,140,853	108,250,088	125,473,739	118,187,697	112,854,697	136,843,476	130,589,870	124,084,327	117,316,479
NET ASSETS	512,271,479	512,510,747	511,570,012	511,647,761	527,139,003	556,766,903	533,730,724	536,995,930	542,949,273	551,438,321

Forecast statement of cash flows

That cash levels are significantly impacted by additional loan borrowings (which are required to fund the FWP 2060) and the impact of repaying these borrowed funds.

The forecast predicts how changes in balance sheet accounts and income effect cash and cash equivalents. It provides information that enables users to evaluate the changes in net assets, financial structure (including liquidity and solvency) and the amounts and timing of cash flows to adapt to changing circumstances and opportunities.

This report is particularly useful in assessing the overall health of the forecasts in the LTFP. Operating activities produce surplus results while investing activities depict a season of significant capital expenditure. The financing activities further highlights the model's reliance on borrowings and the impact of repaying these funds.

This information is shown in Table 11: Consolidated organisation forecast statement of cash flows.



Table 11: Consolidated organisation forecast statement of cash flows

	2022	%	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Estimate	Change	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Consolidated												
Cash Flows from Operating Activities												
Receipts												
User Charges and Fees	22,573,100	4.9	23,685,200	25,401,000	26,969,200	28,588,100	30,518,800	32,581,500	34,785,500	37,140,800	39,657,700	42,347,300
Investment and Interest Revenue Received	201,500	(31.5)	138,100	204,300	262,700	292,400	292,300	277,200	235,000	238,300	313,000	344,900
Grants and Contributions	8,169,800	(15.7)	6,886,400	7,254,400	7,247,900	7,430,200	7,671,500	7,921,100	8,168,100	8,423,000	8,679,800	8,945,200
Other	2,111,700	(0.9)	2,092,400	2,142,600	2,117,400	2,135,300	2,190,800	2,245,600	2,302,000	2,359,900	2,418,900	2,480,000
Payments												
Employee Benefits and On-Costs	(10,531,500)	8.5	(11,427,200)	(11,390,100)	(11,381,800)	(11,476,000)	(11,428,000)	(11,528,100)	(11,762,200)	(12,001,600)	(12,245,100)	(12,494,700)
Materials and Services	(17,162,000)	(14.0)	(14,766,700)	(15,245,700)	(14,762,000)	(15,284,000)	(16,245,300)	(17,043,300)	(17,633,000)	(19,040,500)	(19,328,400)	(20,019,700)
Borrowing Costs	(1,535,500)	46.9	(2,255,000)	(3,162,900)	(4,363,100)	(5,128,100)	(5,423,800)	(6,446,000)	(6,401,300)	(6,119,400)	(5,825,900)	(5,520,400)
Other	1,779,100	6.6	1,896,500	2,010,300	2,130,900	2,258,800	2,416,900	2,586,100	2,767,100	2,960,800	3,168,000	3,389,700
Net Cash Flows from Operating Activities	5,606,200	11.5	6,249,700	7,213,900	8,221,200	8,816,700	9,993,200	10,594,100	12,461,200	13,961,300	16,838,000	19,472,300
Cash Flows from Investing Activities												
Receipts												
Redemption of Term Deposits	13,900,000	16.5	16,200,000	13,100,000	16,100,000	16,400,000	17,600,000	15,800,000	13,900,000	18,200,000	23,400,000	23,300,000
Sale of Investment Property	850,000	(100.0)	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0.0	3,372,800	4,300,000	1,500,000	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant and Equipment	0	0.0	0	0	0	0	0	0	4,000	0	0	0
Payments												
Acquisition of Term Deposits	(13,900,000)	16.5	(16,200,000)	(13,100,000)	(16,100,000)	(16,400,000)	(17,600,000)	(15,800,000)	(13,900,000)	(18,200,000)	(23,400,000)	(23,300,000)
Purchase of Infrastructure, Property, Plant and Equipment	(35,460,800)	(32.6)	(23,885,600)	(36,752,200)	(34,497,600)	(27,440,300)	(16,646,900)	(36,678,500)	(13,789,100)	(3,776,700)	(5,092,100)	(12,562,000)
Purchase of Real Estate Assets	(290,800)	708.5	(2,351,200)	(3,066,900)	(2,268,600)	(69,400)	(70,200)	(71,900)	(73,600)	(74,400)	(76,200)	(76,700)
Purchase of Intangible Assets	0	0.0	0	0	0	0	0	0	0	0	0	0
Net Cash Flows from Investing Activities	(34,901,600)	(34.5)	(22,864,000)	(35,519,100)	(35,266,200)	(27,509,700)	(16,717,100)	(36,750,400)	(13,858,700)	(3,851,100)	(5,168,300)	(12,638,700)

Table 11: Consolidated organisation forecast statement of cash flows

	2022	%	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Estimate	Change	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Cash Flows from Financing Activities												
Receipts												
Proceeds from Borrowings	0	0.0	26,087,100	30,364,400	35,117,800	25,121,400	15,125,000	30,128,800	5,132,700	136,700	140,900	145,100
Payments												
Repayment of Borrowings	(3,419,700)	63.0	(5,575,700)	(6,128,000)	(7,137,200)	(8,029,100)	(8,020,600)	(7,042,000)	(7,002,900)	(7,284,800)	(7,578,400)	(7,883,900)
Transfer to Retail	0	0.0	0	0	0	0	0	0	0	0	0	0
Net Cash Flows from Financing Activities	(3,419,700)	(699.8)	20,511,400	24,236,400	27,980,600	17,092,300	7,104,400	23,086,800	(1,870,200)	(7,148,100)	(7,437,500)	(7,738,800)
Net Change in Cash and Cash Equivalents	(32,715,100)	(111.9)	3,897,100	(4,068,800)	935,600	(1,600,700)	380,500	(3,069,500)	(3,267,700)	2,962,100	4,232,200	(905,200)
Cash and Cash Equivalents at Beginning of Year	49,380,100	(66.3)	16,665,000	20,562,100	16,493,300	17,428,900	15,828,200	16,208,700	13,139,200	9,871,500	12,833,600	17,065,800
Cash and Cash Equivalents at End of the Year	16,665,000	23.4	20,562,100	16,493,300	17,428,900	15,828,200	16,208,700	13,139,200	9,871,500	12,833,600	17,065,800	16,160,600

5. Capital works program: 10-year forecast

The capital works program is forecast for the current year and the following ten years in combined Tables 24 to 29: Capital works program. The current year is taken directly from this year's budget while later years are based on directions from Council and information in Council's asset registers.

As with all aspects of the LTFP, the program is based on the best information available at the time of preparation. The current elected council cannot bind future councils, so it is quite feasible, indeed likely, that the program will change as Council priorities alter and new information is received.

Tables 24 to 29: Capital works program

Description	Capital Works - Bulk Water Supply										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Trunk											
Broadwater 150 Upgrade (250mm Pipe)	600,000	600,000	0	0	600,000	0	0	0	0	0	0
Byron 200 - Mains Renewal (375mm Pipe)	50,000	0	630,000	0	0	0	0	0	0	0	0
Coraki 225 - Mains Renewal	250,000	0	250,000	0	5,750,000	0	0	0	0	0	0
Valve Replacement	72,000	60,000	50,000	0	52,000	0	54,100	0	56,200	0	58,500
Knockrow 450	0	0	0	0	0	0	150,000	0	0	0	8,614,000
Ross St 375 Main	0	120,000	0	0	0	0	0	0	0	0	0
St Helena 300/600 Mains Renewal /Augmentation	11,338,100	3,155,900	0	0	0	0	0	0	0	0	0
St Helena 300 Upgrade - St Helena 375	0	0	0	355,000	0	0	8,000,000	0	0	0	0
St Helena 525 Corrosion Repairs	738,800	0	0	0	0	0	0	0	0	0	0
St Helena 525 Wilsons River Crossing Remediation	0	50,000	0	0	0	0	0	0	0	0	0
Instruments - Distribution	5,000	6,000	6,000	6,000	6,000	6,000	8,000	7,000	7,000	7,000	7,000
ICS - Wyreema Repeater	0	0	0	0	0	0	0	50,000	0	0	0
Source											
Rocky Creek Dam											
RCD - Installation of Catchment Signage (Regulatory/Information)	0	0	0	0	0	0	0	0	0	30,000	0
RCD - Destratification System	340,000	82,100	0	0	0	0	0	0	0	0	0
Emigrant Creek Dam											
ECD - Visitor Signage Renewal/Installation of Catchment Signage (Regulatory/Information)	0	15,000	15,000	0	0	0	0	0	0	20,000	0
ECD - Destratification System	0	30,000	264,000	0	0	0	0	0	0	0	0
ECD - Renewal of Park Furniture and Boardwalks	0	15,000	15,000	0	0	0	0	0	0	0	0
ECD - Outflow Monitoring/Causeway	0	0	160,000	0	0	0	0	0	0	0	0
ECD - Spilway Security Improvements	10,100	0	0	0	0	0	0	0	0	0	0
Wilsons River Source											
WRS - Low Lift Switchboard Modifications and Shielding	0	50,000	0	300,000	0	0	0	0	0	0	0
WRS - Howards Grass High Level Pump Station PLC	0	0	0	0	150,000	0	0	0	0	0	0
WRS - Howards Grass High Level Pump Station VSD	0	0	0	0	340,000	0	0	0	0	0	0
WRS - Howards Grass High Level Pump Station Switchboards	0	0	0	0	150,000	0	0	0	0	0	0
WRS - Howards Grass High Level Pump Station Ventilation Fan	0	0	0	0	75,000	0	0	0	0	0	0
WRS - Low Level Pump Station Vacuum Pump	0	0	0	0	29,000	0	0	0	0	0	0
WRS - Low Level Pump Station Backblast Compressor and Filters	0	0	0	0	63,000	0	0	0	0	0	0

Tables 24 to 29: Capital works program

Description	Capital Works - Bulk Water Supply										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Existing Groundwater											
Implementation of High Priority CMP Actions	5,000	0	0	0	0	0	0	0	0	0	0
Future Water Project 2060											
Alstonville Groundwater	1,560,000	3,522,500	16,861,300	17,204,200	0	0	0	0	0	0	0
Marom /Alstonville Renewals	0	0	0	0	174,500	180,700	187,100	193,900	200,800	269,900	215,100
Woodburn Existing Bores	208,000	212,200	0	0	0	0	0	0	0	0	0
Woodburn New Bores	868,000	885,900	1,119,900	0	0	0	0	0	0	0	0
Tyagarah Groundwater	936,000	973,700	1,103,300	1,125,800	5,741,000	10,535,800	22,329,600	8,164,400	0	0	0
Tyagarah Renewals	0	0	0	0	0	0	0	0	268,200	277,200	286,600
Groundwater Land Acquisition	520,000	4,031,800	5,085,400	5,520,000	3,941,000	0	0	0	0	0	0
Stage 3 Source Planning	0	0	0	0	0	0	0	0	0	2,293,300	0
DPR Pilot Scheme	624,000	636,600	649,200	2,208,000	2,252,000	0	0	0	0	0	0
Project Management	3,054,000	3,118,000	3,010,000	2,858,000	3,480,000	1,655,000	1,765,000	1,827,000	822,000	315,000	321,000
Dunoom Dam	-	0	0	0	0	0	0	0	0	0	0
General											
DIAP Priority Actions	78,500	0	0	0	0	0	0	0	0	0	0
Roof Height Safety	0	90,000									
Corndale Fluoride Sidestream VSD	0	20,000	0	0	0	0	0	0	0	0	0
Lower River pH Correction (CO2 and CL2 Dosing Facilities)	0		250,000	0	0	0	0	0	0	0	0
Fluoride Plants	0	0	0	147,800					121,000	0	0
Greenhouse Gas Abatement	200,000	0	0	0	0	0	0	0	0	0	0
Easements	22,000	22,000	23,000	24,000	24,000	25,000	26,000	26,000	27,000	27,000	28,000
Water Loss Implementation	520,000	475,000	475,000	475,000	475,000	0	0	0	0	0	0
Bulk Meters - Renewals	25,000	80,000	30,000	48,000	25,000	48,000	50,000	53,000	30,000	31,000	39,000
Unplanned D&T Replacements	8,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Tools and Equipment (Organisational Wide)	5,000	6,000	6,000	6,000	6,000	6,000	6,000	20,000	21,000	22,000	9,000
Fosters Spur Shed	30,000	0	0	0	0	0	0	0	0	0	0
Water Filling Stations	26,200	91,000	0	0	0	0	0	0	0	0	0

Tables 24 to 29: Capital works program

Description	Capital Works - Bulk Water Supply										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Reservoirs											
Reservoirs Upgrade - St Helena Roof Refurbishment	300,000	0	0	0	0	0	0	0	0	0	0
Reservoirs Upgrade - City View Roof Repairs	0	0	60,000	0	0	0	0	0	0	0	0
Reservoirs Upgrade - Belvedere Drive	0	0	0	0	0	0	0	0	0	0	27,000
Reservoirs Upgrade - Coopers Shoot	0	0	0	0	0	0	0	0	0	0	26,000
Reservoirs Upgrade - Knockrow	0	0	0	0	0	0	0	0	0	0	20,000
ICS - Distribution Network	0	0	0	0	150,000	150,000	250,000	0	0	0	0
Treatment Plants											
Nightcap WTP											
Nightcap WTP PLC SB Upgrade	223,000	740,000	500,000	0	0	0	0	0	0	0	0
Nightcap WTP Ozone	0	35,000	0	500,000	0	0	0	0	0	0	0
Nightcap WTP BAC Renewals	0	0	0	0	363,000	0	0	0	0	0	0
Nightcap WTP BAC Filter Media Renewal	0	0	0	0	224,000	0	235,000	0	260,000	0	272,000
Nightcap WTP Buildings (LED Lighting Upgrades)	0	15,000	15,300	15,600	15,900	0	0	50,000	0	0	0
Nightcap WTP Coagulation Dose Pumps	0	0	79,000	41,000	0	0	0	0	0	0	0
Nightcap WTP DAFF	0	50,000	344,000	0	172,000	0	0	4,000	0	0	4,000
Nightcap WTP Stairs and Corrosion Repairs	0	125,000	0	0	0	0	0	0	0	0	0
Nightcap WTP DAFF Filter Media	0	0	0	0	0	378,000	378,000	0	0	0	0
Nightcap WTP Disinfection	3,000	0	0	0	0	0	0	0	0	0	0
Nightcap WTP Lime pH Correction	0	4,000	0	0	61,000	0	0	0	0	0	0
Nightcap WTP Jetty Corrosion	450,000										
Nightcap WTP Raw Water Pump	64,200	15,000	0	0	0	0	0	0	0	0	0
Nightcap WTP Raw Water Structure	0	0	0	200,000	0	0	0	0	0	0	0
Nightcap WTP Site Services	0	0	0	0	1,500,000	1,500,000	1,500,000	1,500,000	0	0	425,000
Nightcap WTP Septic Renewal	15,000	0	0	0	0	0	0	0	0	0	0
Nightcap WTP Sludge	0	0	58,000	0	0	0	0	0	0	0	0
Nightcap WTP Treated Water	0	0	100,000	908,000	0	0	0	0	0	0	0
Nightcap WTP Wastewater	0	31,000	32,000	33,000	34,000	35,000	36,000	36,000	37,000	37,000	38,000
Nightcap WTP Bulk Chemical Storage	140,500	100,000	1,317,300	0	0	0	0	0	0	0	0
Instruments and Minor Items - NCWTP	25,000	25,500	26,000	26,500	27,000	27,500	28,100	28,700	29,300	29,900	30,500

