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BUSINESS PAPER

Ordinary Council Meeting

21 November 2023

Aaron Johansson
Chief Executive Officer

We hereby give notice that an Ordinary Meeting of Council will be held on:

Tuesday, 21 November 2023 at 6pm
in the Council Chambers, Civic Centre
184 - 194 Bourke Street, Goulburn

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Cr Peter Walker
Mayor

Aaron Johansson
Chief Executive Officer

1 OPENING MEETING

The Mayor will open the meeting and notify that this meeting is webcast live on the Council’s website.

2 ACKNOWLEDGEMENT OF COUNTRY

The following acknowledgement will be made by the Mayor or Chief Executive Officer.

“I would like to Acknowledge and pay our respects to the Aboriginal Elders both past and present, as well as emerging leaders, and Acknowledge the traditional custodians of the Land on which we meet today.”

3 COUNCILLORS DECLARATION AND/OR PRAYER

The Mayor will ask a Councillor to read either the following Declaration or Prayer on behalf of the Councillors present.

Declaration

“On behalf of the elected Councillors present here tonight I solemnly and sincerely declare and affirm that we will undertake the duties of the office of Councillor in the best interests of the people of Goulburn Mulwaree and that we will faithfully and impartially carry out the functions, powers, authorities and discretions vested in us to the best of our ability and judgement.”

OR

Prayer

“We thank thee, Lord, for this position of honour and trust. Give us the courage to serve our Council and community with honesty and integrity; and to discharge the duties entrusted to us for the common good of all mankind.”

4 APOLOGIES

The Mayor will call for any apologies.

Council will resolve to accept any apology.

5 APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS

Nil

6 ATTENDANCE BY AUDIO-VISUAL LINK BY COUNCILLORS

7 LATE ITEMS / URGENT BUSINESS

The Mayor will call for any Late Items, Information or Urgent Business.

Council may resolve to accept any late item, information or urgent business to be discussed and/or determined at this meeting.

8 DISCLOSURE OF INTERESTS

With reference to Chapter 14 Local Government Act 1993, and Council’s Code of Conduct, Councillors are required to declare any conflicts of interest in the matters under consideration by Council at this meeting.

9 PRESENTATIONS

Nil

10 PUBLIC FORUM

- (1) In accordance with Council's Public Forum Guideline, Council permits members of the public to address Council meetings in open forum at every Ordinary Council meeting.
- (2) A person wishing to address a meeting must contact staff in Council's Executive Section by 5.00pm [either in writing or via telephone call] on the day of the meeting and provide their name, their contact details and summary details of the item they wish to speak about.
- (3) The Mayor or Chairperson will call members of the public to address the meeting in accordance with the order of business. The address should be for no more than 5 minutes duration.
- (4) Members of the public addressing Council must abide by similar standards that apply to Councillors under the Council's Code of Conduct and this Code of Meeting Practice.
- (5) If a member of the public addressing the meeting fails to comply with the Mayor or Chairperson's call to order, the Mayor or Chairperson may withdraw that person's right to address the meeting.
- (6) In making the address:
 - a. If the chairperson is the Mayor he or she should be addressed as 'Mr Mayor' or 'Madam Mayor' or 'Mayor Surname'.
 - b. When the chairperson is not the Mayor they should be addressed as Mr. or Madam Chair or Mr. or Madam Chairperson.
 - c. Councillors must be addressed as 'Councillor Surname'.
 - d. Officers must be addressed as Mr. or Madam [job title or surname] e.g Mr. Chief Executive Officer.

The general standards that apply in Council's Code of Conduct and Code of Meeting Practice (Section 4) are applicable to addresses made by the public in Public Forum.

11 CONFIRMATION OF MINUTES

11.1 MINUTES OF THE ORDINARY MEETING OF COUNCIL HELD ON 17 OCTOBER 2023

Author: Chief Executive Officer

Authoriser: Aaron Johansson, Chief Executive Officer

Attachments: 1. Minutes of the Ordinary Meeting of Council held on 17 October 2023

RECOMMENDATION

That the Council minutes from Tuesday 17 October 2023 and contained in Minutes Pages No 1 to 17 inclusive and in Minute Nos 2023/234 to 2023/259 inclusive be confirmed.



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MINUTES

Ordinary Council Meeting

17 October 2023

Order Of Business

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	Nil	
6	Attendance by Audio Visual Link	5
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	Nil	
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	Nil	
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	Nil	
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	Nil	
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	Nil	
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17	Closed Session	17
	There were no closed session reports for determination.	
18	Conclusion of the Meeting	17

**MINUTES OF GOULBURN MULWAREE COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE COUNCIL CHAMBERS, CIVIC CENTRE, 184 - 194 BOURKE STREET,
GOULBURN
ON TUESDAY, 17 OCTOBER 2023 AT 6PM**

PRESENT: Mayor Peter Walker, Deputy Mayor Cr Steven Ruddell, Cr Andrew Banfield, Cr Carol James OAM, Cr Bob Kirk, Cr Michael Prevedello, Cr Daniel Strickland, Cr Jason Shepherd & Cr Andy Wood (Via Zoom)

IN ATTENDANCE: Aaron Johansson (Chief Executive Officer), Brendan Hollands (Director Corporate and Community Services), Scott Martin (Director Planning and Environment), Marina Hollands (Director Utilities), George Angelis (Director Operations), Shae Aliffi (Executive Support Officer)

1 OPENING MEETING

Mayor Peter Walker opened the meeting 6pm. The Mayor advised that the meeting would be webcast live.

2 ACKNOWLEDGEMENT OF COUNTRY

Mayor Peter Walker made the following acknowledgement.

“I would like to Acknowledge and pay our respects to the Aboriginal elders both past and present as well as emerging leaders, and Acknowledge the traditional custodians of the Land on which we meet today.”

3 COUNCILLORS DECLARATION AND/OR PRAYER

The opening prayer was read by Cr Jason Shepherd.

4 APOLOGIES

Nil

5 APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS

Nil

6 ATTENDANCE BY AUDIO VISUAL LINK

RESOLUTION 2023/234

**Moved: Cr Andrew Banfield
Seconded: Cr Carol James OAM**

That Cr Andy Wood attend the Council meeting virtually due to work commitments outside of the region.

CARRIED

7 LATE ITEMS / URGENT BUSINESS

RESOLUTION 2023/235

Moved: Cr Daniel Strickland

Seconded: Cr Bob Kirk

That item 16.22 Traffic Committee meeting minutes 5th October 2023 be prioritised to the first agenda item.

CARRIED

8 DISCLOSURE OF INTERESTS

Cr Steven Ruddell declared a significant conflict of interest in Item 16.9 “Request for Financial Assistance - Rotary Club of Goulburn” as he is the current President of the Rotary Club of Goulburn. Cr Steven Ruddell will leave the meeting while discussion on this item takes place.

Cr Andrew Banfield declared a pecuniary conflict of interest Item 16.8 “VP379771 Goulburn Mulwaree RUG Construction AC and Seal Work” as he is an employee of the Denrith Group of companies. Cr Banfield’s brother-in-law is also a Director of the Denrith Group of Companies. Cr Andrew Banfield will leave the meeting while discussions on this item takes place.

Cr Carol James OAM declared a significant/non-pecuniary conflict of interest in Item 16.9 “Request for Financial Assistance - Rotary Club of Goulburn” as she is a member of the Rotary Club of Goulburn. Cr Carol James OAM will leave the meeting while discussion on this item takes place.

Cr Peter Walker declared a significant/non-pecuniary conflict of interest in item 16.4 “Endeavour Industries - Recycling Service Contract” as he is a board member of Endeavour Industries. Cr Peter Walker will leave the meeting while discussion on this item takes place.

Cr Peter Walker declared a non-pecuniary/non-significant conflict of interest in Item 16.9 Request for Financial Assistance - Rotary Club of Goulburn” as he is a member of the Rotary Club of Goulburn. As the disclosure was not of a significant nature Cr Peter Walker remained in the meeting while discussion took place.

Director Planning & Environment Scott Martin declared a pecuniary conflict of interest in Item 16.2 “REV/0010/2122 - Planning Agreement for 35 Bonnett Drive, Goulburn” as his is an adjoining land owner. Scott Martin will leave the meeting while discussion on this item takes place.

Cr Jason Shepherd declared a non-pecuniary/non-significant conflict of interest in Item 16.32 “Councils Operational Update - July 2023” as the report mentions Marulan Quarry who have engaged his employer GHD to undertake consultancy work for them. However Cr Shepherd is not involved in the project and the Marulan Quarry is not the focus of the report. As the disclosure was not of a significant nature Cr Jason Shepherd remained in the meeting while discussion took place.

9 PRESENTATIONS

Nil

10 PUBLIC FORUM

Graeme Northey addressed Council on Item 16.22 Minutes of the Traffic Committee Meeting held on 5 October 2023.

11 CONFIRMATION OF MINUTES

11.1 MINUTES OF THE ORDINARY MEETING OF COUNCIL HELD ON 19 SEPTEMBER 2023

RESOLUTION 2023/236

Moved: Cr Michael Prevedello

Seconded: Cr Carol James OAM

That the Council minutes from Tuesday 19 September 2023 and contained in Minutes Pages No 1 to 44 inclusive and in Minute Nos 2023/200 to 2023/233 inclusive be confirmed.

CARRIED

12 MATTERS ARISING

Nil

13 MAYORAL MINUTE(S)

Nil

14 NOTICE OF MOTION(S)

Nil

15 NOTICE OF RESCISSION(S)

Nil

16 REPORTS TO COUNCIL FOR DETERMINATION

16.22 MINUTES OF THE TRAFFIC COMMITTEE MEETING HELD ON 5 OCTOBER 2023

RESOLUTION 2023/237

Moved: Cr Bob Kirk

Seconded: Cr Andy Wood

That:

- 1. The report from the Director Operations regarding the Traffic Committee minutes from Thursday 5 October 2023 be received.**
- 2. The Traffic Committee minutes from Thursday 5 October 2023 be confirmed.**
- 3. The report from the Road Safety and Traffic Officer on the Ongoing Task List be received and the information noted. Items marked as completed will be removed from the task list.**
- 4. The report on the programs and activities of the Road Safety and Traffic Officer for August to September 2023 be received and noted.**
- 5. The proposed removal of the permit parking scheme at Goulburn Base Hospital Precinct be deferred for further consideration by Councillors after community consultation.**
- 6. The raised pedestrian crossing (wombat) designs at Park Road, McDermott Drive, Goulburn and George Street, Marulan be noted.**

CARRIED

16.1 DA/0073/1920 - PLANNING AGREEMENT FOR 30B SLOANE STREET, GOULBURN**RESOLUTION 2023/238****Moved: Cr Michael Prevedello****Seconded: Cr Andrew Banfield****That:**

- 1. The report for the draft Planning Agreement associated with DA/0073/1920 for a 14 Torrens title lot subdivision at 30B Sloane Street, Goulburn be received.**
- 2. The draft Planning Agreement associated with DA/0073/1920 for a 14 lot Torrens title subdivision be placed on public exhibition for a minimum period of 28 days, in accordance with section 7.5(1) of the *Environmental Planning and Assessment Act 1979*.**
- 3. Subject to no submissions being received the Chief Executive Officer be given delegation to execute the Planning Agreement.**
- 4. Upon receipt of any submissions during the exhibition period the matter be reported back to the Council.**

Section 375A of the *Local Government Act 1993* requires General Managers to record which Councillors vote for and against each planning decision of the Council, and to make this information publicly available.

CARRIED

In Favour: Crs Andrew Banfield, Carol James OAM, Bob Kirk, Michael Prevedello, Steven Ruddell, Daniel Strickland, Jason Shepherd, Peter Walker and Andy Wood

Against: Nil

16.2 REV/0010/2122 - PLANNING AGREEMENT FOR 35 BONNETT DRIVE, GOULBURN

Director Planning and Environment, Scott Martin declared an interest in this item and did not remain in the room while discussions took place. Director Planning and Environment, Scott Martin left the meeting at 6.33pm

Resolution 2023/239

Moved: Cr Andrew Banfield

Seconded: Cr Michael Prevedello

That:

- 1. The report for the draft Planning Agreement associated with REV/0010/2122 for an 8 lot Torrens title subdivision at 35 Bonnett Drive, Goulburn be received.**
- 2. The draft Planning Agreement associated with REV/0010/2122 for an 8 lot Torrens title subdivision be placed on public exhibition for a minimum period of 28 days, in accordance with section 7.5(1) of the Environmental Planning and Assessment Act 1979.**
- 3. Subject to no submissions being received the Chief Executive Officer be given delegation to execute the Planning Agreement.**
- 4. Upon receipt of any submissions during the exhibition period the matter be reported back to the Council.**

Section 375A of the Local Government Act 1993 requires General Managers to record which Councillors vote for and against each planning decision of the Council, and to make this information publicly available.

CARRIED

In Favour: Crs Andrew Banfield, Carol James OAM, Bob Kirk, Michael Prevedello, Steven Ruddell, Daniel Strickland, Jason Shepherd, Peter Walker and Andy Wood

Against: Nil

Scott Martin returned to the meeting at 6.38pm.

16.3 HUME LINK PROJECT - ACQUISITION OF EASEMENTS OVER COUNCIL LAND**RESOLUTION 2023/240****Moved: Cr Carol James OAM****Seconded: Cr Andrew Banfield****That;**

- 1. The report from the Business Manager Property & Community Services on the Hume Link Project – Acquisition of Easement over Council land be received.**
- 2. Council accepts the amount of compensation offered and the general terms of the proposed acquisition of easement by Transgrid over Council land located at Pejar Dam, Crookwell Road, Wayo comprised in the following folio identifiers;**
 - Lot 1 DP252214
 - Lot 10 DP252214
 - Lot 11 DP252214
 - Lot 24 DP252214, and;
 - Lot 26 DP252214
- 3. The Chief Executive Officer be authorised to sign all documentation associated with Transgrid's proposed acquisition of easement over the parcels of land referred to in point 2 above as Council's authorised delegate under s377 of the *Local Government Act 1993*.**

CARRIED

Cr Andy Wood requested his vote be recorded against the motion.

16.4 ENDEAVOUR INDUSTRIES - RECYCLING SERVICE CONTRACT

Cr Peter Walker declared an interest in this item and took no part in the discussion or voting on the matter. At 6:53 pm, Cr Peter Walker left the meeting.

At 6.53pm, Cr Steven Ruddell took the chair.

RESOLUTION 2023/241**Moved: Cr Carol James OAM****Seconded: Cr Jason Shepherd****That**

- 1. The report from the Director Utilities on the Endeavour Industries Recyclable Waste Acceptance and Processes Services Contract be received.**
- 2. Council approve the extension of the contract for five years with the requested 8% increase in price.**
- 3. The Chief Executive Officer have the delegation to approve future price adjustments in line with the provisions in the contract.**

CARRIED

At 6:58 pm, Cr Peter Walker returned to the meeting.

At 6.58pm, Cr Steven Ruddell left the Chair. Cr Peter Walker then returned to the Chair.

16.5 VP 374635 DECCAN STREET & CLINTON STREET - AC WORKS**RESOLUTION 2023/242****Moved: Cr Bob Kirk****Seconded:Cr Daniel Strickland****That**

- 1. The report from the Project Engineer – Operations on the Deccan and Clinton Streets – AC Works contract be received.**
- 2. The Request for Quotation from Downer EDI Works Pty Ltd be accepted for VP374635 for the Deccan and Clinton Streets, AC Works, at a tender price of \$3,251,252.44 (GST inclusive) as outlined in the specification and documents in VP374635.**

CARRIED**16.6 VP342994 - SPRAYED BITUMINOUS SURFACING****RESOLUTION 2023/243****Moved: Cr Steven Ruddell****Seconded:Cr Jason Shepherd****That**

- 1. The report from the Business Manager of Works on the Sprayed Bituminous Surfacing contract be received.**
- 2. Council approves to establish Roadworx Surfacing Pty Ltd as the bitumen surfacing service provider to Council for a period of 24 months with the option to extend for an additional two one year extensions.**
- 3. Council delegate authority to the Chief Executive Officer to extend this contract by up to two one year extensions subject to satisfactory performance.**

CARRIED**16.7 VP358594 PLANT 0080 PATCH TRUCK****RESOLUTION 2023/244****Moved: Cr Bob Kirk****Seconded:Cr Steven Ruddell****That**

- 1. The report of the Operations Centre Manager for the replacement of Plant 0080 Patch Truck be received**
- 2. Council approves the purchase from Ausroad Manufacturing Pty Ltd for an Isuzu FXY 240-350 Truck with an Ausroad Jetmaster Body at a cost of \$648,185.00 (excl. GST).**
- 3. Unexpended funds be carried forward to 2024-2025 financial year budget and additional funds are allocated from the Plant Replacement Reserve to fund the budget shortfall.**
- 4. Funds be allocated from Plant Reserve within the 2024/25 Budget to fund additional \$88,185.00 excl. GST from original 2023/24 Heavy Fleet Replacement Program Budget.**

CARRIED

16.8 VP379771 GOULBURN MULWAREE COUNCIL RUG CONSTRUCTION AC AND SEAL WORK

Cr Andrew Banfield declared an interest in this item and took no part in the discussion or voting on the matter. At 7:07 pm, Cr Andrew Banfield left the meeting.

RESOLUTION 2023/245

Moved: Cr Daniel Strickland
Seconded: Cr Carol James OAM

That

- 1. The report from the Director Utilities on the Goulburn Mulwaree Council RUG Construction AC Seal Works be received.**
- 2. The RFQ from Downer EDI Pty Ltd be accepted in accordance with the specifications and tender documents for VP379771 for the lump sum price of \$363,549.81 (incl GST).**

CARRIED

At 7:09 pm, Cr Andrew Banfield returned to the meeting.

16.9 REQUEST FOR FINANCIAL ASSISTANCE - ROTARY CLUB OF GOULBURN

Cr Steven Ruddell and Cr Carol James OAM declared an interest in this item and took no part in the discussion or voting on the matter. At 7:09 pm, Cr Steven Ruddell & Cr Carol James OAM left the meeting.

RESOLUTION 2023/246

Moved: Cr Jason Shepherd
Seconded: Cr Daniel Strickland

That

- 1. The report from the Director Corporate & Community Services on the Request for Financial Assistance – Rotary Club of Goulburn be received.**
- 2. Council provides in-kind support of \$1,191.00 (inc. GST), representing 50% of the quoted fees for the use of the Recreation Area and Peden Pavilion and the full amount of waste bin hire/empty and amenity cleaning to be funded via transfer from the Financial Assistance and Reduction or Waiver of Council Fees & Charges Policy budget.**

CARRIED

At 7:10 pm, Cr Steven Ruddell & Cr Carol James OAM returned to the meeting.

16.10 REQUEST FOR FINANCIAL ASSISTANCE - CONVOY FOR KIDS GOULBURN

RESOLUTION 2023/247

**Moved: Cr Steven Ruddell
 Seconded:Cr Michael Prevedello**

That

- 1. The report of the Director of Corporate & Community Services on Requests for Financial Assistance –Convoy for Kids Goulburn be received.**
- 2. Council provide the following in-kind support to the Convoy for Kids Goulburn to the value of \$2,887.00 to be funded from the Financial Assistance budget:**
 - 50% Hire Fees for Recreation Area \$377.00**
 - Amenity Cleaning, bin hire, waste removal \$2,510.00**

CARRIED

16.11 GENERAL PURPOSE FINANCIAL STATEMENTS AND SPECIAL PURPOSE STATEMENTS 2022/23

RESOLUTION 2023/248

**Moved: Cr Bob Kirk
 Seconded:Cr Steven Ruddell**

That

- 1. The report from the Director Corporate & Community Services on the General Purpose Financial Statements and Special Purpose Statements 2022/23 be received.**
- 2. The Statements under s413(2) Local Government Act 1993 be endorsed and signed off by the Mayor, Deputy Mayor, General Manager and Responsible Accounting Officer to enable the Independent Auditors reports to be issued**
- 3. Council approve the Financial Statements for lodgement with the Office of Local Government**
- 4. Council approve the Financial Statements to be placed on public exhibition with the Audited Financial Statements to be presented to Council at the first available meeting following receipt of the Auditors Report.**

CARRIED

16.12 DEBTORS OUTSTANDING

RESOLUTION 2023/249

**Moved: Cr Bob Kirk
 Seconded:Cr Andrew Banfield**

That the report from the Revenue Officer on Debtor Collections be received.

CARRIED

16.13 RATES OUTSTANDING REPORT

RESOLUTION 2023/250

Moved: Cr Steven Ruddell

Seconded:Cr Bob Kirk

That the report from the Revenue Coordinator on Rates Outstanding be received.

CARRIED

16.14 MONTHLY FINANCIAL REPORT

RESOLUTION 2023/251

Moved: Cr Steven Ruddell

Seconded:Cr Michael Prevedello

That the report by the Director Corporate & Community Services on the Monthly Financial Report be received.

CARRIED

16.15 STATEMENT OF INVESTMENTS & BANK BALANCES

RESOLUTION 2023/252

Moved: Cr Andy Wood

Seconded:Cr Bob Kirk

That the report on the Statement of Investments and Bank Balances be noted.

CARRIED

16.16 REVIEW OF UNREASONABLE COMPLAINANT CONDUCT POLICY

RESOLUTION 2023/253

Moved: Cr Jason Shepherd

Seconded:Cr Steven Ruddell

That

- 1. The report Review of Unreasonable Complainant Conduct Policy by Business Manager Governance be received.**
- 2. The Unreasonable Conduct by Customers Policy be placed on public exhibition for 28 days and if no submissions are received, be adopted.**

CARRIED

16.17 REVIEW OF RISK MANAGEMENT POLICY

RESOLUTION 2023/254

**Moved: Cr Andrew Banfield
Seconded: Cr Carol James OAM**

That

- 1. The report Review of Risk Management Policy by Business Manager Governance be received.**
- 2. The Risk Management Policy resolved by Council on 15 August 2023 be adopted without any amendments.**

CARRIED

16.18 REVIEW OF CHILD SAFE POLICY

RESOLUTION 2023/255

**Moved: Cr Daniel Strickland
Seconded: Cr Carol James OAM**

That

- 1. The report Review of Child Safe Policy by the Business Manager Governance be received.**
- 2. The reviewed Child Safe Policy be adopted without public exhibition.**

CARRIED

16.19 REVIEW OF AGENCY INFORMATION GUIDE

RESOLUTION 2023/256

**Moved: Cr Bob Kirk
Seconded: Cr Steven Ruddell**

That

- 1. The report Review of Agency Information Guide by the Business Manager Governance be received.**
- 2. The reviewed Agency Information Guide be adopted by Council.**

CARRIED

16.20 DISCLOSURES BY COUNCILLORS AND DESIGNATED PERSONS RETURN 2022-2023**RESOLUTION 2023/257**

Moved: Cr Carol James OAM
Seconded: Cr Steven Ruddell

That

- 1. The report from the Business Manager Governance on Disclosures by Councillors and Designated Persons Return 2022-2023 be received.**
- 2. The Register of Disclosures by Councillors and Designated Persons Return 2022-2023, as tabled, be noted.**

CARRIED

16.21 GRANTS UPDATE**RESOLUTION 2023/258**

Moved: Cr Daniel Strickland
Seconded: Cr Andy Wood

That the report on the grants update from the Senior Grants Officer and the Director of Corporate and Community Services be received and noted.

CARRIED

16.23 COUNCIL'S OPERATIONAL UPDATE - SEPTEMBER 2023**RESOLUTION 2023/259**

Moved: Cr Andrew Banfield
Seconded: Cr Steven Ruddell

That the report from the Chief Executive Officer on the Council's Operational Update for September 2023 be received and noted.

CARRIED

17 CLOSED SESSION

Council must resolve to move into Closed Session to deal with any items under s10 *Local Government Act 1993*.

There were no closed session reports for determination.

18 CONCLUSION OF THE MEETING

The Meeting closed at 7.49pm

The minutes of this meeting were confirmed at the Ordinary Council Meeting held on 21 November 2023.

.....
Cr Peter Walker
Mayor

.....
Aaron Johansson
Chief Executive Officer

12 MATTERS ARISING

Nil

13 MAYORAL MINUTE(S)**13.1 MAYORAL MINUTE - BIPARTISAN SUPPORT OF PARLIAMENTARY INQUIRY INTO CRIME, LAW AND ORDER IN REGIONAL NSW****Author:** Councillor**Authoriser:****Attachments:** 1. **Country Mayors Association Report - Crime Law Order report** [↓](#) **RECOMMENDATION**

That Council endorse the following recommendations listed in the Country Mayors Association of NSW report into Crime, Law and Order and call on Mrs Wendy Tuckerman MP, Member for Goulburn to support the establishment of a Parliamentary Inquiry with the suggested terms of reference in the document.

That:

1. Goulburn Mulwaree Council call on all members of the NSW Parliament to commit to bipartisan support to establish a Parliamentary Inquiry into and report on the rate of crime in all categories reported on by the Bureau of Crime Statistical and Research (BOCSAR) in Regional, Rural and Remote New South Wales, specifically focussing on the inequity between Metro and Regional Local Government areas.
2. Goulburn Mulwaree Council calls on all members of the NSW Parliament to commit to bipartisan support to increase spending on the NSW police force to increase front line policing numbers in Regional, Rural and Remote regions most at need.
3. Goulburn Mulwaree Council call on the NSW Government to commit to the minimum staffing agreements (known in the NSW Police Force as First Response Agreements) for non-24 hour police stations, all of which are located in Regional, Rural and Remote Local Government areas.
4. Goulburn Mulwaree Council calls on the NSW Government to review the current formula used to assess staffing levels including the universally agreed outdated current model for those Local Government areas that do have a First Response Agreement in place.

BACKGROUND

On 19 October 2023 Country Mayors Association of NSW (CMA) supported by the Police Association of NSW launched the CMA report into Crime, Law and Order in regional communities. The recommendations within the report call for the establishment of a Parliamentary inquiry, an increase in funding to enhance front line policing in regional communities in need, establishment of first response agreements in all police stations and that the formula used to determine the first response agreements in those stations with agreements are reviewed. The report also calls for bipartisan support from all State MP's.

COUNTRY MAYORS ASSOCIATION COMMENTS

The Country Mayors Association of New South Wales joined forces with the Police Association of New South Wales to call for a Parliamentary Inquiry into crime, law and order in Regional New South Wales.

CMA Chairman, Mayor Jamie Chaffey said statistics showed residents of rural, regional and remote New South Wales were more likely to be sexually assaulted, more likely to have their cars stolen, more likely to have their homes broken into and more likely to be impacted by domestic violence. When these crimes did occur, the Police response was delayed due to the resources available.

"It is estimated one-third of New South Wales' population live outside metropolitan areas," Mayor Chaffey said. "But we are still second-class citizens when it comes to the safety of our communities.

"For the first time, our CMA annual survey has revealed that crime, law and order is now in the top five emerging issues for New South Wales local governments.

"We knew crime was increasing, but we looked to the NSW Bureau of Crime Statistics and Research (BOCSAR) data to clarify the situation. We were shocked to learn that as well as the alarming incident counts in regional New South Wales, the rate of incidents per 100,000 people was, in some cases, horrifying when compared to metropolitan figures. Up to 90% of crimes including vehicle theft, breaking and entering, sexual assault and domestic assault are happening here, in our regional communities", Mayor Chaffey added.

"We also have significantly fewer Police than our city cousins, and as a whole, New South Wales has less Police per head of population than Queensland, Victoria and South Australia. Our Police officers are already facing an incredible workload, with only one Police officer per 467 NSW residents.

"We have not been heard by our state leaders, and our people - particularly the elderly and the vulnerable - are scared. They need to feel safe. They deserve to feel safe."

"In this Country Mayors Association of New South Wales report, endorsed by the Police Association of New South Wales, are calling for change. The report paints a very clear picture of a law and order crisis in regional communities. Our already-stretched Police officers cannot continue to try to address this impossible challenge alone.", Mayor Chaffey concluded.

CONCLUSION

Following the success of the Parliamentary Inquiry into health outcomes and access to health services in regional New South Wales that was established in 2020, we know the only way forward is to seek the bipartisan support of our state Members of Parliament to commit to this inquiry.

The health inquiry saw 15 public hearings across New South Wales, and heard one heart-breaking story after another about the level of inequity and the lack of care for our regional communities. It came up with 22 findings and 44 recommendations to bring about the changes needed.

This is what we need to make a difference in crime, law and order in our regional, rural and remote communities. We need a bold, hard look at everything from Police numbers, to the experiences of people who have suffered at the hands of this inequity. We need a clear way forward. Please help us to end this. Thank you for taking time to read this crucial request.



Endorsed Report

Country Mayors Association of NSW

Crime, Law & Order

ENDORSED OCTOBER 2023



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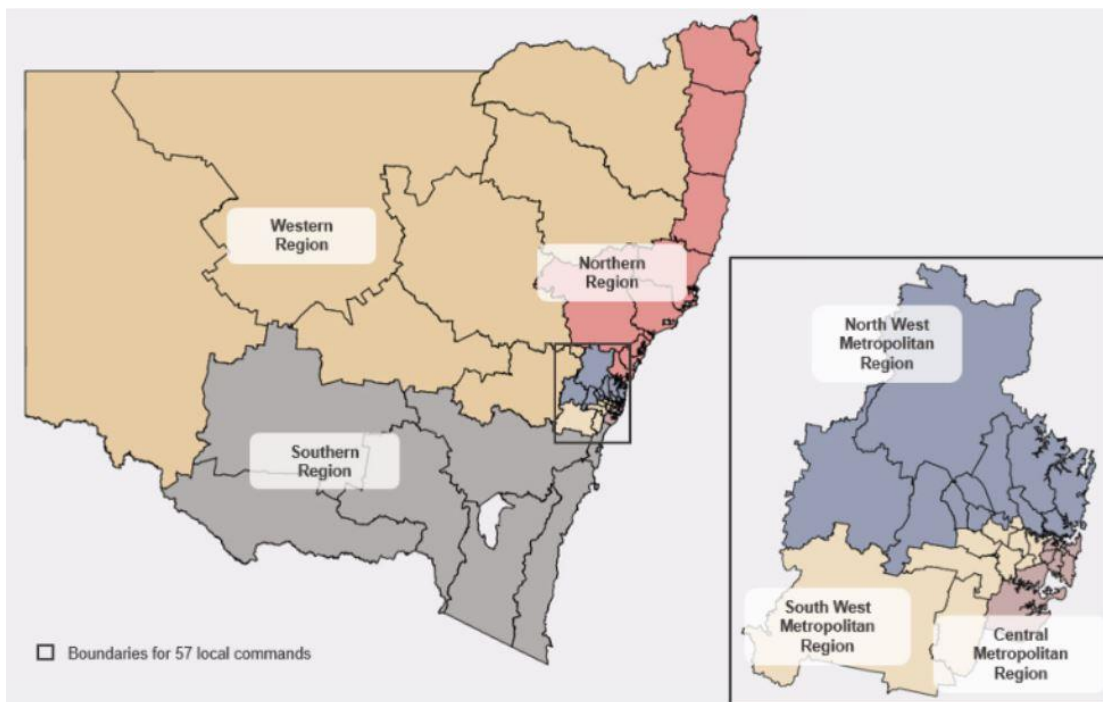
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Policing Regions

There are 17,659 sworn police officers operating across 57 police area commands and police districts (local commands) and six police regions in New South Wales.

As the image below shows there are three Metropolitan regions with the rest of NSW broken into three Regional, Rural and Remote regions.

The Metropolitan regions service 10,434 square kilometres or 1% of NSW land mass of NSW and the Regional and Rural regions service 789,940 Square kilometres or 99% of the land mass of NSW.



Source of information

NSW POLICE ANNUAL REPORTS

Page 2 of 21

Disclaimer - The content of this report is provided as an information source only. Whilst the material contained within this document has been formulated with all due care, taken from the BOCSAR website <https://www.bocsar.nsw.gov.au/>, the Country Mayors Association of NSW created this report to the best of their knowledge and that all the information contained within the report is a true and accurate representation, and therefore accepts no responsibility for the quality and accuracy of the Material.



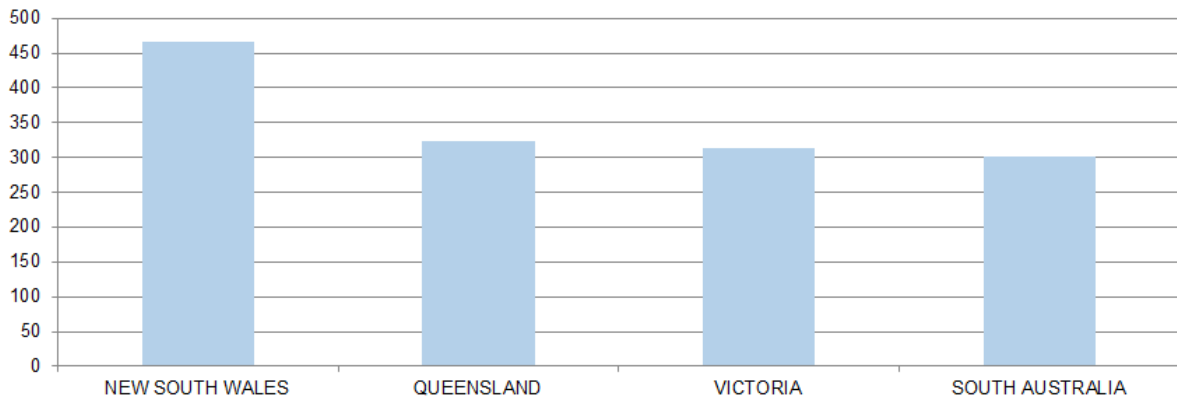
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COMPARISON
POLICING RESOURCES DISTRIBUTION BETWEEN
METROPOLITAN - REGIONAL & RURAL REGIONS 2021-22 YEAR

STATE	POLICE COUNT	POPULATION	RATIO-POLICE OFFICER PER PERSON	OPERATIONAL EXPENSES	\$ SPENT PER PERSON
NEW SOUTH WALES	17,659	8,238,800	1- 467	\$4,615,000	\$560
QUEENSLAND	16,615	5,378,300	1- 324	\$2,858,646	\$532
VICTORIA	21,398	6,704,300	1- 313	\$4,099,679	\$611
SOUTH AUSTRALIA	6103	1,834,300	1- 301	\$1,036,241	\$565

RATIO - POLICE OFFICER PER PERSON



YEAR	POLICE COUNT	POPULATION	RATIO-POLICE OFFICER PER PERSON
2015	16693	7.62	1-456
2016	16627	7.7	1-463
2017	16649	7.81	1-469
2018	16788	7.89	1-469
2019	17111	7.992	1-467
2020	17348	8.072	1-465
2021	17727	8.163	1-460
2022	17659	8.24	1-466
2023	TBA	TBA	TBA

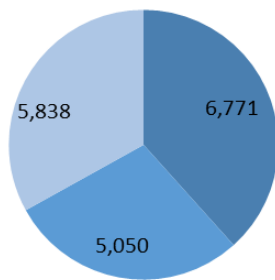


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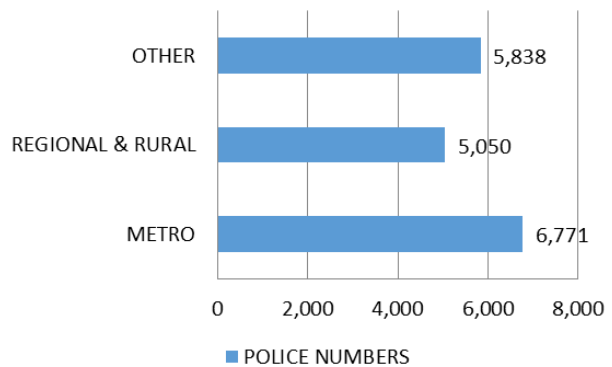
COMPARISON
POLICING RESOURCES DISTRIBUTION BETWEEN
METROPOLITAN - REGIONAL & RURAL REGIONS 2021-22 YEAR

POLICE NUMBERS



■ METRO ■ REGIONAL & RURAL ■ OTHER

POLICE NUMBERS



	DISTRIBUTION%
NEW SOUTH WALES	100%
METRO	38%
REGIONAL & RURAL	29%
OTHER	33%

[Explanation of Other \(Taken from NSW Police Annual Report\)](#)

* Region population estimates have been derived by taking each region's share of the NSW population. The figures above do not include staff (police and administrative) who are centrally managed but deployed throughout the regions in specialist and corporate roles to provide investigative support, radio communications, call centres, forensic services, complaints and employee management, air and sea policing, specialist surveillance, canine and mounted support, media and public relations, counter terrorism and major crime investigation, police prosecutions, technology support, occupational health and safety, injury management, education and training, human resource support and asset management. The figures above represent actual police strength as at 30 June 2022. These figures will vary from month to month and year to year. Actual strength across the NSW Police Force has decreased from 17,727 in 2020-21 to 17,659 in 2021-22.



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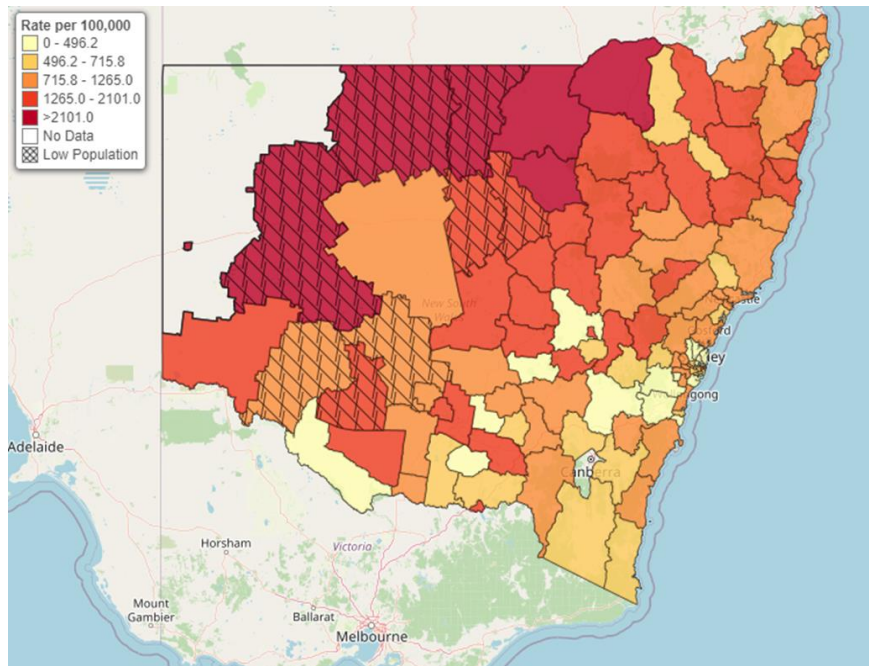
**WHERE ARE THE CRIME RATES
AND CRIME COUNTS
THE HIGHEST**





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About:

The Bureau is a statistical and research agency within the Department of Communities and Justice. It was established in 1969.

Their aims are to:

- identify factors that affect the distribution and frequency of crime;
- identify factors that affect the effectiveness, efficiency or equity of the NSW criminal justice system;
- Ensure that information on these factors and on crime and justice trends is available and accessible to our clients.

Their four main areas of activity are:

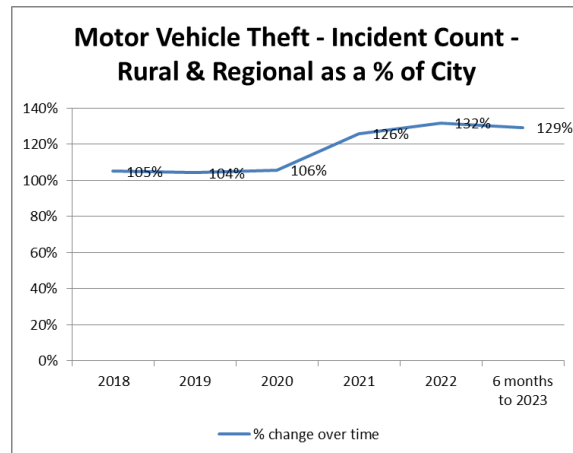
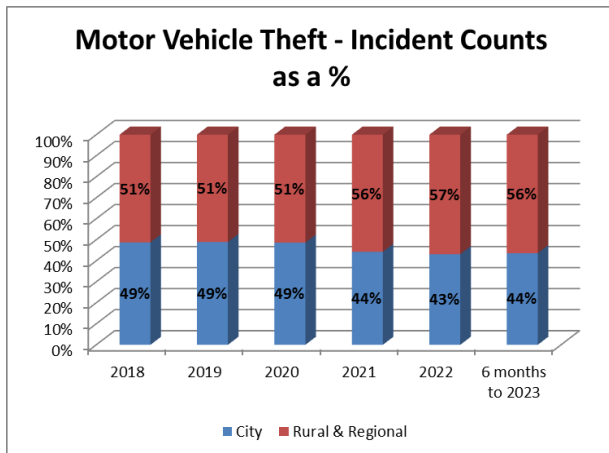
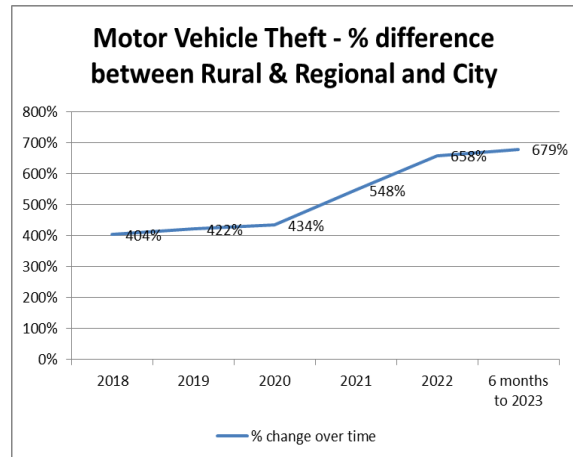
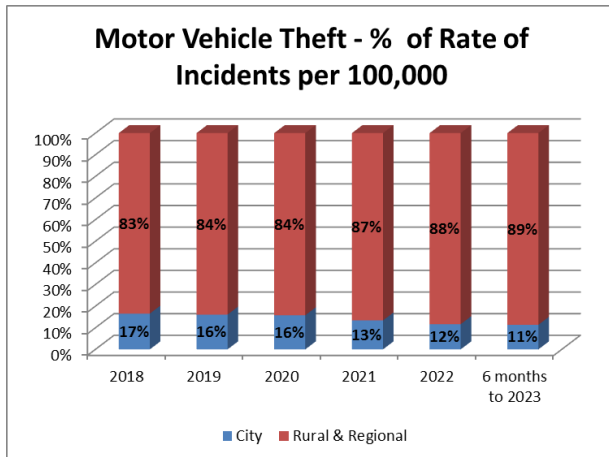
- developing and maintaining statistical databases on crime and criminal justice in NSW;
- conducting research on crime and criminal justice issues and problems;
- monitoring trends in crime and criminal justice;
- providing information and advice on crime and criminal justice in NSW.



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MOTOR VEHICLE THEFT



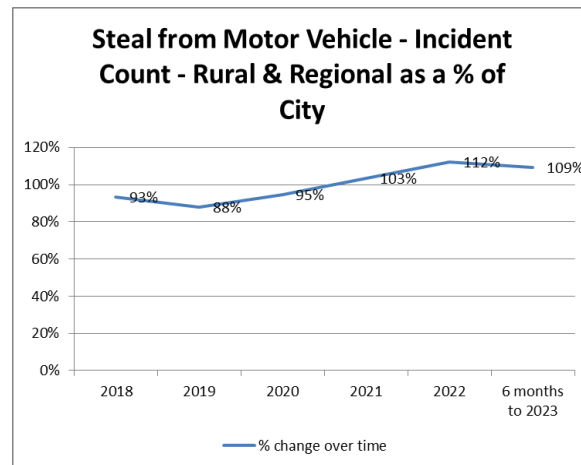
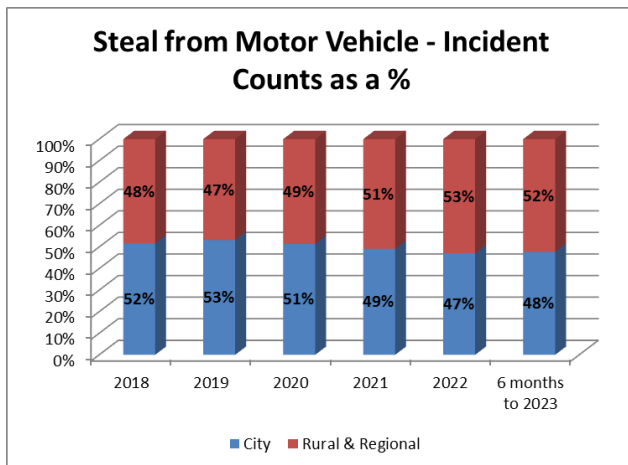
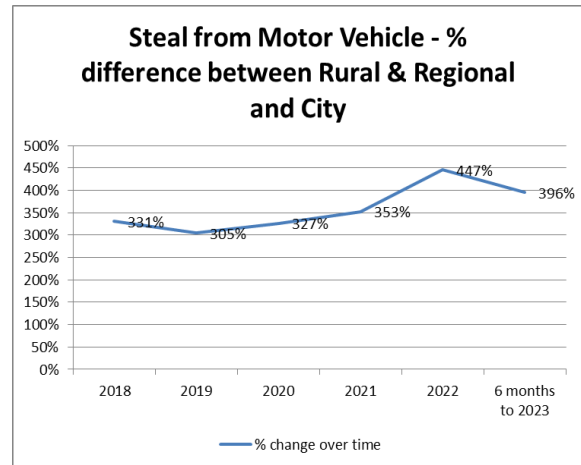
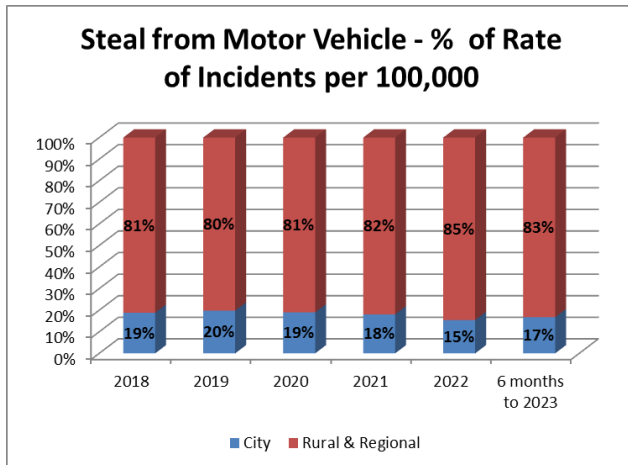
Motor Vehicle Theft - Incident Count						
Location	2018	2019	2020	2021	2022	6 months to 2023
City	6383	6575	5703	4640	5302	3022
Rural and Regional	6707	6853	6026	5845	6990	3905
Total	13090	13428	11729	10485	12292	6927



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STEAL FROM MOTOR VEHICLE

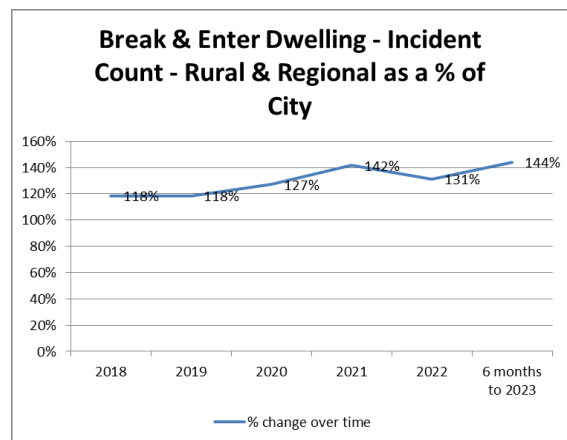
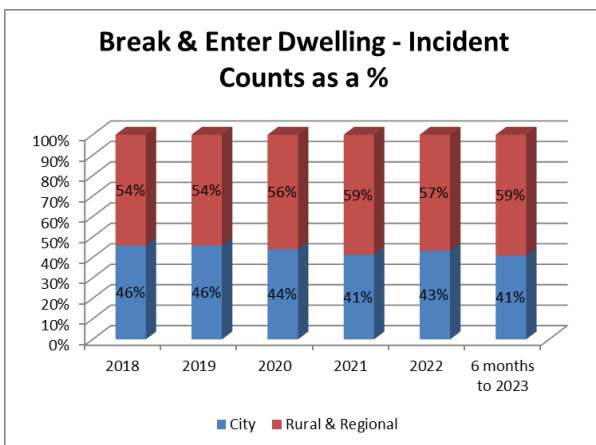
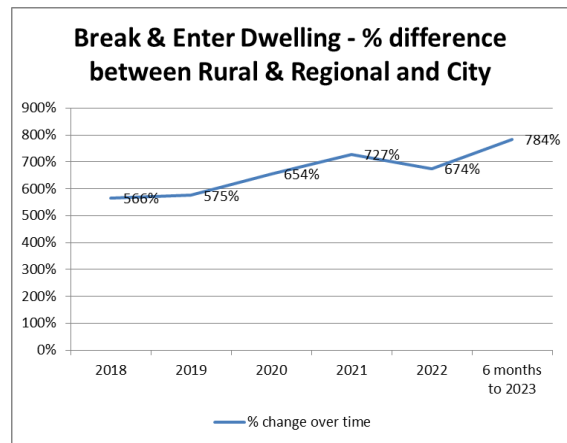
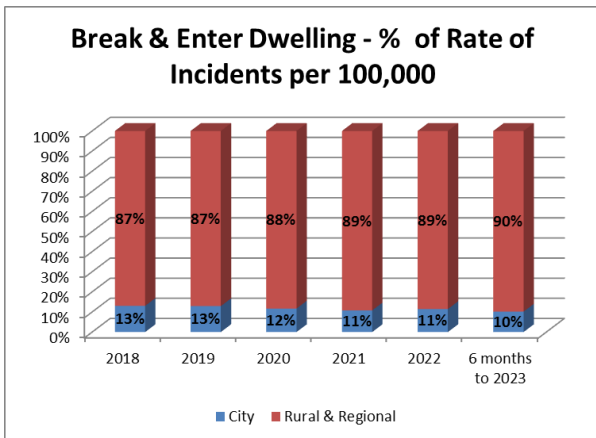


Steal from Motor Vehicle - Incident Count						
Location	2018	2019	2020	2021	2022	6 months to 2023
City	19702	20330	14553	13634	12790	7040
Rural and Regional	18407	17856	13781	14090	14370	7699
Total	38109	38186	28334	27724	27160	14739



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BREAK & ENTER DWELLING

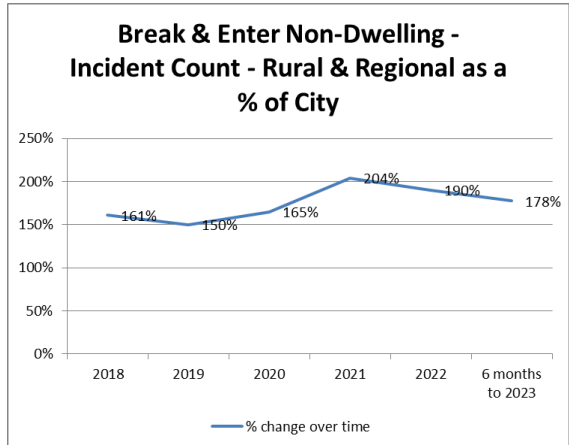
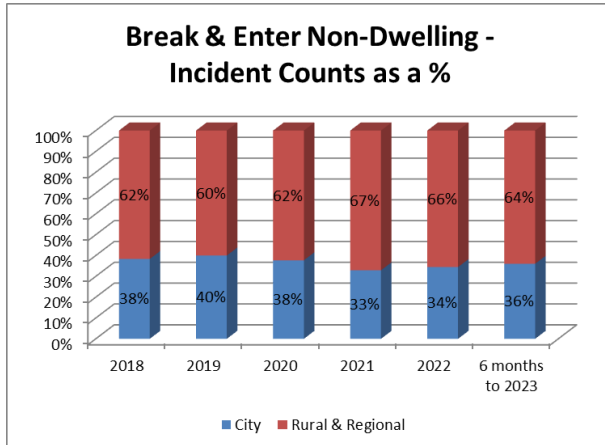
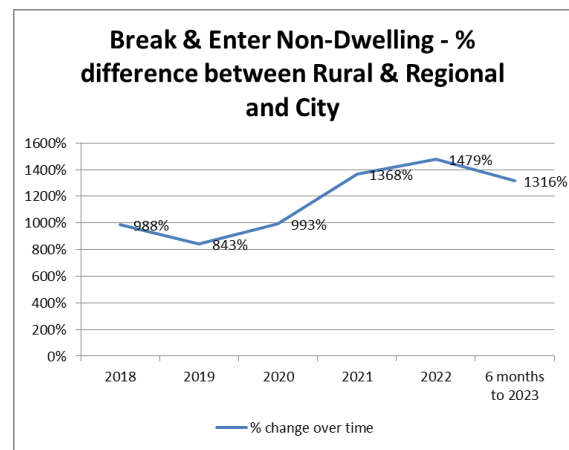
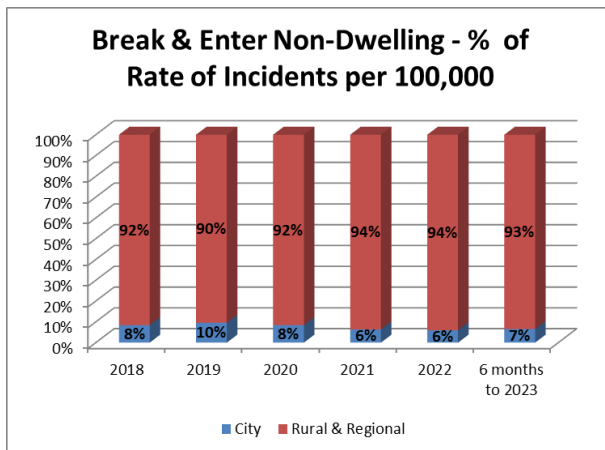


Location	2018	2019	2020	2021	2022	6 months to 2023
City	12151	11676	8669	7394	8112	3948
Rural and Regional	14398	13834	11027	10480	10645	5693
Total	26549	25510	19696	17874	18757	9641



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BREAK & ENTER NON-DWELLING

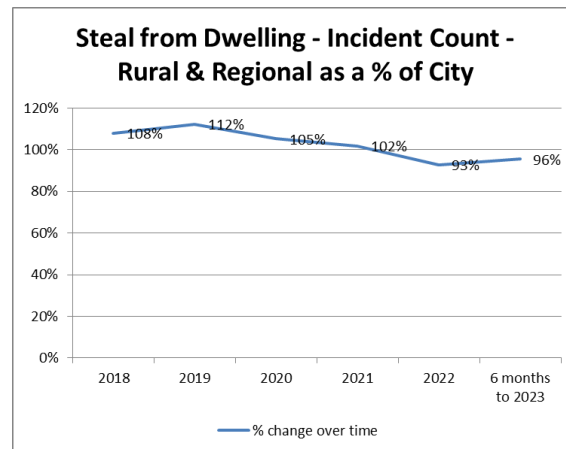
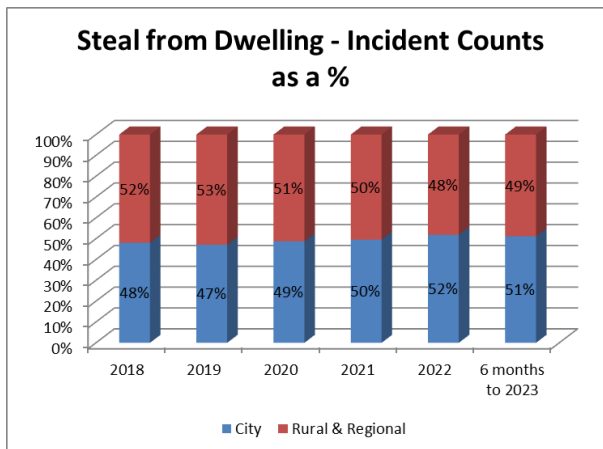
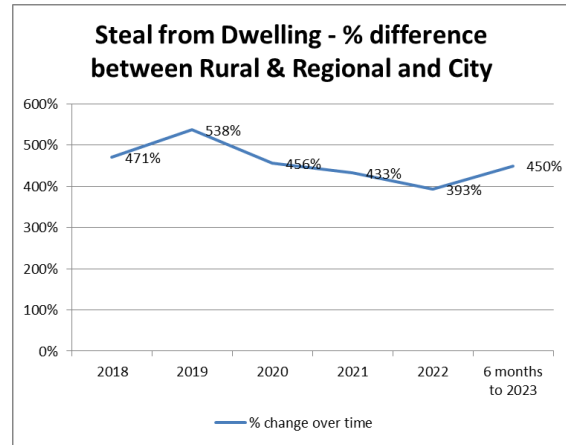
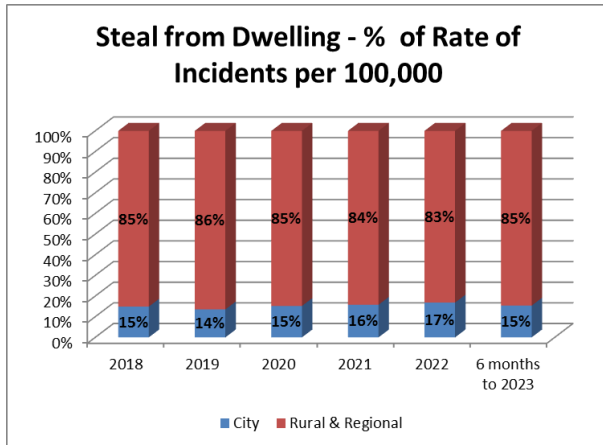