Tables 24 to 29: Capital works program

Description	Capital Works - Bulk Water Supply										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Emigrant Creek WTP											
Emigrant Creek WTP - ICS	0	0	0	200,000	0	0	0	0	0	0	0
Emigrant Creek WTP - Ind Communications Upgrade	35,000	0	0	0	0	0	0	0	0	0	0
Emigrant Creek WTP Air System	0	0	0	0	0	0	0	35,000	0	0	0
Emigrant Creek WTP BAC	382,000	0	0	0	0	0	0	0	0	0	0
Emigrant Creek WTP Bisulphite Dosing	0	0	0	25,000	0	0	0	0	0	0	0
Emigrant Creek WTP Caustic pH Correction	0	0	0	39,000	0	0	0	0	0	0	0
Emigrant Creek WTP CEB	0	0	0	41,000	0	0	0	0	0	0	0
Emigrant Creek WTP Coagulation	0	0	0	15,000	0	0	0	0	0	0	0
Emigrant Creek WTP Fe/Mn Removal	0	0	0	15,000	0	0	0	0	0	0	0
Emigrant Creek WTP Filtered Water	0	0	0	13,000	0	0	0	0	0	0	0
Emigrant Creek WTP Floatation	0	0	0	13,000	0	0	0	0	0	0	0
Emigrant Creek WTP HCl Dosing	0	0	0	24,000	0	0	0	0	0	0	0
Emigrant Creek WTP Lime pH Correction	0	4,000	0	15,000	0	0	0	0	0	0	0
Emigrant Creek WTP Membrane Filtration	0	15,000	0	150,000	150,000	150,000	0	0	0	0	0
Emigrant Creek WTP Outlet Pipe	10,000	0	0	0	0	0	0	0	0	0	0
Emigrant Creek WTP Ozone	0	0	0	0	0	400,000	0	0	0	0	0
Emigrant Creek WTP Raw Water	0	0	0	0	0	0	0	35,000	0	0	0
Emigrant Creek WTP Raw Water	150,000	0	0	0	0	0	0	0	0	0	0
Emigrant Creek WTP Service Water	0	35,000	0	0	0	0	0	0	0	0	0
Emigrant Creek WTP Site Services	0	20,000	0	0	0	0	0	0	0	0	0
Emigrant Creek WTP Steel Tanks	125,000	0	0	0	0	0	0	0	0	0	0
Emigrant Creek WTP Sludge	0	0	0	58,000	0	0	0	0	0	0	0
Emigrant Creek WTP Sludge	0	0	0	0	0	0	50,000	0	0	0	0
Emigrant Creek WTP Treated Water	0	0	0	0	0	12,000	0	0	0	0	0
Instruments and Minor Items - ECWTP	22,000	22,400	22,800	23,300	23,800	24,300	24,800	25,300	25,800	26,300	26,800
Buildings											
Admin Building	250,000	0	0	0	0	0	0	0	0	0	0
Workplace Consolidation	7,487,500	1,087,500	2,200,000	0	0	0	0	0	0	0	0
Depot Improvements Initiative	100,000	0	0	0	0	0	0	0	0	0	0
Depot Procurement	50,000	0	0	0	0	0	0	0	0	0	0

Tables 24 to 29: Capital works program

Capital Works - Bulk Water Supply											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Description	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
ICT											
Drawing Management Solution	100,000	0	0	0	0	0	0	0	0	0	0
Electronic Business Paper	50,000	0	0	0	0	0	0	0	0	0	0
IT - Microwave Bridge	245,000	0	0	0	0	0	0	0	350,000	20,000	382,800
IT - Content Manager Improvement Program	0	100,000	100,000	0	0	0	0	0	0	0	0
IT - Computer Fleet	54,300	19,300	19,300	71,800	19,300	19,300	54,300	19,300	19,300	69,900	98,900
IT - Fibre Project	69,000										
IT - Servers, Storage and UPS	79,000	189,000	76,000	167,000	71,000	189,000	76,000	176,000	76,000	78,100	218,900
IT - Communications	198,500	54,000	39,000	105,000	128,500	36,000	0	45,000	38,500	176,600	39,600
IT - Future Improvements	10,500	11,000	11,500	11,500	11,500	12,000	14,000	14,000	14,000	14,000	14,000
Indoor Staff Salaries Capitalised	442,500	429,100	437,700	383,300	377,900	349,900	334,200	340,900	347,700	354,700	361,800
	33,174,700	21,545,500	35,511,000	33,441,800	26,732,400	15,809,500	35,626,200	12,720,500	2,820,800	4,168,900	11,633,500

Capital Works - Retail Water Supply											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Description	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Meter Software/Smart Meters	946,000	212,000	0	0	0	0	0	0	0	0	0
Backflow	0	1,000,000	250,000	0	0	0	0	0	0	0	0
Reticulation	100,000	0	0	148,000	152,000	156,000	160,000	164,000	168,000	172,000	176,000
Reticulation Renewal - Planning Carney Place	15,000	0	0	0	0	0	0	0	0	0	0
Reticulation Renewal - Delivery Carney Place	65,000	0	100,000	0	0	0	0	0	0	0	0
Reticulation Renewal - Planning Muldoon Rd	3,000	0	0	0	0	0	0	0	0	0	0
Reticulation Renewal - Delivery Muldoon Rd	23,000	0	80,000	0	0	0	0	0	0	0	0
Reticulation Renewal - Planning Richmond Hill Various	5,000	0	0	0	0	0	0	0	0	0	0
Reticulation Renewal - Delivery Richmond Hill Various	50,000	0	0	0	0	0	0	0	0	0	0
Reticulation Renewal - Kahala Place, Laihana Crescent Place and Kaanapahali Avenue, and Ridgeland Close, Richmond Hill	258,000	0	0	0	0	0	0	0	0	0	0
Reticulation Renewal - Grace Road	0	350,000	0	0	0	0	0	0	0	0	0
Indoor Staff Salaries Capitalised	62,700	66,100	67,400	68,700	70,100	71,500	72,900	74,400	75,900	77,400	78,900
	1,527,700	1,628,100	497,400	216,700	222,100	227,500	232,900	238,400	243,900	249,400	254,900

Tables 24 to 29: Capital works program

Capital Works - Flood Mitigation											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Description	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Bridges	0	0	0	32,000	0	0	0	0	0	0	0
Fence	0	0	0	3,000	0	0	0	0	0	0	0
Floodgate - High/Medium Risk	22,000	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000
Lifting Gear	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000	20,000	21,000
Woodburn Depot Renewals	0	0	16,000	0	0	0	0	1,000	48,000	0	0
Levee Inspect and Heavy Maintenance	50,000	50,000	52,000	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000
Pipe Medium Risk	0	20,000	0	21,000	0	5,000	95,000	115,000	110,000	115,000	110,000
Unplanned Replacements/Repairs	33,000	35,000	24,000	25,000	26,000	27,000	28,000	28,000	28,000	28,000	28,000
Indoor Staff Salaries Capitalised	34,300	35,700	36,400	37,100	37,800	38,600	39,400	40,200	41,000	41,800	42,600
	150,300	182,700	172,400	218,100	167,800	178,600	274,400	300,200	347,000	308,800	308,600

Capital Works - Weed Biosecurity											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Description	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
GIS Equipment Renewals (Toughbooks, PDA's etc.)	10,000	21,000	0	21,000	0	22,000	19,000	19,000	20,000	20,000	20,000
GIS Data Capture New System	75,000	0	0	0	0	0	0	0	0	0	0
Swan Bay Floodgated Pipe Investigation and Design	25,000	0	0	0	0	0	0	0	0	0	0
Depot Upgrades and Maintenance	0	22,000	0	0	0	0	25,000	25,000	0	0	0
	110,000	43,000	0	21,000	0	22,000	44,000	44,000	20,000	20,000	20,000

Capital Works - RWL											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Description	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
RWL Equipment Renewals	44,100	50,000	150,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
	44,100	50,000	150,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000

Tables 24 to 29: Capital works program

Description	Capital Works - Property										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Perradenya Cycleway	35,000	0	0	1,200,000	0	0	0	0	0	0	0
Perradenya Release 7	200,000	2,290,000	0	0	0	0	0	0	0	0	0
Integrated Lots	0	0	3,000,000	0	0	0	0	0	0	0	0
Commercial Lot	0	0	0	1,000,000	0	0	0	0	0	0	0
Rural Properties House Removal	29,800	0	0	0	0	0	0	0	0	0	0
Rural Properties Unallocated Renewals	0	34,200	39,900	40,600	41,400	42,200	42,900	43,600	44,400	45,200	45,700
Rural Properties Upgrades	26,000	27,000	27,000	28,000	28,000	28,000	29,000	30,000	30,000	31,000	31,000
	290,800	2,351,200	3,066,900	2,268,600	69,400	70,200	71,900	73,600	74,400	76,200	76,700

6. Scenario modelling

A number of scenarios have been modelled to inform how significant changes to the forecast assumptions and projects would impact the LTFP.

6.1. Immediate price path correction scenario

What the model forecasts: The impacts of increasing the bulk water price in 2024/25 to a level that would correct operating deficits and allow future price increases to come in line with rate pegging.

What the model means: A 30.0% increase to the price path in 2024/25 would be required with future increases restricted to rate pegging at 2.5% throughout the model. The price path required is shown in Table 30: Price path – Immediate price path correction scenario.

Table 30: Price path – Immediate price path correction scenario

Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Proposed % Increase	6.0%	6.0%	30.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

Operating results would achieve surplus in four of the ten years with estimated reserves of \$26.5 million at the end of 2031/32.

Refer to Table 31: Consolidated operating performance – Immediate price path correction scenario.



Table 31: Consolidated operating performance – Immediate price path correction scenario

Name	Current Budget		Long-Term Financial Plan									
	2022	%	Operational Plan				Delivery Program					
			2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Estimate	Change	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	
Operating Income												
Flood Mitigation	2,112,000	(52.1)	1,011,600	1,089,100	1,165,200	1,217,700	1,263,000	1,309,500	1,346,400	1,383,200	1,415,300	1,449,000
Weeds Biosecurity	1,828,100	(11.5)	1,618,400	1,643,100	1,567,400	1,569,800	1,605,500	1,641,500	1,679,000	1,716,700	1,755,400	1,793,900
Retail Water Supply	2,897,700	7.0	3,099,200	3,580,500	3,842,200	4,075,400	4,292,000	4,521,800	4,767,300	5,027,900	5,305,100	5,598,500
Richmond Water Laboratories	767,700	13.1	868,300	890,700	913,800	937,400	963,300	987,900	1,013,200	1,039,000	1,065,500	1,092,400
Property	210,400	(22.3)	163,500	192,700	150,100	129,900	131,400	133,200	136,900	139,300	141,700	142,900
Bulk Water Supply	19,825,700	4.7	20,767,100	22,041,700	28,654,300	29,397,000	30,117,700	30,909,200	31,675,500	32,483,400	33,353,200	34,167,200
Fleet Operations	71,500	4.9	75,000	80,000	84,700	87,500	90,500	92,200	93,800	96,600	101,100	105,300
Total Operating Income	27,713,100	(0.4)	27,603,100	29,517,800	36,377,700	37,414,700	38,463,400	39,595,300	40,712,100	41,886,100	43,137,300	44,349,200
Operating Expense												
Flood Mitigation	3,184,200	(48.8)	1,629,500	1,653,100	1,682,400	1,662,600	1,698,200	1,734,500	1,771,400	1,842,400	1,827,700	1,862,000
Weeds Biosecurity	1,922,500	(11.3)	1,705,400	1,648,300	1,583,500	1,557,100	1,593,200	1,630,000	1,667,600	1,705,800	1,744,600	1,785,100
Retail Water Supply	2,997,500	6.0	3,176,500	3,645,800	4,410,800	4,527,900	4,647,700	4,770,200	4,895,500	5,023,700	5,154,500	5,288,700
Richmond Water Laboratories	769,300	9.7	843,800	867,300	891,200	915,600	940,600	966,100	992,200	1,018,800	1,046,000	1,073,800
Property	381,900	(18.1)	312,600	337,300	269,100	228,400	233,600	167,200	167,800	171,500	175,300	179,000
Bulk Water Supply	24,418,200	4.8	25,593,300	26,729,200	27,156,400	28,185,100	29,309,900	31,399,000	32,021,500	33,085,100	33,080,800	33,391,900
Fleet Operations (*net of internal income)	157,000	(52.2)	75,100	83,700	98,100	110,400	109,100	107,800	106,300	104,900	103,800	101,800
Total Operating Expense	33,830,600	(1.5)	33,336,200	34,964,700	36,091,500	37,187,100	38,532,300	40,774,800	41,622,300	42,952,200	43,132,700	43,682,300
Operating Result	(6,117,500)	(6.3)	(5,733,100)	(5,446,900)	286,200	227,600	(68,900)	(1,179,500)	(910,200)	(1,066,100)	4,600	666,900
Less Depreciation	7,416,500	5.4	7,813,800	8,308,700	8,685,100	8,967,000	9,259,800	9,760,200	10,023,800	10,191,400	10,349,900	10,495,100
Operating Result Excluding Non Cash	1,299,000	60.2	2,080,700	2,861,800	8,971,300	9,194,600	9,190,900	8,580,700	9,113,600	9,125,300	10,354,500	11,162,000
Add: Capital Income	4,930,000	561.2	32,595,800	38,671,000	41,024,000	19,682,000	19,846,000	35,016,000	10,196,000	5,374,000	5,562,000	5,757,000
Less: Loan Principal Repayments	3,419,700	31.3	4,488,600	5,763,600	7,019,400	7,589,000	7,562,500	6,565,100	6,511,500	6,773,100	7,045,400	7,328,900
Less: Capital Expense	35,802,600	(26.7)	26,236,800	39,819,100	36,766,200	27,509,700	16,717,100	36,750,400	13,862,700	3,851,100	5,168,300	12,638,700
Less: Transfer to Reserve	450,600	0.0	4,705,400	1,157,500	7,721,300	268,900	5,127,500	555,600	63,000	3,969,000	3,764,600	654,100
Add: Transfer from Reserve	33,443,900	(97.7)	754,300	5,207,400	1,511,600	6,491,000	370,200	274,400	1,127,600	93,900	61,800	3,702,700
Net Cash Movement	0		0	0	0	0	0	0	0	0	0	0

Table 31: Consolidated operating performance – Immediate price path correction scenario (continued)

Description	2022	Estimated Reserves Whole Organisation									
	Estimate	2023 Estimate	2024 Estimate	2025 Estimate	2026 Estimate	2027 Estimate	2028 Estimate	2029 Estimate	2030 Estimate	2031 Estimate	2032 Estimate
Estimated Reserves Whole Organisation	16,386,900	20,338,000	16,288,100	22,497,800	16,275,700	21,033,000	21,314,200	20,249,600	24,124,700	27,827,500	24,778,900
Net Reserve Movement	(32,993,200)	3,951,100	(4,049,900)	6,209,700	(6,222,100)	4,757,300	281,200	(1,064,600)	3,875,100	3,702,800	(3,048,600)

6.2. Capital grant (\$25M) scenario

What the model forecasts: The impact of Rous receiving a capital grant of \$25.0 million for the FWP 2060. The model is based on the income being received over two years, \$15.0 million in 2024/25 and \$10.0 million in 2025/26.

What the model means: A reduced price path in the last three years to 6.0%, 2.5% and 2.5% respectively. Grant funding for future water sources is unknown at this stage, however if funding was obtained it would significantly improve the forecasts. The price path required is shown in Table 32: Price path – Capital grant (\$25M) scenario.

Table 32: Price path – Capital grant (\$25M) scenario

Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Proposed % Increase	6.0%	6.0%	6.0%	6.0%	7.0%	7.0%	7.0%	6.0%	2.5%	2.5%

Operating results would still achieve surplus from 2030/31 onwards, while estimated reserves at the end of 2031/32 would reach \$25.1 million.

Refer to Table 33: Consolidated operating performance – Capital grant (\$25M) scenario.