Break & Enter Non-Dwelling - Incident Count						
Location	2018	2019	2020	2021	2022	6 months to 2023
City	3919	3966	2783	2353	2553	1522
Rural and Regional	6303	5950	4593	4801	4857	2702
Total	10222	9916	7376	7154	7410	4224



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STEAL FROM DWELLING

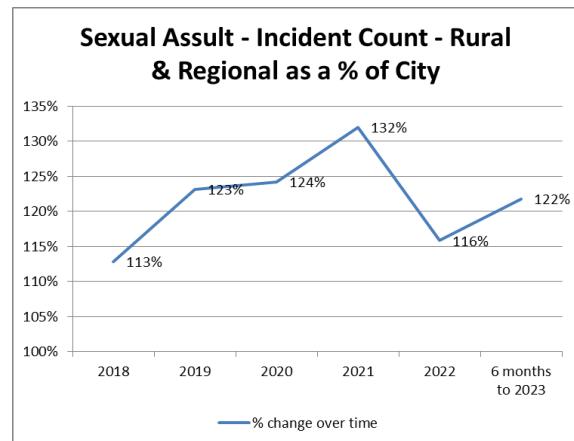
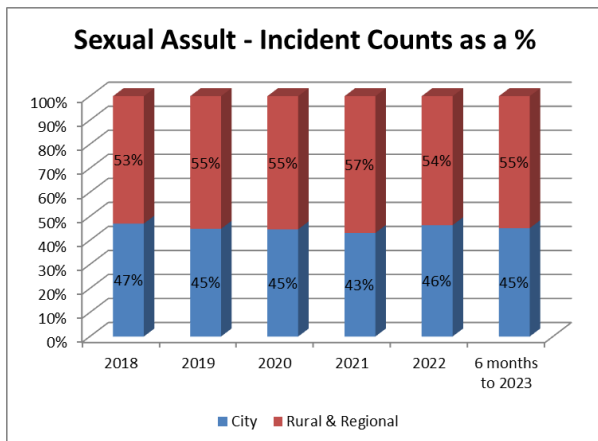
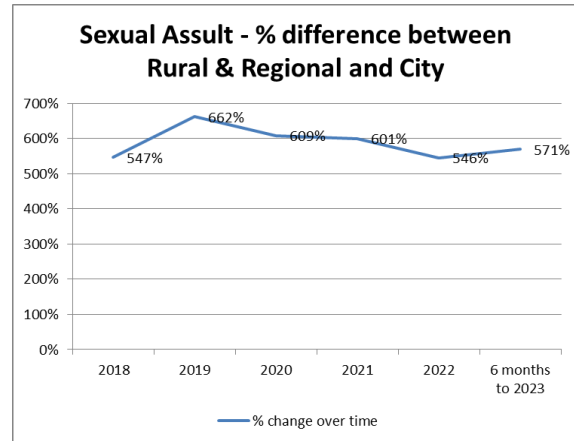
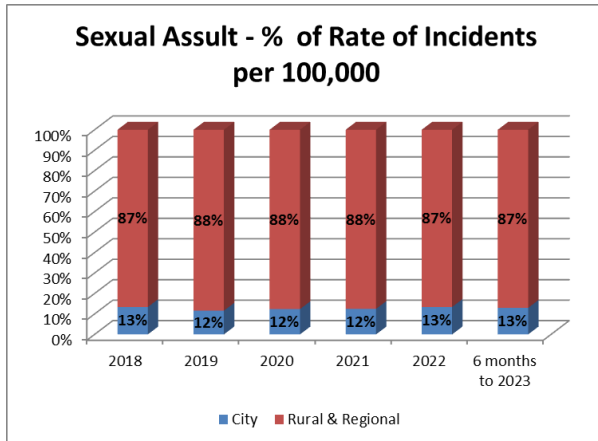


Steal from Dwelling - Incident Count						
Location	2018	2019	2020	2021	2022	6 months to 2023
City	9249	8848	8184	8143	7869	3924
Rural and Regional	9984	9939	8612	8290	7294	3749
Total	19233	18787	16796	16433	15163	7673



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SEXUAL ASSAULT

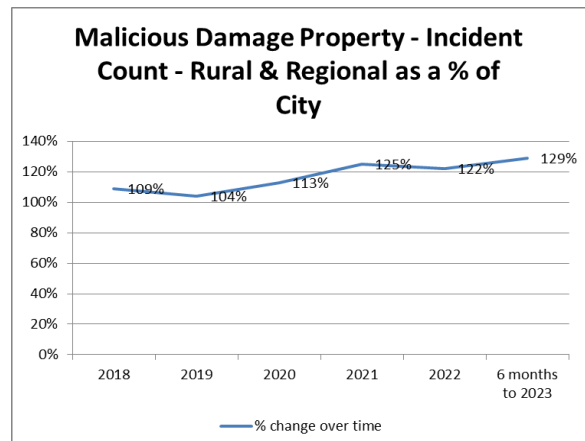
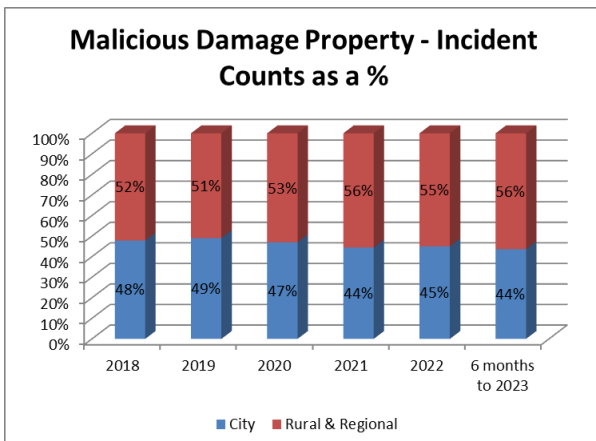
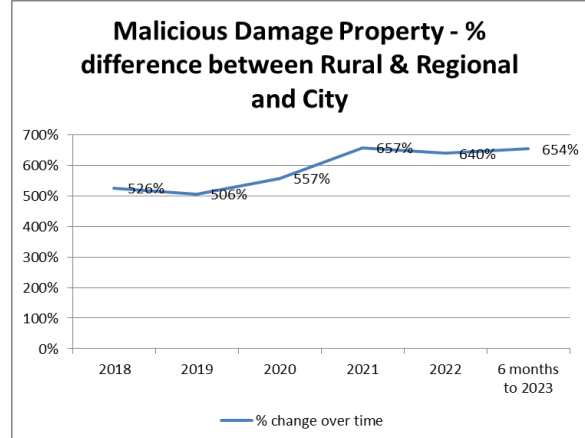
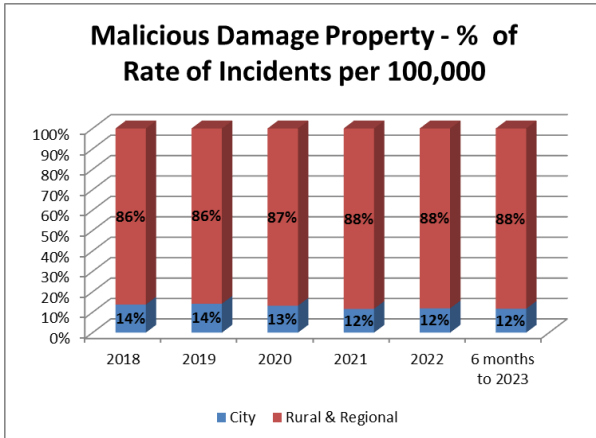


Sexual Assault - Incident Count						
Location	2018	2019	2020	2021	2022	6 months to 2023
City	2754	2843	3127	3149	3396	1564
Rural and Regional	3108	3501	3884	4157	3935	1905
Total	5862	6344	7011	7306	7331	3469



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MALICIOUS DAMAGE PROPERTY

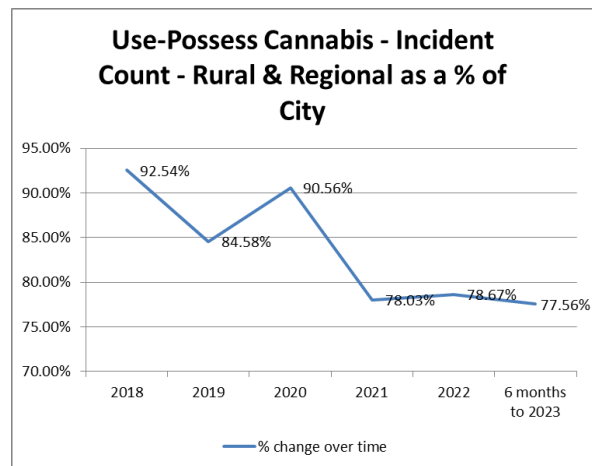
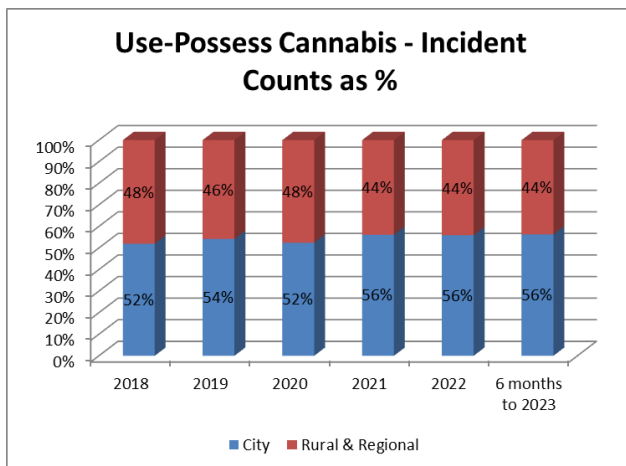
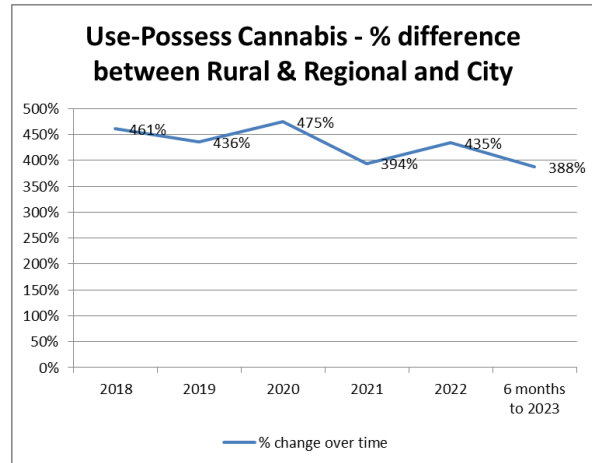
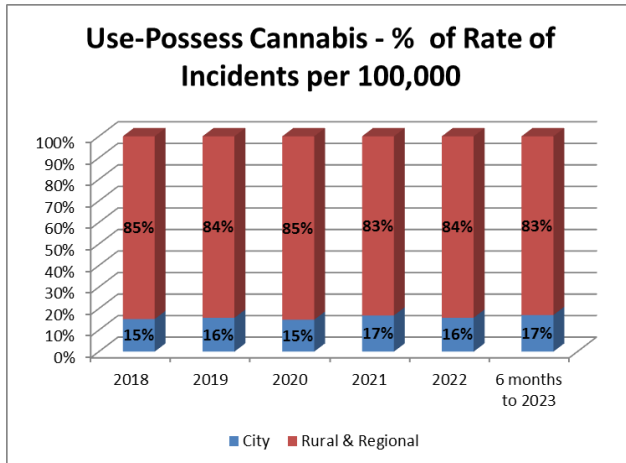


Malicious Damage Property - Incident Count						
Location	2018	2019	2020	2021	2022	6 months to 2023
City	28004	28000	25028	21870	21809	10532
Rural and Regional	30487	29077	28235	27342	26610	13570
Total	58491	57077	53263	49212	48419	24102



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USE-POSSESS CANNABIS

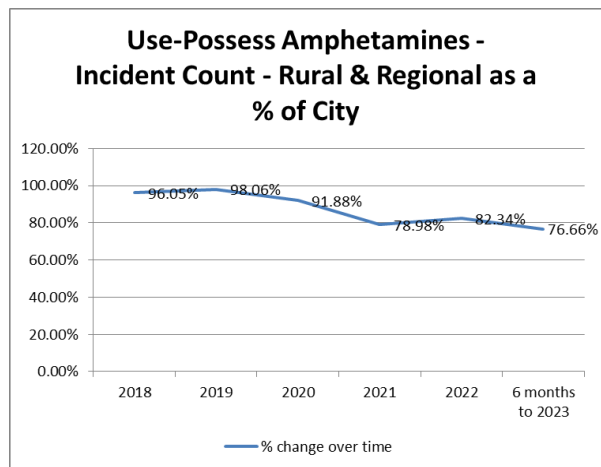
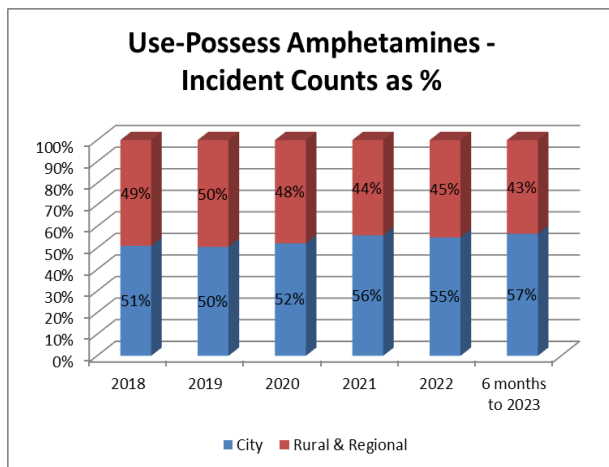
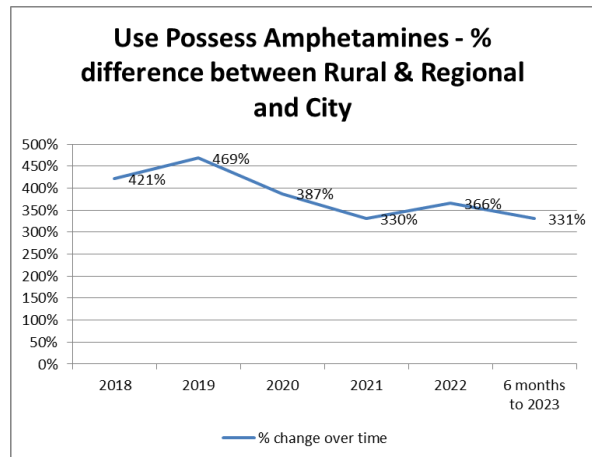
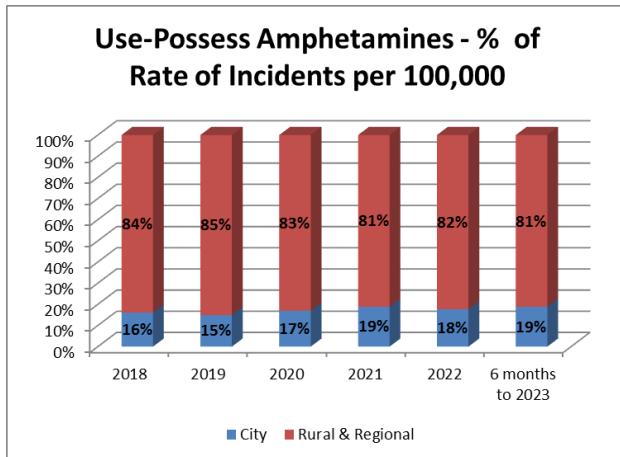


Use-Possess Cannabis - Incident Count						
Location	2018	2019	2020	2021	2022	6 months to 2023
City	8901	9536	9509	9065	8717	4144
Rural and Regional	8237	8066	8611	7073	6858	3214
Total	17138	17602	18120	16138	15575	7358



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USE-POSSESS AMPHETAMINES

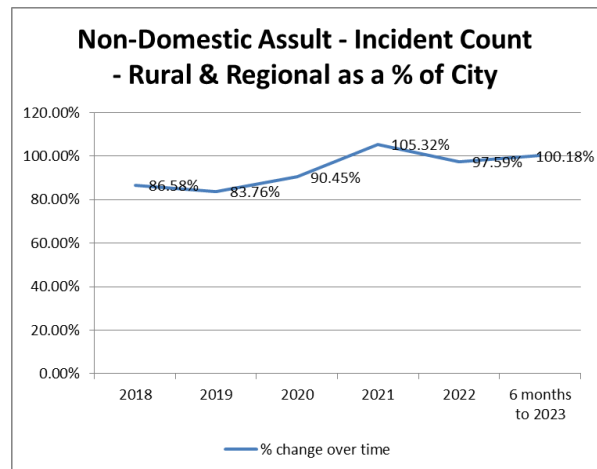
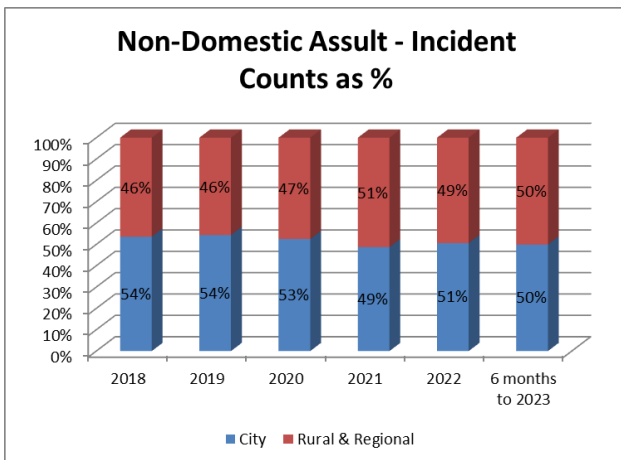
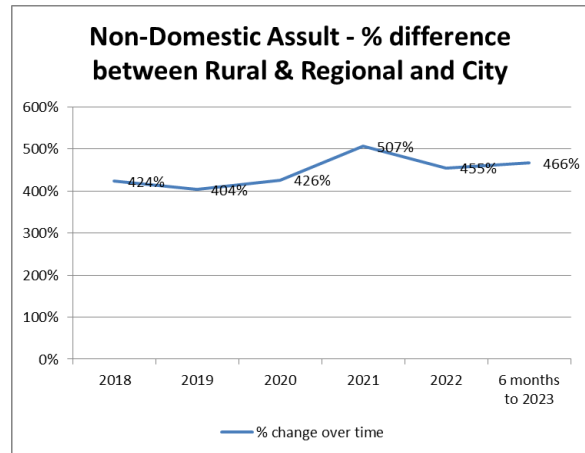
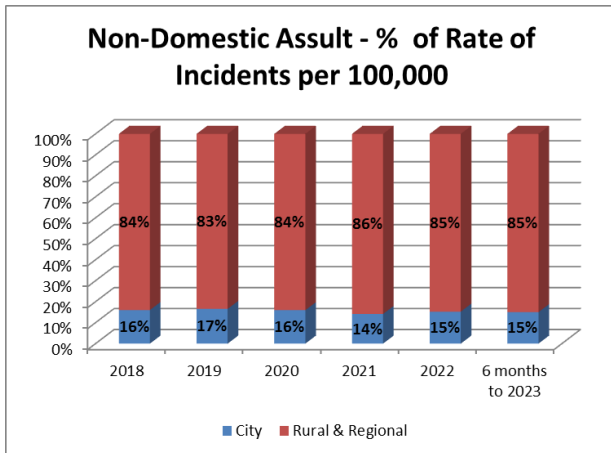


Use-Possess Amphetamines - Incident Count						
Location	2018	2019	2020	2021	2022	6 months to 2023
City	3597	4015	4160	4100	3432	1774
Rural and Regional	3455	3937	3822	3238	2826	1360
Total	7052	7952	7982	7338	6258	3134



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NON-DOMESTIC ASSAULT

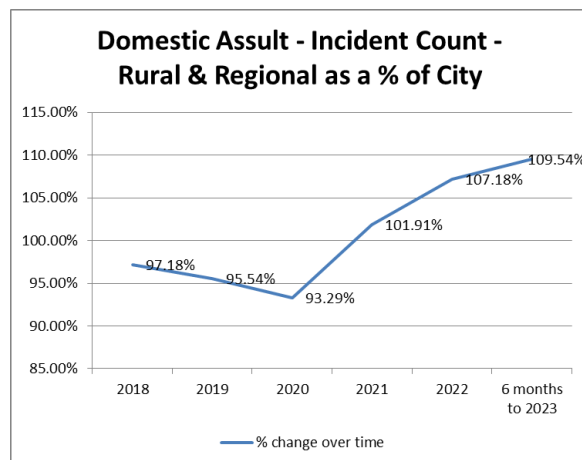
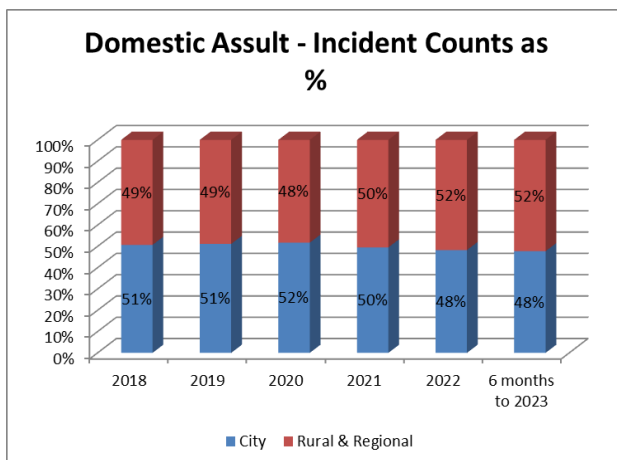
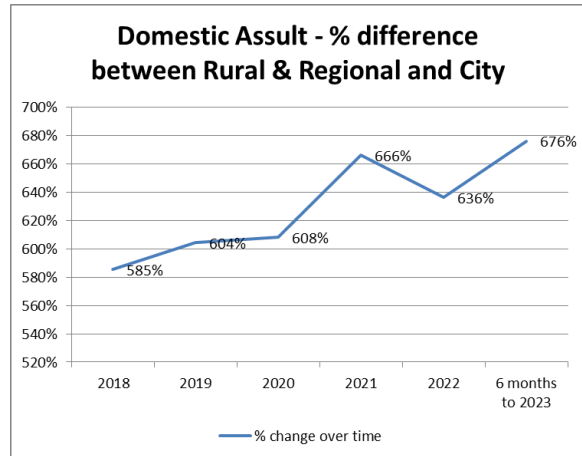
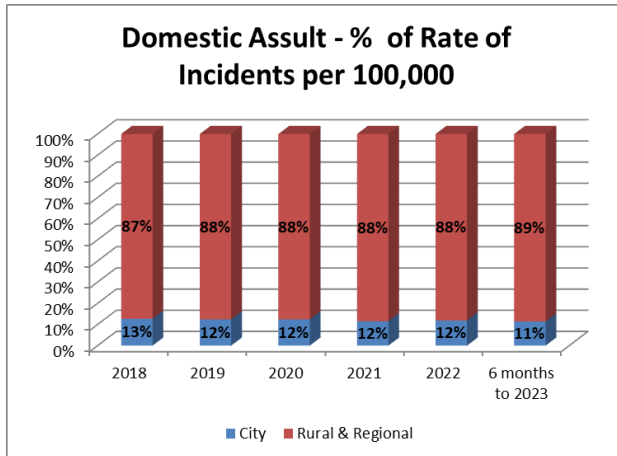


Non-Domestic Assault - Incident Count						
Location	2018	2019	2020	2021	2022	6 months to 2023
City	16345	16879	14944	13389	15122	7868
Rural and Regional	14152	14138	13517	14101	14757	7882
Total	30497	31017	28461	27490	29879	15750



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DOMESTIC ASSAULT

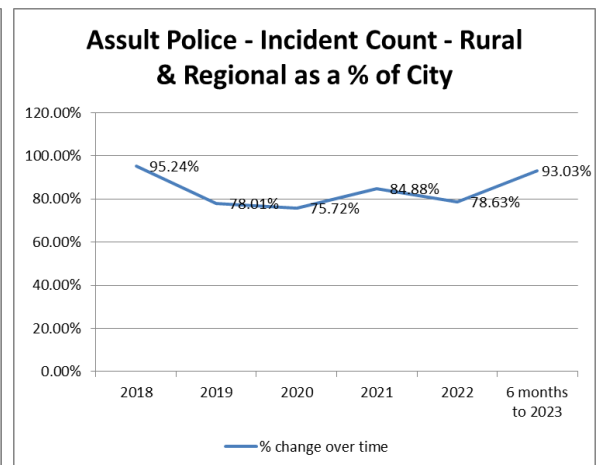
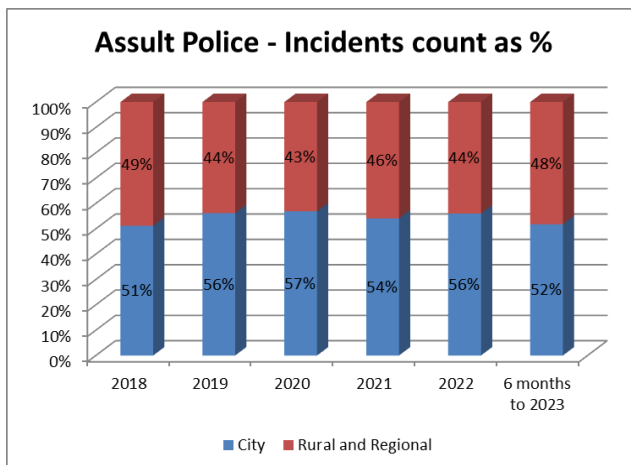
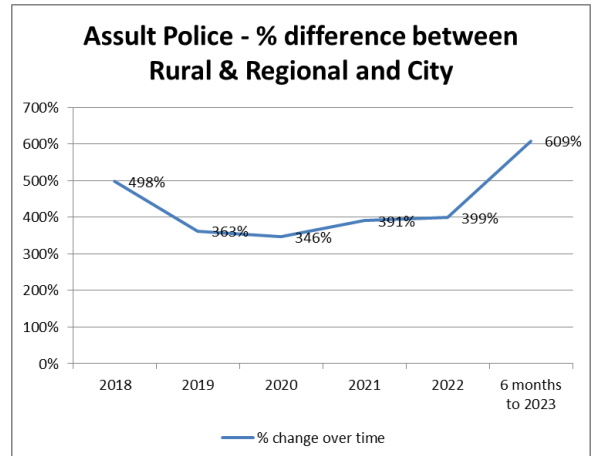
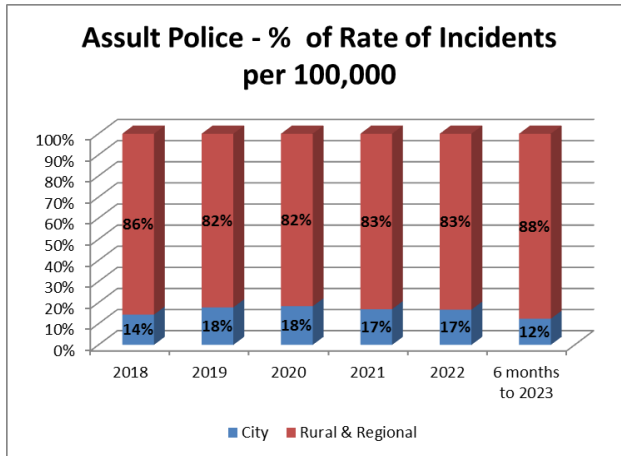


Domestic Assault - Incident Count						
Location	2018	2019	2020	2021	2022	6 months to 2023
City	15069	16026	16689	15899	16265	8279
Rural and Regional	14644	15312	15570	16203	17433	9069
Total	29713	31338	32259	32102	33698	17348



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ASSAULT POLICE

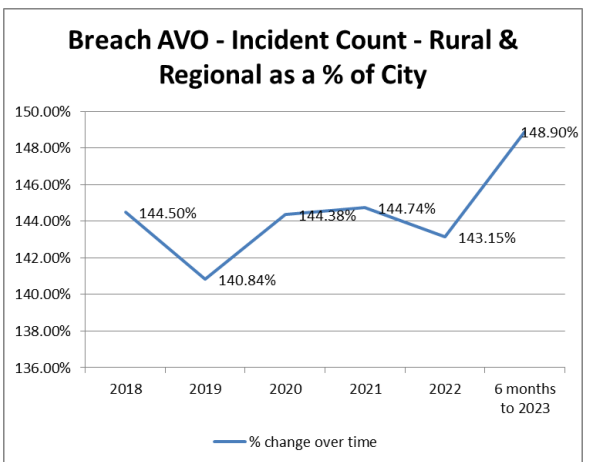
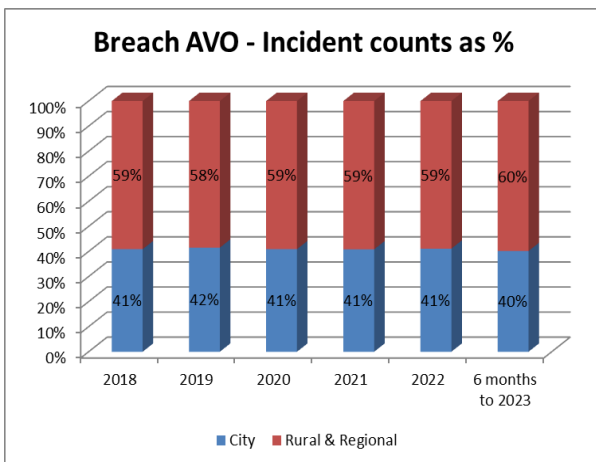
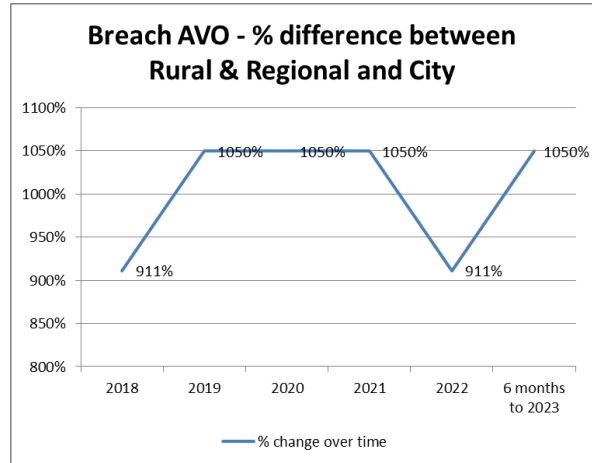
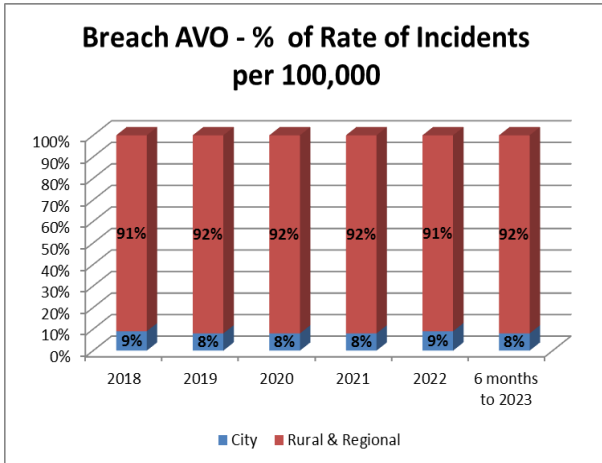


Assault Police - Incident Count						
Location	2018	2019	2020	2021	2022	6 months to 2023
City	1261	1396	1433	1402	1535	660
Rural and Regional	1201	1089	1085	1190	1207	614
Total	2462	2485	2518	2592	2742	1274



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BREACH AVO



Breach AVO - Incident Count						
Location	2018	2019	2020	2021	2022	6 months to 2023
City	6450	7277	8030	8489	9062	4677
Rural and Regional	9320	10249	11594	12287	12972	6964
Total	15770	17526	19624	20776	22034	11641



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SUMMARY AND RECOMMENDATIONS

As Chairman of the NSW Country Mayors Association (CMA), I offer this report seeking support to effect positive change for Regional, Rural and Remote NSW communities.

CMA conducts an Annual Survey of our members to ensure that we advocate for change in areas that are most of need in our communities. The results from this year's survey can be found on the CMA website <https://nswcountrymayors.com.au/members-annual-survey/>. Crime Law and Order has for the first time now been identified in the top 10 issues impacting our communities.

This report is a comprehensive factual representation of policing numbers, funds spent, distribution of workforce and statistical data on crime categories over a six year period comparing Metropolitan to Regional, Rural and Remote Local Government areas in NSW. The source of data used for this report is a combination of, NSW Annual Police Reports and the NSW Bureau of Crime Statistics and Research (BOCSAR).

According to the NSW Annual Police Report, In 2021/22 year, there were 17,659 police officers which equates to a ratio of residents to police officer (1:467). For that same period of time Queensland had a ratio of (1:324), the South Australian ratio was (1:301), and Victoria's ratio was (1:313). These ratio's highlight the increased workload of police officers in NSW when compared to other Eastern seaboard states of Australia.

The rates of crime in the majority of reportable categories in NSW are substantially higher in Regional, Rural and Remote Local Government areas, then the Metropolitan LGA's. We believe this is a strong lead indicator that there are inadequate policing resources to ensure equality of the reportable rates of crime in the Regional, Rural and Remote regions into the future. It is not unreasonable that the residents of Regional, Rural and Remote NSW communities should expect to have rates of reportable crime no greater than Metropolitan residents, to achieve that change is required.

The graphs in each reportable category show the incident counts and incident rates; as a percentage in the highest majority of these reportable areas both the incident rates and counts are higher then in the Metropolitan LGA's. These results are extremely alarming considering only an estimated one third of the population of NSW resides in Regional, Rural and Remote areas.

Recommendations:

- 1) That, the Country Mayors Association of NSW call on the all members of the NSW parliament to commit to bipartisan support to establish a Parliamentary Inquiry into and report on the rate of crime in all categories reported on by the Bureau of crime statistical and research (BOCSAR) in Regional, Rural and Remote New South Wales, specifically focussing on the inequity between Metro and Regional Local Government areas.
- 2) That, the Country Mayors Association of NSW calls on all members of the NSW parliament to commit to bipartisan support to increase spending on the NSW police force to increase front line policing numbers in Regional, Rural and Remote regions most at need.
- 3) That, the Country Mayors Association of NSW call on the NSW Government to commit to the minimum staffing agreements (known in the NSW Police Force as First Response Agreements) for non 24 hour police stations all of which are located in Regional, Rural and Remote Local Government areas.
- 4) That, the Country Mayors Association of NSW calls on the NSW Government to review the current formula used to assess staffing levels including the universally agreed outdated current model for those Local Government areas that do have a First Response Agreement in place.



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Suggested - Terms of Reference For the Parliamentary Inquiry:

The Country Mayors Association of NSW expects, at the very minimum, that the Inquiry should include public hearings in Rural, Regional and Remote NSW and that the Terms of Reference for the Parliamentary Inquiry should include:

1. That the body undertaking the Parliamentary Inquiry inquire into and report on law enforcement outcomes and access police and police services in Rural, Regional and Remote NSW, and in particular:

(a) Equitable and proportionate policing numbers and service to people living in Rural, Regional and Remote NSW;

(b) A comparison of physical policing numbers and crime statistics for people living in LGAs in Rural, Regional and Remote NSW compared to those living in Metropolitan NSW LGAs;

(c) Access to policing services in Rural, Regional and Remote NSW including service availability, barriers to access and quality of services;

(d) People's experience, wait-times and quality of service in Rural, Regional and Remote NSW and how it compares to Metropolitan NSW;

(e) An analysis of the planning systems and projections that are used by NSW Police in determining the provision of law enforcement services that are to be made available to meet the needs of residents living in Rural, Regional and Remote NSW;

(f) An analysis of the capital and recurrent law enforcement expenditure in Rural, Regional and Remote NSW in comparison to population growth and relative to Metropolitan NSW;

(g) An examination of the staffing challenges and allocations that exist in Rural, Regional and Remote policing and the current strategies and initiatives that NSW Police is undertaking to address them;

(h) Re-offending rates and related impacts on NSW Police, including the ability to retain police officers;

(i) Doli incapax, its application and its effectiveness in actually managing re-offending rates;

(j) The accessibility and availability of support services for members of the NSW Police Service;

(k) An examination of the impact of attrition within the NSW Police Service impacting the ability of those police remaining to effectively and safely undertake their duties;

(l) Analyse police staffing levels in Regional, Rural and Remote Local Government areas and report on the process of committing to a First Response Agreement for non 24 hour police stations;

(m) Review of the methodology used to assess staffing levels for Regional, Rural and Remote Local Government areas that currently have First Response Agreements in place.

(n) Investigate the functions being performed by NSW police officers on behalf of other agencies such as prisoner transport, mental health assistance and all other support functions that impact on the availability of general duties police officers and their response times in Regional, Rural and Remote Local Government areas, and;

(o) Any other related matters.

14 NOTICE OF MOTION(S)

Nil

15 NOTICE OF RESCISSION(S)





Nil

16 REPORTS TO COUNCIL FOR DETERMINATION

16.1 SPECIAL RATE VARIATION COMMUNITY CONSULTATION

Author: Chief Executive Officer

Authoriser: Aaron Johansson, Chief Executive Officer

- Attachments:**
1. **Organisation Sustainability Improvement Plan** [↓](#) 
 2. **Revised Delivery Plan 2022-2026** [↓](#) 
 3. **Long-Term Financial Plan 2023-2034 (as exhibited), including Capacity to Pay Report** [↓](#) 
 4. **Community Awareness and Engagement Strategy Outcomes Report, November 2023** [↓](#) 

Link to Community Strategic Plan:	25. Our Civic Leadership CL1 Effect resourceful and respectful leadership and attentive representation of the community.
Cost to Council:	Nil
Use of Reserve Funds:	Not Applicable

RECOMMENDATION

That

1. The report on the Special Rate Variation (SRV) Community Consultation be noted.
2. Council notes the feedback received through submissions received during the community engagement process relating to the updated Long Term Financial Plan (LTFP) and the proposed SRV.
3. The revised Delivery Plan 2022-2026 be adopted.
4. Having considered the issues raised in the community engagement process, Council make application(s) to the Independent Pricing and Regulatory Tribunal (IPART):
 - (i) Under section 508A of the Local Government Act 1993 for increases to the ordinary rate income of 22.50% in 2024/25 (including the rate peg), 16.0% in 2025/26 (including the rate peg), 6.4% in 2026/27 (including the rate peg) representing a total cumulative increase of 51.2% over the three-year period, with that increase to be a permanent increase retained within the rate base.
 - (ii) Minimum ordinary rate for business categories to be set as follows:
 - 2024/25 \$722.00 an increase of 22.5% (including the rate peg)
 - 2025/26 \$837.00 an increase of 16.0% (including the rate peg)
 - 2026/27 \$890.00 an increase of 6.4% (rate peg not applicable)
5. The submissions received during the community engagement process relating to the proposed SRV referred to in Item 2 above be included as part of the application(s) to IPART referred to in Item 4 above.
6. That a final revised version of the LTFP incorporating the SRV option 4, detailed in the report below, recommendation 4 above, and the final audited results for 2023/23 be endorsed and submitted to the December 2023 Council Meeting for adoption.

BACKGROUND

At its meeting on 19 September 2023, Council resolved the following:

That

- 1. Council endorse the revised 2023-34 Long Term Financial Plan for public exhibition and community consultation until 3 November 2023.*
- 2. Council endorse the revised Delivery Plan for public exhibition and community consultation until 3 November 2023*
- 3. Council endorse the undertaking of community consultation on a potential application to the Independent Pricing and Regulatory Tribunal (IPART) for a proposed permanent SRV of either a one year SRV of 43.5% in 2024-25 (including the forecasted rate peg of 3.5 per cent) or a two year SRV of 25.5% in 2024-25 (including the forecasted rate peg of 3.5 per cent) and 20.5 per cent in 2025-26 (including the forecasted rate peg of 2.5 per cent), representing a cumulative SRV of 51.2 per cent over two years. These proposed increases would apply to the minimum rates in Council's rating structure.*
- 4. Receive a further report at its meeting on 21 November 2023 regarding community consultation undertaken to determine any final application to be made to IPART for a SRV.*
- 5. Council notify IPART of its intention to invite community feedback on two SRV options and its intention to apply for an SRV.*

The purpose of this report is to present Council with the feedback received during the community engagement process relating to the updated LTFFP 2024/34 and the proposed SRV, and to proceed with an application for a section 508A (permanent) SRV and application for increase in minimum rate commencing in the 2024/25 financial year.

REPORT

Council has supported a steadily growing population and maintained its infrastructure and services within the scope of its revenue growth in line with the rate peg increases set by the State Government. However, in recent years this has become increasingly difficult.

The recent COVID pandemic, impacts on infrastructure of recent weather events, historic low interest rates returning low returns on investments, and the current highly volatile inflationary environment have increased Council's costs faster than its revenue growth. These issues have continued to put pressure on Council's budget.

Council has implemented several cost optimising and revenue enhancement initiatives that have resulted in net benefits. With costs continuing to out-strip revenue, resulting in operating deficits, Council has identified and incorporated into the revised LTFFP some \$1.4 million savings that will be implemented over the next 3 years, refer **Annexure one**.

Further, Council needs to undertake renewal and maintenance of its infrastructure, which places impacts on achieving a balanced budget. In some areas, Council has been able to utilise State and Federal Grants, as well as loans, to fund infrastructure renewal and operations. However, these sources of funds are unreliable and unsustainable. Servicing and paying back loans is also becoming more costly. Council must now consider increasing rates revenue to adequately fund its current services and infrastructure needs.

In its 2022-26 Delivery Program, now revised (**Annexure two**), Council identified the need to consider an SRV for rates to ensure its ongoing financial sustainability. Since then, further analysis has been undertaken in relation to Council’s long-term financial position and has established that an SRV is required to achieve Council’s financial sustainability and maintain service levels and fit-for-purpose infrastructure. Accordingly, Council’s 2022-26 Resourcing Strategy and LTFP was developed and included in part a review of this document with the need to undertake further analysis and potential SRV options for Council consideration.

The draft 2023-34 LTFP (**Annexure three**) has been prepared in accordance with the *Integrated Planning and Reporting Guidelines* issued by the Office of Local Government and prescribed under the Act and includes three (3) financial modelling scenarios. In addition to a Base Case scenario, the LTFP models two (2) SRV scenarios to address Council’s ongoing financial sustainability. The two SRV option that were designed to ensure Council can successfully:

- Generate an operating surplus, before capital income,
- Fully fund all required asset renewals and maintenance,
- Return to and maintain a positive unrestricted cash position, and
- Deliver all improvement program initiatives.

The proposed SRV increases in each of the two (2) scenarios are largely similar; the key difference is the number of years required to implement the full extent of the rate increase.

Table 1, below, summarises the two (2) SRV scenarios:

Table 1: Special Rate Variation options for community engagement			
SRV Options	2024-25	2025-26	Cumulative increase over SRV implementation period
Base Case	3.5%	2.5%	6.1%
Sustainability Scenario – One-year SRV	43.5%	-	43.50%
Sustainability Scenario – Two-year SRV	25.5%	20.5%	52.1%

IPART has very recently released the revised rate page methodology, while it is welcomed and should have a positive impact, it will not impact Councils proposed SRV application. Regardless of the rate peg increase, it will not resolve Councils financial sustainability challenges.

On 19 September 2023, Council endorse the undertaking of community consultation on a potential application to the IPART for a proposed permanent SRV of either a one year SRV of 43.5% in 2024-25 (including the forecasted rate peg of 3.5 per cent) or a two year SRV of 25.5% in 2024-25 (including the forecasted rate peg of 3.5 per cent) and 20.5 per cent in 2025-26 (including the forecasted rate peg of 2.5 per cent), representing a cumulative SRV of 51.2 per cent over two years.

If secured, a SRV would assist Council in maintaining surpluses, meeting operating expenditure, and ensuring sufficient investment in infrastructure.

OUTCOMES OF COMMUNITY ENGAGEMENT

Consistent with Council's resolution at its Ordinary Meeting held 19 September 2023, a comprehensive engagement and communications program was delivered to raise awareness of the need for an SRV and the SRV option.

During the engagement period, Council facilitated eleven (11) community information drop-in sessions held across the Goulburn Mulwaree Local Government Area attracting 455 attendees. Council also received submissions facilitated via Council's website.

Over the course of the engagement period, various materials, and resources in relation to the proposed SRV were made available from Council's website including:

- Community Engagement Plan and timeline.
- Community Drop-in Schedule
- Community Newsletter
- Frequently asked questions (FAQ) and responses to those FAQ,
- Financial Sustainability & Rate Variation Assessment Audio Presentation
- SRV Background paper,
- Revised Long Term Financial Plan and Capacity to Pay report, and
- Organisation Sustainability Improvement Plan.

Council also undertook print and radio advertisements, Letter from the Mayor, Facebook posts, Media interviews and releases.

Central to the engagement program was an online submission, which allowed members of the community to provide feedback on the proposed SRV. In total, 1855 submissions were received. Key results of the submissions include:

- Approximately 30.9 per cent of respondents raised affordability and hardship as an issue, indicating that the proposed SRV scenarios are unaffordable.
- Approximately 26.2 per cent of respondents cited current cost of living pressures, including rising inflation and interest rates, as a reason for their opposition to a proposed SRV
- Some 29.3 per cent of respondents suggested that Council needs to achieve further operational efficiencies, productivity improvements and cost savings prior to seeking an SRV.
- The extent of the proposed SRV was cited as an issue by approximately 12.0 per cent of respondents. Some respondents understood the need for an SRV, but believed the extent proposed was too significant. Some respondents questioned the timing of the SRV, suggesting that it was not appropriate to pursue an SRV in the current 2023/2024 year.
- 7.8 per cent of respondents expressed concerns around the perceived social and economic impact of the proposed SRV. Some respondents suggested that homeowners may need to sell their homes and some residents may need to relocate from the Goulburn Mulwaree region, which in turn would impact local businesses.
- 92.5 per cent identified the Base Case (No SRV) as their preferred option.

The Community Awareness and Engagement Outcomes Report, appended at **Annexure four**, provides an overview of the engagement program delivered and communications activities undertaken to promote the engagement program, as well as the engagement findings and key issues raised.

FEEDBACK ON AND CHANGES TO THE 2023 -34 LONG TERM FINANCIAL PLAN (LTFP)

Councillors consider the initial community engagement feedback at a workshop on 8th November 2023 and where mindful of the affordability impact and the capacity to pay issues, raised in the community submissions, particular the shorter SRV periods. Key aspects of the feedback from the community engagement were concerns regarding affordability, cost of living, social and economic impacts and the extent of the SRV over a short period.

Subsequently Council has developed a proposed Option 4 a three-year SRV as their preferred option, should Council resolve to proceed with an SRV application. This three-year option does not exceed the cumulative two- year SRV option that was placed on public exhibition. The publicly exhibited and additional SRV options are detailed in the following table.

Table 2, below, summarises the three (3) SRV scenarios:

Table 2: Revised Special Rate Variation options for Council determination				
SRV Options	2024-25	2025-26	2026-27	Cumulative increase over SRV implementation period
Base Case	3.5%	2.5%	2.5%	8.7%
Sustainability Scenario – One-year SRV	43.5%	-	-	43.50%
Sustainability Scenario – Two-year SRV	25.5%	20.5%	-	52.1%
Sustainability Scenario –Three-year SRV	22.5%	16.0%	6.4%	52.1%

The final LTFFP will need to be endorsed with the inclusion of final SRV decision of Council and will be submitted to the December 2023 Council meeting for adoption.

ASSET MANAGEMENT STRATEGY AND PLANS

Council has updated its Asset Management Strategy and Plans, which forms part of Council’s Resourcing Strategy to ensure it aligns with both the timeframe and expenditure projections in the LTFFP. The review and updating of the asset management documents occurred concurrently with the revised LTFFP. Currently the documents are in a final draft and will be submitted for adoption at the December 2023 Council meeting.

ANNEXURES:

1. Organisation Sustainability Improvement Plan
2. Revised Delivery Plan 2022-2026
3. Long-Term Financial Plan 2023-2034 (as exhibited), including Capacity to Pay Report
4. Community Awareness and Engagement Strategy Outcomes Report, November 2023



**Organisational Sustainability Review
and Improvement Plan**
Goulburn Mulwaree Council
August 2023



Document status

Job #	Version	Written	Reviewed	Approved	Report Date
7715	1 – Draft	M. Drummond	G. Smith	G. Smith	August 2023
	2 – Final	M. Drummond	G. Smith	G. Smith	August 2023

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1 Introduction

Goulburn Mulwaree Council ('Council') has identified that the council is facing challenges that place its financial sustainability at risk. Therefore, Council has undertaken an organisational sustainability review to identify financial and operational opportunities that can guide Council through the development of an improvement plan, outlining productivity gains, cost savings, increased income and/or additional resource needs for long-term operational sustainability. This sustainability review may also be used to form one of the key elements to support a potential special variation (SV) application to the NSW Independent Pricing and Regulatory Tribunal (IPART), to be implemented from 1 July 2024.

Council has already been on a long-term improvement journey and remains committed to continuing with saving initiatives as part of a whole-of-organisation improvement plan. This review and improvement plan follows on from a previous service sustainability review undertaken by Council, and facilitated by Morrison Low, in December 2021. It seeks to identify the cost containment strategies and productivity improvements that have been utilised by Council in the past, as well as further prioritise and focus the improvement opportunities that Council will implement going forward and also consider undertaking in the future.

The objectives of a sustainability review and undertaking an improvement journey are:

- Long-term financial and operational sustainability and viability across the organisation with a collaborative approach to solutions.
- Utilising the combined knowledge of the organisation to create a range of productivity improvements.
- Providing an improvement plan for future decision-making that embeds 'sustainability' principles in decisions at all levels.
- Enable engagement with the community on the alternative options and choices to an SV.
- Demonstrate to IPART that Council has considered and consulted on a range of improvements prior to making any application.
- Demonstrate to IPART and the Office of Local Government (OLG) that Council has a prioritised program of ongoing service reviews aimed at continuous improvement and optimisation of its services.
- Cost savings, revenue increases and productivity improvements as a means of reducing the amount of any SV.

This improvement plan summarises the outcomes of the review and improvement journey process that has been undertaken, what is proposed as part of an SV application and identification of potential future improvements.

Council has also created an Organisational Development Plan (Appendix A) that forms part of Council's successive annual operating plans, to ensure organisational alignment in delivering Council's Community Strategic Plan – Towards 2042. The actions are aimed at Council attaining its desired future state for governance and planning, people, and organisation and operations. This improvement plan aims to further address those areas of financial and organisational sustainability.

Further Council has completed high-level review of its strategic asset management documentation, processes and data with asset improvement actions identified and incorporated in revised asset plans.



2 Methodology for organisational sustainability review and improvement plan

This project covers two elements:

- An organisation-wide review aimed at identifying improvements to Council's financial position, operational productivity or efficiencies and/or resource needs.
- Creating an improvement plan or program for community information as part of the sustainability journey and a potential SV application for community engagement and an application to IPART.

The following diagram outlines the process Council followed for this organisational sustainability review (light blue items were completed as part of the 2021 service sustainability review).

Figure 1 Process for organisational service review





3 Background

3.1 Organisational sustainability review

There are several components for achieving a sustainable organisation. Financial sustainability is not the only component to provide organisational sustainability. For an organisation to be sustainable, its strategy, services, capability, capacity and resources must integrate to guide sustainable decision-making. The Integrated Planning and Reporting (IP&R) framework aims to guide the pathway to organisational sustainability with integration between the key resourcing strategies, instead of ad hoc decisions made in isolation, which may threaten an organisation's sustainability.

If Council decides to apply for an SV, IPART will focus on whether Council's application satisfies criterion five of the application: where Council must explain and quantify productivity improvements and cost containment strategies that it has realised in past years and plans to realise over the proposed SV period. IPART will look for evidence of strategies and activities the Council has adopted in the past, robust data quantifying the efficiency gains achieved and confirmation if any gains have been incorporated into Council's Long Term Financial Plan. Council is addressing these challenges through a number of initiatives, including this improvement plan.

3.2 Elements of organisational sustainability

Financial and operational sustainability can only be achieved if the organisation itself is aligned to be sustainable. This includes the following main elements:

- planned strategic direction
- clear direction for services
- Council assets are maintained and renewed appropriately
- Council is able to retain and attract a quality workforce
- long-term financial sustainability and capacity
- integrated resourcing strategy – adequate resources
- review/develop/align policies, strategies, systems and processes to support and improve sustainability
- consistency of decision-making.



Figure 2 Organisational sustainability: the relationship between long term plans and sustainable decisions

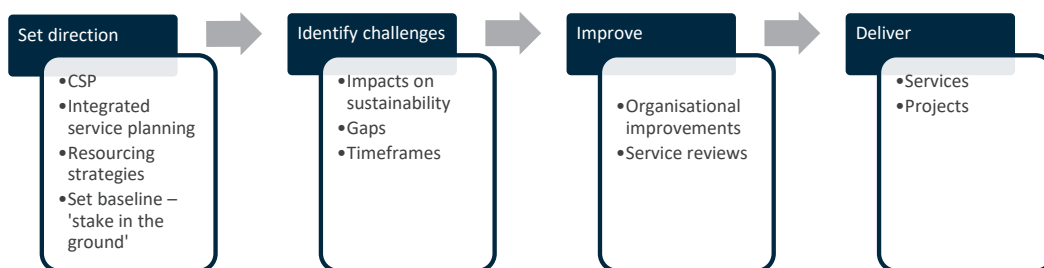


3.3 Long-term improvement and sustainable decision making

For prolonged sustainability, Council is taking a longer-term direction, so it can plan how to get there. One of the challenges for local government is that service planning may take a short-term view, leading to temporary solutions that try to solve specific problems. These may not be sustainable over the longer term, or appropriate when integrated with other organisational priorities.

Council is ensuring that this improvement journey will support Council’s strategic direction on service planning to enhance its organisational sustainability. The following high-level diagram outlines the steps in this sustainability and improvement journey.