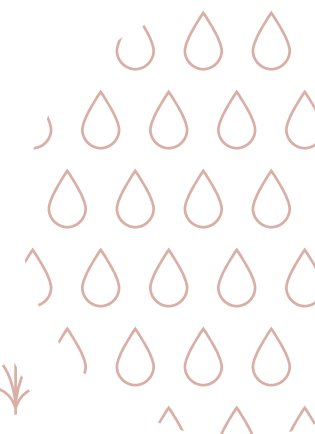
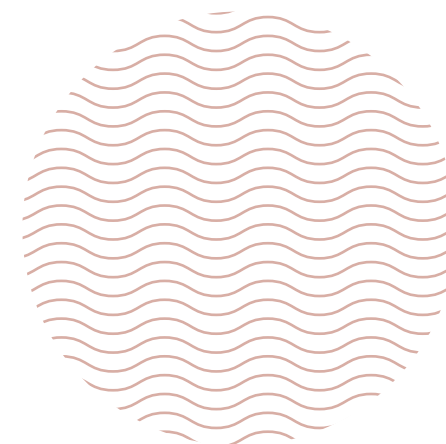


Table 33: Consolidated operating performance – Capital grant (\$25M) scenario

	Current Budget		Long-Term Financial Plan									
			Operational Plan	Delivery Program								
	2022	%	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Name	Estimate	Change	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Operating Income												
Flood Mitigation	2,112,000	(52.1)	1,011,600	1,089,100	1,165,200	1,217,700	1,263,000	1,309,500	1,346,400	1,383,200	1,415,300	1,449,000
Weeds Biosecurity	1,828,100	(11.5)	1,618,400	1,643,100	1,567,400	1,569,800	1,605,500	1,641,500	1,679,000	1,716,700	1,755,400	1,793,900
Retail Water Supply	2,897,700	7.0	3,099,200	3,580,500	3,842,200	4,074,800	4,290,000	4,517,500	4,758,200	5,012,600	5,283,000	5,569,800
Richmond Water Laboratories	767,700	13.1	868,300	890,700	913,800	937,400	963,300	987,900	1,013,200	1,039,000	1,065,500	1,092,400
Property	210,400	(22.3)	163,500	192,700	150,100	129,900	131,400	133,200	136,900	139,300	141,700	142,900
Bulk Water Supply	19,825,700	4.7	20,767,100	22,041,700	23,354,700	24,753,800	26,503,200	28,361,700	30,323,400	32,168,700	33,060,700	33,898,400
Fleet Operations	71,500	4.9	75,000	80,000	84,700	87,500	90,500	92,200	93,800	96,600	101,000	105,300
Total Operating Income	27,713,100	(0.4)	27,603,100	29,517,800	31,078,100	32,770,900	34,846,900	37,043,500	39,350,900	41,556,100	42,822,600	44,051,700
Operating Expense												
Flood Mitigation	3,184,200	(48.8)	1,629,500	1,653,100	1,682,400	1,662,600	1,698,200	1,734,500	1,771,400	1,842,400	1,827,700	1,862,000
Weeds Biosecurity	1,922,500	(11.3)	1,705,400	1,648,300	1,583,500	1,557,100	1,593,200	1,630,000	1,667,600	1,705,800	1,744,600	1,785,100
Retail Water Supply	2,997,500	6.0	3,176,500	3,645,800	3,928,300	4,108,000	4,318,900	4,542,000	4,778,100	5,000,100	5,130,400	5,264,100
Richmond Water Laboratories	769,300	9.7	843,800	867,300	891,200	915,600	940,600	966,100	992,200	1,018,800	1,046,000	1,073,800
Property	381,900	(18.1)	312,600	337,300	269,100	228,400	233,600	167,200	167,800	171,500	175,300	179,000
Bulk Water Supply	24,418,200	4.8	25,593,300	26,729,200	26,778,900	27,773,000	28,835,900	30,854,800	31,398,300	32,401,200	32,432,000	32,779,600
Fleet Operations (*net of internal income)	157,000	(52.2)	75,100	83,700	98,100	110,400	109,100	107,800	106,300	104,900	103,800	101,800
Total Operating Expense	33,830,600	(1.5)	33,336,200	34,964,700	35,231,500	36,355,100	37,729,500	40,002,400	40,881,700	42,244,700	42,459,800	43,045,400
Operating Result	(6,117,500)	(6.3)	(5,733,100)	(5,446,900)	(4,153,400)	(3,584,200)	(2,882,600)	(2,958,900)	(1,530,800)	(688,600)	362,800	1,006,300
Less Depreciation	7,416,500	5.4	7,813,800	8,308,700	8,685,100	8,967,000	9,259,800	9,760,200	10,023,800	10,191,400	10,349,900	10,495,100
Operating Result Excluding Non Cash	1,299,000	60.2	2,080,700	2,861,800	4,531,700	5,382,800	6,377,200	6,801,300	8,493,000	9,502,800	10,712,700	11,501,400
Add: Capital Income	4,930,000	561.2	32,595,800	38,671,000	36,024,000	29,682,000	19,846,000	35,016,000	10,196,000	5,374,000	5,562,000	5,757,000
Less: Loan Principal Repayments	3,419,700	31.3	4,488,600	5,763,600	6,368,400	6,910,000	6,854,300	5,826,500	5,741,100	5,969,500	6,207,300	6,454,700
Less: Capital Expense	35,802,600	(26.7)	26,236,800	39,819,100	36,766,200	27,509,700	16,717,100	36,750,400	13,862,700	3,851,100	5,168,300	12,638,700
Less: Transfer to Reserve	450,600	0.0	4,705,400	1,157,500	54,400	768,500	2,779,000	159,700	151,300	5,150,100	4,960,900	650,000
Add: Transfer from Reserve	33,443,900	(97.7)	754,300	5,207,400	2,633,300	123,400	127,200	919,300	1,066,100	93,900	61,800	2,485,000
Net Cash Movement	0		0	0	0	0	0	0	0	0	0	0
			Estimated Reserves Whole Organisation									
	2022		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Description	Estimate		Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Estimated Reserves Whole Organisation	16,386,900		20,338,000	16,288,100	13,709,200	14,354,300	17,006,100	16,246,500	15,331,700	20,387,900	25,287,000	23,452,000
Net Reserve Movement	(32,993,200)		3,951,100	(4,049,900)	(2,578,900)	645,100	2,651,800	(759,600)	(914,800)	5,056,200	4,899,100	(1,835,000)

6.3. Interest rate increase of 2% scenario

What the model forecasts: The impacts of forecast interest rates increasing by 2.0%. While this has a positive effect on interest on investments given the significant loan funding in the model, the increased interest on borrowings has a detrimental effect.

What the model means: Increase in price path to cover the extra repayments on borrowings. The price path required is shown in Table 34: Price path – Interest rate increase of 2% scenario.

Table 34: Price path – Interest rate increase of 2% scenario

Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Proposed % Increase	6.0%	6.0%	11.0%	11.0%	10.0%	10.0%	3.0%	3.0%	3.0%	2.5%

Operating results would still achieve surplus from 2030/31 onwards, while estimated reserves at the end of 2031/32 would reach \$23.8 million.

Refer to Table 35: Consolidated operating performance – Interest rate increase of 2% scenario.

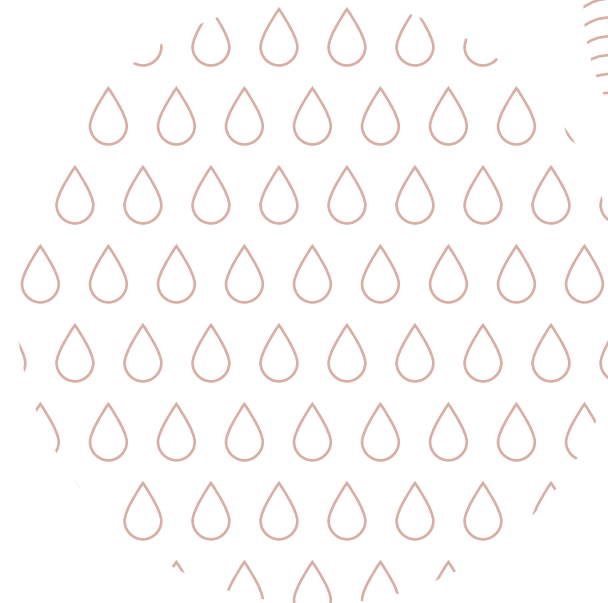
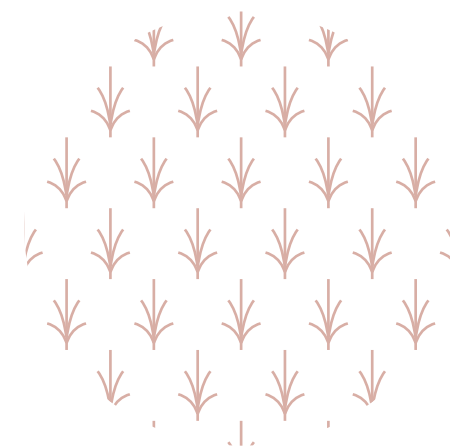


Table 35: Consolidated operating performance – Interest rate increase of 2% scenario

	Current Budget		Long-Term Financial Plan									
			Operational Plan	Delivery Program								
	2022	%	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Name	Estimate	Change	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Operating Income												
Flood Mitigation	2,112,000	(51.6)	1,021,900	1,098,300	1,174,400	1,228,200	1,276,300	1,325,100	1,363,500	1,401,100	1,434,300	1,451,300
Weeds Biosecurity	1,828,100	(9.4)	1,655,900	1,681,100	1,607,200	1,611,600	1,649,600	1,687,600	1,727,100	1,767,100	1,808,500	1,801,600
Retail Water Supply	2,897,700	7.6	3,119,100	3,595,700	3,885,100	4,147,400	4,394,200	4,654,800	4,934,400	5,238,500	5,525,500	5,818,700
Richmond Water Laboratories	767,700	14.1	875,900	897,500	920,000	944,400	971,000	996,300	1,022,500	1,049,200	1,076,500	1,093,800
Property	210,400	(1.9)	206,400	257,700	220,700	193,600	194,900	197,400	202,800	206,700	210,800	153,900
Bulk Water Supply	19,825,700	5.9	20,990,400	22,239,700	24,632,400	27,351,300	30,087,300	33,098,400	34,063,700	35,122,700	36,309,100	36,869,100
Fleet Operations	71,500	34.3	96,000	100,900	104,300	106,800	111,500	113,300	114,500	118,700	126,300	108,900
Total Operating Income	27,713,100	0.9	27,965,600	29,870,900	32,544,100	35,583,300	38,684,800	42,072,900	43,428,500	44,904,000	46,491,000	47,297,300
Operating Expense												
Flood Mitigation	3,184,200	(48.8)	1,629,500	1,653,100	1,682,400	1,662,600	1,698,200	1,734,500	1,771,400	1,842,400	1,827,700	1,862,000
Weeds Biosecurity	1,922,500	(11.3)	1,705,400	1,648,300	1,583,500	1,557,100	1,593,200	1,630,000	1,667,600	1,705,800	1,744,600	1,785,100
Retail Water Supply	2,997,500	6.0	3,176,500	3,645,800	4,028,900	4,326,100	4,626,600	4,952,900	5,097,800	5,246,400	5,398,700	5,539,100
Richmond Water Laboratories	769,300	9.7	843,800	867,300	891,200	915,600	940,600	966,100	992,200	1,018,800	1,046,000	1,073,800
Property	381,900	(18.1)	312,600	337,300	269,100	228,400	233,600	167,200	167,800	171,500	175,300	179,000
Bulk Water Supply	24,418,200	6.9	26,093,300	27,820,700	29,311,200	31,079,600	32,268,900	34,689,500	35,313,400	36,266,900	36,140,900	36,334,400
Fleet Operations (*net of internal income)	157,000	(52.2)	75,100	83,700	98,100	110,400	109,100	107,800	106,300	104,900	103,800	101,800
Total Operating Expense	33,830,600	0.0	33,836,200	36,056,200	37,864,400	39,879,800	41,470,200	44,248,000	45,116,500	46,356,700	46,437,000	46,875,200
Operating Result	(6,117,500)	(4.0)	(5,870,600)	(6,185,300)	(5,320,300)	(4,296,500)	(2,785,400)	(2,175,100)	(1,688,000)	(1,452,700)	54,000	422,100
Less Depreciation	7,416,500	5.4	7,813,800	8,308,700	8,685,100	8,967,000	9,259,800	9,760,200	10,023,800	10,191,400	10,349,900	10,495,100
Operating Result Excluding Non Cash	1,299,000	49.6	1,943,200	2,123,400	3,364,800	4,670,500	6,474,400	7,585,100	8,335,800	8,738,700	10,403,900	10,917,200
Add: Capital Income	4,930,000	561.2	32,595,800	38,671,000	41,024,000	29,682,000	19,846,000	35,016,000	10,196,000	5,374,000	5,562,000	5,757,000
Less: Loan Principal Repayments	3,419,700	26.4	4,321,600	5,410,600	6,467,000	7,232,600	7,169,500	6,054,800	6,050,100	6,401,400	6,773,900	7,168,800
Less: Capital Expense	35,802,600	(26.7)	26,236,800	39,819,100	36,766,200	27,509,700	16,717,100	36,750,400	13,862,700	3,851,100	5,168,300	12,638,700
Less: Transfer to Reserve	450,600	0.0	4,641,000	1,268,800	2,137,400	347,500	2,617,200	148,000	145,500	3,876,900	4,023,700	638,900
Add: Transfer from Reserve	33,443,900	(98.0)	660,400	5,704,100	981,800	737,300	183,400	352,100	1,526,500	16,700	0	3,772,200
Net Cash Movement	0		0	0	0	0	0	0	0	0	0	0
			Estimated Reserves Whole Organisation									
	2022		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Description	Estimate		Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Estimated Reserves Whole Organisation	16,386,900		20,367,500	15,932,200	17,087,800	16,698,000	19,131,800	18,927,700	17,546,700	21,406,900	25,430,600	22,297,300
Net Reserve Movement	(32,993,200)		3,980,600	(4,435,300)	1,155,600	(389,800)	2,433,800	(204,100)	(1,381,000)	3,860,200	4,023,700	(3,133,300)

6.4. Interest rate increase of 5% scenario

What the model forecasts: Forecasts the impacts of forecast interest rates increasing by 5.0%. While this has a positive effect on interest on investments given the significant loan funding in the model, the increased interest on borrowings has a detrimental effect.

What the model means: The price path is even more significantly increased to cover the extra repayments on borrowings. The price path required is shown in Table 36: Price path – Interest rate increase of 5% scenario.

Table 36: Price path – Interest rate increase of 5% scenario

Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Proposed % Increase	6.0%	6.0%	20.0%	15.0%	10.0%	5.0%	2.5%	2.5%	2.5%	2.5%

Under this model operating result surpluses would not be achieved during the ten-year model, while estimated reserves at the end of 2031/32 would reach \$24.5 million.

Refer to Table 37: Consolidated operating performance – Interest rate increase of 5% scenario.

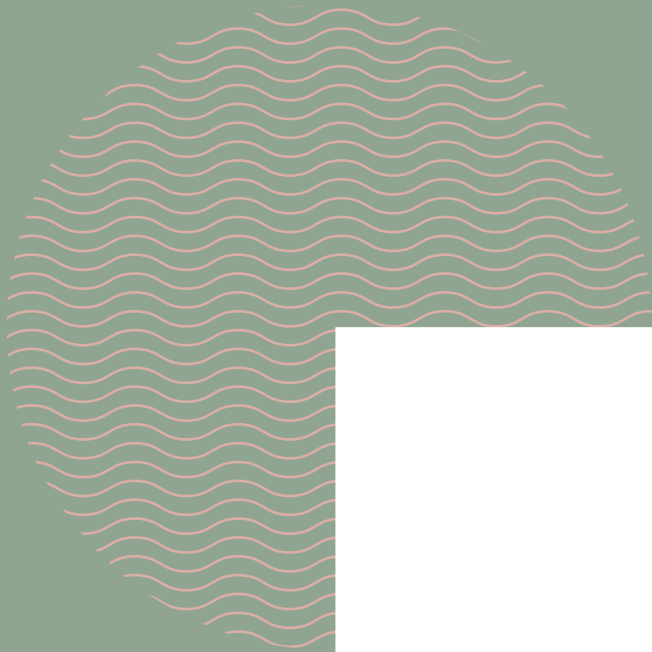


Table 37: Consolidated operating performance – Interest rate increase of 5% scenario

Name	Current Budget		Long-Term Financial Plan									
	2022	%	Operational Plan	Delivery Program			2027	2028	2029	2030	2031	2032
			2023	2024	2025	2026						
Estimate	Change	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	
Operating Income												
Flood Mitigation	2,112,000	(50.9)	1,037,700	1,113,400	1,190,000	1,246,800	1,300,300	1,353,900	1,396,400	1,437,000	1,473,800	1,515,100
Weeds Biosecurity	1,828,100	(6.3)	1,713,700	1,742,500	1,674,600	1,685,800	1,731,400	1,777,000	1,824,700	1,873,800	1,925,500	1,977,400
Retail Water Supply	2,897,700	8.7	3,149,800	3,620,800	3,992,300	4,347,300	4,739,200	5,024,300	5,337,200	5,683,900	6,019,800	6,387,000
Richmond Water Laboratories	767,700	15.6	887,600	908,500	930,700	956,800	985,200	1,012,600	1,041,000	1,070,100	1,099,900	1,130,500
Property	210,400	29.4	272,300	361,300	338,200	306,600	314,000	324,100	339,100	353,400	368,600	382,800
Bulk Water Supply	19,825,700	7.5	21,319,700	22,499,800	26,785,200	30,845,800	34,022,900	35,791,700	36,574,500	37,481,100	38,570,800	39,434,800
Fleet Operations	71,500	79.6	128,400	134,800	137,800	141,800	151,000	155,200	158,200	167,100	182,200	198,300
Total Operating Income	27,713,100	2.9	28,509,200	30,381,100	35,048,800	39,530,900	43,244,000	45,438,800	46,671,100	48,066,400	49,640,600	51,025,900
Operating Expense												
Flood Mitigation	3,184,200	(48.8)	1,629,500	1,653,100	1,682,400	1,662,600	1,698,200	1,734,500	1,771,400	1,842,400	1,827,700	1,862,000
Weeds Biosecurity	1,922,500	(11.3)	1,705,400	1,648,300	1,583,500	1,557,100	1,593,200	1,630,000	1,667,600	1,705,800	1,744,600	1,785,100
Retail Water Supply	2,997,500	6.0	3,176,500	3,645,800	4,209,700	4,623,300	4,953,500	5,160,000	5,295,100	5,433,200	5,574,300	5,719,100
Richmond Water Laboratories	769,300	9.7	843,800	867,300	891,200	915,600	940,600	966,100	992,200	1,018,800	1,046,000	1,073,800
Property	381,900	(18.1)	312,600	337,300	269,100	228,400	233,600	167,200	167,800	171,500	175,300	179,000
Bulk Water Supply	24,418,200	9.9	26,843,300	29,466,200	31,815,500	34,200,100	35,784,100	39,189,400	39,925,400	40,827,800	40,635,800	40,730,000
Fleet Operations (*net of internal income)	157,000	(52.2)	75,100	83,700	98,100	110,400	109,100	107,800	106,300	104,900	103,800	101,800
Total Operating Expense	33,830,600	2.2	34,586,200	37,701,700	40,549,500	43,297,500	45,312,300	48,955,000	49,925,800	51,104,400	51,107,500	51,450,800
Operating Result	(6,117,500)	(0.7)	(6,077,000)	(7,320,600)	(5,500,700)	(3,766,600)	(2,068,300)	(3,516,200)	(3,254,700)	(3,038,000)	(1,466,900)	(424,900)
Less Depreciation	7,416,500	5.4	7,813,800	8,308,700	8,685,100	8,967,000	9,259,800	9,760,200	10,023,800	10,191,400	10,349,900	10,495,100
Operating Result Excluding Non Cash	1,299,000	33.7	1,736,800	988,100	3,184,400	5,200,400	7,191,500	6,244,000	6,769,100	7,153,400	8,883,000	10,070,200
Add: Capital Income	4,930,000	561.2	32,595,800	38,671,000	41,024,000	29,682,000	19,846,000	35,016,000	10,196,000	5,374,000	5,562,000	5,757,000
Less: Loan Principal Repayments	3,419,700	20.5	4,121,400	4,982,400	5,789,400	6,390,400	6,244,200	4,948,400	4,955,700	5,368,700	5,818,400	6,308,200
Less: Capital Expense	35,802,600	(26.7)	26,236,800	39,819,100	36,766,200	27,509,700	16,717,100	36,750,400	13,862,700	3,851,100	5,168,300	12,638,700
Less: Transfer to Reserve	450,600	0.0	4,505,100	1,484,500	2,547,400	1,143,500	4,177,800	409,200	593,400	3,307,600	3,458,300	1,568,700
Add: Transfer from Reserve	33,443,900	(98.4)	530,700	6,626,900	894,600	161,200	101,600	848,000	2,446,700	0	0	4,688,400
Net Cash Movement	0		0	0	0	0	0	0	0	0	0	0

Table 37: Consolidated operating performance – Interest rate increase of 5% scenario

			Long-Term Financial Plan									
Current Budget			Operational Plan	Delivery Program								
Name	2022	%	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Estimate	Change	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
			Estimated Reserves Whole Organisation									
Description	2022		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Estimate		Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Estimated Reserves Whole Organisation	16,386,900		20,361,300	15,218,900	16,871,700	17,854,000	21,930,200	21,491,400	19,638,100	22,945,700	26,404,000	23,284,300
Net Reserve Movement	(32,993,200)		3,974,400	(5,142,400)	1,652,800	982,300	4,076,200	(438,800)	(1,853,300)	3,307,600	3,458,300	(3,119,700)



Workforce Management Plan

2022-2025



Version	Description	Person responsible	Reviewed by	Approved by / Date
0.1	Draft.	Alison Montgomery	H McNeil	
0.2	Draft Workforce Management Plan 2022-2025 endorsed at 11 May 2022 Council meeting for public consultation.			11/05/2022 Resolution: 17/22
1.0	Endorsed by Council at its meeting 15/06/2022.			15/06/2022 Resolution: 28/22

Contents



1. Executive summary	70
2. What is a Workforce Management Plan?	71
3. Our Mission, Vision and Values	72
4. Our preferred culture	73
5. Our organisation	74
6. Snapshot of our workforce	75
7. Our current environment	77



1. Executive summary

Our Workforce Management Plan (WFMP) was created with the active participation of many people in our organisation. It reflects the knowledge, experience and observations of what we need to do in the future to be successful and thrive and evolve as a valued regional service provider. To do this we will need to provide quality services that support a sustainable and productive region. Our role as primary provider of the services of bulk water, weed biosecurity and flood mitigation is critical for the ongoing success of our region.

The WFMP was developed over several months, with staff consultation and data analysis of our organisational structure, workforce data, capabilities and reference to Local Government New South Wales (LGNSW) metrics and analytics reports.

The WFMP development process identified that we require the right people, in the right place, at the right time, and with the right skills and attributes to achieve Rous's business priorities and services.

Our workforce strategies need to be flexible and adaptable to overcome the challenges we face. These challenges include knowledge loss due to an aging workforce, sourcing skilled employees from and across our region, re-skilling and up-skilling our employees (while maintaining business continuity), thriving and evolving in an environment where expected levels and standards of service may vary, and finally, being able to respond to legislative change (e.g., biosecurity and coastal protection).

Our WFMP aims to ensure we have:

- the workforce capability for a productive, sustainable and inclusive future
- the capacity to develop and use the skills of our workforce to meet the needs and aspirations of our constituent councils.

Over the next three years, our WFMP objectives will set out to achieve this vision and address the challenges, we will focus on the following.

- Continued emphasis on developing our leaders and future leaders.
- Continued development and implementation of our capability framework.
- Continued development of a succession planning framework.
- Continued investment in employee skill development.
- Review our remuneration system to ensure it is agile to attract and retain key staff.
- Continued effort in building and attracting a diverse workforce.
- Establishing and embedding a consistent and integrated approach to workforce planning.
- Measuring and improving our employee engagement.
- Managing well any workplace change, including site relocations.

Implementing our WFMP will result in an organisation that provides an exemplar of best practice having regard to our size and scale as a County Council, is highly regarded and is an employer of choice for the local region.

Implementation of our WFMP is the next critical stage. This responsibility rests with our Leadership Team (LT) and Leadership Group (LG) working collaboratively to ensure objectives and timeframes are achieved, with progress to be reviewed regularly with reporting at least every six months.

In our WFMP we will document and detail the initiatives and measures that support our WFMP objectives and the timeframes for defining, designing and planning, developing and implementing and monitoring of those initiatives.

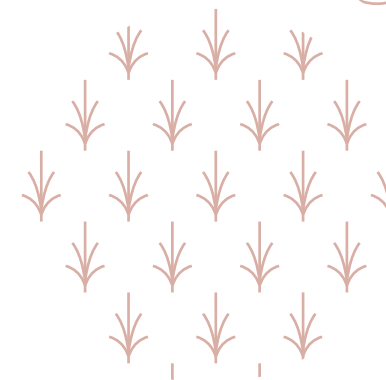
Our WFMP is a dynamic document that is sensitive to our changing environment, both internal and external, to ensure it remains relevant for our business needs. Therefore, the initiatives may also be varied over the three years.

2. What is a Workforce Management Plan?

A WFMP is a key planning document that enables organisations to be appropriately resourced to manage challenges they may face in the future.

An effective WFMP analyses the internal and external environment and identifies future labour needs, including head count, timeframes for key deliverables and skills required to maximise delivery and ensure sustainability.

The primary purpose of our WFMP is to ensure we achieve our mission, vision and goals, through our most valuable resource – our people. With our employees' knowledge, skills commitment and ongoing development, we will achieve our goals and tackle our challenges front on.





Our Mission

Partner with our constituent councils to provide quality services that support a sustainable and productive region.

Our Vision

Thrive and evolve as a valued regional service provider.

Our Values

Staff developed and adopted a set of values that we use as a guide for how we act and behave:

- **Safety** – safety first 24/7
- **Teamwork** – one team, one purpose
- **Accountability** – own it, solve it, achieve it
- **Respect** – be honest, be fair.

Our preferred culture

We are focused on building a culture of achievement and collaboration.

We want:

- a focus on achievement through working together
- clear purpose and goals
- clear roles and priorities
- innovative thinking to achieve our goals
- awareness of the needs of others
- support and coaching of each other
- a focus on growth and development – individually and collectively
- adaptability and an openness to change.



Our organisation

We are organised to best deliver our core functions and services to our customers.

Our workgroups are currently organised in the following way.

General Manager

Planning and Delivery

- Strategic Planning
- Catchment and Cultural Awareness
- Asset Management
- Planning and Development
- Water Sustainability

People and Performance

- Governance and Risk
- Customer and Communications
- Health Safety and Environment
- People and Culture

Corporate and Commercial

- Richmond Water Laboratories
- Finance
- IT
- Stores

Operations

- Water Operations and Trades
- Weed Biosecurity and Bush Regeneration
- Flood Mitigation
- Dams and Treatment



6. Snapshot of our workforce



Number of employees in each group





Workforce statistics

Number of staff aged 15-25	3
Number of staff aged 26-35	19
Number of staff aged 36-45	26
Number of staff aged 46-55	24
Number of staff aged 56-65	19
Number of staff aged 65+	0

The average age of a Rous employee is 45 years old.

Number of male staff	53
Number of female staff	38
Number of staff – gender unspecified	0
Number of Aboriginal and Torres Strait Islander staff	2

Tenure - Number of staff with 0-5 years	42
Tenure - Number of staff with 6-10 years	15
Tenure - Number of staff with 11-15 years	19
Tenure - Number of staff with 16-20 years	10
Tenure - Number of staff with 21-25 years	2
Tenure - Number of staff with 26+ years	3

The average length of service is 8.5 years, with a turnover rate of 9.89% – which is slightly lower than the NSW Local Government median (LGNSW Analytics Metrics Survey 2021).

7. Our current environment

As a county council we face many of the same challenges as other councils across NSW in developing our workforce for the future.

Key challenges include:

- shortages of qualified staff
- an ageing workforce
- attracting and retaining the right people, who are the best fit for critical roles
- achieving diversity within the workforce
- leadership capability and capacity
- legislative changes
- increased demands for flexibility by our staff.


Objective	What workshops identified
Objective 1 Leadership development	We will develop leaders that inspire, lead and motivate employees to realise their potential and respond to opportunities and challenges.
Objective 2 Invest in our workplace	We will attract and retain great people who understand the important part they play in the organisation and are focused on making a positive contribution to the way we do things.
Objective 3 Improving our employee experience	We will encourage a culture of continuous improvement, personal growth and development to enhance individual and collective performance.
Objective 4 Workplace change	We will embrace a constructive workplace culture and environment that supports the development of our people to be our best and to create an environment that supports the development of our people to be our best and to create an environment where we understand the need for change and embrace the challenges and opportunities change brings.

Objectives will be assigned to relevant stakeholders within leadership and supervisory groups via their Performance Appraisals in consultation with the People and Culture Manager and Leadership Team.

Objective 1: Leadership development

We will develop leaders that inspire, lead and motivate employees to realise their potential and respond to opportunities and challenges.







 Action for the year.

 Not an action for the year, or action completed.

Objective 2: Invest in our workplace

We will attract and retain great people who understand the important part they play in the organisation and are focused on making a positive contribution to the way we do things around here.

Action	What we will do	Why will we do it	2022-23	2023-24	2024-25
1. Continued emphasis on developing our leaders and future leaders.	1.1 Ongoing implementation of a leadership program.	To ensure leaders have the necessary skills and capabilities to manage the workforce.		 LT (PCM support)	
	1.2 Develop and implement a supervisory program for supervisors and emerging leaders.	To ensure we invest in our supervisors and emerging leaders and provide them with the capabilities to effectively manage their staff.			

Action	What we will do	Why will we do it	2022-23	2023-24	2024-25
2. Continued development and implementation of our capability framework.	2.1 Review and refine our capability framework.	Ensure our capabilities are current with regard to LGNSW capability framework.			
	2.2 Continue to embed the capability framework in position descriptions, performance appraisals, job evaluations and salary structure skill steps.	A clearly understood capability system that underpins all HR practices will provide role clarity and performance expectations across the organisation.			

Objective 2: Invest in our workplace (continued)

Action	What we will do	Why will we do it	2022-23	2023-24	2024-25
3. Succession planning.	3.1 Continued development of a succession planning framework.	Harness the knowledge from those leaving the organisation and embrace transition to retirement practices.	●	○	○
		Identify emerging talent and provide training opportunities for future known vacancies so that existing staff can compete for vacancies with those in the marketplace.	●	●	●
4. Continued investment in employee skill development.	4.1 Enhance the existing orientation and induction programs for new employees, including additional online learning modules.	A programmed approach to inducting new employees ensures a consistent message to all.	●	○	○
	4.2 Review and refine onboarding modules to ensure the program remains current and relevant.		○	○	●
5. Review of salary system.	5.1 Review the provisions of the salary system.	Ensure the salary system is flexible enough to pay labour market premiums required to attract staff, and retention payments where required to retain staff.	●	●	●
6. Maximise the full potential of our workforce.	6.1 Continued emphasis on Rous's culture and values.	Ensure culture and values statements are included in internal communications, measured in performance appraisals and consider implementing within the salary steps.	○	●	○

Objective 3: Improving our employee experience

We will encourage a culture of continuous improvement, personal growth and development to enhance individual and collective performance.

Action	What we will do	Why will we do it	2022-23	2023-24	2024-25
7. Continued effort in building and attracting a diverse workforce.	7.1 Create alternative employment pathways: scholarships, cadetships, graduate or trainee/ apprentice programs.	Ensure attraction of diverse people to work for Rous via TAFE, university, and employment agencies servicing minor groups (incl. First Nations People and people with a disability).			
	7.2 Review, update and expand the visibility of the Employee Value Proposition.	Employee Value Proposition publicly available and promoted.			
	7.3 Ensure Council's recruitment and selection techniques and policy is best practice.	Review the recruitment policy and guidelines to ensure it reflects best practice techniques and agility in recruiting our staff.			
8. Establish and embed a consistent and integrated approach to workforce planning.	8.1 Review the succession plan for business-critical roles.	Promote succession planning as a standard expectation of manager's workforce planning responsibilities.			
	8.2 Commence a biennial facilitation and review session of the contents of the Workforce Management Plan.	Ensure the Workforce Management Plan becomes an integrated part of the management of employees at Council.			
	8.3 Establish a suite of workforce reporting metrics.	Metrics are meaningful and easily able to be measured.			