Figure 3 Improvement journey steps

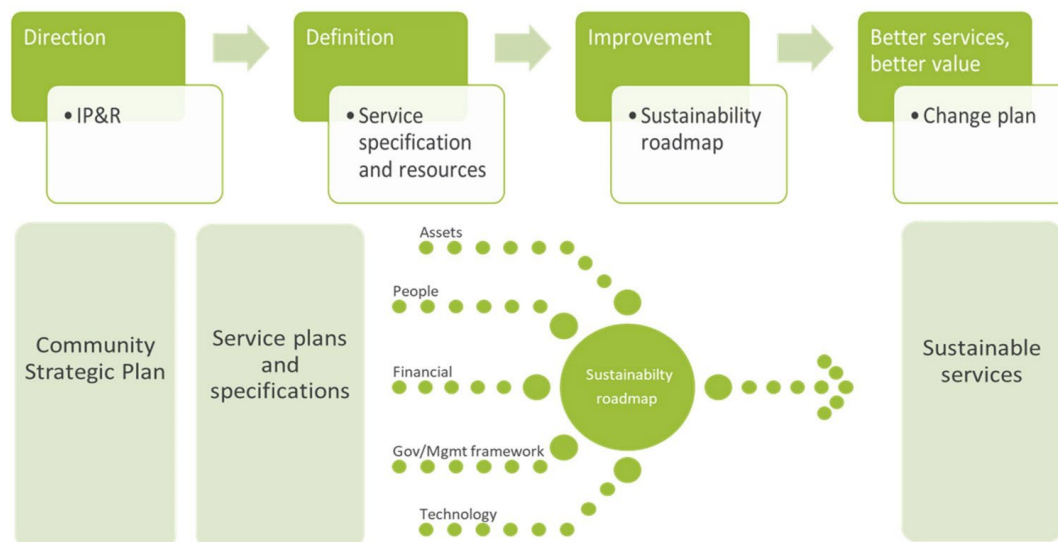




4 Improvement framework

We used the following framework as the basis for our approach.

Figure 4 Sustainability improvement framework



The foundation of this improvement plan is building organisational capacity and capability through a range of improvement initiatives that will require investment as well as provide savings/improvement in a financial capacity.

Details of all improvement initiatives, containing past, present and future improvements, are identified in section seven, reflecting the following strategic objectives:

- cost containment strategies
- productivity and process improvements and efficiencies
- long-term organisational and operational sustainability
- additional revenue generation.

These will ensure Council is able to achieve organisational sustainability through enhanced financial and operational savings, efficiency gains and resource needs. The improvement plan contains the following key themes or categories to achieve the strategic objectives for delivering the sustainability, saving and efficiency outcomes:

- improving the cost recovery from beneficiaries when providing user-pay services
- improved use of technology for internal processes
- capital work delivery improvements
- consideration over the use of contractors versus internal resources
- mobile library services



- deliver services more efficiently through service reviews, improvement programs and reducing costs and wastage etc
- disposal of surplus assets
- waste and waste transfer opportunities
- staff sharing
- changes to fleet and fleet use
- review Council sponsored/delivered events and event management
- asset and asset management improvements.

5 Organisational sustainability review process

The 2023 organisational sustainability review process included:

- a review of previously suggested improvement opportunities collated in 2021
- a survey and spreadsheet to collect, collate and analyse further improvement opportunities across the entire organisation, as well as past improvements completed
- a councillor briefing
- a senior staff workshop.

As part of finalising the plan, Council will consider the improvement opportunities and resource needs as part of the SV process, including the adoption of a revised LTFP document incorporating these improvements.

5.1 Gathering opportunities

The first step, in the 2023 organisational sustainability review, involved the review of opportunities previously gathered as part of the service sustainability review in 2021, plus the addition of further suggestions for senior staff. This covered all services and identified cost savings, productivity and process improvements and revenue-generating opportunities. This initiative required a higher-level scan across all services, as opposed to a detailed service-by-service review (which may be one of the opportunities identified). This initial step in the service improvement journey is designed for banking quick wins, identifying future opportunities and embedding the need for organisational sustainability.

The process included:

- Revisiting financial savings, organisational improvements or revenue opportunities that have previously been considered and/or discarded but need to be reconsidered alongside other opportunities.
- Developing further opportunities and improvements.
- Providing Council with a list of opportunities that can be considered and prioritised to create financial savings.

Staff considered the efficiency and effectiveness of each opportunity, as well as the following factors:

- reasons for pursuing the opportunity
- ease of implementation



- productivity, process and other non-financial gains
- implementation costs
- ongoing savings/reduction in expenditure
- ongoing increase in and new income/revenue.

Past improvements, that have previously been undertaken by Council, were also collated in an Excel spreadsheet, with details of the improvement, whether it resulted in ongoing or one-off savings, figures on any cost savings resulting from the improvement, as well as details on efficiencies and productivity gains.

5.2 Prioritisation of opportunities

A workshop was then held with senior staff to discuss all potential improvement opportunities (including any further suggestions submitted) submitted, as well as any previously completed past improvements that had also been collected. Improvements were feasibility tested, figures checked and then staff considered the priority for the opportunity to be implemented – either immediately (high and medium priority), in the future (low priority) or not at all.

5.3 Building the improvement plan

Following the workshop, the fully prioritised improvement plan was created, and this is included as section seven. A summary of the improvement plan total benefits and analysis is included as section six. Full details of each improvement have been provided under separate cover in Excel format.

The improvement plan details the following:

- past improvements that have been incorporated into Council's previous LTFPs (section 7.1)
- present improvements that are high and medium priority and have now been built into and accounted for within Council's updated LTFP, which will feed into Council's sustainability journey and any potential SV application (section 7.2)
- lower priority future improvements that have not been fully analysed but may create additional operational benefits, cost savings or productivity improvements for Council in the future and as such have not been included within the updated LTFP or allowed for as part of any SV application (section 7.3).



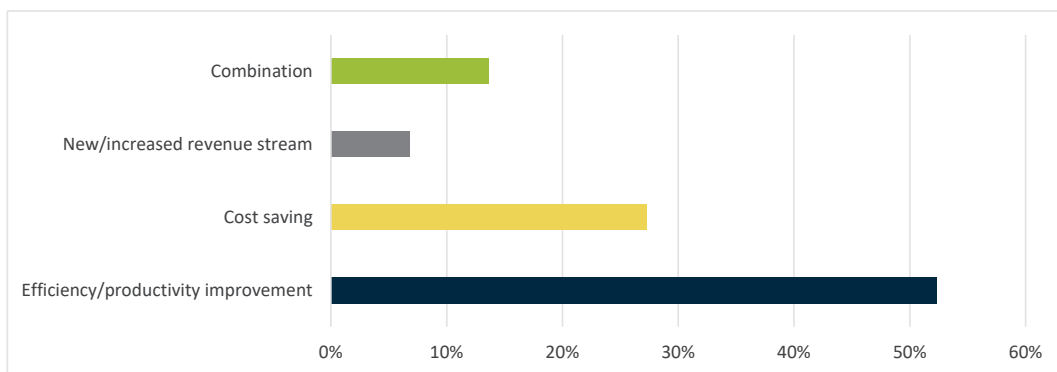
6 Summary of improvements

6.1 Past improvements

Throughout the review, staff identified and costed 44 past improvements, which Council has already completed in order to continually strive for organisational sustainability. These past improvements often involve ongoing cost savings, as well as productivity gains and process improvements, and these have already been accounted for within Council’s LTFP.

Some of the biggest financial benefits seen by Council have been from the sale of surplus land, a review of electricity accounts, ceasing the mobile library service, using internal borrowings to reduce interest cost and increase returns, implementation of LED street lighting and a comprehensive review of s7.11 and s7.12 developer contributions. These have saved Council a combined \$639,000 annually, as well as \$5.2 million in one-off revenue. Of the identified past improvements, 17 have increased cost savings, 29 encouraged productivity and efficiency gains and four increased revenue generation.

Figure 5 Past improvements by type



Details of all of the identified past improvements are included in the past improvement plan at section 7.1. These past improvements total \$1.179 million per year in financial benefits to Council (as well as \$5.2 million in one-off benefits at the time of implementation), in addition to extensive additional efficiency and productivity gains and significant improvements in operational sustainability.

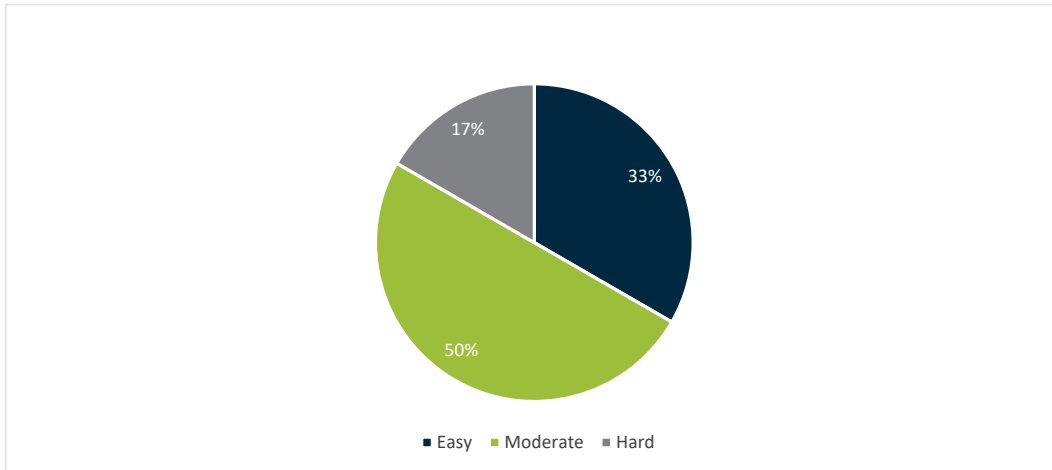
6.2 Present improvements

As part of the review, Council’s senior management team identified, costed and prioritised 42 present improvements, which Council will be implementing over the next three to four financial years (with some having a slightly longer implementation timeframe). These will be included within Council’s revised LTFP and any SV application. The present improvements include cost savings, efficiency gains, revenue increases and key items that are necessary for long-term operational sustainability. Any improvements that require additional verification have been included within the future improvement plan for further consideration.

The implementation difficulty of all the opportunities was considered by Council senior staff, with 14 of the present improvements considered easy to implement, 21 moderate and seven hard.



Figure 6 Present improvements – difficulty of implementation



Council has identified 20 present improvements that will result in cost savings, six that will increase revenue and 23 that will see productivity and efficiency gains. Of these present improvements, the following financial benefits have been identified.

Table 1 Present improvements – implementation difficulty and estimated costs and benefits

Improvement implementation difficulty	Cost of implementation (may be spread over multiple years)	Estimated potential annual net benefit
Easy	\$260,000	\$535,000
Moderate	\$1.15 million	\$815,000
Hard	\$290,000	\$55,000 (plus \$500,00 in one-off revenue)
Total benefits	-\$1.7 million (an estimated \$240,000 of these costs are recurring/ongoing annually)	\$1.405 million plus an additional \$500,000 in one-off revenue

The following present improvements, have already commenced and/or reviews are underway to begin implementation:

- review strategic asset management strategy and plans and consideration of reactive versus strategic resourcing and level of service
- review lighting provisions across organisation
- audit Council's energy usage across the organisation to identify potential energy saving options
- implement paperless development applications
- use Tech One to its full capacity
- implement more electronic systems
- disposal of surplus land
- waste free community – reduce public place bins (and limit further installations)



- provide clear recycling opportunities for the public and staff
- develop comprehensive IT strategy
- review revenue strategy and fees and charges across whole of Council (partly underway for some services)
- review electricity connections across the Council facilities.

6.3 Future improvements

Following the improvement gathering process, 19 of the improvement opportunities were considered to be lower priority and/or needing substantial analysis, investigation or further review. These form Council's future improvements and full details are included in section 7.3. These improvements require significant further assessment to determine if they will provide any additional sustainability and/or operational benefits for Council and have therefore not been incorporated into Council's LTFP at this stage. The total value of the future improvements is initially estimated to be \$135,000 in yearly net benefit with an additional cost of \$400,000 in implementation costs (of which \$75,000 would be recurring/ongoing), along with further productivity, efficiency and operational gains. These figures, however, will require considerable verification and testing by Council and therefore will be subject to change.

In addition to the future improvements incorporated within the improvement plan, Council will also undertake the mandatory yearly service review process, as defined by the Office of Local Government. There will likely be further long-term benefits from these reviews, although these will most likely be productivity improvements rather than cost savings.



7 Improvement plan

7.1 Past improvements

Past improvement summary	Efficiency and/or productivity gain	Yearly net financial benefit commencing prior to 2023/24
Business units now have access to a more efficient and effective centralised file sharing platform	✓	
Ceased the mobile library service due to its viability		\$139,000
Comprehensive review of s.7.11 and s.7.12 developer contributions		\$100,000 (revenue)
Council started using its own compost for parks, sports fields etc	✓	
Decommissioning of Library Big Read Bus	✓	\$20,000
Decommissioning of Vickie – Visitor Information Bus	✓	\$50,000
Development of workplace health and safety (WHS) application in house	✓	
Employer value proposition created – suite of products to utilise to expand advertising reach for talent search		\$20,000
Goulburn Mulwaree Library no longer opening on Sundays	✓	\$10,000
Greater use of LGP contracts to reduce tendering costs	✓	\$50,000
Implementation of LED street lighting		\$100,000
Implemented electronic employee forms	✓	
Implemented organisational wide WHS application for easy access and reporting	✓	
Implemented wide wing mowers and different types of mowers to improve efficiency	✓	
improvement procurement process use of panels and internal panels	✓	
Installation of design and video software for Gallery staff to undertake essential works	✓	
Installation of solar panels across Civic Centre building and installation of a catch power system		\$15,000
Installation of solar panels at the WWTP to provide daytime power for plant operation with excess to grid		\$80,000
Introduced credit card purchasing for the Gallery	✓	
Introduction of MS Teams to enable online meetings and communication to take place between teams and/or staff on flexible work agreements/WFH	✓	
Investigated options for remote IT helpdesk services which supplement current resources for network security purposes and know managed externally	✓	
Joint procurement – ARIC	✓	
Leadership in-house trainer		\$30,000
New staff portal/move to cloud-based software	✓	
Online incident/accident management system	✓	
Online learning management system implemented	✓	\$75,000
Online recruitment system	✓	
Purchase some 1L bottles of milk instead of all 2L so that smaller work sites do not have so much wastage	✓	
Purchased desktop Mac computer with appropriate design and video editing software	✓	
Replacement of fluorescent halogen lighting with LEDs throughout library		\$5,000
Review current utilisation of heavy plant fleet, plus review plant for suitability for purpose and disposed of some plant		\$20,000
Review of electricity accounts to ensure all sites are still in use; ensuring the correct classification of the site – e.g., small or large site to maximise efficiency of charges and moving accounts into these – moving all accounts not in Council's contract onto the Council contracts removing other electricity suppliers		\$200,000
Review of strategic planning fees for rezonings (planning proposals) etc	✓	\$50,000
Reviewed catering costs for council functions and meetings		\$20,000
Reviewed duties and reduced/eliminated double handling/duplicated effort – including for purchase orders and requesting invoices, checking if an invoice or purchase requisition/order has already been done so duplication doesn't occur	✓	
Reviewed financial assistance to community organisations and reduced admin processing times and admin costs	✓	\$20,000
Reviewed opening hours for Council facilities, library, gallery, aquatic centre and waste centre to determine an efficient spread of opening hours	✓	
Reviewed procurement policy/processes to ensure best value is balanced with risk and probity	✓	
Sale of surplus land (2a Dossie Street, Benbullen Place and Hovell St)		\$5,200,000 (one-off revenue)
Savings post-pandemic for meeting costs – better web conference facilities has meant less travel required to city	✓	
Shared service agreements – procurement, library, GIS	✓	\$30,000
Street sweepers now spend more time on RMS roads where Council receives funding from the RMS	✓	\$45,000
Use of GPS – graders, heavy machinery and biodiversity	✓	
Use of internal borrowings to reduce interest cost and increase returns		\$100,000



7.2 Present improvements

Present improvement detail	Difficulty	Priority	Implementation year in LTFP	Efficiency/ productivity gains	Yearly net financial benefit – ongoing	Implementation costs – may be spread over multiple years
Improve recovery of service costs due to direct beneficiaries – review revenue strategy and fees and charges across whole of Council	Hard	High – partly underway	2024/25		\$30,000	\$20,000
Review strategic asset management strategy and plans and consideration of reactive vs strategic resourcing and level of service	Hard	High – currently underway	2024/25	✓		\$20,000
Purchase of digitisation equipment to enable protection of important documents	Moderate	Medium	2025/26	✓		\$450,000
Change six Visitor Information Centre casual staff to part-time	Easy	Low	2024/25	✓		
Centralise stationery ordering	Easy	Medium	2025/26	✓	\$25,000	
Review lighting provisions across organisation	Moderate	Medium – partly underway	2025/26		\$20,000	\$50,000
Audit Council's energy usage across the organisation to identify potential energy saving options	Moderate	High – currently underway	2024/25		\$30,000	\$150,000
Implement paperless development applications	Moderate	High – currently underway	2023/24	✓		
Provide more flexibility in working arrangements including expanding work from home options	Easy	Low	2023/24	✓		
Council employ their own TechOne specialist	Moderate	High	2023/24	✓	\$100,000	\$360,000
Use Tech One to its full capacity	Hard	High – currently underway	2023/24	✓		
Solar panel review	Moderate	Medium	2024/25		\$50,000	\$30,000
Review license agreements to determine rental agreements more aligned with market value for these facilities	Easy	High	2023/24		\$30,000	\$30,000
Implement more electronic systems which reduce duplication inherent in paper-based systems – timesheets, assets, WHS, invoicing, etc	Hard	High – currently underway	2023/24	✓		
Review current events run by Council and determine whether Council should continue to provide the range and number of events that it currently does	Moderate	High	2024/25	✓	\$20,000	
Develop service review program that reviews the current level of service provided by Council and determines future levels of service	Moderate	High	2024/25	✓		
Review the pricing structure associated with haulage routes from quarries across the LGA and to determine a contribution reflective of pavement impacts	Moderate	High	2025/26		\$200,000	\$120,000
Review and update engineering standards and development assessment processes	Easy	Medium	2025/26		\$100,000	\$40,000
Apply stormwater levy	Moderate	High	2027/28		\$200,000	\$60,000
Review methodology of developing capital works and maintenance programs and to develop future program aligned with asset management requirements (focus on renewals)	Moderate	High	2025/26	✓		
Improvement of procurement processes	Moderate	Medium	2024/25	✓	\$50,000	
Focus on asset renewal rather than asset creation (including with grant applications)	Easy	High	2025/26		\$100,000	\$60,000
Disposal of surplus land	Hard	High – currently underway	2026/27		\$500,000 (one-off)	
Reduce public place bins (and limit further installations) and residents dispose of waste through at home systems (domestic bins or rural card system or bins in commercial/business premises)	Moderate	Low – currently underway	2026/27	✓	\$20,000	
Providing clear recycling opportunities for the public and staff	Moderate	Low – currently underway	2023/24	✓		
Work with recycling contractor to re-assess the current arrangement for recycling processing and determine if a better community outcome could be achieved	Moderate	High	2028/29	✓	\$25,000	
Hardware upgrade	Hard	High – partly underway	2024/25	✓		\$250,000
Undertake review of fleet	Moderate	High	2024/25		\$80,000	
Undertake specific detailed service reviews	Easy	High	2023/24	✓		



Present improvement detail	Difficulty	Priority	Implementation year in LTFP	Efficiency/ productivity gains	Yearly net financial benefit – ongoing	Implementation costs – may be spread over multiple years
Reduce grants to community organisations	Hard	High	2025/26		\$25,000	
Review staff vacancy rate allowance in budget	Easy	Medium	2024/25		\$100,000	
Introduce long-term service planning	Moderate	High	2025/26	✓		
Project management review	Easy	High	2023/24	✓		
Business unit cost recovery review	Easy	High	2024/25		\$50,000	
Develop comprehensive IT strategy	Easy	High – currently underway	2023/24	✓		
Review fuel arrangements – optimise savings (i.e., fuel type)	Easy	High	2024/25		\$10,000	
Review electricity connections across the Council facilities, e.g., aquatic centre	Easy	High – currently underway	2024/25		\$100,000	\$150,000
Introduce salary sacrificing opportunities – to reduce fleet numbers through novated leases instead of lease back	Moderate	High	2024/25		\$15,000	
Improved processes in relation to use of s7.11 funds to fund capital works	Moderate	High	2024/25	✓		
Review of memberships and annual subscriptions	Moderate	High	2024/25	✓	\$5,000	
S711 schedule of works review – review the Local Infrastructure Contributions Plan 2021 essential works schedule to ensure that all relevant development is captured	Moderate	High	2024/25	✓		
Review Council’s contribution to the attraction of events	Easy	High	2024/25	✓	\$20,000	



7.3 Future improvements

Future improvement detail	Difficulty	Priority	Efficiency/ productivity gains or operational sustainability benefits	Yearly net financial benefit – ongoing	One-off implementation costs – may be spread over multiple years
FOGO caddies in all kitchen areas	Easy	Low	✓		
Introduce more hybrid/electric cars to the fleet	Moderate	Medium	✓		
Office reconfiguration	Moderate	Low	✓		\$50,000
Review Work/Invest budget	Moderate	Medium		\$40,000	
Rationalise number of playgrounds	Hard	Medium	✓	\$20,000	\$60,000
Investigate options for records management using remote devices	Moderate	Low	✓		
Introduce commercial food waste collection from cafes, restaurants, supermarkets	Moderate	Low			\$165,000 (some costs will be ongoing)
Draft Emergency Service Levy legislation to allow councils to set an annual charge/cost recovery	Moderate	Medium			
Reducing Council waste to landfill	Easy	Medium	✓	\$50,000	
Review of museum operating hours	Moderate	High – requires further review	✓		
Review of Events Officer/Recreation Area Manager roles and feasibility of co-location	Easy	Medium	✓		
Review of opportunities for shared services, in liaison with Canberra Region Joint Organisation	Hard	Medium	✓	\$25,000	\$125,000 (some costs will be ongoing)
Review rent/lease arrangements and opportunities	Easy	High			
Evaluation of the feasibility of creating commercial business units	Hard	Low		\$10,000	
Land contamination management project	Moderate				
Review village discretionary funds	Moderate				
Review of software requirements following TechOne Implementation	Moderate		✓		
Identification of appropriate Council owned sites for biodiversity stewardship sites under the biodiversity offset scheme	Hard				
Further opportunities to extend water reuse scheme for sports field irrigation	Moderate		✓		



Appendix A Organisational Development Plan



Goulburn Mulwaree Council

Organisational Development Plan



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Introduction

This document has been developed in conjunction with both Elected Members and employees and will provide for our organisation the foundations of an improvement journey over the next three years and beyond.

Goulburn Mulwaree Council is an organisation that can be exceptional provided we strive for continuous improvement in our service delivery to all stakeholders. It is important to note that we have experienced and committed people with good assets and a sound financial position, that represent a strong foundation to build upon.

The initiatives outlined in this report, once achieved, will significantly improve the organisation and our ability to service the community.

Planning Framework

Goulburn Mulwaree Council adopted a Community Strategic Plan, Towards 2042! that reflects where we as a community would like to be in 2042. Council also has in place both a Delivery Plan as well as our annual Operation Plan.

The initiatives that are identified in this Organisational Development Plan will become part of Council’s successive Annual Operation Plans to ensure our organisation is aligned with, and focusing on, delivering Councils strategic intent.

Key Influences

The table below summarise previous, current and emerging influences on this organisation:

Internal	External
Significant Change to elected members in 2021 Council Elections	Statutory requirements to ensure accountability and good governance
Appointment of a new CEO	Economic and social opportunities and challenges faced by the region
Evolving expectations and initiatives of Mayor and Councillors	Community and stakeholder expectation regarding the level, cost of and timeliness of services Council offers
Results of previous organisational review	Global trends including technological, environmental, economic and social
Results of a number of staff surveys identifying areas of strengths and weaknesses	Changes to State and Federal policy and other legislative reforms
Long term sustainability of the organisation	Local government sector reform and professionalism

Desired Future State of the Organisation

Local Government is responsible for planning and providing services, regulation and infrastructure in a way that facilitates local communities that are strong, healthy and prosperous. The local government principles that underpin these responsibilities are defined as follows (Local Government Act 1993 NSW):

1. General Principles

- (a) Councils should provide strong and effective representation, leadership, planning and decision-making
- (b) Councils should carry out functions in a way that provides the best possible value for residents and ratepayers.
- (c) Councils should plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
- (d) Councils should apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements.
- (e) Councils should work co-operatively with other councils and the State government to achieve desired outcomes for the local community.
- (f) Councils should manage lands and other assets so that current and future local community needs can be met in an affordable way.
- (g) Councils should work with others to secure appropriate services for local community needs.
- (h) Councils should act fairly, ethically and without bias in the interests of the local community.
- (i) Councils should be responsible employers and provide a consultative and supportive working environment for staff.

2. Decision Making

- (a) Councils should recognise diverse local community needs and interests.
- (b) Councils should consider social justice principles.
- (c) Councils should consider the long term and cumulative effects of actions on future generations.
- (d) Councils should consider the principles of ecologically sustainable development.
- (e) Council decision-making should be transparent and decision-makers are to be accountable for decisions and omissions.
- (f) Community participation Councils should actively engage with their local communities, through the use of the integrated planning and reporting framework and other measures.

3. Sound financial management

- (a) Council spending should be responsible and sustainable, aligning general revenue and expenses.
- (b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- (c) Councils should have effective financial and asset management, including sound policies and processes for the following:
 - (i) performance management and reporting,
 - (ii) asset maintenance and enhancement,
 - (iii) funding decisions,
 - (iv) risk management practices.
- (d) Councils should have regard to achieving intergenerational equity, including ensuring the following:
 - (i) policy decisions are made after considering their financial effects on future generations,
 - (ii) the current generation funds the cost of its services.

4. Integrated planning and reporting

- (a) Councils should identify and prioritise key local community needs and aspirations and consider regional priorities.
- (b) Councils should identify strategic goals to meet those needs and aspirations.
- (c) Councils should develop activities, and prioritise actions, to work towards the strategic goals.
- (d) Councils should ensure that the strategic goals and activities to work towards them may be achieved within council resources.
- (e) Councils should regularly review and evaluate progress towards achieving strategic goals.
- (f) Councils should maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals.
- (g) Councils should collaborate with others to maximise achievement of strategic goals.
- (h) Councils should manage risks to the local community or area or to the council effectively and proactively.
- (i) Councils should make appropriate evidence-based adaptations to meet changing needs and circumstances.



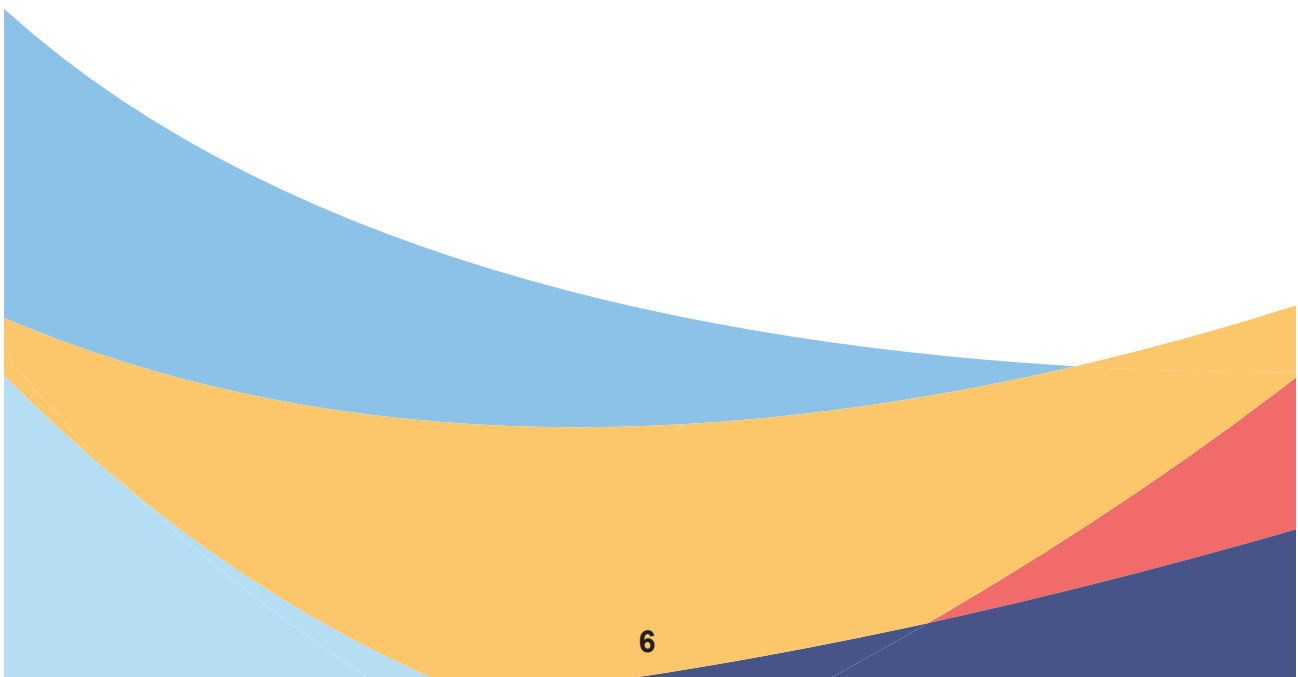
Action Plan

To develop the organisation to attain its desired future state, there are many issues that will need to be addressed.