Objective 3: Improving our employee experience (continued)

Action	What we will do	Why will we do it	2022-23	2023-24	2024-25
9. Measure and improve employee engagement.	9.1 Undertake employee 'pulse' surveys.	Meaningful surveys of current issues and themes.			
	9.2 Conduct an employee engagement survey on a biennial basis.	To allow analysis of trend data, ensure a biennial engagement survey is undertaken.			
		Facilitate workshops to disseminate the results of the survey and workshop solutions to any areas for improvement identified within the survey.			
10. Review the Flexible Working Arrangements policy.	10.1 Continually evolve flexible working practices that have evolved during the short-term pandemic. Council will be open to exploring flexible working arrangements where they are operationally feasible and desirable for employees and Council.	Embrace a flexible workforce that is agile and able to respond and work well in some positions with a mix of office and working from home arrangements.			
11. Reward and recognition.	11.1 Develop a reward and recognition program.	Workshop with managers and employees for ideas and concepts that will lead to the development of a formal reward and recognition program, which may be monetary but can also be additional access to learning opportunities, secondment opportunities and the like.			

Objective 3: Improving our employee experience (continued)

Action	What we will do	Why will we do it	2022-23	2023-24	2024-25
12. Learning and Development program.	12.1 Review existing training expenditure to ensure Council are maximising the return in training that is both relevant to employees and Council.	Review training with the view to redirect the funding for training that is not meeting objectives to be redirected to new and unique learning and development opportunities.	●	○	○
	12.2 Planning sessions conducted on new plant and equipment required in the coming term, and the skill sets required to operate them.	Structured operational planning and training of staff.	○	●	○
13. Knowledge transfer.	13.1 Develop a formalised knowledge transfer process.	For those who are known well in advance that they are exiting, commence a buddy system with a coworker to ensure all skills and local knowledge is shared and therefore retained within the organisation.	○	●	○
14. Transition to retirement.	14.1 Embrace the concept of staff transitioning to retirement where possible.	Upon application, consideration to be given to transition arrangements, e.g. being able to move to working in a part time capacity for a stated period of time.	●	○	○

Objective 4: Embrace workplace change

We will embrace a constructive workplace culture and environment that supports the development of our people to be our best and to create an environment where we understand the need for change and embrace the challenges and opportunities that change brings.

Action	What we will do	Why will we do it	2022-23	2023-24	2024-25
15. Relocation of Council operations to a new facility in Ballina.	15.1 Consult and address any factors mitigating the success of the move.	Effective and meaningful consultation by various methods.	●	●	●
		Decisions made are evidence-based and factual.	●	●	●
		Greater staff involvement in the early stages.	●	●	●
		Ensuring relevance and availability of flexible work practices to support the relocation.	●	●	●
16. Review of organisation structure and resourcing.	16.1 Review of Council's establishment and 'right-size' the organisation where required.	Clear and open communication with staff on the need to review Council structure.	○	○	●
		Retrain and redeploy in the first instance where necessary, identifying skills gaps and training opportunities.	○	○	●
17. Acknowledge change fatigue.	17.1 Manage the ongoing change process, mapping potential change and ensuring the rate of change is able to be accepted by staff.	Effective and meaningful consultation on workplace change.	●	○	○
18. Digitise business processes.	18.1 Continue to digitise business processes and refine those already in place.	To enable our people to work effectively and to improve and achieve business outcomes.	○	●	○



Asset Management Strategy

2022–2035

Asset Management Strategy

Asset Management Plan (Water)

Asset Management Plan (Flood)





03.

**Delivery
Program**

2022–2025



Acknowledgement

We acknowledge the importance of tradition, history and culture to Aboriginal people including the existence of unknown stories held by First Nations Peoples. As an organisation that works with water and land, we acknowledge and value Aboriginal and Torres Strait Islander sustainability practices in land and culture and acknowledge our responsibility to work together with the Traditional Custodians of land and waterway areas managed by Rous County Council.

We acknowledge this relationship and deeply value Aboriginal and Torres Strait Islander traditional laws, knowledge and lessons about places and sustainability. Through our reconciliation activities, we aim to restore ecological, cultural, and social values that are unique to our region.

Foreword

On behalf of Rous County Council, I am pleased to present our Delivery Program 2022-2025.

This Delivery Program is a statement of commitment from Council to our stakeholders about what we will deliver during this Council term to achieve the strategic objectives established in our Business Activity Strategic Plan. It was developed during the significant flood events and recovery that affected our whole region in February / March 2022. This catastrophic event and our response to it has reshaped what Council can commit to over these coming years.

Our constituent councils have made clear that they expect Rous to be a key partner in collaborations across the region that will evolve organically over time as part of a flexible approach to the community's flood recovery.

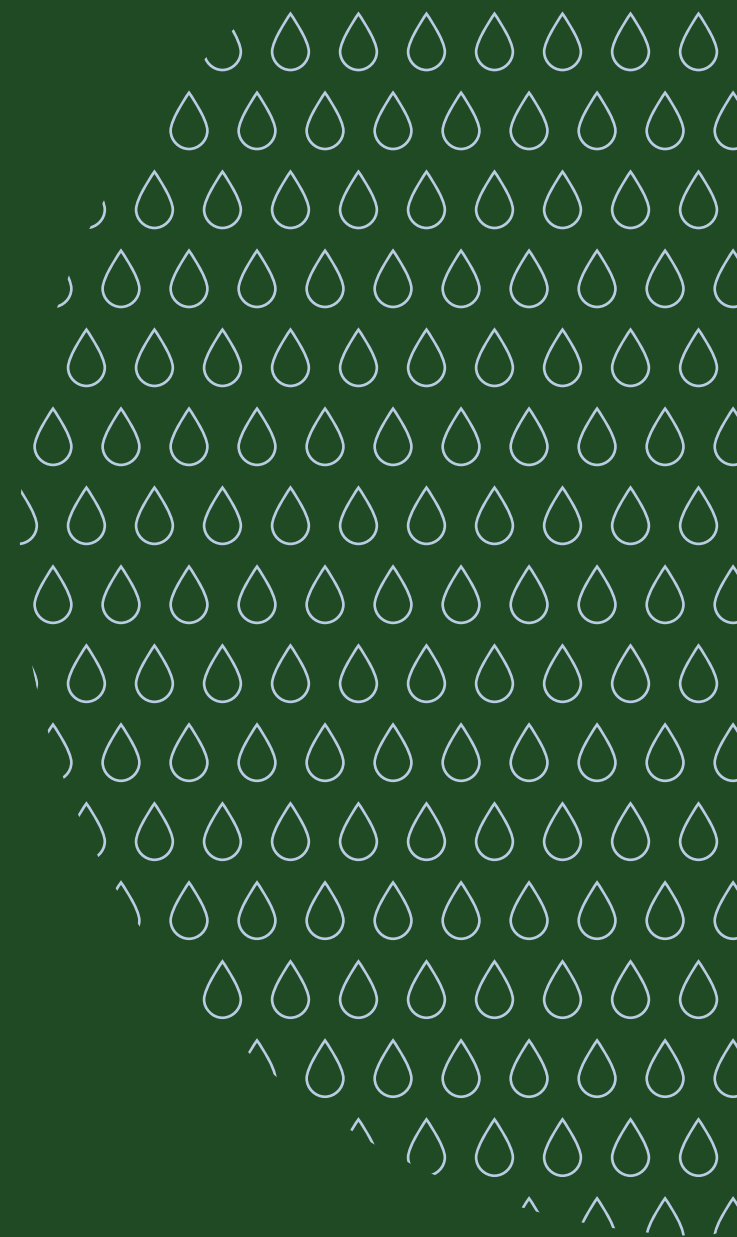
Despite the floods and their impacts, Rous continues to deliver core services in the most efficient and effective way possible to achieve outcomes for our local communities.

Our focus on bulk water supply and weed biosecurity remains firm. The recent major flood events have provided us with an opportunity to review and confirm our important flood mitigation role in the region.

This Delivery Program will be actioned through an annual Operational Plan and Budget and is also supported by Council's longer-term Resourcing Strategy that helps us to prioritise and allocate available resources in the most effective way.

Rous's elected councillors look forward to working across our region to deliver the commitments in this Delivery Program.

Cr Robert Mustow
Chair



Our councillors



Cr Robert Mustow
Chair



Cr Sharon Cadwallader
Deputy Chair



Cr Michael Lyon



Cr Sarah Ndiaye



Cr Big Rob



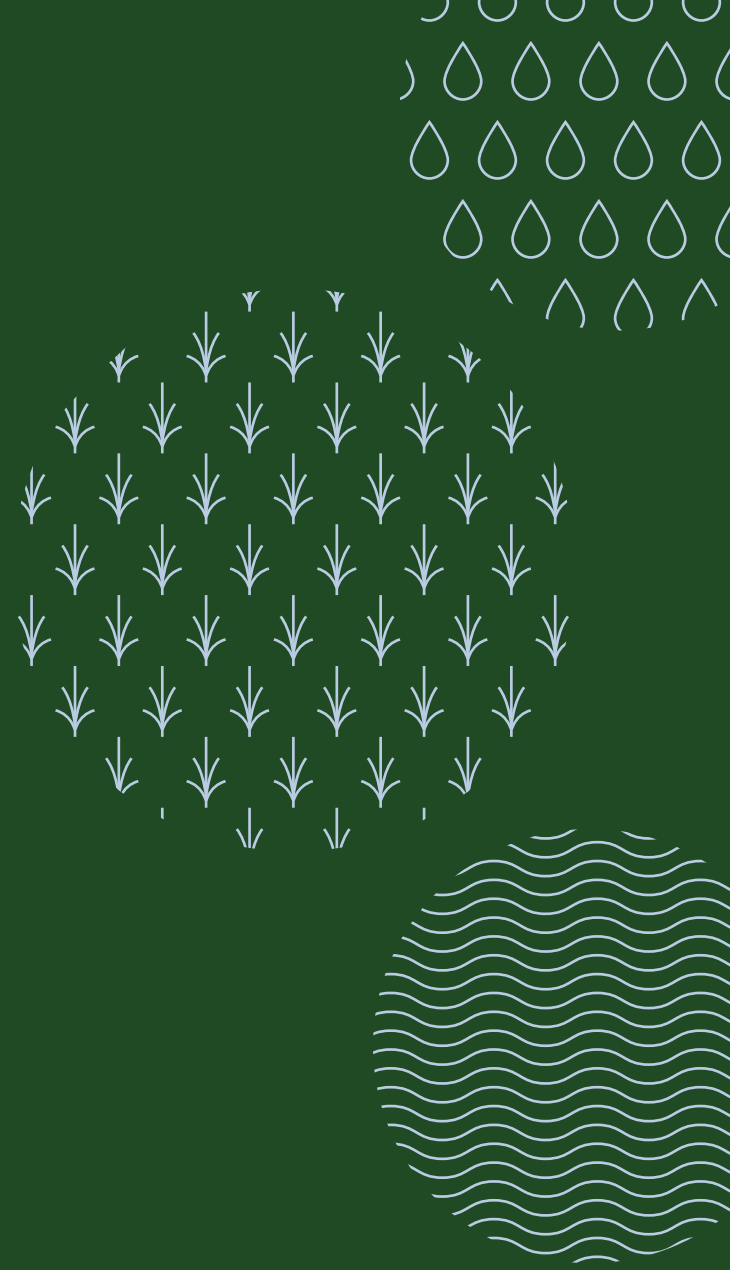
Cr Andrew Gordon



Cr Rod Bruem



Cr Sandra Humphrys





Disclaimer and copyright

This document has been prepared in good faith and is considered true and correct at the time of publication. We do not warrant or represent that it is free from error or omission or that it is exhaustive. Before you rely on any information in this document you should contact us first to check that it is still current.

We do not accept any liability in relation to the quality, accuracy, or information in this document. You may copy, distribute, display and otherwise freely deal with this document and the information in it on the condition that you acknowledge Rous County Council as the author with '© Rous County Council 2022'. If you want to use the document for a commercial purpose, you must obtain our written permission first.

This document is publicly available at www.rous.nsw.gov.au

© Rous County Council 2022.

Contact

You can contact us:

by phone: (02) 6623 3800

by email: council@rous.nsw.gov.au

or by visiting our office:
Level 4, 218-232 Molesworth Street,
Lismore NSW 2480

How will the Delivery Program be realised?

See our:

- Annual Operational Plans and Budget
- Resourcing Strategy: 2022-2032.

These documents (and reporting of their progress and Rous's performance) can be found on Council's website: www.rous.nsw.gov.au

Note: The Delivery Program is required to be for four years. The fourth year of this Delivery Program is indicative only, as it will be the first year of the next Council's term. The next Council will need to confirm its direction, priorities and resource allocations at that time.

Version	Purpose and description	Date adopted by Council	Resolution no.
0.1	Draft Delivery Program 2022-2025 endorsed at 11 May 2022 Council meeting for public consultation.	11/05/2022	17/22
1.0	Endorsed by Council at its meeting 15/06/2022.	16/05/2022	28/22

The Delivery Program will be reviewed annually as part of the preparation of each annual Operational Plan to confirm that it continues to reflect Rous's commitment to our stakeholders. After the September 2024 local government election, when the Business Activity Strategic Plan is next reviewed, and the incoming governing body confirms its priorities and direction, a new Delivery Program will be prepared.

Contents



Foreword	87
Our councillors	88
About us	92
Introduction	93
Where are we now?	94
Our Delivery Program	95
1. Sustainable delivery	96
2. External relationships	100
3. Our people	102
4. Leadership and innovation	104





Our Mission

Partner with our constituent councils to provide quality services that support a sustainable and productive region.

Our Vision

Thrive and evolve as a valued regional service provider.

Our Values

Staff developed and adopted a set of values that we use as a guide for how we act and behave::

- **Safety** – safety first 24/7
- **Teamwork** – one team, one purpose
- **Accountability** – own it, solve it, achieve it
- **Respect** – be honest, be fair.

About us

Rous is a county council created under the *Local Government Act 1993*, with three core functions that it undertakes for the local councils of the areas within which it operates (known as constituent councils).



Bulk water supply

- Regional water supply authority providing water in bulk to the council areas of Ballina (excluding Wardell), Byron (excluding Mullumbimby), Lismore (excluding Nimbin), and Richmond Valley (excluding land to the west of Coraki).
- Regional supply network includes approximately 40,100 connections within the reticulation areas of the constituent councils, and around 2,030 retail connections to the Rous trunk main system. A population of over 100,000 is serviced by this water supply system with the actual area of operations being approximately 3,000km².
- Principal water supply source is Rocky Creek Dam, situated 25 kilometres north of Lismore near the village of Dunoon.

Weed biosecurity

- Local Control Authority responsible for administering the *Biosecurity Act 2015*, working with landholders and the community throughout the region to address weed biosecurity matters.
- Undertake a wide range of activities to combat the spread of targeted weeds across the local government areas of Ballina, Byron, Lismore and Richmond Valley (including on behalf of Kyogle and Tweed Shire as part of a fee for service arrangement).

Flood mitigation

- Flood Mitigation Authority operating across the Ballina, Lismore and Richmond Valley local government areas.
- Responsible for the construction and replacement of a range of flood mitigation infrastructure, mostly in rural areas, including the routine maintenance of canals and floodgates and related natural resource management activities.

What else do we do?

We have some commercial property interests as well as owning and operating a water laboratory in Lismore (Richmond Water Laboratories).

Introduction



This Delivery Program identifies the principal activities Rous will undertake to perform its functions within available resources.

It is underpinned by the social justice principles of access, equity, participation and rights – ensuring fairness in all that we do.

The themes and direction established in our Business Activity Strategic Plan flow through to this Delivery Program's commitments for this Council's term:

Business Activity Strategic Plan: A snapshot	
Theme	What does it mean? What does it look like?
1. Sustainable delivery	<ul style="list-style-type: none"> • Sustainable service provision in relation to water supply, flood mitigation and weeds management. • Financial sustainability of the organisation (including in relation to its workforce and asset management responsibilities). • Environmental sustainability in relation to our operations. • Planning for and responding to climate change impacts in the environment.
2. External relationships	<ul style="list-style-type: none"> • Relationships Rous has with constituent councils, customers and the broader Northern Rivers community, State and Commonwealth government. • Opportunities for partnerships and collaboration to achieve desired outcomes for our customers and community more effectively and efficiently.
3. Our people	<ul style="list-style-type: none"> • Our workforce – ensuring we have the right people with the right skills in the right place to achieve our objectives within a Values-based culture. • Creating a working environment and a workplace culture where our people value their work and feel valued by the organisation and its customers.
4. Leadership and innovation	<ul style="list-style-type: none"> • Our role as a regional leader. • How we conduct ourselves as an organisation. • How we use technology and apply innovation to be more effective and efficient.