The plan for action is structured with three key themes:

- Governance and Planning
- People
- Organisation and Operations

The following tables set out the issues along with potential responses for each issue.



Governance and Planning

Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G1	Redevelopment & Reaffirmation of Vision, Mission and core values of the organisation	Council’s current mission of “ <i>To Be Easy To Do Business With</i> ” does not resonate with employees and may appear to the public as an oversimplification of the statutory roles and responsibilities within local government	To develop a new mission and vision that is reflective of our organisation and how we serve the community.	G1.1 Gain an understanding from Elected Members their vision for the future of the region.	Chief Executive Officer	March 2023
				G1.2 In conjunction with the leadership team develop new vision and mission statements that reflect the sentiments of Elected Members.	Chief Executive Officer	May 2023
				G1.3 Seek staff involvement across the organisation for feedback on the proposed new vision and mission statements prior to adoption by the Council.	Chief Executive Officer	August 2023
G2	Corporate planning cycle	Corporate and Strategic planning decisions should be planned well in advance to ensure statutory documents are not adopted without due consideration or in isolation of each other.	Robust corporate planning calendar to be developed and adopted by Council. The document should be prepared for commencement in September for conclusion in July of the following year.	G2.1 Define and establish an integrated planning framework document.	Director Corporate and Community Services	March 2023
				G2.2 Establish the ongoing coordination and monitoring of the corporate planning cycle.	Director Corporate and Community Services	June 2023
				G2.3 Adopt a Corporate Planning calendar to manage the cycle of integrated planning and reporting.	Director Corporate and Community Services	December 2023
				G2.4 Establish a clear direction regarding planning and reporting obligations.	Director Corporate and Community Services	December 2023
				G2.5 Establish reporting guidelines and templates to ensure consistency of reporting.	Director Corporate and Community Services	June 2024

Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G3	Strategic Financial Management	The development and adoption of a Long-Term Financial Forecast is a statutory requirement. Current Financial Planning models are not underpinned by financial strategy and lack maturity.	The development of long-term financial strategies, supported by robust modelling and endorsed through policy is important to the success of the organisation.	G3.1 Develop and adopt a comprehensive financial planning model.	Director Corporate and Community Services	March 2023
				G3.2 Review and revise relevant financial policies.	Director Corporate and Community Services	June 2023
				G3.3 Significantly improve reporting regime which may include periodic external review.	Director Corporate and Community Services	December 2023
				G3.4 Identify opportunities to diversify revenue streams and contain costs.	Director Corporate and Community Services	December 2023
				G3.5 Integrate financial plan with asset management plans.	Director Corporate and Community Services	June 2024
G4	Asset Management	The development of asset management plans is a statutory requirement. While it is acknowledged that a number of plans have been developed for some assets classes, they lack sophistication and are not relied upon by Asset Custodians.	An increased focus on asset management is required by Council's Executive and Asset Custodians. A strategic approach is required that aligns both corporate asset management, asset custodian expectations and financial forecasts.	G4.1 Establish an Asset Management Group to facilitate ongoing discussion and development of asset management within the organisation.	Director Operations	April 2023
				G4.2 Review the existing Asset Management Plans and how they link to the Long-Term Financial Plan.	Director Operations	September 2023
				G4.3 Develop Asset Management Plans for each class of assets that reflects the long-term needs of the Region.	Asset Management Group and Individual Asset Custodians	June 2024

Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G5	Risk Management	Councils risk registers are limited and have not been updated for a significant period. In addition, Elected members have not provided Guidance on their risk appetite which may hinder optimum decision making.	Implementation of Council risk management framework is essential. The development of strategic and operational risk registers that drive risk related decision making is imperative. Develop a risk appetite statement in conjunction with Elected members to provide further guidance on attitudes towards risk	G5.1 Review and finalise Risk Management Framework and Policy.	Business Manager Governance	March 2023
				G5.2 Review and re-establish strategic and operational risk registers.	Business Manager Governance	December 2023
				G5.3 Review and re-establish risk management procedures and reporting guidelines.	Business Manager Governance	December 2023
				G5.4 Adopt a hierarchy of operational risk registers and incorporate into departmental business plans.	Executive	March 2024
				G5.5 Establish an Enterprise Risk Committee and Directorate Risk Committees to ensure a continued focus on risk and risk reduction.	Executive	May 2024
				G5.6 Establish the risk appetite statement of the organisation based upon guidance of Elected Members and the Leadership Team.	Chief Executive Officer	March 2025
G6	Integrated Organisational Performance Management	Council does not have an adequate integrated organisational performance framework within the organisation. Commitment and awareness to organisational performance framework is vital to the success of the organisation.	Establishment of an Organisational Performance framework focusing on delivery. It is important for this to be implemented across all areas of the organisation.	G6.1 Revise existing organisational performance management framework.	Executive	March 2023
				G6.2 Improve reporting processes for organisational performance management	Executive	May 2023
				G.3 Integrate organisational performance reporting with Directors and Managers performance plans.	Executive	August 2023

Organisational Development Plan Actions

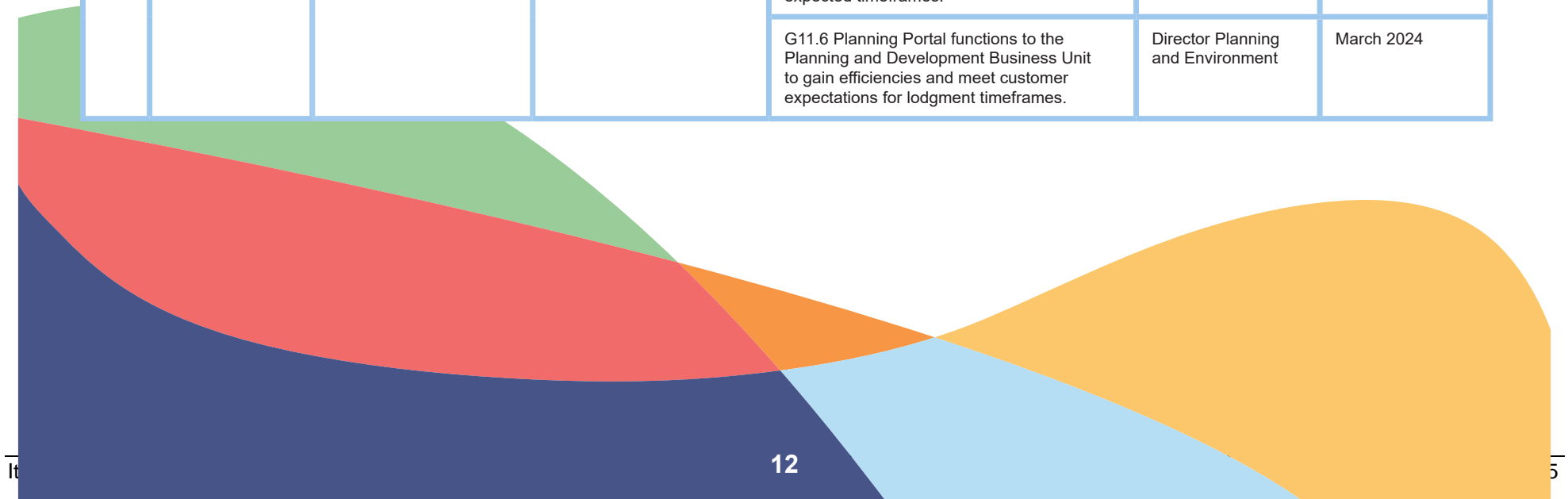
No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G7	Governance Operations Interface	There are significant community expectations of Council together with the challenges in an era of social media that presents challenges for Elected members and their support staff. The failure to adequately support Elected Members in their roles is at times evident. There is also evidence of unwarranted involvement by Elected Members in operational matters. There is also a level of tension between Senior Officers and Elected members due to prior issues of trust and delivery. Recent improvement has been made.	A collegiate approach is required to collectively re-setting the optimal interface between elected members and officers. The key objective of supporting elected members in their roles while respecting statutory obligations and maximising efficiency and effectiveness in conducting Council's business for the benefit of ratepayers.	G7.1 Review relevant policies for Elected Members to ensure they meet legislative requirements.	Chief Executive Officer	March 2023
				G7.2 Staff Councillor Interaction Policy is adhered to, ensuring compliance and a productive relationship between Elected Members and employees.	Chief Executive Officer	June 2023
				G7.3 Provide information to the community to understand the difference between the roles of Elected Members and Employees	Chief Executive Officer	October 2023
G8	Administrative Efficiency	Community concerns regarding cost of living and cost of government, and the perceived need for stream-lining of bureaucracy have been evident in Federal, State and Local government election campaigns in recent years. Business and development sectors also continue to push for elimination of regulatory red tape.	Anticipating the effects of these trends it will be desirable to establish mechanisms to identify and eliminate unnecessary regulatory or administrative processes and to continually demonstrate administrative efficiency.	G8.1 Review business process in advance of TechOne upgrades.	Executive	March 2023
				G8.2 Where required establish working groups to identify and eliminate unnecessary regulatory or administration processes.	Executive	December 2023
				G8.3 Utilise the internal audit function to assist in the removal of inefficient processes within the organisation.	Executive	April 2023

Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G9	Audit	Council has recently formed an Audit Risk and Improvement Committee facilitated through the Canberra Region Joint Organisation (CRJO). This Committee while in its infancy, will need to focus on key areas of risk for the internal controls to mitigate against the potential for mismanagement within the organisation.	The development of an Internal Audit program that identifies key areas of risk within the organisation and reviews these key areas to ensure compliance with relevant standards and legislation.	G9.1 Promote the findings of audit activity as important to the learning tool and for all staff to embrace the change of working with the audit function.	Chief Executive Officer	February 2024
				G9.2 Ensure that internal audit activities are more closely related to areas within the organisation that have a higher probability of risk.	Chief Executive Officer	April 2024
				G9.3 Improve the knowledge of Councils representative of the Audit Risk and Improvement Committee.	Chief Executive Officer	June 2024
G10	Economic Development	Economic Development Strategy is not robust and there appears to be little focus on building the capacity and capability of the region to meet the demands of proponents.	Development of an Economic Development and Innovation Strategy, Investment incentive Strategy and potential revision of the Tourism Strategy.	G10.1 Adopt a new Economic Development Strategy, Investment Incentive Policy and Local Business Support Strategy.	Chief Executive Officer	December 2023
				G10.2 Establish a localised advisory group to act as a "Think Tank". This group should involve a wide range of stakeholders to explore opportunities for economic development across the region.	Chief Executive Officer	July 2023
				G10.3 Review existing arrangements with regional organisations to ensure appropriateness and reaffirm rights and responsibilities.	Chief Executive Officer	February 2024
				G10.4 Implement Goulburn Mulwaree Destination Action Plan (2020-2025).	Business Manager Marketing Events & Culture	Ongoing to July 2025

Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G11	Development Assessment	Staff are having to manage the inefficient and cumbersome NSW Planning Portal during a sustained period of increased Development Applications. This has prevented the ability to implement a number of meaningful process improvements, such as electronic fee payment. A skill shortage within the industry is also a cause for concern.	Identify opportunities to improve efficiencies and implement process improvement, in the development assessment process as well as improved integration of the NSW Planning Portal with Council's business functions; and continuation of targeted succession planning.	G11.1 Formalise and implement succession planning for key roles within the Planning and Development Business Unit.	Director Planning and Environment	April 2023
				G11.2 Review the continued use of the API and explore alternative options for the management of the Portal in line with its continuous expansion in scope and application.	Director Planning and Environment	April 2023
				G11.3 Explore office configuration and location options to accommodate additional staff resources.	Director Planning and Environment	May 2023
				G11.4 Develop and implement electronic fee payment options for Planning Applications.	Director Planning and Environment	November 2023
				G11.5 Appropriately structure and resource the Planning and Development Business Unit to deliver development assessment and building certification functions within expected timeframes.	Director Planning and Environment	December 2023
				G11.6 Planning Portal functions to the Planning and Development Business Unit to gain efficiencies and meet customer expectations for lodgment timeframes.	Director Planning and Environment	March 2024



Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G12	Strategic Planning	Ongoing changes to the NSW Planning System over the past 2 years has prevented Council from progressing its own improvements, for example a reworked and comprehensive Development Control Plan. The increase in Planning Proposals resulting from the Urban and Fringe Housing Strategy will only exacerbate this issue.	Resourcing strategy to be developed alongside a reviewed Strategic Planning Program.	G12.1 Review Strategic Planning Program.	Director Planning and Environment	April 2023
				G12.2 Develop resourcing strategy based on forecast growth and future projects identified within the Strategic Planning Program.	Director Planning and Environment	June 2023
G13	Climate change	Council does not appear to have a well-developed climate change and adaptation strategy that prepares our organisation and community for a net zero future	Development of a strategy that progresses and refines our commitment to climate change that makes tangible steps towards a net zero future.	G13.1 With the input of the sustainability committee develop a strategic plan that commits Council to a pathway to net zero.	Executive	February 2024
G14	Advocacy	Elected members while advocating on behalf of the community do not meet regularly or have an overarching strategy for issues impacting the region.	Establish an Advocacy Advisory Committee	G14.1 Prepare a "Priority Projects Prospectus" document to assist in obtaining funding from both government and private proponents.	Chief Executive Officer	March 2023
				G14.2 Establish an advocacy advisory committee within Council.	Chief Executive Officer	June 2023
				G14.3 Determine the strategy of the group considering a broad range of objectives for the region.	Chief Executive Officer	October 2023
				G14.4 Establish a rolling advocacy plan to ensure Council is addressing issues that affect the region.	Chief Executive Officer	December 2023

Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G15	Community Engagement	It is a statutory requirement to effectively engage community and stakeholders. While Council meets its statutory requirement in relation to public consultation, there appears to be little community consultation on the development of infrastructure projects and the overarching needs of the region. Outreach meetings at outlying communities appear to be effective, however there is not an overarching community engagement strategy for the entire region.	Management commitment to meaningful community engagement is essential. A review of an engagement framework for all villages needs to be considered. The development of a community satisfaction survey would assist both elected members and employees in meeting and exceeding the needs of residents within the region.	G15.1 Revise the Community Engagement Policy.	Chief Executive Officer	June 2023
				G15.2 Adopt Community Engagement Guidelines.	Chief Executive Officer	August 2023
				G15.3 Adopt a program of Community Engagement activities that are tailored to each community.	Chief Executive Officer	September 2023
				G15.4 Conduct a Community Satisfaction Survey on a Biennial basis to evaluate Council's performance in meeting community expectations.	Chief Executive Officer	March 2024
				G15.5 Review the effectiveness of online media platforms and its reach across the community including guidelines for engagement through social media platforms.	Communications Officer	March 2024
G16	First Nation Relations	Councils current approach is inconsistent with contemporary government practices.	Establishment of meaningful First Nations Relations policy and practices is desirable including effective protocols, programs, projects and cultural awareness training for staff, as part of a broader Reconciliation Action Plan.	G16.1 Establish a staff working party to develop a Reconciliation Action Plan – Reflect.	Executive	May 2023
				G16.2 Develop a Reconciliation Action Plan for Council adoption.	Executive	June 2024

Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G17	Regional Collaboration	Regional Collaboration appears to be disjointed without a clear strategic intent of the CRJO Councils.	Further development of a strategic intent with CRJO Councils is imperative to the success of the Region.	G17.1 Review existing engagement within CRJO and redefine responsibilities of stakeholders.	Chief Executive Officer	September 2023
				G17.2 In conjunction with other CRJO members develop a long term strategic focus and action plan that improves outcomes for the region.	Chief Executive Officer	June 2024
G18	Grants, Events and Sponsorships	Due to economic conditions within the region and community need the costs of sponsorships, grants and events is growing. Decision making guidelines within the current policy framework lacks consistency particularly when applicants are unsuccessful. The integration of investments in activities and programs is important to ensure mutual leverage towards a common objective for the community.	A review of the policy basis for expenditure on sponsorships, grants and events is desirable.	G18.1 Identify key community events that require funding on an annual basis and enter into arrangements with community groups to fund these over the long term to provide certainty.	Business Manager Marketing Events & Culture	December 2023
				G18.2 Review the existing grants and sponsorship acquittal process to streamline and ensure compliance within agreed timeframes.	Director Corporate and Community Services	December 2023
				G18.3 Review existing sponsorship and grants policy with a view to improve consistency of decision making for the process.	Director Corporate and Community Services and Business Manager Marketing Events & Culture	December 2024

Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
G19	Critical Instruments	Management of critical documents such as funding arrangements, leases, licenses etc. is not sufficiently robust.	Establishment and management of a register of critical documents is essential.	G19.1 Collate readily available critical instruments.	Business Manager Governance	June 2023
				G19.2 Define critical instruments for inclusion in the register.	Business Manager Governance	September 2023
				G19.3 Identify gaps in critical instruments register.	Business Manager Governance	March 2024
				G19.4 Research archival evidence of missing critical instruments.	Business Manager Governance	June 2024
G20	Statutory compliance	There is evidence of some deficiency in records and systems to establish assurance of statutory compliance (e.g. statutory registers).	Establishment of a statutory compliance management system will need to be developed and implemented.	G20.1 Conduct annual statutory compliance audit.	Business Manager Governance	July 2023
				G20.2 Identify greatest risks of non-compliance.	Business Manager Governance	August 2023
				G20.3 Develop strategies to mitigate risk of non-compliance.	Executive with Business Managers	December 2023
G21	Financial Delegation	The current financial delegation thresholds are considered low and do not empower employees to make decisions	A review and revision of the financial delegations within Council is required.	G21.1 Review and update financial delegations to meet organisational requirements.	Chief Executive Officer	February 2023

People

Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
P1	Workplace Health and Safety – Employee Commitment and Compliance	There has been a significant improvement in safety outcomes over previous years, however, commitment to WHS is not uniform across the organisation. Incident reporting and corrective actions are not always timely. An improvement in this area, focusing on organisational wide learnings would assist in driving a safety culture.	To continue the development of the proactive safety culture and increase compliance with organisational safety requirements.	P1.1 Continue to report to the executive and business managers on timely completion of incident reporting and corrective actions. Commence identification of trends of noncompliances within these reports to enable managers and supervisors to address.	WHS Leader	June 2023
				P1.2 Continue to investigate employing a field safety officer to assist with further driving the safety culture and to assist with training and implementation of safety requirements.	Business Manager Human Resources	December 2023
				P1.3 Engage external safety professionals to deliver key safety messaging on an ongoing basis to continue to develop the safety capability of the organisation	WHS Leader	June 2024

Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
P2	Leadership Concept and Framework	<p>Management leadership is subject to criticism, which needs to be addressed as perception is based on the image created by the actions or inactions of leaders.</p> <p>The concept of leadership also appears to be narrowly interpreted as relating only to the upper tier of the hierarchy.</p> <p>Potential changes to Executive Team and Leadership Team terms of reference may be required.</p>	<p>Greater attention to communicating the actions of management leaders and actively demonstrating the model attributes of a good leader is essential. Widening of the concept of leadership throughout the organisation will be essential to encourage leadership opportunities and traits at all levels in the organisation. Establishing a framework for leadership in the organisation should occur as well as the continuation of developing people leaders through our in-house program as well as other development opportunities to enhance leadership capability.</p>	<p>P2.1 Embed into monthly meeting templates feedback from leadership team meeting.</p>	Business Managers	February 2023
				<p>P2.2 Continue to utilise the LEAP program to develop leadership and interpersonal skills on a quarterly basis for all people leaders in the organisation. Roll out of stepping into supervision for team leaders and supervisors and social intelligence and customer service for business managers.</p>	Learning and Development Coordinator and Facilitator	December 2023
				<p>P2.3 Introduce the Local Government Leadership Capability Framework for Business Managers.</p>	Business Manager Human Resources	December 2024
P3	Learning and Development	<p>Councils learning and development program is considered comprehensive however further utilisation of Council's individual development plans are required as well as a more systematic approach to determining attendances at conferences and meetings is expensive and consumes available training resources on a small number of individuals.</p>	<p>Further enhancement of the Learning and Development Program by continuing innovation in on-line learning opportunities</p> <p>Establishment of a more robust system for corporate management of conference attendance is desirable. Further encouragement of the utilisation of individual development plans should be presented.</p>	<p>P3.1 Run a campaign to promote the utilisation of individual development plans.</p>	Learning and Development Coordinator	June 2023
				<p>P3.2 Ensure that applications for attendances at conferences clearly state the benefits to the organisation relevance to job roles, and that attendees bring back information to share with teams and where applicable the wider organisation.</p>	Learning and Development Coordinator	June 2023
				<p>P3.3 Identify and release any modules in WANDA that do not require GMC content creation or embedded procedures.</p>	Learning and Development Coordinator	December 2024

Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
P4	Performance Management System	Comprehensive performance reviews particularly for Leaders and Executive Staff are non-existent as the current method is not considered effective.	Develop a comprehensive performance review system initially aimed at the leadership team based on industry standards noting that Council has renewed its membership to Local Government NSW. Implement performance agreements for the Executive team.	P4.1 Implement formal performance agreements for Directors	Chief Executive Officer	June 2023
				P4.2 Implement the Local Government Capability Framework for Business Managers. Review the staff performance check in system to enable full performance review for this level of leadership incorporating the capability framework.	Business Manager Human Resources	June 2024
				P4.3 Review the performance check in system to include further questions related to accountability.	Business Manager Human Resources	June 2024
P5	Diversity	Employee diversity is low especially with regards to the numbers of indigenous and disabled employees.	Continue to explore options to increase diversity within Council's EEO plan especially utilising the quotas related to trainee and apprentices.	P5.1 Review recruitment wording in advertisements to ensure a contemporary inclusion statement.	Human Resources Coordinator	February 2023
				P5.2 Create a diversity action plan including the establishment of a diversity roundtable, membership with Diversity Council of Australia, development of training and resources, and updated procedures to promote a culturally safe workplace.	Learning and Development Coordinator	June 2023
				P5.3 Network and consult with other NSW councils, including regional and metropolitan, to exchange ideas and strategies.	Learning and Development Coordinator	June 2023
				P5.4 Source or prepare an integrated training course addressing several topics within a broader title. To rely on a blend of approaches including online modules and face-to-face workshops.	Learning and Development Coordinator	December 2023
P6	Trainees and apprentices	Intake of trainee/ apprentice employees are reasonable but could be increased.	Increase in number of trainee/apprentice positions are desirable.	P6.1 Increase future budgets to enable the growth of trainees and apprentices within Council.	Chief Executive Officer	June 2023

Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
P7	Ageing Workforce	Departure of experienced employees presents a significant risk and cost to the organisation. Physical capacity could impact productivity and resource requirements and is a growing workplace health and safety risk.	Continue the Development of contemporary strategies including attractive transition provisions for the ageing workforce. Consistent and continual review of muscular skeletal heavy roles including reviewing alternatives ways of undertaken these works.	P7.1 Continue to promote the utilisation of mentoring and cross training programs to assist in knowledge transfer campaign to raise awareness.	Learning and Development Coordinator	December 2023
				P7.2 Finalise the muscular skeletal project looking at additional staff and mechanical aids in high risk areas.	Business Manager Works	December 2023
				P7.3 Continue to offer flexible working arrangements to assist with transition to retirement for older staff.	Business Managers	June 2023
				P7.4 Review the impact of the ageing volunteer workforce on operations and service delivery.	Executive	December 2024
P8	Bullying and Harassment	Bullying and harassment continues to be raised as an issue in some parts of the organisation.	Continued awareness and training should be facilitated with a clear articulation of a no tolerance approach to dealing with bullying and harassment as well promotion of early reporting and intervention so that alternative dispute resolution strategies may be an option where appropriate.	P8.1 Review of the Bullying and Harassment Procedure.	Business Manager Human Resources	June 2023
				P8.2 Continue to identify issues through the staff survey and create working parties to find better ways of operating.	Learning and Development Coordinator	June 2023
				P8.3 Review and update training program run every 2 years.	Learning and Development Facilitator	December 2024
P9	Stress Management	Organisational stress levels have been raised as an issue for the organisation.	Continue to develop programs within the health and wellbeing framework to raise awareness and support techniques to manage stress. Continue to workshop solutions with the Leadership Team in response to the key stress areas identified.	P9.1 The Health and Wellbeing program should include at least one major item focusing on stress management. Continue to promote the use of Council's mentally healthy workplace procedure and stress reduction action plan.	Business Manager Human Resources	December 2023
				P9.2 Continue to workshop stress management with the Leadership Team.	Business Manager Human Resources	December 2024

Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
P10	Child Safe Standards	Organisation needs to respond to requirements of a child safe organisation	Embed a culture of child safety across the organisation.	P10.1 Implement a Goulburn Mulwaree Council Child Safety Action Plan and embed child safety practises across organisation.	Chief Executive Officer and Business Manager Governance	December 2024

Organisation and Operations

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
O1	Organisational Structure, Workload and Resource Allocation	Allocation of workloads and distribution of resources is potentially inconsistent resulting in untapped capacity in some parts and overloaded capacity in others.	A review of functional responsibilities and resourcing is to be conducted to spread workload more evenly across the organisation. Major change to the organisations structure is not required.	O1.1 Ensure that the organisational structure meets the service requirements of the community by identifying under-resourced and over-resourced units.	Chief Executive Officer	June 2023
				O1.2 Continue to critically review all vacancies before recruiting.	Chief Executive Officer	June 2023
				O1.3 Development of service plans for each Directorate.	Chief Executive Officer	June 2024
O2	Continuous Improvement	Operational improvement and cost/productivity benefits can be attained with a rational continuous improvement program.	Options for an ongoing continuous improvement program should be explored and implemented.	O2.1 Promote a continuous improvement culture within the organisation.	Executive	September 2023
				O2.2 Establish working groups to consider specific areas that an improvement initiative may benefit the organisation.	Executive	September 2023
				O2.3 Incorporate continuous improvement metrics within Directors and Managers performance plans.	Executive	June 2024

Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
O3	Customer Service	Emerging social media, E-business practices and community expectations regarding service delivery will continue to necessitate provision of contemporary models of service delivery and customer contact.	A revision of Customer Contact Policy and practices will be essential.	O3.1 Continue to promote a customer focus ethos to all staff.	Executive	March 2023
				O3.2 Conduct major review of customer contact/customer service function.	Business Manager Finance & Customer Service	December 2023
				O3.3 Strengthen the emphasis on the use of customer service and workflow systems.	Director Corporate and Community Services	June 2024
				O3.4 Develop and implement a service level driven customer charter.	Director Corporate and Community Services	June 2024
O4	Information Technology and Services	IT&S strategic planning is inadequate. Current system resources do not meet the requirement of a contemporary local government organisation. ERP Integration v best of	The establishment of an IT Strategy is essential.	O4.1 Establish IT Steering Group to engage users and contribute to strategic directions.	Business Manager Innovation & Technology	June 2023
				O4.2 Adopt a comprehensive IT Strategy including review of enterprise architecture, business application and platforms.	Business Manager Innovation & Technology	September 2023
O5	Information Security	Risks of external unauthorised access and disruption to information systems is growing. Internal risk of unauthorised access to and use of information is also of concern.	Audit of information security is desirable with investment into security measures supportable.	O5.1 Undertake full review of staff access to administrative and operational roles in all software solutions.	Business Manager Innovation & Technology	June 2024
				O5.2 Undertake information security audit and mitigate unacceptable risks.	Business Manager Innovation & Technology	Ongoing to June 2023
O6	Workplace Harmonisation	Multiple office and depot locations are not conducive to efficiency, effectiveness and teamwork.	The establishment of a workplace harmonisation strategy is essential.	O6.1 A workplace harmonisation strategy be developed and implemented in consultation with staff across the organisation.	Executive	February 2024

Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
O7	Project Management	While project development and implementation appear to work well, there is a lack of focus on future projects and the allocation of responsibility for this important task. Whole of life project costs are not included in project assessments which may impact on future operational costs.	Significant revision of major capex project management policy, structure, skills and practices will be essential with an inclusive approach to establishing a comprehensive gateways system.	O7.1 Establish a project gateways framework to manage prioritisation and progress of significant projects.	Director Operations	August 2023
				O7.2 Establish quarterly reporting on project delivery (both physical completion & financial).	Director Operations	October 2023
				O7.3 Incorporate project delivery metrics within Directors and Managers Performance Plan.	Director Operations	June 2024
O8	Regulatory Compliance Management	Impacts of a diverse region with competing demands and growing community expectations will continue to place greater pressure on the compliance management regime.	Revision of range of regulatory enforcement priorities is essential along with reallocation of resources accordingly.	O8.1 Review all major regulatory roles and establish priorities for allocation of enforcement resources.	Director Planning and Environment	March 2023
				O8.2 Adopt enforcement regime matrix to define the levels of enforcement and the appropriate triggers for escalation.	Director Planning and Environment	July 2023



Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
O9	Water and Wastewater Infrastructure	Water and wastewater infrastructure has over recent years received adequate funding. With the continued growth within the region a continued emphasis on asset development and renewal is required. Cost recovery for water and waste water assets is essential to the long-term financial viability of Council.	<p>Establishment of a more strategic and fully funded asset management strategy for each system is essential.</p> <p>Critical review of pricing regime in conjunction with asset management will also be essential.</p>	O9.1 Review and adopt updated development servicing plans for water, sewer and stormwater.	Director Utilities	February 2024
				O9.2 Review and adopt updated IWMC plan for the Goulburn and Marulan Systems.	Director Utilities	April 2024
				O9.3 Review and adopt Water and Sewer Asset Management Plans.	Director Utilities	December 2024
				O9.4 Continued implementation of technology and data management to improve service delivery. Investigate the introduction of smart water meters to larger water users and completed stakeholder engagement.	Director Utilities	Ongoing to December 2024
				O9.5 Critically review demand management to maximise water yields. Review water use policy.	Director Utilities	Smart meter investigation December 2024
				O9.6 Develop leak management program to reduce system losses.	Director Utilities	April 2024
				O9.7 Update the Water and Sewer Strategic Business Plan.	Director Utilities	September 2024
				O9.8 Expand the Goulburn Reuse Scheme as Goulburn sewer increases with population growth.	Director Utilities	December 2025

Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
O10	Waste Management	Council's waste management centres at Goulburn and Marulan have an estimated capacity of 10-12 years for Goulburn and 18-20 years for Marulan. These facilities will require capping and remediation at the end of their operations and alternates for general waste disposal are required.	Council's waste management centres at Goulburn and Marulan have an estimated capacity of 10-12 years for Goulburn and 18-20 years for Marulan. These facilities will require capping and remediation at the end of their operations and alternatives for general waste disposal are required.	O10.1 Review and adopt updated Strategic Business Plan for Waste.	Director Utilities	November 2023
				O10.2 Commence operations of the new Goulburn waste management centre facilities and deliver education programs to reduce waste disposal to landfill.	Director Utilities	December 2023
				O10.3 Council to contribute annually into a waste management reserve to fund the completion of the landfill closure plan and future waste management options.	Director Utilities	December 2023
O11	Road Infrastructure (State Roads)	State Government is not adequately funding main road and highway network and road conditions are not acceptable. Road Maintenance Council Contracts (RMCC) shift significant risk to Council from State Government. At present Council has minimal contracting opportunities with the State Government within its own Region	A more structured effort to influence State Government in its decisions on funding its assets is essential. Avenues for risk mitigation to Council is important for future contact negotiations. Council should seek additional RMCC opportunities within its own Region.	O11.1 Continue to advocate to State and Federal Governments for capital funding to address deficiencies.	Chief Executive Officer	December 2023
				O11.2 Adopt mitigation strategy for recurring impacts of flooding on road assets.	Director Operations	June 2024
				O11.3 Review existing contractual arrangements for significant heavy transport road users to identify opportunities for additional roads funding and subsequent expenditure on haulage routes. This may also include reclassification of haulage routes to the state.	Executive	June 2024
				O11.4 Work with Transport for NSW to identify additional opportunities for Council to conduct RMCC activities within our region.	Director Operations	March 2025

Organisational Development Plan Actions

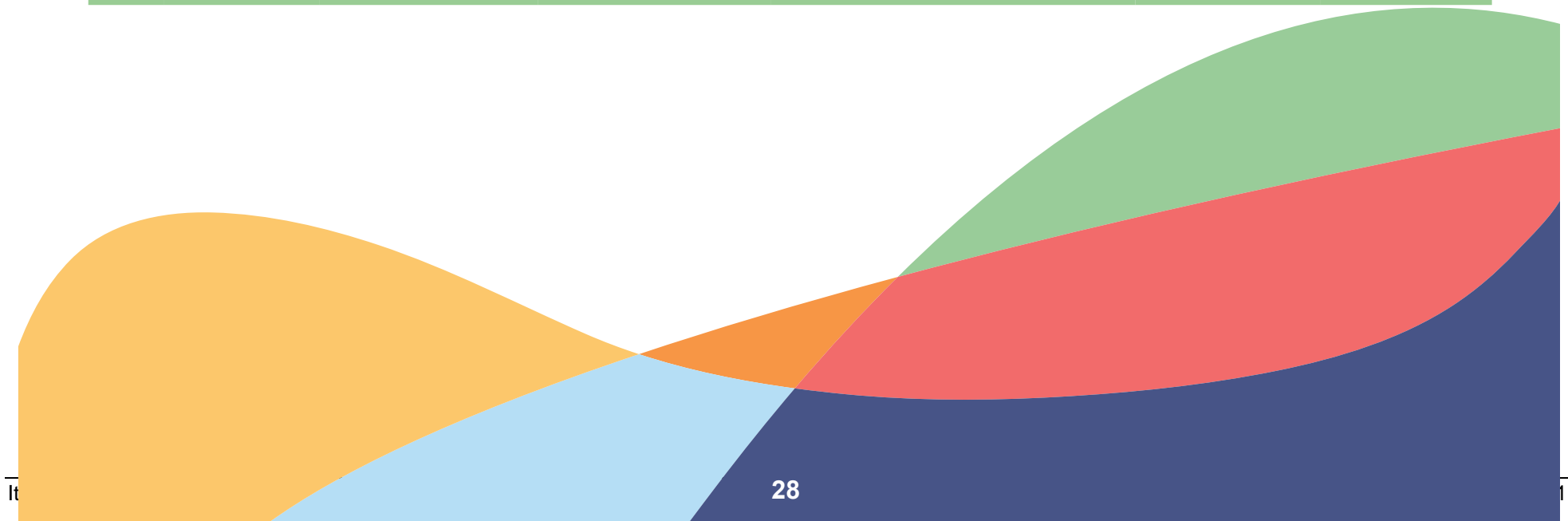
No.	Title	Issue	Objective	Actions	Custodian	Timeframe
O12	Road Infrastructure (local roads)	Challenges exist in maintaining and developing the local road network. Mitigation of predictable seasonal weather impacts on the road network appears inadequate.	Review of existing asset management and roads hierarchy with mitigation of predictable weather events is desirable.	O12.1 Continue to advocate to State and Federal Governments for capital funding to address deficiencies.	Chief Executive Officer	December 2023
				O12.2 Adopt Strategic Assets Management Plans for urban and rural road networks and associated infrastructures.	Director Operations	December 2023
				O12.3 Adopt a structural integrity-based Maintenance Management Plans for all road structures including bridges, culverts and crossings.	Director Operations	June 2024
				O12.4 Adopt mitigation strategy for recurring impacts of flooding on road assets.	Director Operations	September 2024
O13	Financial Management – Expenditure	With constraints on financial resources, cost control is a critical enabler and can always be enhanced.	Establishment of more robust system for corporate management of cost control and increased awareness and diligence by employees will be desirable.	O13.1 Critically review cost control reporting.	Director Corporate and Community Services	December 2024
				O13.2 Establish a program to monitor and report non-compliant procurement.	Director Corporate and Community Services	December 2024
				O13.3 Incorporate budgetary and procurement metrics within Directors and Managers Performance Plan.	Chief Executive Officer	June 2025
O14	Payroll Management	There is a lack of systems capability for payroll and the reliance on paper records is not optimal. Officer's timesheet system is not appropriate for a contemporary local government organisation.	Transition to electronic end-to-end payroll process with greater use of system is desirable.	O14.1 Implement Technology One Payroll module.	Director Corporate and Community Services	December 2024

Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
O15	External Funding	There is a level of inconsistency in information and the approach to seeking and acquitting external funding.	A standardised and strategic approach across the organisation is desirable.	O15.1 Establish an external grant register to monitor progress of grant applications from application to acquittal.	Director Corporate and Community Services	Ongoing to June 2023
				O15.2 Establish procedures for developing and submitting grant applications.	Director Corporate and Community Services	June 2023
				O15.3 Conduct a periodic program to raise awareness of grant opportunities and skills of grant applicants.	Director Corporate and Community Services	December 2023
O16	Records Management	Corporate records capture appears to be inconsistent and incomplete. Older records that are archived remain in a paper based format that may delay response times in both serving the community and decision making.	Improved awareness and diligence by all record-generating employees is essential to ensure statutory compliance and optimal records management. Digitisation of important archives is also essential in achieving long term efficiencies.	O16.1 Conduct a compliance audit of records management compliance.	Business Manager Innovation & Technology and Records Team Leader	June 2023
				O16.2 Establish an employee awareness campaign regarding compliance and good practice obligations.		September 2023
				O16.3 Establish a reporting regime to monitor records management practices.		March 2024
				O16.4 Commence digitisation of important paper based archives and materials.		December 2024
O17	Management and Internal Communications	Perceptions of inadequate management communications are shown in successive employee surveys. Management communication across departments appears to be less effective than it could otherwise be.	Management communications should continually be reviewed and enhanced where possible. Management commitment to good communication is essential.	O17.1 Ensure Intranet and notice boards are well used by CEO and others to communicate with employees and that they are promoted as a fundamental source of accurate and timely information.	Chief Executive Officer	February 2023
				O17.2 Continue CEO and Executive updates to staff at worksites on a quarterly basis.	Chief Executive Officer	February 2023
				O17.3 Conduct a program to raise awareness and encourage personal communications (in person or via telephone) in lieu of electronic communication (emails).	Chief Executive Officer	June 2023
				O17.4 Establish guidelines for the use of internal/external media (eg global emails, noticeboards, intranet.).	Chief Executive Officer	June 2023

Organisational Development Plan Actions

No.	Title	Issue	Objective	Actions	Custodian	Timeframe
O18	Social Media	Growing community use of social media creates reputation risks and opportunities. Messages across platforms are inconsistent and at times disjointed.	Continued attention to risks and opportunities arising from social media will be desirable. Delegations for content producers should be reviewed.	O18.1 Establish policy and guidelines for responsible social media usage for all Council stakeholders.	Chief Executive Officer	October 2023
O19	Accountability and Diligence	Calls for greater organisational and individual accountability are consistent and strong.	The LEAP Program assists in greater awareness of self-managed accountability. A greater focus on greater personal accountability should be a future focus of the leap program.	O19.1 The LEAP Program is continually developed to ensure that issues of accountability and diligence are addressed.	Executive	June 2024
				O19.2 All employees uphold the requirement of the various policies and procedures as well as behavioural norms within the organisation. Additional training be provided as required across the organisation.	Executive	December 2024
O20	Business Continuity	Business Continuity Plans require reviews.	Business Continuity Plans review is essential.	O20.1 Review and adopt the business continuity plan.	Executive	March 2024





Implementation

The Council will consider this plan for adoption in December 2022. Once adopted the implementation of this plan will be undertaken by the relevant Custodians. The timeframes specified within the action plan are to be treated as times for completion.

The progress upon the actions within the plan will be reviewed by the Executive Team on a quarterly basis with an annual report to be presented to Council for their information. Custodians will be required to translate the actions of this plan into the operational planning to the budget cycle.

This plan will be subject to annual review as Operational Plans are adopted.

I would like to thank everyone within our organisation for providing input into this important strategic document. I'm of the firm belief that by completing the objectives within this plan our organisation will not only be a better place to work but we will also be able to improve our service to the communities we serve.

Aaron Johansson

Chief Executive Officer

Date: 7 December 2022





Goulburn Mulwaree Council Revised Delivery Program 2022 - 2026

Adopted TBA

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Goulburn Mulwaree Council would like to take this opportunity to thank our community for their contributions to the Regional Community Strategic Plan 2042 which has provided the basis for the development of Council’s Delivery Program 2022-2026 and Council’s Operational Plans over the next 4 years.

Acknowledgement of Country

“Goulburn Mulwaree Council acknowledges and pays our respects to the Aboriginal elders both past and present as well as emerging leaders and acknowledge the traditional custodians of the land on which we all live”.

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Foreword

Welcome to Goulburn Mulwaree Council's 4 year delivery program, 2022-2026. This document sets out a clear budget and plan for the coming four financial years, detailing what we as a council will achieve and how this will be costed. This is our contract and commitment with you the community. We are excited to lead a Council that will greatly add to all areas of life in Goulburn Mulwaree over the coming four years. We will deliver critical infrastructure, arts & culture projects, sport & recreation upgrades and much more for Goulburn Mulwaree.

Our 4 year delivery program has strong foundations in the Regional Community Strategic Plan, which councillors approved on the 21st of February 2017. The Community Strategic Plan is based around five strategic pillars: Environment, Economy, Civic Leadership, Infrastructure and Community. From this document, Council has set out what we wish to achieve in the coming four years.

We have laid out the plans for an inspiring Capital Works Program which will total over \$110 million over the four years leading to 2025. Goulburn Mulwaree Council has had immense success with grant applications throughout our last delivery program, and we will devote considerable effort to continuing to obtain grant funding to support our budget.

Although a new Council was elected in December, the planning behind this Delivery Program has been ongoing over the past 12 months, with input from the previous Council and the new Council. Ongoing dialogue and consultation with our residents will be essential to the successful delivery of these projects, ensuring we meet community expectations.

It is important that this 4 year program meets all criteria set by the NSW Government for financial sustainability of Local Government. In the development of Councils Long Term Financial plan that was adopted in December 2022, it was recognised that a further review of Council's financial sustainability would need to be undertaken. Subsequently, Council engaged Morrison Low to undertake an independent financial assessment, including an organisational review to identify

financial improvements that could improve value for ratepayers and minimise any Special Rate Variation (SRV) that might be required.

Morrison Low have presented their independent financial assessment of Council and identified that without intervention:

- the average operating deficit for the 10-year forecast period in the general fund is estimated at \$10.7 million per annum.
- the general fund has insufficient money to maintain service levels or asset renewals at levels the community requires.
- inadequate infrastructure renewal will result in the degradation of community infrastructure.
- under funding for expected growth and expanded services required for the growing population.

The Morrison Low assessment identified the contributing factors to the structural financial deficit noting that growth in core costs have outpaced growth in revenue. They noted the fundamental flaw in the income and cost structures for NSW local government affecting all NSW Councils. Costs to maintain community infrastructure and services are more than the revenue that local government receives.

In refining its LTFP Council engaged Morrison Low to provide an independent financial model and analysis. The outcome of this modelling is an ongoing deficit in the general fund averaging \$10.7M per annum. For Council's financial sustainability and to avoid a risk of unplanned service reduction, this must be addressed.

Goulburn Mulwaree Council Revised Delivery Program 2022 – 2026

Whilst reviewing this document, Council has also updated this LTFP to include and show the impacts of both the Business as Usual (BAU) – no change scenario, and the two SRV options as a solution to the revenue shortfall.

The 2 financial sustainability options to be discussed with the community are as follows:

1. A proposed one-off SRV of 40.00% in addition to the rate peg. Including the rate peg, this amounts to a rates increase of 43.5% (Council’s preferred option). Including an assumed 2.5% rate peg in year 2, this amounts to a cumulative increase of 47.1% at the end of 2 years; and
2. A 2-year SRV option averaging 20% over 2 years (22% and 18%) in addition to the rate peg. Including the rate peg, this amounts to a cumulative increase of 51.2% at the end of 2 years.

All options include an allowance for additional service and infrastructure improvements, including:

- Increased asset renewal spends of approximately \$6M per annum from 2024/25 and onwards for roads, stormwater and buildings.
- Increased resources for the maintenance of Council’s facilities including parks and sporting fields.
- Additional staff resources to meet the demands of a growing community.
- Funding the future rehabilitation of Council’s Waste Management Centres in the amount of \$1.25m per year

This revised document, as well as the revised Long Term Financial Plan will be placed on public exhibition until 3 November as part of the Special Rates Variation Community Consultation process. Submissions in relation to both documents are welcome during the public exhibition period.

On behalf of the Council we thank you for taking the time to read the revised Goulburn Mulwaree Delivery Program 2022-2026.



Chief Executive Officer
Aaron Johansson



Mayor
Cr Peter Walker

Councillors 2022 – 2024

Goulburn Mulwaree Council Revised Delivery Program 2022-2026



Cr Peter Walker

Cr Peter Walker was first elected to Goulburn Mulwaree Council in September 2016. He was elected Mayor in January 2022.

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Cr Carol James

Cr Carol James was first elected to Goulburn Mulwaree Council in September 2008 and has served continuously. Cr James served as Mayor from 2008 to 2010.

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Cr Steve Ruddell

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Introduction

GUIDING PRINCIPLES

The **Regional Community Strategic Plan 2042** identifies the community’s main priorities and aspirations for the future and plans strategies for achieving these goals.

It is a 20 year vision that has been developed through close consultation between the community and Council.

To achieve the priorities identified, the RCSP is supported by the following implementation strategies:

- Resourcing Strategy
- Delivery Program
- Operational Plan

The Resourcing Strategy consists of a long term Financial Plan, Workforce Management Plan and Asset Management Plan, while the Delivery Program is a statement of commitment where the community’s strategic directions are translated into actions.

STRATEGIC PILLARS

- Our Community
- Our Economy
- Our Environment
- Our Infrastructure
- Our Civic Leadership

The Regional Community Strategic Plan is underpinned by the following vision and values:

OUR VISION AND VALUES

“One Team Delivering with PRIDE”

- **P**assion
- **R**espect
- **I**nnovation
- **D**edication
- **E**xcellence

OUR MISSION

“To Be Easy To Do Business With”

About Goulburn Mulwaree

Aboriginal people have lived in this region for at least 21,000 years. Two major language groups were identified within the Goulburn Mulwaree region at the time of first European contact; the Gandangara to the north of Goulburn, and the Ngunawal to the south.

The region was an important ceremonial meeting place for Aboriginal peoples with records of corroborees being held at Rocky Hill, Mulwaree Flats, Eastgrove and on the sites of the Goulburn railway station and the old railway quarry.

Aboriginal peoples of the region first came into contact with Europeans in 1798 when Governor John Hunter sent an expedition to the Southern Tablelands of NSW.

The first European settlement did not occur however until 1818 when Goulburn was discovered by James Meehan an Irish explorer who named the town after Henry Goulburn, the Under-Secretary for War and the Colonies.

Subsequent Government land grants followed during the 1820's attracting settlers who established the first stock stations in the region.

The construction of the Great South Road and the expanding wool industry saw Goulburn become a thriving Government centre by the 1850's and in 1863, Goulburn was officially declared a City making it Australia's first inland City.

Goulburn's prosperity grew substantially with the completion of the railway line from Sydney to Goulburn in 1869 making Goulburn a significant railhead and heralding the boom years which lasted to the late 1890's.

Such was Goulburn's prosperity that throughout much of the 19th century Goulburn remained the 3rd largest centre in New South Wales leading it to being dubbed the 'Queen City of the South'.

Goulburn's role as an important large provincial centre led to the construction of many impressive public and institutional buildings by the Government and various churches many of which still remain today.

Goulburn's prominence eventually subsided with the founding of Canberra, the Australian Capital in 1913 with many industries and institutions locating there.



Goulburn Mulwaree Today

The Goulburn Mulwaree Council Local Government Area (LGA) covers an area of 3,223 square kilometres making it approximately 1.5 times the size of the Australian Capital Territory. The LGA shares its borders with Upper Lachlan, Queanbeyan Palerang, Wingecarribee and Shoalhaven LGAs.

The LGA has a total population of 31,796 with a steady average annual growth rate of approximately 1%.

Its main population centres are Goulburn, Marulan, Tarago, Towrang and other smaller towns and villages. The region is predominantly rural, with land mainly used for agriculture, notably sheep and cattle grazing.

The largest non-Australian ethnic groups in Goulburn are English (40.7%), Irish (12.8%) and Scottish (9.7%). 2.8% of residents identify as being of Aboriginal or Torres Strait Islander ancestry.

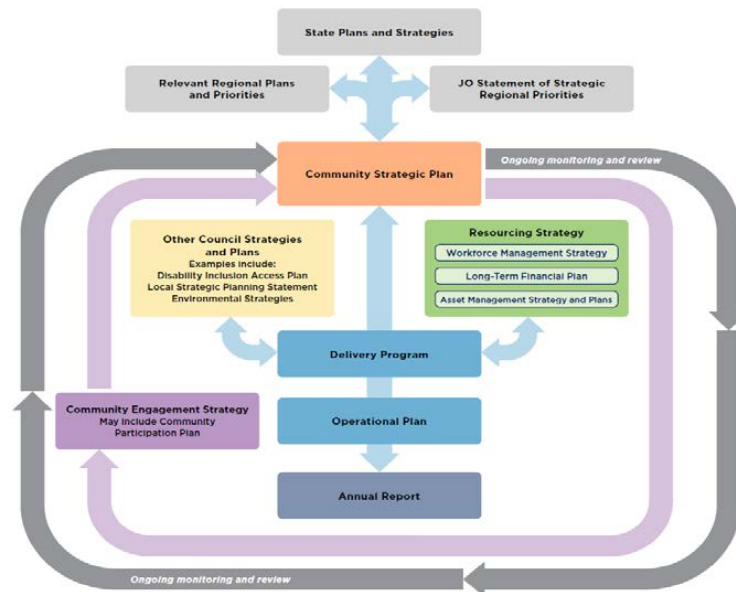
Although fewer than 3% of the population speak a language other than English at home, the most commonly spoken non-English languages are Greek, Italian and German.

Goulburn Mulwaree’s growing economy contributes \$1.38B in Gross Regional Product and sustains 12,446 local jobs in 2,210 local businesses. The largest industries of employment for people in the Goulburn LGA are Health & Social Care (16%), Retail Trade (14%) and Public Administration & Safety (12%).

Geologically, the LGA forms part of the Southern Tablelands, and rises to about 700 metres above sea level. The Wollondilly River and Mulwaree Chain of Ponds wind through the LGA forming part of the Hawkesbury-Nepean and Shoalhaven Catchments.



The Integrated Framework



The Integrated Planning & Reporting Framework opens the way for Councils and their communities to have important discussions about funding priorities, service levels and preserving local identity and to plan in partnership for a more sustainable future.

The planning and reporting framework is essentially a set of tools from which each Council can build an integrated planning and reporting framework to suit their community’s needs.

The framework will allow Councils to build plans of appropriate size, scale and content for their communities. Just as each community in NSW is different, so each Council’s Community Strategic Plan will be different. The most important thing is that the Community Strategic Plan, and the implementation structures that support it, are fit for purpose and appropriate to the communities to which they relate.

Apart from providing a clear picture for the future, the planning process will help to better connect with the community to gain more detailed understanding of the area in which they live and the regional context in which the community operates. The process will also provide opportunities for Council to streamline their operations.

The main components of the Integrated Planning and Reporting legislation for Local Government are briefly outlined below.

Community Strategic Plan

Identifies the community’s main priorities and aspirations for the future and plans strategies for achieving these goals (civic leadership, social, cultural, environmental and economic issues)

Delivery Program

A four year program which details the activities to be undertaken by the Council to achieve the objectives of the Community Strategic Plan (within the resources available under the Resourcing Strategy)

Operational Plan

An Operational Plan will detail Council activities within a specific financial year to achieve the actions outlined in the Delivery Program.

Resourcing Strategy

A Resourcing Strategy will inform the Community Strategic Plan and the Delivery Program. It will be made up of a long term Financial Plan, Asset Management Plan and a Workforce Management Plan. It will also identify the resources (time, money, assets and people) to fund the objectives of the Community Strategic Plan and the activities of the Delivery Program.

Annual Report

This will report to the community within five months after the end of each financial year. It will provide details of progress on implementing the Delivery Program and the achievement of objectives of the Community Strategic Plan.

Relationship between the IPR Documents



A. Our Community

“To have a network of vibrant, inclusive and diverse communities that value our co-operative spirit, self-sufficiency and rural lifestyle”

Strategic Objectives:

“Our community’s health and wellbeing are supported”

	Strategy	Planned Outcome	How will we measure?
A.1	Advocate and facilitate discussions with relevant authorities and funding bodies to improve access to services and facilities for youth, older adults and people with disabilities.	Continued implementation of Neighbour Aid and Centre based Respite and Leisure Link programs.	All CHSP requirements met and NDIS service provision status maintained.
		Dedicated youth space/centre appropriately resourced.	Dedicated youth space/centre built.
		Development and implementation of 2021 – 2026 Goulburn Mulwaree Disability Inclusion Action Plan (DIAP).	Adoption of 2021-2026 Goulburn Mulwaree DIAP and ongoing implementation and consultation with relevant staff, members of the public and other disability service providers.
		Location and concept of Community Centre defined following community consultation process.	Preferred location and concept endorsed by Council

Draft Goulburn Mulwaree Council Delivery Program 2022 - 2026

	Strategy	Planned Outcome	How will we measure?
A.2	Support youth programs that encourage empowerment, resilience and capacity building.	Deliver a range of youth programs operating year-round to address social, health and educational needs of youth. Network and develop relationships with young people and community services providers to support youth growth in the community.	Increase in young people engaged in youth services activities and events e.g. Youth Mentoring programs, Be Seen Be Heard, School Holiday programs, Youth Week etc.
A.3	Promote physical and mental health and partner to ensure our community has access to appropriate information and support services to improve health outcomes.	Network and develop relationships with service providers to support physical and mental health initiatives in the community.	Delivery of physical and mental health initiatives

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“There is active and creative participation in community life”

	Strategy	Planned Outcome	How will we measure?
A.4	Events celebrate the identity of our towns, our heritage and our culture.	Attract sports and adventure tourism opportunities and support the development of vibrant cultural and heritage events to grow the year-round visitor economy.	Economic and social impact of major events measured and reported. Events supported through Event Development Fund and Financial Assistance Grants programs.
A.5	Develop compelling public spaces and experiences for the community across the region.	Public areas, parks, open space, and facilities meet the community’s recreational, social and cultural needs.	Development and delivery of new and existing cultural and creative assets.
		Create a cultural environment that contributes socially and economically to the community.	Allocation of funds for the provision of biennial public art commissioning, and maintenance of existing works.
		Council continue to provide arts and cultural facilities (Gallery, Library, Museums, Performing Arts Centre and Events).	Visitation to arts and cultural facilities and events.
A.6	Build partnerships with key arts and cultural bodies and support community participation in arts and culture	Agreements in place with key arts and cultural bodies.	Agreements in place and amended each year to reflect changing needs.
		Advocate for and continue to support and promote the Arts.	Funding secured.
		Advocate for and support the digitisation of cultural collections across the Local Government Area.	Funding secured.

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“Our community is inclusive, connected, safe and proud”

	Strategy	Planned Outcome	How will we measure?
A.7	We acknowledge and embed local Aboriginal culture and stories within our community.	Consultation with the Aboriginal community to better understand opportunities to embed Aboriginal culture and stories.	Reconciliation Action Plan developed and implementation commenced.
A8	Design public spaces and residential developments to support social connection and public safety.	Design standards for development to achieve social connection and public safety in new development.	Design standards implemented and review of new development outcomes undertaken.
A.9	Support local initiatives that welcome new residents.	Positive promotion of the Goulburn Mulwaree area as a desirable destination to visit, live, work and invest.	New residents and businesses attracted to LGA. Campaign effectiveness monitored annually.
A.10	Encourage community pride through the beautification and maintenance of our villages and towns.	Opportunities for beautification and maintenance are sought through grants and allocation of appropriate budgetary funding.	Increased utilisation of commercial precincts of villages and towns and increased migration of new residents to the LGA.