Where are we now?



The table below provides a summary of the operating environment for Rous County Council in 2022/23, as well as identifying some of the key challenges and opportunities facing Council that the Business Activity Strategic Plan and this Delivery Program help to address.

Key themes	Key challenges and opportunities
1. Sustainable delivery	<ul style="list-style-type: none"> • We are seeing climate change impacts, including increases in weed infestations, sea level rises affecting the performance of our flood mitigation assets, and more extreme flood and drought events. • Opportunity to clarify Rous's role in relation to flood mitigation in the context of our relationship with others. • The region's growth will continue to impose pressure on Council's infrastructure. • Opportunities for simplifying and streamlining organisational processes and governance in an increasingly regulated sector. • Risk to water availability if Rous is unable to supply enough water to a growing population (increasing water restrictions may result). • Effective identification and mitigation of uncertainty to ensure Rous can meet its objectives.
2. External relationships	<ul style="list-style-type: none"> • Low level of community awareness and understanding about Rous's role and services. • Opportunity to enhance partnerships with constituent councils to complement each other's work (e.g., through joint planning, stakeholder engagement, resource sharing). • Rous has differing and fragmented roles across its operational footprint. • Opportunity to lead and deliver targeted engagement and education outcomes.
3. Our people	<ul style="list-style-type: none"> • Attraction, retention and succession planning challenges. • Pressure of increased training requirements. • Adequacy and appropriateness of facilities for a growing organisation. • Promote a safety culture supported by effective, efficient and practical safe systems of work.
4. Leadership and innovation	<ul style="list-style-type: none"> • Opportunity to move from just a service provider function to take on more of a regional leadership role for those matters relating to our core business. • A revised best practice framework is being developed for water in NSW. • State Government policy lags contemporary approaches to water, and State Government planning does not always align with local strategic planning.



Our Delivery Program

Where do we want to be at the end of this Council term?

(our delivery objectives for this term of Council).

How will we get there?

(the functions, activities and resource allocations we will make to achieve our delivery objectives).

How we will know we are on track?

(a measure or indicator that provides a way of assessing whether our functions and activities are effective in achieving their target).

Reporting on our progress

We will report on our progress in achieving our Delivery Program commitments in two ways:

- The General Manager will provide our councillors with six-monthly updates to enable the governing body to monitor progress and performance, and if necessary, make evidence-based adjustments during this Council term.
- Rous will publish an Annual Report by the end of November each year to update our key stakeholders and communities across the region on the progress we have made in delivering on our commitments.

1. Sustainable delivery



Delivery priorities include:

- Contributing to the protection and enhancement of our region’s environment and natural resources
- Responding to climate change impacts and reducing our carbon emissions
- Planning for a water-secure future and responding to the demands of regional population growth
- Sustainably using our human, financial and other resources through sound business planning and ongoing improvements.

● Action for the year. ○ Not an action for the year, or action completed.

Ref	Delivery objectives	Activities to get there	What is being measured	Target	Timing				Lead group
					Y1 22/23	Y2 23/24	Y3 24/25	Y4 25/26	
1.1 A healthy environment									
1.1.1	Environmentally responsible procurement.	Revise procurement protocols to ensure environmental impact is taken into consideration in Council’s purchases.	% of purchases made in line with revised procurement protocol.	100%	●	○	○	○	People and Performance.
1.1.2	Sustainable river system health through natural resource management.	Deliver the activities of the Catchment Management and Coastal Zone Management plans.	% of scheduled Rous activities completed on time.	At least 90%.	●	●	●	○	Planning and Delivery.
1.1.3	Enhance the region’s biosecurity through combatting the spread of targeted weeds.	Deliver the activities of the Weed Action Plan and program.	% of scheduled WAP delivered.	At least 95%.	●	●	●	○	Operations.
1.2 Responding and adapting to climate change									
1.2.1	Achieve carbon neutrality.	Develop and commence delivery of our Renewable Energy and Emissions Reduction Plan.	Plan adopted.	By June 2023	●	○	○	○	Planning and Delivery.
			% of scheduled Plan actions completed.	At least 90%.	●	○	○	○	Planning and Delivery.

Ref	Delivery objectives	Activities to get there	What is being measured	Target	Timing				Lead group
					Y1	Y2	Y3	Y4	
					22/23	23/24	24/25	25/26	
1.2	Responding and adapting to climate change (continued)								
1.2.2	We are prepared and able to respond to climate change impacts.	Deliver strategic review of Flood Mitigation function, incorporating data arising from 2022 flood events, and confirm Rous's role in the region.	Strategic review finalised and endorsed.	By June 2024.					Planning and Delivery.
			Rous's role confirmed.	By June 2024.					Planning and Delivery.
1.3	Water security, quality and sustainable consumption								
1.3.1	Short-term (to 2040) water supply demands are able to be met.	Deliver the Future Water Project.	Status of project delivery.	Stage 1 completed by December 2024.					Planning and Delivery.
			Stage 2 water sources agreed.	By June 2025.					Planning and Delivery.
1.3.2	Source options to meet long-term (beyond 2040) water supply demands are better understood.	Undertake further investigations of Stage 3 sources.	Stage 3 sources understood.	By June 2025.					Planning and Delivery.
1.3.3	Our water supply is valued and used responsibly.	Deliver the Regional Demand Management Plan.	% of scheduled demand management activities completed.	At least 90%.					Planning and Delivery.
1.3.4	The region's water supply capacity is enhanced.	Commence and progress application process for a demonstration purified recycled water plant.	Application and approval requirements identified.	By June 2025.					Planning and Delivery.

Ref	Delivery objectives	Activities to get there	What is being measured	Target	Timing				Lead group
					Y1 22/23	Y2 23/24	Y3 24/25	Y4 25/26	
1.4	A sustainable Council								
1.4.1	Our resources are planned, prioritised and implemented to ensure Rous's sustainability.	Maintain and implement the Resourcing Strategy.	% of scheduled resourcing actions completed on time.	At least 90%.					Corporate and Commercial. People and Performance.
			Frequency of plan review.	Annually.					Corporate and Commercial. People and Performance.
1.4.2	Rous's revenue stream is strengthened.	Apply to NSW Treasury Corporation to access borrowing facility.	T-Corp approval status.	Granted by March 2023.					Corporate and Commercial.
		Implement Richmond Water Laboratories Strategic Plan.	Value of sales and revenue.	Increase by 25% by June 2024.					Corporate and Commercial.
		Develop and commence implementation of a Development Servicing Plan for Bulk Water Supply and Retail Water Supply.	Plan status.	Adopted by December 2022.					Planning and Delivery.

Ref	Delivery objectives	Activities to get there	What is being measured	Target	Timing				Lead group
					Y1 22/23	Y2 23/24	Y3 24/25	Y4 25/26	
1.4	A sustainable Council (continued)								
1.4.3	A positive risk management culture is embedded and sustained.	Implement Risk Management Framework.	% of scheduled risk. management actions completed.	At least 90%.					People and Performance.
		Review Emergency Response plans.	Frequency of review.	At least once.					People and Performance.
1.4.4	Ongoing service reviews, audits and business improvements achieve enhanced organisational outcomes.	Implement internal and external Audit Program.	% of scheduled audits completed.	At least 80%.					People and Performance.
		Conduct internal audit reviews.	% of scheduled reviews completed.	100%					People and Performance.
		Implement business improvement processes.	% of identified improvements implemented.	At least 80% by end of Delivery Program.					People and Performance.

2. External relationships



Delivery priorities include:

- Proactive and positive engagement with our constituent councils to support the achievement of shared objectives
- Building community understanding of the breadth of functions and results that Council delivers across the region
- Maintaining strong relationships with others to promote positive business, environment and community outcomes
- Being well-positioned to win Government funding opportunities.

● Action for the year. ○ Not an action for the year, or action completed.

Ref	Delivery objectives	Activities to get there	What is being measured	Target	Timing				Lead group
					Y1 22/23	Y2 23/24	Y3 24/25	Y4 25/26	
2.1 Strong and mutually respectful relationships with our constituent councils									
2.1.1	Effective collaboration and communication with our constituent councils.	Review and refresh Service Level Agreements (or similar) with constituent councils.	% of SLAs updated.	100% by June 2025.	●	●	●	○	Operations.
2.2 People across our region understand the work that we do									
2.2.1	Communities across our region are kept informed of Rous's work and have opportunities to engage with us.	Deliver the Communications and Engagement Strategy.	% of scheduled comms and engagement activities completed on time.	At least 95%.	●	●	●	○	People and Performance.
2.3 Our working relationships with political, regulatory and industry stakeholders are effective and achieve results									
2.3.1	Our positive working relationships support the achievement of regional outcomes.	Actively participate in the Northern Rivers Joint Organisation.	% of GMAC meetings attended.	100%	●	●	●	○	General Manager.
			Nature of achievements / outcomes related to Rous's business.	Report by occurrence.	●	●	●	○	General Manager.

Ref	Delivery objectives	Activities to get there	What is being measured	Target	Timing				Lead group
					Y1	Y2	Y3	Y4	
					22/23	23/24	24/25	25/26	
2.3	Our working relationships with political, regulatory and industry stakeholders are effective and achieve results (continued)								
2.3.2	Water consuming businesses and industry are engaged to promote sustainable water consumption.	Deliver Regional Demand Management Plan.	% of scheduled demand management activities completed.	At least 90%.	●	●	●	○	Planning and Delivery.
2.3.3	Local Aboriginal history and culture is respected, and we positively engage with our First Nations communities.	Deliver the Reconciliation Action Plan.	% of scheduled reconciliation activities completed on time.	At least 90%.	●	●	●	○	Planning and Delivery.
2.3.4	Local community groups are positively engaged to support the achievement of shared objectives.	Deliver Communications and Engagement Strategy.	% of scheduled comms and engagement activities completed on time.	At least 95%.	●	●	●	○	People and Performance.
2.3.5	Regional collaboration informs policy and innovative approaches to priority issues.	Participate in regional forums with key stakeholders to inform local policy.	Number and nature of forums participated in.	At least four per year.	●	●	●	○	General Manager.
			Nature of policy outcomes achieved.	Report by occurrence.	●	●	●	○	General Manager.

3. Our people



Delivery priorities include:

- Forecasting future workforce skill needs and finding solutions to fill skills gaps
- Further enhancing our leadership culture
- Creating opportunities for our staff to learn and develop skills that are needed for achieving our organisational objectives
- Being an employer our employees are proud to work for.

● Action for the year. ○ Not an action for the year, or action completed.

Rtef	Delivery objectives	Activities to get there	What is being measured	Target	Timing				Lead group
					Y1 22/23	Y2 23/24	Y3 24/25	Y4 25/26	
3.1 Our future workforce requirements are confirmed									
3.1.1	We know our workforce and skills requirements to achieve our Delivery Program commitments.	Refresh and implement the Workforce Management Strategy and action plan taking into account the human resources required by the Delivery Program.	% of scheduled workforce development activities completed on time.	100%	●	●	●	○	People and Performance.
3.2 Innovative solutions are applied to addressing skills gaps									
3.2.1	Specialist and hard-to-recruit skills are available to Rous when needed.	Refresh and implement the Workforce Management Strategy and action plan taking into account specialist and hard-to-recruit skills.	% of scheduled workforce development activities completed on time.	100%	●	●	●	○	People and Performance.
3.3 Leadership is facilitated across the organisation									
3.3.1	Our leaders and emerging leaders are provided with development opportunities.	Refresh and implement the Workforce Management Strategy and action plan having regard to leadership development.	% of scheduled workforce development activities completed on time.	100%	●	●	●	○	People and Performance.

Rtef	Delivery objectives	Activities to get there	What is being measured	Target	Timing				Lead group
					Y1 22/23	Y2 23/24	Y3 24/25	Y4 25/26	
3.4 We are recognised as an employer of choice									
3.4.1	Our staff are proud to work for Rous.	Refresh and implement the Workforce Management Strategy and action plan to take into account workplace culture and employee satisfaction.	% of scheduled workforce development activities completed on time.	100%					People and Performance.
3.4.2	Our workplace is accessible, inclusive and safe.	Refresh and implement: <ul style="list-style-type: none"> the Workforce Management Strategy the Disability Inclusion Action Plan our Work Health and Safety protocols. 	% of scheduled access, inclusion and safety activities completed on time.	100%					People and Performance.

4. Leadership and innovation



Delivery priorities include:

- Confirming our leadership role in the region for water supply, weed biosecurity and flood mitigation
- Providing a more consistent and cohesive service delivery model to our constituent councils
- Exploring new technologies and approaches as solutions to addressing service delivery issues
- Responding proactively to a changing regulatory environment.

● Action for the year. ○ Not an action for the year, or action completed.

Ref	Delivery objectives	Activities to get there	What is being measured	Target	Timing				Lead group
					Y1 22/23	Y2 23/24	Y3 24/25	Y4 25/26	
4.1	Be recognised for leadership in what we do								
4.1.1	Embed reconciliation in Rous's culture through its people and partners.	Deliver Council's Reconciliation Action Plan.	% of scheduled reconciliation activities completed on time.	At least 90%.	●	●	●	○	Planning and Delivery.
4.1.2	Demonstrate effective leadership through the delivery of our commitments and reporting on our progress and results.	Deliver the commitments of this Delivery Program and report annually to our regional community and key stakeholders on our progress and results.	% of adopted Delivery Program delivered.	100%	●	●	●	○	People and Performance.
			# of annual reports published.	3 during this shorter term.	●	●	●	○	People and Performance.
4.1.3	Business efficiencies are achieved through service delivery on behalf of and in partnership with our constituent councils.	Deliver feasibility study and recommendations related to end-to-end water supply and sewerage authority role for Rous.	Status of feasibility study.	Completed by June 2025.	○	○	●	○	General Manager.

Ref	Delivery objectives	Activities to get there	What is being measured	Target	Timing				Lead group
					Y1 22/23	Y2 23/24	Y3 24/25	Y4 25/26	
4.2 Effective use of technology supports the achievement of organisational objectives									
4.2.1	Our business systems and data support us to achieve organisational results.	Deliver Information and Communications Technology Strategic Plan to support our processes, planning and operations.	% of scheduled ICT activities completed on time.	At least 90%.	●	●	●	○	Corporate and Commercial.
4.2.2	Finding and promoting opportunities for technology alignment and compatibility across our region's councils.	Identify opportunities for technology alignment with our constituent councils and pursue efficiencies that may arise from these opportunities.	Review constituent council's control systems (hardware and software) and develop a position paper on pursuing opportunities for alignment.	December 2023.	●	●	●	○	Corporate and Operations.
4.3 We embrace innovation and continually improve the way we do business									
4.3.1	Successful consolidation of Rous administration and depots, achieving business improvements and optimisation.	Fit out and create a fit for purpose space at Gallans Road, Ballina.	Organisation consolidated to key strategic locations based on masterplan.	Masterplan complete and on ground works underway by June 2023.	●	○	○	○	General Manager.
		Complete a masterplan for consolidation of administration buildings and depots.			●	○	○	○	General Manager.
4.3.2	Continuous improvement in our delivery of a bulk water supply.	Deliver bulk water to our constituents in line with our Service Level Agreements.	% of Service Level Agreement obligations met.	100%	●	●	●	○	Operations.
4.3.3	Proactive contribution as part of a regional response to flood mitigation.	Confirm Rous's flood mitigation role in the region and deliver agreed responsibilities.	% of scheduled flood mitigation activities delivered.	At least 90%.	●	●	●	○	Planning and Delivery.



04.

Operational Plan

2022–2023



Acknowledgement

We acknowledge the importance of tradition, history and culture to Aboriginal people including the existence of unknown stories held by First Nations Peoples. As an organisation that works with water and land, we acknowledge and value Aboriginal and Torres Strait Islander sustainability practices in land and culture and acknowledge our responsibility to work together with the Traditional Custodians of land and waterway areas managed by Rous County Council.

We acknowledge this relationship and deeply value Aboriginal and Torres Strait Islander traditional laws, knowledge and lessons about places and sustainability. Through our reconciliation activities, we aim to restore ecological, cultural, and social values that are unique to our region.

Foreword

On behalf of Rous County Council, I am pleased to present our Operational Plan for 2022-2023.

This Operational Plan describes the actions Council will undertake in the 2022-23 financial year towards meeting the commitments of the Delivery Program. The Delivery Program is our Council's commitment about what will be delivered during this Council term to achieve the strategic objectives established in our Business Activity Strategic Plan.

This Operational Plan will be resourced through the annual Budget and Statement of Revenue Policy (available on Council's website).

2022-23 will see Council and the region we serve focusing on recovery and rebuilding following the significant flood events that affected our region in early 2022. While this context shapes our focus and demands our attention, we will continue to deliver our core functions of bulk water supply, weed biosecurity and flood mitigation to support our local communities.

2022-23 will see Rous take a significant step forward in its evolution since being formed in 2016. Council will consolidate its administrative and several depot sites to a single site at Gallans Road, Ballina. This consolidation will enable business efficiencies and service improvements and bring our staff team together under one roof for the first time.

We look forward to continuing to deliver quality services to our communities across the region during 2022-23.

Phillip Rudd
General Manager



Our leadership team



Phillip Rudd
General Manager



Guy Bezrouchko
*Group Manager
Corporate and Commercial*



Helen McNeil
*Group Manager
People and Performance*



Andrew Logan
*Group Manager
Planning and Delivery*



Adam Nesbitt
*Group Manager
Operations*



Disclaimer and copyright

This document has been prepared in good faith and is considered true and correct at the time of publication. We do not warrant or represent that it is free from error or omission or that it is exhaustive. Before you rely on any information in this document you should contact us first to check that it is still current.

We do not accept any liability in relation to the quality, accuracy, or information in this document. You may copy, distribute, display and otherwise freely deal with this document and the information in it on the condition that you acknowledge Rous County Council as the author with '© Rous County Council 2022'. If you want to use the document for a commercial purpose, you must obtain our written permission first.

This document is publicly available at www.rous.nsw.gov.au

© Rous County Council 2022.

Contact

You can contact us:

by phone: (02) 6623 3800

by email: council@rous.nsw.gov.au

or by visiting our office:
Level 4, 218-232 Molesworth Street,
Lismore NSW 2480

How will the Operational Plan be realised?

See our:

- Annual Budget and Statement of Revenue Policy
- Resourcing Strategy: 2022-2032.

These documents (and reporting of their progress and Rous's performance) can be found on Council's website: www.rous.nsw.gov.au

Version	Purpose and description	Date adopted by Council	Resolution no.
0.1	Draft Delivery Program 2022-2025 endorsed at 11 May 2022 Council meeting for public consultation.	11/05/2022	17/22
1.0	Endorsed by Council at its meeting 15/06/2022	15/06/2022	28/22

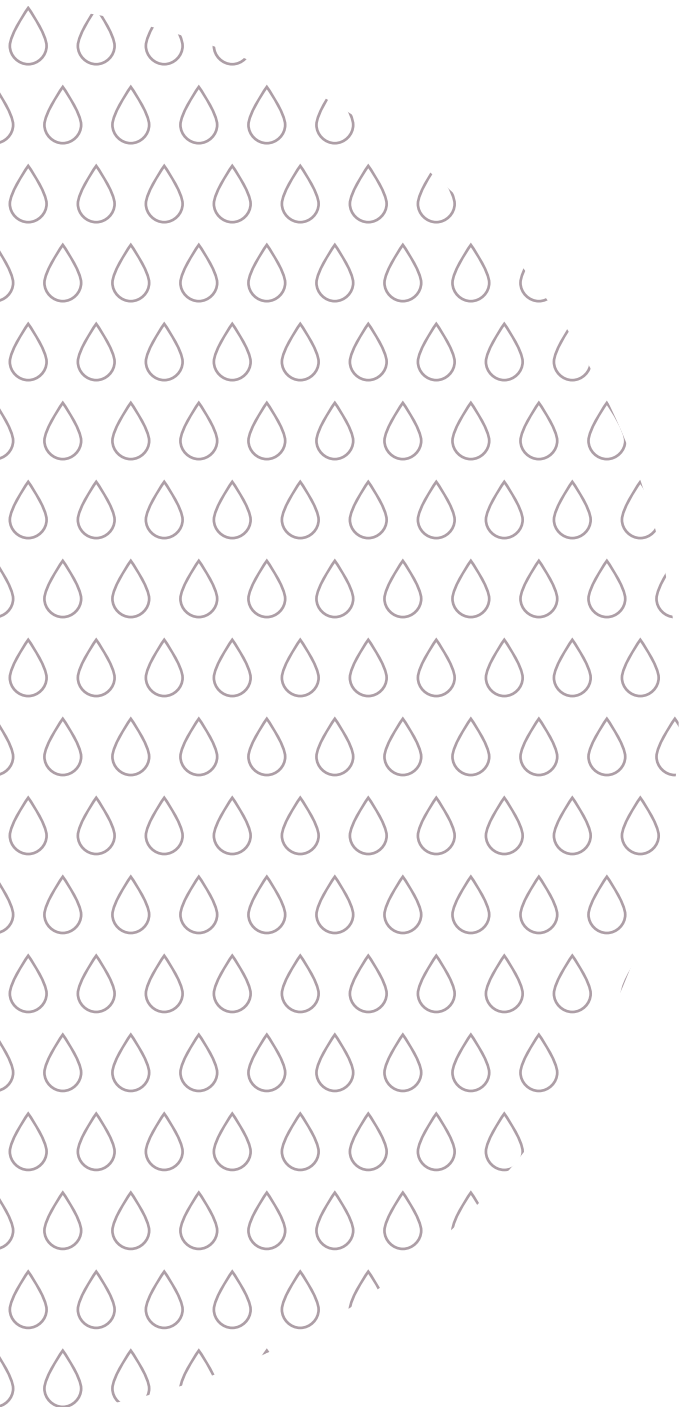
A new annual Operational Plan will be prepared to commence at the beginning of each new financial year.

Contents



Foreword	108
Our leadership team	109
About us	113
Introduction	114
Where are we now?	115
Our Operational Plan	116
1. Sustainable delivery	117
2. External relationships	121
3. Our people	124
4. Leadership and innovation	126





Our Mission

Partner with our constituent councils to provide quality services that support a sustainable and productive region.

Our Vision

Thrive and evolve as a valued regional service provider.

Our Values

Staff developed and adopted a set of values that we use as a guide for how we act and behave:

- **Safety** – safety first 24/7
- **Teamwork** – one team, one purpose
- **Accountability** – own it, solve it, achieve it
- **Respect** – be honest, be fair.

About us

Rous is a county council created under the *Local Government Act 1993*, with three core functions that it undertakes for the local councils of the areas within which it operates (known as constituent councils).



Bulk water supply

- Regional water supply authority providing water in bulk to the council areas of Ballina (excluding Wardell), Byron (excluding Mullumbimby), Lismore (excluding Nimbin), and Richmond Valley (excluding land to the west of Coraki).
- Regional supply network includes approximately 40,100 connections within the reticulation areas of the constituent councils, and around 2,030 retail connections to the Rous trunk main system. A population of over 100,000 is serviced by this water supply system with the actual area of operations being approximately 3,000km².
- Principal water supply source is Rocky Creek Dam, situated 25 kilometres north of Lismore near the village of Dunoon.

Weed biosecurity

- Local Control Authority responsible for administering the *Biosecurity Act 2015*, working with landholders and the community throughout the region to address weed biosecurity matters.
- Undertake a wide range of activities to combat the spread of targeted weeds across the local government areas of Ballina, Byron, Lismore and Richmond Valley (including on behalf of Kyogle and Tweed Shire as part of a fee for service arrangement).

Flood mitigation

- Flood Mitigation Authority operating across the Ballina, Lismore and Richmond Valley local government areas.
- Responsible for the construction and replacement of a range of flood mitigation infrastructure, mostly in rural areas, including the routine maintenance of canals and floodgates and related natural resource management activities.

What else do we do?

We have some commercial property interests as well as owning and operating a water laboratory in Lismore (Richmond Water Laboratories).

Introduction



This Operational Plan details the activities and actions Rous will undertake during this financial year to achieve our Delivery Program commitments. The Operational Plan identifies the programs, projects, capital works and other activities we will deliver this year within our annual budget.

The Plan is underpinned by the social justice principles of access, equity, participation and rights – ensuring fairness in all that we do.

The themes and direction established in our Business Activity Strategic Plan and Delivery Program flow through to this Operational Plan:

Business Activity Strategic Plan: A snapshot	
Theme	What does it mean? What does it look like?
1. Sustainable delivery	<ul style="list-style-type: none"> • Sustainable service provision in relation to water supply, flood mitigation and weeds management. • Financial sustainability of the organisation (including in relation to its workforce and asset management responsibilities). • Environmental sustainability in relation to our operations. • Planning for and responding to climate change impacts in the environment.
2. External relationships	<ul style="list-style-type: none"> • Relationships Rous has with constituent councils, customers and the broader Northern Rivers community, State and Commonwealth government. • Opportunities for partnerships and collaboration to achieve desired outcomes for our customers and community more effectively and efficiently.
3. Our people	<ul style="list-style-type: none"> • Our workforce – ensuring we have the right people with the right skills in the right place to achieve our objectives within a Values-based culture. • Creating a working environment and a workplace culture where our people value their work and feel valued by the organisation and its customers.
4. Leadership and innovation	<ul style="list-style-type: none"> • Our role as a regional leader. • How we conduct ourselves as an organisation. • How we use technology and apply innovation to be more effective and efficient.

Where are we now?



The table below provides a summary of the operating environment for Rous County Council in 2022/23, as well as identifying some of the key challenges and opportunities facing Council that the Delivery Program and this Operational Plan help to address, contributing to the achievement of our strategic objectives.

Key themes	Key challenges and opportunities
1. Sustainable delivery	<ul style="list-style-type: none"> • We are seeing climate change impacts, including increases in weed infestations, sea level rises affecting the performance of our flood mitigation assets, and more extreme flood and drought events. • Opportunity to clarify Rous's role in relation to flood mitigation in the context of our relationship with others. • The region's growth will continue to impose pressure on Council's infrastructure. • Opportunities for simplifying and streamlining organisational processes and governance in an increasingly regulated sector. • Risk to water availability if Rous is unable to supply enough water to a growing population (increasing water restrictions may result). • Effective identification and mitigation of uncertainty to ensure Rous can meet its objectives.
2. External relationships	<ul style="list-style-type: none"> • Low level of community awareness and understanding about Rous's role and services. • Opportunity to enhance partnerships with constituent councils to complement each other's work (e.g. through joint planning, stakeholder engagement, resource sharing). • Rous has differing and fragmented roles across its operational footprint. • Opportunity to lead and deliver targeted engagement and education outcomes.
3. Our people	<ul style="list-style-type: none"> • Attraction, retention and succession planning challenges. • Pressure of increased training requirements. • Adequacy and appropriateness of facilities for a growing organisation. • Promote a safety culture supported by effective, efficient and practical safe systems of work.
4. Leadership and innovation	<ul style="list-style-type: none"> • Opportunity to move from just a service provider function to take on more of a regional leadership role for those matters relating to our core business. • There is no centralised funded authority that oversees the health of the Richmond River system. • A revised best practice framework is being developed for water in NSW. • State Government policy lags contemporary approaches to water, and State Government planning does not always align with local strategic planning.

Our Operational Plan

Where do we want to be at the end of this financial year?

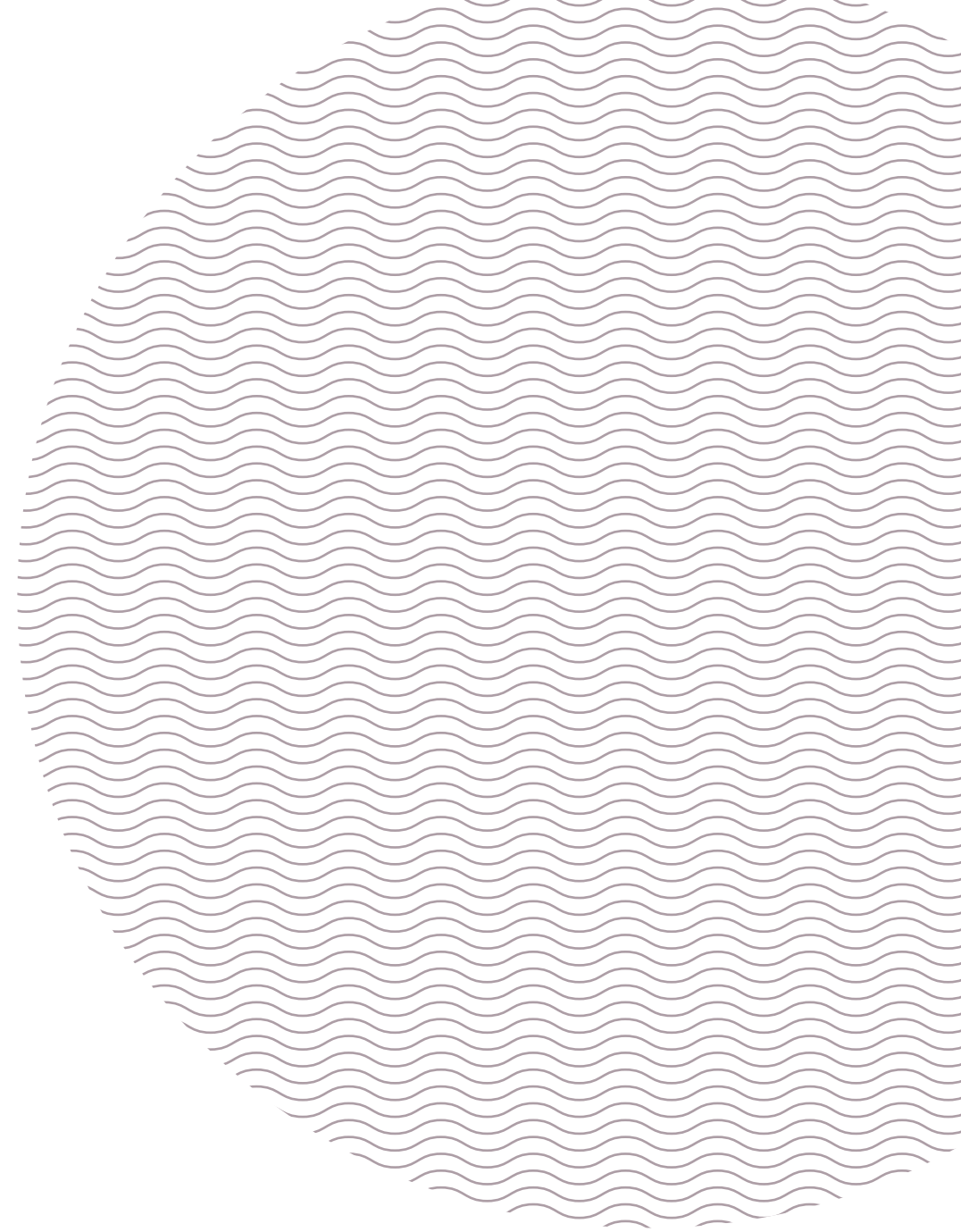
(our financial year goals).

How will we get there?

(our projects, programs, actions and budget considerations).

How we will know we are on track?

(a measure or indicator that provides a way of assessing whether our projects, programs and actions are effective).



1. Sustainable delivery



Business priorities include:

- Contributing to the protection and enhancement of our region's environment and natural resources.
- Taking steps to strengthen our response to climate change impacts and reducing our carbon emissions.
- Planning for future demands as our region's population grows.
- Sustainably using our available resources.
- Sound business planning and ongoing improvement.

Ref	Delivery objectives	2022-23 actions	What is being measured	Target	Who
1.1	A healthy environment				
1.1.1	Environmentally responsible procurement.	Develop a procurement strategy and review existing policy to focus on waste minimisation and environmental impact.	Revised strategy and policy adopted.	By June 2023.	Governance and Risk Manager.
		Review local supplier relationships and resourcing of specialist procurement arrangements.		By June 2023.	Governance and Risk Manager.
1.1.2	Sustainable river system health through natural resource management.	Undertake scheduled 2022-23 actions of the Catchment and Coastal Zone Management plans.	% of scheduled actions completed.	At least 90%.	Catchment and Cultural Awareness Manager.
		Continue to deliver the Active Floodgate Management Program – highlighting the expected improvement to water quality.	(i) All required training of landowner volunteers completed.	By June 2023.	Floodplain Officer.
			(ii) All required plans reviewed and updated.	By June 2023.	Floodplain Officer.
1.1.3	Enhance the region's biosecurity through combatting the spread of targeted weeds.	Deliver scheduled 2022-23 actions of the Weed Action Plan.	% of scheduled actions completed.	At least 95%.	Weed Biosecurity and Bush Regeneration Manager.
		Liaise with constituent councils about possible Rous role in fee for service weed control in local parks, reserves and roadsides.	Explore opportunities, cost options and discuss with constituents.	By June 2023.	Weed Biosecurity and Bush Regeneration Manager.

Ref	Delivery objectives	2022-23 actions	What is being measured	Target	Who
1.2	Responding to climate change				
1.2.1	Achieve carbon neutrality.	Prepare Renewable Energy and Emissions Reduction Plan.	Plan development phase completed.	By June 2023.	Strategic Planning Engineer.
		Install solar panels at Nightcap Water Treatment Plant.	Panels installed and operational.	By June 2023.	Group Manager Operations.
		Plant trees to contribute to offsetting our carbon emissions.	# of trees planted.	Subject to Plan outcomes.	Catchment and Cultural Awareness Manager. Weed Biosecurity and Bush Regeneration Manager.
1.2.2	We are prepared and able to respond to climate change impacts.	Collate and analyse data to inform the Strategic Review of Flood Mitigation.	Collation and analysis complete.	By June 2023.	Strategic Planning Engineer.
		Review and identify the challenges to reducing the natural resource impact of flood mitigation assets in a changing climate.	Discussion paper prepared.	By June 2023.	Floodplain Officer.
1.3	Water security, quality and sustainable consumption				
1.3.1	Short-term (to 2040) water supply demands are able to be met.	Undertake scheduled 2022-23 actions of the Future Water Project.	% of scheduled actions completed.	At least 90%.	Future Water Program Manager.
		Administer residential rainwater tank rebates.	# of rebates processed.	Report by occurrence.	Water Sustainability Officer.
		Monitor water quality to ensure compliance with Australian Drinking Water Standards.	# of occasions of non-compliance.	Zero.	Dams and Treatment Manager. Operations Engineering Manager.
		Prepare and implement a Future Water stakeholder engagement strategy.	Engagement strategy endorsed by Leadership Team and ready for implementation.	December 2022.	Future Water Program Manager.
		Prepare and implement a project plan for the planning and investigations of a groundwater scheme at Tyagarah.	Plan drafted for internal consultation.	By June 2023.	Future Water Program Manager.

Ref	Delivery objectives	2022-23 actions	What is being measured	Target	Who
1.3	Water security, quality and sustainable consumption (continued)				
1.3.2	Source options to meet long-term (beyond 2040) water supply demands are better understood.	Undertake further investigations of Stage 3 source options to support future decision making.	Study commenced in accordance with project plans.	By June 2023.	Future Water Program Manager.
1.3.3	Our water supply is valued and used responsibly.	Undertake scheduled 2022-23 actions for the Regional Demand Management Plan.	% of scheduled actions completed.	At least 90%.	Water Sustainability Officer.
		Design a behaviour-change pilot program to understand community attitudes to responsible water use.	Consultant engaged and initial program designed.	By June 2023.	Water Sustainability Officer.
		Implement the Water Loss Management Plan.	% of scheduled 2022-23 actions completed.	At least 90%.	Infrastructure Program Manager.
		Continue implementation of smart metering and backflow prevention program for retail customers.	Contractors engaged and on ground works commenced.	By March 2023.	Smart Metering Project Manager.
1.3.4	The region's water supply capacity is enhanced.	Identify a preferred location and concept for a purified recycled water plant.	Preferred location identified with an associated concept.	June 2023.	Recycled Water Project Manager.
1.4	A sustainable Council				
1.4.1	Our resources are planned, prioritised and implemented to ensure Rous's sustainability.	Undertake scheduled actions within the 2022-23 Resourcing Strategy (financial, asset and human resources).	% of scheduled actions completed.	At least 90%.	Finance Manager (financial actions). Asset Management Systems Officer (asset actions). People and Culture Manager (human resources actions).
		Deliver the 2022-23 Capital Works program.	% of program completed. % of spending achieved.	At least 80% At least 80% of funds committed or spent.	Infrastructure Program Manager. Dams and Treatment Engineering Manager. Operations Engineering Manager.

Ref	Delivery objectives	2022-23 actions	What is being measured	Target	Who
1.4	A sustainable Council (continued)				
1.4.2	Rous's revenue stream is strengthened.	Prepare Development Servicing Plan for Bulk Water Supply, including a review of water charges.	Plan adopted.	By December 2022.	Planning and Development Engineer.
		Update the Business Plan for Richmond Water Laboratories.	Plan completed and endorsed.	By December 2022.	Richmond Water Laboratories Business Manager.
1.4.3	A positive risk management culture is embedded and sustained.	Review the currency and operability of Emergency Response plans following recent major flood events.	Review complete.	By June 2023.	Enterprise Risk Coordinator.
		Update Council's Risk Management Plan and review the Risk Register to respond to outcomes of recent major flood events.	Plan and Register updated.	By June 2023.	Enterprise Risk Coordinator.
1.4.4	Ongoing service reviews, audits and business improvements achieve enhanced organisational outcomes.	Complete prioritised service reviews based on recommended focus areas identified by Audit, Risk and Improvement Committee.	# of service reviews completed.	At least 1.	Governance and Risk Manager.
			% of review recommendations implemented.	At least 50% within 12 months of date of recommendation.	
		Embed a business process management framework to drive continuous improvement.	Process taxonomy completed with clear ownership.	By mid 2023.	Innovation and Change Team Leader.
			Key process improvement opportunities identified.	By end 2023.	Innovation and Change Team Leader.
		Participate in Performance Audits conducted by the NSW Audit Office.	# of audits participated in.	Report by occurrence and outcomes.	Finance Manager.
		Review and align all proactive operational maintenance plans for water and flood assets as part of ongoing improvements to service.	All operational maintenance plans reviewed, updated and implemented.	By June 2023.	Operations Engineering Manager. Dams and Treatment Engineering Manager.

2. External relationships



Business priorities include:

- Building community understanding of the breadth of functions and results that Council delivers across the region.
- Being well positioned to respond to the diversity of our communities' needs and aspirations.
- Ensuring we proactively and positively engage with our constituent councils so that they understand and support our future direction.
- Maintaining strong relationships with others to promote positive business, environment and community outcomes.
- Being well positioned to win State Government funding opportunities.
- Sound business planning and ongoing improvement.

Ref	Delivery objectives	2022-23 actions	What is being measured	Target	Who
2.1	Strong and mutually respectful relationships with our constituent councils				
2.1.1	Effective collaboration and communication with our constituent councils.	Undertake a survey with our constituent councils to best understand points of engagement for planning, collaboration and delivery.	Survey completed.	By March 2023.	Customer and Communications Manager.
2.2	People across our region understand the work that we do				
2.2.1	Communities across our region are kept informed of Rous's work and have opportunities to engage with us.	Develop and implement a Communications and Engagement Strategy.	Strategy adopted.	By August 2022.	Customer and Communications Manager.
			% of scheduled actions completed.	At least 90%.	Customer and Communications Manager.
		Identify target businesses for the Sustainable Water Partnership pilot program.	Spread across target groups.	At least 2 target groups.	Water Sustainability Officer.
		Provide opportunities for engagement through face-to-face activities, social media, website and customer service offerings.	Increase in social media followers.	At least 200.	Customer and Communications Manager.
		Monitor Rous website to ensure content complies with WCAG level AA standards.	Compliance.	100%	Customer and Communications Manager.
	Provide timely and accurate information using appropriate media.	Number of media releases. Number of social media posts.	No target. Report by occurrence.	Customer and Communications Manager.	

Ref	Delivery objectives	2022-23 actions	What is being measured	Target	Who
2.2	People across our region understand the work that we do (continued)				
2.2.1	Communities across our region are kept informed of Rous's work and have opportunities to engage with us.	Support Rous projects and activities through the development and implementation of communication and marketing campaigns.	Number of projects and activities supported.	No target. Report by occurrence.	Customer and Communications Manager.
2.3	Our working relationships with political, regulatory and industry stakeholders are effective and achieve results				
2.3.1	Our positive working relationships support the achievement of regional outcomes.	Pursue funding opportunities that support agreed regional objectives where delivery is primarily Rous's responsibility.	\$ value of funding received.	At least \$100,000.	General Manager.
		Actively participate in the Northern Rivers Joint Organisation.	% of scheduled meetings attended.	100%	General Manager.
2.3.2	Water consuming businesses and industry are engaged to promote sustainable water consumption.	Undertake scheduled 2022-23 actions of the Regional Demand Management Plan.	% of scheduled Rous's actions completed.	At least 90%.	Water Sustainability Officer.
2.3.3	Local Aboriginal history and culture is respected, and we positively engage with our First Nations communities.	Review and update Rous's Reconciliation Action Plan.	Review completed and revised RAP adopted.	By June 2023.	Catchment and Cultural Awareness Manager.
2.3.4	Local community groups are positively engaged to support the achievement of shared objectives.	Undertake scheduled 2022-23 actions of the Communications and Engagement Strategy.	% of scheduled actions completed.	At least 90%.	Customer and Communications Manager.

Ref	Delivery objectives	2022-23 actions	What is being measured	Target	Who
2.3	Our working relationships with political, regulatory and industry stakeholders are effective and achieve results (continued)				
2.3.5	Regional collaboration informs policy and innovative approaches to priority issues.	Actively contribute to the Weeds and Pest Advisory Committees as part of our flood and water policy contribution.	# of meetings participated in.	At least 90%.	Weed Biosecurity and Bush Regeneration Manager.
			Nature of outcomes achieved.	Report by occurrence.	Weed Biosecurity and Bush Regeneration Manager.
		Collaborate with State and other agencies including Health, Local Land Services, Dept of Primary Industries and Water Services Association of Australia.	Nature of collaboration outcomes.	Report by occurrence.	Weed Biosecurity and Bush Regeneration Manager. Dams and Treatment Engineering Manager.

3. Our people



Business priorities include:

- Forecasting future workforce skill needs.
- Being an employer our employees are proud to work for.
- Creating opportunities for our staff to learn and develop skills that are needed for achieving our organisational objectives.

Ref	Delivery objectives	2022-23 actions	What is being measured	Target	Who
3.1 Our future workforce requirements are confirmed					
3.1.1	We know our workforce and skills requirements to achieve our Delivery Program commitments.	Review and redesign recruitment strategies and techniques to target hard-to-recruit roles.	Recruitment strategy designed and implemented.	By 31 March 2023.	People and Culture Manager.
3.2 Innovative solutions are applied to addressing skills gaps					
3.2.1	Specialist and hard-to-recruit skills are available to Rous when needed.	Implement Workforce Management Plan actions related to filling hard-to-recruit roles.	% of positions advertised and filled following recruitment process.	At least 90%.	People and Culture Manager.
		Complete staff skills and interests inventory through annual performance appraisal process.	Inventory completed.	By 31 January 2023.	People and Culture Manager.
		In collaboration with constituent councils, identify and implement talent sharing opportunities.	# of talent sharing solutions achieved.	Report by occurrence.	People and Culture Manager.
3.3 Leaders at all levels					
3.3.1	Our leaders and emerging leaders are provided with development opportunities.	Implement leadership development actions of the Workforce Management Plan.	% of scheduled actions completed.	At least 90%.	People and Culture Manager.

Ref	Delivery objectives	2022-23 actions	What is being measured	Target	Who
3.4	We are recognised as an employer of choice				
3.4.1	Our staff are proud to work for Rous.	Recognise and celebrate achievements and staff contributions through regular staff communications.	% of staff who report being proud to work for Rous.	At least 90%.	Customer and Communications Manager.
3.4.2	Our workplace is accessible, inclusive and safe.	Develop new Disability Inclusion Action Plan.	Plan finalised and approved.	30 June 2023	People and Culture Manager.
		Review the Work Health and Safety Management System.	Review completed.	By December 2022.	Health Safety and Environment Coordinator.
		Implement Council's Health Safety and Environment policy and systems.	Employee days lost.	0 lost time injuries.	Health Safety and Environment Coordinator.
			Incident and hazard reporting.	Upward trend.	Health Safety and Environment Coordinator.
			% of Vault modules implemented.	(i) 100%	Health Safety and Environment Coordinator.
(ii) No paper-based business processes.					

4. Leadership and innovation



Business priorities include:

- Confirming our role as a regional leader.
- Expanding Rous's role in the region to provide a more consistent and cohesive service delivery model on behalf of our constituent councils.
- Exploring new technologies and approaches to addressing regional issues where Council may contribute to the solution.
- Responding proactively to a changing regulatory environment.

Ref	Delivery objectives	2022-23 actions	What is being measured	Target	Who
4.1 Be recognised for leadership in what we do					
4.1.1	Embed reconciliation in Rous's culture through its people and partners.	Undertake scheduled 2022-23 actions of the Reconciliation Action Plan.	% of scheduled actions completed.	At least 90%.	Catchment and Cultural Awareness Manager.
4.1.2	Demonstrate effective leadership through the delivery of our commitments and reporting on our progress and results.	Prepare an annual Operational Plan, Budget and Annual Report to demonstrate Council's progress in achieving its Delivery Program commitments.	2023-24 Operational Plan and Budget adopted.	By June 2023.	Group Manager People and Performance. Finance Business Partner.
			2021-22 Annual Report published.	By 30 November 2022.	Customer and Communications Manager.
		Report on Service Level Agreement implementation and performance.	Reports provided to constituent councils.	6-monthly.	Group Manager Operations.
4.2 Effective use of technology supports the achievement of organisational objectives					
4.2.1	Our business systems and data support us to achieve organisational results.	Undertake scheduled 2022-23 actions of the Information and Communications Technology Plan.	% of scheduled actions completed.	At least 90%.	ICT Manager.
		Introduce a streamlined timesheet process for 70hr per fortnight staff.	Time spent on timesheet preparation.	At least 50% reduction in time spent by staff.	People and Culture Manager.

Ref	Delivery objectives	2022-23 actions	What is being measured	Target	Who
4.2	Effective use of technology supports the achievement of organisational objectives (continued)				
4.2.2	Finding and promoting opportunities for technology alignment and compatibility across our region's councils.	Establish a joint Technology Register with constituent councils to support achievement of procurement savings and efficiencies.	Register in place.	By June 2023.	ICT Manager. Dams and Treatment Engineering Manager.
4.3	We embrace innovation and continually improve the way we do business				
4.3.1	Successful consolidation of Rous administration and depots to achieve business improvements and optimisation.	Finalise consolidation plan and commence relocation to Gallans Road site.	Staff relocation commenced.	By September 2022.	Relocation Coordinator.
4.3.2	Continuous improvement in our delivery of a bulk water supply.	Review and update all operational maintenance plans for bulk water assets.	Number of scheduled actions completed .	All maintenance plans reviewed and updated.	Group Manager Operations.
4.3.3	Proactive contribution as part of a regional response to flood mitigation.	Actively participate and respond to formal inquiries and other studies into the regional floods of 2022.	Responses provided to public inquiries and where invited for non-public inquiries.	At every opportunity.	Group Manager Planning and Delivery.
		Progress discussions with Lismore City Council regarding the long-term arrangements for the Lismore Levee.	Revised draft MOU available for discussion.	By June 2023.	General Manager.