“Our communities have access to affordable and safe accommodation and housing”

	Strategy	Planned Outcome	How will we measure?
A.11	Advocate for funding to increase access to safe and suitable shelter and services that support people at risk or in need.	Opportunities for consultation and/or submissions to relevant Government Agencies or non-government organisations (NGOs) are pursued.	Advocacy activities recorded and reported to Council for information.

B. Our Economy

“To have a strong, growing economy that is resilient and provides for a diverse range of employment opportunities”

Strategic Objectives:

“Our location attracts business and industry, boosting our local economy and jobs”

	Strategy	Planned Outcome	How will we measure?
B.1	Develop partnerships with the ACT Government and private industry to enable business and industry growth and development.	Opportunities for consultation and/or partnerships with Government Agencies and private industry are sought through active engagement.	Partnerships developed.
B.2	Promote the region as an ideal location for emerging industries and start-ups.	Positive promotion of the Goulburn Mulwaree area as a desirable destination to live, work and invest.	New residents and businesses attracted to LGA. Campaign effectiveness monitored annually.

“The local and regional tourism offering is expanded, increasing visitation to the region”

	Strategy	Planned Outcome	How will we measure?
B.3	Market the region as a tourist destination, highlighting the regions unique rural character, natural environment, heritage and culture in consideration of the directions of the Tablelands Destination Development Plan 2020 to 2025, Southern Tablelands Brand Strategy and Destination Southern NSW Destination Management Plan 2022 to 2030	Goulburn Australia and Southern Tablelands recognised as consumer brands and desirable destinations. Funding and support for cultural and creative assets appropriate for ongoing service delivery, including conservation, development and adaptive reuse.	Effectiveness of marketing campaigns monitored annually. Regional visitation figures monitored annually. Development and delivery of new and existing cultural and creative assets, including built heritage assets.

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	Strategy	Planned Outcome	How will we measure?
B.4	Identify opportunities to bid for regional, state and national events that deliver economic outcomes for the community.	Increase of sports tourism, cultural and heritage events delivered for the community.	New events secured and existing events retained each year.

“Our local established and emerging businesses are supported to thrive”

	Strategy	Planned Outcome	How will we measure?
B.5	Support small and home-based businesses to develop through streamlined processes and business support.	Collaborate with Chamber of Commerce to run workshops during Small Business Month.	Feedback from workshops held during Small Business Month.
B.6	Support village development and opportunities for business and growth.	Preparation of Village Strategies to identify opportunities for growth and capital improvements.	Implementation of Village Strategies. Increase in village businesses and increased resident population.
B.7	Foster a diverse, adaptive and innovative agricultural industry.	Planning controls developed for rural land to provide flexibility for diverse, adaptive, regenerative and innovative agricultural industry.	Review undertaken of LEP and DCP.
		Upgrade and maintain supportive local infrastructure to facilitate agricultural development.	Implementation of infrastructure maintenance and upgrade programs.
B.8	Enhance economic resilience to adapt and respond to shocks like COVID-19 and natural disasters.	Identify grant funding opportunities for the business community.	Grant opportunities promoted.
		Support workshops which focus on economic resilience.	Engagement through Goulburn and Marulan Chambers of Commerce to promote SRBEC Workshops and Resilience Programs.

C. Our Environment

“To appreciate our range of rural landscapes and habitats and are stewards of the natural environment for future generations”

Strategic Objectives:

“Our natural environment is maintained, protected and enhanced in line with community expectations”

Strategy	Planned Outcome	How will we Measure?
C.1 Protect and enhance the existing natural environment, including flora and fauna native to the region.	Consultation, collaboration and/or submissions to relevant Government Agencies for the protection and enhancement of biodiversity.	Consultation and collaboration on local biodiversity issues undertaken with external agencies.
	Action all complaints regarding illegal clearing and pollution incidents.	Compliance action is undertaken for illegal clearing and pollution incidents.
	Enhance community understanding on the value of the native environment.	Community education programs undertaken.
	Opportunities for regenerative sites are sought.	Increase in natural vegetation through regeneration.
C.2 Implement effective integrated weed and pest animal management.	Improved engagement with landholders and management of weeds on private property.	Annual reporting of the outcomes of the Weeds Action Program against objectives.
	Review of Pesticide Notification Plan	Pesticide Notification Plan adopted.

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	Strategy	Planned Outcome	How will we Measure?
C.3	Protect and rehabilitate waterways and catchments.	Identify waterways protection and rehabilitation programs.	Completion of grant funding applications for the waterways and rehabilitation programs throughout the LGA.
		Improved water quality compliance through land management practices.	Ongoing onsite sewage management inspections and building site management programs. Develop and implement REF controls for Council works programs.

“Adopt environmental sustainability practices”

	Strategy	Planned Outcome	How will we Measure?
C.4	Investigate and implement approaches to reduce our carbon footprint.	Promote recycling, re-use and composting programs.	Undertake community education program on re-use, recycling and composting programs.
		Further use of renewable power across Council sites where possible.	Renewable power used.
		Development of programs to reduce Council’s carbon footprint.	Review feasibility of recommendations from Sustainability Working Party.
C.5	Council to investigate and adopt environmentally sustainable practices across the organisation.	Promote environmentally sustainable practices, throughout Council’s operations e.g. waste minimisation and sustainable purchasing.	Identify and implement environmentally sustainable practices within Council operations.
C.6	Work with community, businesses, government and community support services to mitigate and adapt to the impact of climate change and adopt environmentally sustainable practices.	Opportunities for consultation and/or partnerships with community, businesses Government and community support services are sought through active engagement to identify environmentally sustainable practices to mitigate and adapt to the impact of climate change.	Advocacy activities recorded and reported to Council for information.

“Our community is resilient to climate impacts”

	Strategy	Planned Outcome	How will we Measure?
C.7	Improve tree cover in urban areas with low canopy to reduce impacts of heat sinks.	Identify tree planting and maintenance opportunities within streetscapes and open parks.	Implementation of tree maintenance programs and increased tree cover.
C.8	Improve community understanding of ways to care for yourself and others during extreme weather events and natural disasters.	Council to advocate with community groups and agencies for the development of resilience programs.	Participate in a resilience blue print program.
C.9	Plan for and maintain climate resilient community facilities that cater to community needs in changing conditions.	Plan for new essential facilities to remain operational during most weather conditions for emergency and disaster responses.	Community facilities designed where residents can access services in most weather conditions.
C.10	Plan, respond and recover from natural disasters.	Ensure the currency of Council’s Business Continuity Plan. Work in conjunction with emergency service agencies and service providers in response and recovery actions resulting from natural disasters.	Business Continuity Plan reviewed bi-annually. Resources provided as requested to emergency service agencies.

“Our rural character and natural landscapes are protected and maintained”

	Strategy	Planned Outcome	How will we Measure?
C.11	Maintain a balance between growth, development, environmental protection and agriculture through sensible planning.	A balance is achieved between growth, development, environmental protection and agriculture.	The relevant recommendations and actions of the Local Strategic Planning Statement are enacted.
C.12	Economic growth and development will consider the rural character, local environmental and historical features and community aspirations.	Economic growth and development considers the rural character, local environmental and historical features and community aspirations.	The relevant recommendations and actions of the Local Strategic Planning Statement are enacted
C.13	Implement planning and development policies and plans that protect our built cultural and natural heritage.	Planning and development policies and plans protect our built cultural and natural heritage.	The relevant recommendations and actions of the Local Strategic Planning Statement are enacted
C.14	Consider community feedback, local character and identity, economic factors and social impact in planning decisions.	Community feedback, local character and identity, economic factors and social impact is considered in planning decisions.	Ongoing implementation and review as necessary of Council’s Community Participation Plan.
C.15	Encourage positive social and environmental contributions from developers.	Encouraged use of voluntary Planning Agreement where appropriate to achieve positive social and economic outcomes.	Number and value of Planning Agreements in relation to community benefit.

D. Our Infrastructure

“Our infrastructure complements our natural surroundings and character while enhancing the lives of our community”

Strategic Objectives:

“Safe and quality transport options are available for all residents to access major centres and services”

Strategy	Planned Outcome	How will we Measure?
D.1 We advocate for and support better public and community transport options to enhance access to services for all residents.	Maintain and improve existing road infrastructure.	Completion of annual road infrastructure maintenance and capital works projects.
	Advocacy undertaken for improved public transport services between our region and Sydney/Canberra.	Advocacy activities recorded and reported to Council for information.
	Liaise with service providers to increase public bus coverage within the LGA.	Discussions held and outcomes reported to Council for information.
D.2 Plan for, maintain and improve road networks.	Well-developed 5 year and 10 year forward works plan.	Completion of annual road infrastructure maintenance and capital works projects.
D.3 Advocate for funding to improve road safety, conditions and connectivity.	Obtain funding to construct and rehabilitate problematic areas within the road network.	Submission of grant applications for road safety and connectivity improvements.
D.4 Support infrastructure that enables active and passive transport.	Construct and maintain active and passive transport routes throughout the LGA.	Completion of active and passive transport projects.

“We are proud of our liveable and accessible local places and spaces”

	Strategy	Planned Outcome	How will we Measure?
D.5	Upgrade community facilities to improve service provision and accessibility.	Maintain and upgrade community facilities to expand participation in sporting, social and cultural activities and/or events throughout the LGA.	Measure use or attendance and report to Council for information.
D.6	Green spaces are planned for and preserved to balance development and liveability.	Development and review of Plans of Management for Crown Reserves managed by Council and community land owned by Council.	Plans of Management for open spaces are current.
		Future urban development include appropriate provisions for green space.	Area of land available for green space.
		All public reserves maintained to an appropriate standard.	Completion of annual maintenance programs.
D.7	Streetscapes and parking are accessible, well designed and maintained.	Development of annual Capital Works and Maintenance programs that incorporates streetscapes and parking improvements.	Completion of annual maintenance and capital works projects.
D.8	Protection and preservation of historic and heritage buildings.	Natural and built heritage recognised as an integral part of our community. Heritage listings in Council’s LEP are reviewed and updated.	Adaptive reuse and maintenance of historic and heritage buildings.
		Ongoing programs supporting heritage such as Local Heritage Grant Scheme and Heritage Advisory Service.	Value and number of Heritage Grants awarded and utilisation of Heritage Advisory Service.
		Preservation of natural and built heritage.	Complaints actioned regarding illegal works or non-compliance with heritage requirements.

“Our existing community infrastructure is maintained and we plan for and support the development of infrastructure that meets community need”

	Strategy	Planned Outcome	How will we Measure?
D.9	Advocate to the NSW and Federal Government to provide adequate health and medical facilities in the region.	Opportunities for consultation and/or submissions to relevant Government Agencies or non-government organisations (NGOs) are taken up.	Advocacy activities recorded and reported to Council for information.
D.10	Support the development of community health and recreation services and infrastructure that is accessible to those experiencing transport barriers	Opportunities for advocacy to relevant Government Agencies or non-government organisations (NGOs) are taken up.	Advocacy activities recorded and reported to Council for information.
D.11	Ensure adequate and appropriate land is zoned for business and industrial purposes.	Review of Council’s Employment Lands Strategy 2016.	Implementation of reviewed strategy recommendations.
D.12	New and existing infrastructure is designed and maintained with consideration of climate change impacts.	Planned new infrastructure and upgrades to existing facilities consider environmental sustainability measures.	Sustainability measures incorporated in project scoping documents.

“Water, waste and sewerage services meet the needs of our community”

	Strategy	Planned Outcome	How will we Measure?
D.13	Ensure high quality water supply options for the towns in the region.	Delivery of operations, maintenance and upgrade projects to ensure compliance with Drinking Water Management Plan and Australian Drinking Water Guidelines.	Regular monitoring of water quality testing and completion of rectification works to address concerns.
D.14	Provide safe and efficient sewer collection services across the region.	Delivery of operations, maintenance and upgrade projects to ensure safe and efficient transport and treatment of sewage.	Regular monitoring of sewer system and rectification of poorly performing assets.
D.15	Investigate safe and secure water supply and sewer collection options to accommodate regional growth and drought proof our communities.	Delivery of capital works as per Council’s Integrated Water Cycle Management Plan, Strategic Business Plan and Drinking Water Management System.	Annual reporting in accordance with statutory requirements.
D.16	Provide waste collection services that encourage the source separation of organic waste and recycling.	Council meets its obligations under Regional and State Waste Strategies.	Measure the recycling and FOGO collection rates from Council’s waste collection services.
		Provision of waste collection services to maximise source separation.	Track total waste production levels and complete bin audits to measure the effectiveness of source separation.
D.17	Provide waste centres that prioritise and encourage recycling and reuse.	Provide waste facilities that enable the separation of reusable materials, recyclables and organic waste for composting.	Measurement of recycling and composting rates and report to Council for information.
		Continuation of recycling education program within the community.	Participation levels.

“Improvements secured to future-proof telecommunications infrastructure”

	Strategy	Planned Outcome	How will we Measure?
D.18	Advocate for servicing of telecommunications blackspot areas.	Opportunities for consultation and/or submissions to relevant Government Agencies or non-government organisations (NGOs) are taken up.	Advocacy activities recorded and reported to Council for information.
D.19	Advocate for a more stable telephone and high speed internet communications network.	Opportunities for consultation and/or submissions to relevant Government Agencies or non-government organisations (NGOs) are taken up.	Advocacy activities recorded and reported to Council for information.

E. Our Civic Leadership

“Our leaders operate ethically with good governance and empower residents to participate in community development”

Strategic Objectives:

“Council is effective, financially sustainable and responsible”

	Strategy	Planned Outcome	How will we Measure?
E.1	Council practices and processes are undertaken in a safe manner that meets legislative requirements.	Council meets its obligations under the relevant legislation.	Breaches of legislation reported to Council.
E.2	Manage resources in a responsible manner that supports the ongoing viability of Council.	Council’s finances are managed to ensure ongoing service delivery levels and appropriate asset management can be sustained.	Accepted Financial Key Performance Indicators.
		Council undertakes responsible procurement practices that ensures value for money.	Levels of financial reserves for current and future requirements.
		Effective project management to ensure projects meet allocated budget and set timeframes.	Compliance with Council’s procurement thresholds and activities. Monthly status reports to Council for projects exceeding \$1 million dollars.
		Council undertakes an organisational review to ensure long term sustainability including the option to apply to Independent Pricing and Regulatory Tribunal (IPART) for a special rates variation.	Review undertaken and SRV application made to IPART following comprehensive community consultation.

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	Strategy	Planned Outcome	How will we Measure?
E.3	Governance provides a sound basis for decision making.	Decision making is based on policies and procedures in accordance with legislative requirements.	Policies and procedures reviewed every 2 years or as required.
E.4	Make doing business with Council easier.	Develop policies and procedures that streamline community interactions with Council whilst maintaining Legislative compliance.	Resident feedback.
		Quality customer service provision.	<ul style="list-style-type: none"> - Staff participation in annual LEAP program. - Customer Service satisfaction survey results.
		Support Council to be compliant, efficient and more effective through use of technology.	Availability of systems.
E.5	Council actively participates in regional bodies such as the Canberra Region of Joint Councils to identify opportunities for our region.	Council be an active participant in the CRJO and all relevant working groups.	Attendance and participation at meetings.
E.6	Manage assets in a proactive way across their lifespan.	Asset management plans are developed and maintained for all classes of infrastructure assets.	Regular asset inspection and condition monitoring programs for all asset classes implemented.

“Our community is informed and engaged in decision making”

	Strategy	Planned Outcome	How will we Measure?
E.7	Council seeks to understand the aspirations of the community and works collaboratively to solve local issues.	Maintain an up to date Community Participation Plan with use of relevant media to encourage community collaboration and engagement.	Ongoing review of CPP as required.
E.8	Our community is empowered to access engagement opportunities and provide input into the future direction of the region.	Community consultation utilises traditional media alongside social media and face to face engagement.	Community engagement levels on key strategic documents.
E.9	Residents have access to timely, relevant and accurate information about issues that affect them.	Up to date information on Council’s website. Timely media releases and briefing to the media.	Community feedback.
E.10	We engage ‘hard to reach’ parts of our community in decisions that affect them and our region.	Council conducts an annual program of Community Outreach Meetings.	Community outreach meetings are held.
		Utilise innovative engagement tools to reach our youth.	Youth engagement levels.
E.11	Residents from across the community are encouraged and supported to become involved in regional decision making forums.	Publicise regional decision making forums to community through Council’s social media channels.	Regional decision making forums are promoted.



Goulburn Mulwaree Council Long Term Financial Plan 2023 - 2034

Adopted TBA

Long Term Financial Plan

The creation of a Long Term Financial Plan is a requirement under the Integrated Planning and Reporting framework for NSW Local Government and forms part of the Resourcing Strategy.

The Long Term Financial Plan is a 10 year plan that tests the community's aspirations against its financial capacity. The Long Term Financial Plan will be used as a decision-making tool and is not set in concrete and will continue to evolve and change as circumstances change and Council decisions are implemented.

A Long Term Financial Plan provides a framework for Goulburn Mulwaree Council to assess its revenue building capacity to deliver upon the key performance indicators for all the principal activity areas and provide suitable level of services outlined in the Community Strategic Plan.

The Long Term Financial Plan also aims to:

- ✓ Establish greater transparency and accountability of Council to the community;
- ✓ Provide an opportunity for early identification of financial issues and any likely impacts in the longer term;
- ✓ Provide a mechanism to solve financial problems and understand the financial impact of Council decisions; and
- ✓ Provide a means of measuring Council's success in implementing strategies.

The Long Term Financial Plan is a living document and will change as the community's aspirations change, and as the underlying principles and key assumptions and Council's financial position change over time. Council has identified a number of strategic performance measures that are incorporated into the assessment of Council's financial performance and financial position. Council will be vigilant in reviewing each performance measure to gauge how Council is progressing to achieve its community aspirations and strategic objectives.

The community engagement period, which informed the development of the Community Strategic Plan, identified infrastructure as priority number one and Council has allocated the largest proportion of funds annually over the life of the Long Term Financial Plan.

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Executive Summary

The most recent version of Goulburn Mulwaree Council's Long Term Financial Plan (LTFP) was adopted in December 2022 following a 28-day public exhibition period. Council stated in this document that there would be a need for a thorough review of the document during the preparation of the 2023/24 Operational Plan and Budget and that the outcome of the review *"..may drive the need for Council to consider the need for a Special Rate Variation (SRV) for the 2024-25 financial year"*.

Council subsequently engaged Morrison Low to undertake an independent financial assessment, including an organisational review to identify financial improvements that could improve value for ratepayers and minimise any SRV that might be required.

Morrison Low have presented their independent financial assessment of Council and identified that without intervention:

- the average operating deficit for the 10-year forecast period in the general fund is estimated at \$10.7 million per annum.
- the general fund has insufficient money to maintain service levels or asset renewals at levels the community requires.
- inadequate infrastructure renewal will result in the degradation of community infrastructure.
- under funding for expected growth and expanded services required for the growing population.

The Morrison Low assessment identified the contributing factors to the structural financial deficit noting that growth in core costs have outpaced growth in revenue. They noted the fundamental flaw in the income and cost structures for NSW local government affecting all NSW Councils. Costs to maintain community infrastructure and services are more than the revenue that local government receives.

All the financial scenarios that were assessed for inclusion in the LTFP include additional financial savings measures, one-off cash injections from the sale of property and ongoing efficiency targets. In addition to the productivity improvements that have already been implemented and that are ongoing, Morrison Low undertook an Organisational Service Review to identify additional financial improvements to improve value for ratepayers and minimise the SRV. The review identified several efficiency savings that Council has already begun to implement and has identified further opportunities including a future program of detailed service reviews to prioritise ongoing improvement and future efficiency savings.

In refining its LTFP Council engaged Morrison Low to provide an independent financial model and analysis. The outcome of this modelling is an ongoing deficit in the general fund averaging \$10.7M per annum. For Council's financial sustainability and to avoid a risk of unplanned service reduction, this must be addressed.

Council has updated this LTFP to include and show the impacts of both the Business as Usual (BAU) – no change scenario, and the two SRV options as a solution to the revenue shortfall.

The 2 financial sustainability options to be discussed with the community are as follows:

1. A proposed one-off SRV of 40.00% in addition to the rate peg. Including the rate peg, this amounts to a rates increase of 43.5% (Council's preferred option). Including an assumed 2.5% rate peg in year 2, this amounts to a cumulative increase of 47.1% at the end of 2 years; and
2. A 2-year SRV option averaging 20% over 2 years (22% and 18%) in addition to the rate peg. Including the rate peg, this amounts to a cumulative increase of 51.2% at the end of 2 years.

All options include an allowance for additional service and infrastructure improvements, including:

- Increased asset renewal spends of approximately \$6M per annum from 2024/25 and onwards for roads, stormwater and buildings.
- Increased resources for the maintenance of Council's facilities including parks and sporting fields.
- Additional staff resources to meet the demands of a growing community.
- Funding the future rehabilitation of Council's Waste Management Centres in the amount of \$1.25m per year

The options presented will have the following impact on the average rates in each of the rating categories as per the following table:

Goulburn Mulwaree Council Long Term Financial Plan 2023-2034

Rate Category	Average Rate 2023/24	Average Rate Cumulative 2024/25	Average Rate Cumulative 2025/26
Residential			
No SRV – rate peg only	\$1161	\$1202	\$1231
1 Year SV	\$1161	\$1666	\$1708
2 Year SV	\$1161	\$1457	\$1719
Business			
No SRV – rate peg only	\$5300	\$5486	\$5623
1 Year SV	\$5300	\$7606	\$7796
2 Year SV	\$5300	\$6652	\$7849
Farmland			
No SRV – Rate peg only	\$2543	\$2632	\$2698
1 Year SV	\$2543	\$3649	\$3740
2 Year SV	\$2543	\$3191	\$3766

For more information on ratepayer impact and capacity to pay, refer to Capacity to Pay report (Appendix 2). The report finds that there is some degree of inequity within the Goulburn Mulwaree LGA. However, as average residential land values generally align to the levels of advantage and disadvantage across the LGA, the increases proposed under the SV options are relatively proportionate. This indicates a level of capacity to pay additional rates across the Council area.

Financial Objectives

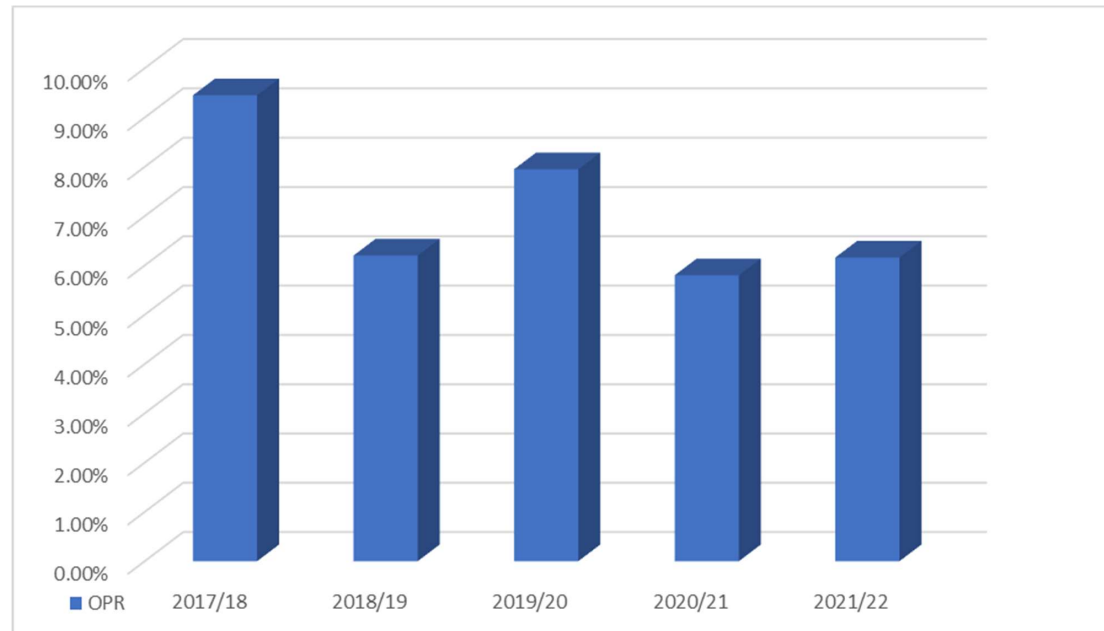
Goulburn Mulwaree Council will pursue the following financial objectives for the term of the Long Term Financial Plan:

1. Maintain Council's sound financial performance and sound financial position for the next 10 year period;
2. Continue to provide a fair and equitable rating structure and revenue policy;
3. Attract and maximise government grants, contributions and subsidies as an external funding source to assist in delivering Council services;
4. Budget for and achieve a minor cash flow surplus each financial year (unless repaying long term debt) to maintain an unrestricted current ratio of at minimum 2:1; thereby ensuring access to adequate working funds on a continual basis;
5. Annually fund the asset renewal program in line with Council's Asset Management Strategy for all of its asset classes.
6. Implement quarterly budget reporting requirements and six monthly Delivery Program reviews;
7. Continually review all operating expenditure and improve efficiency in service delivery where possible;
8. Reduce Council-owned assets which do not align with Council's adopted strategic objectives and that place an unnecessary ongoing maintenance burden on Council and the community;
9. Implement user-pay principles on service provision and assets, excluding known and Council approved community service obligations. Full cost recovery pricing principles to be implemented where appropriate.

Current Financial Position of Council

Operating Performance Ratio (Consolidated)

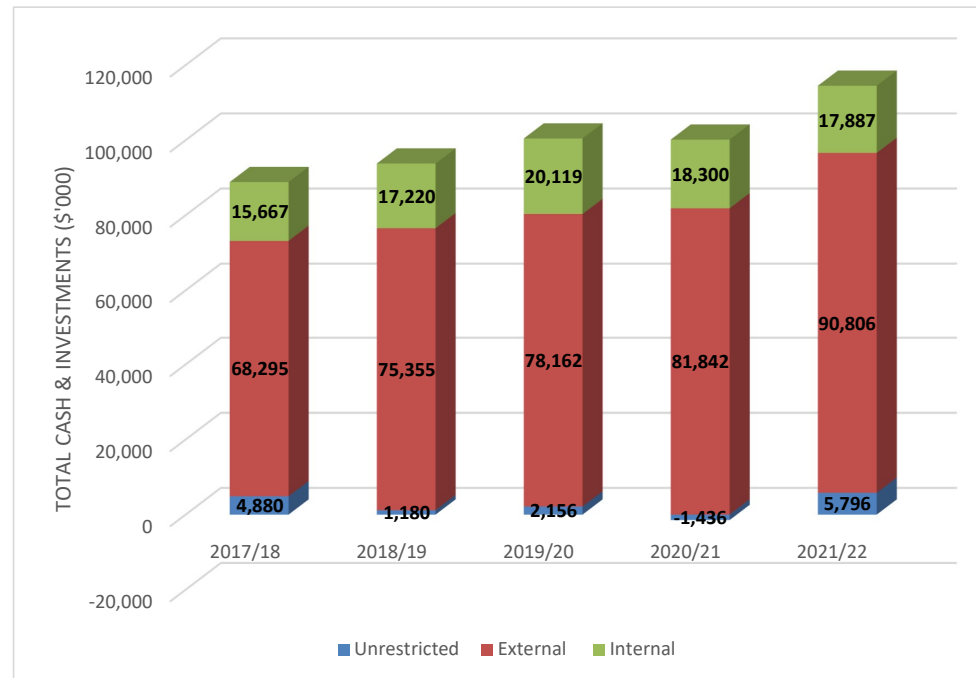
The Operating Performance Ratio for the past five financial years from 2017-18 to 2021-22 is seen in the below graph:



It must be noted however that the general fund has recorded operating deficits in both 2020/21 and 2021/22.

Cash and Investments

The total cash and investments, as measured at market valuation, is divided into unrestricted cash, internally restricted cash (by Council), and externally restricted cash (includes water supply, sewerage, and domestic waste funds, external grants unexpended and development contributions) for the past five financial years from 2017-18 to 2021-22, is shown in the following graph:



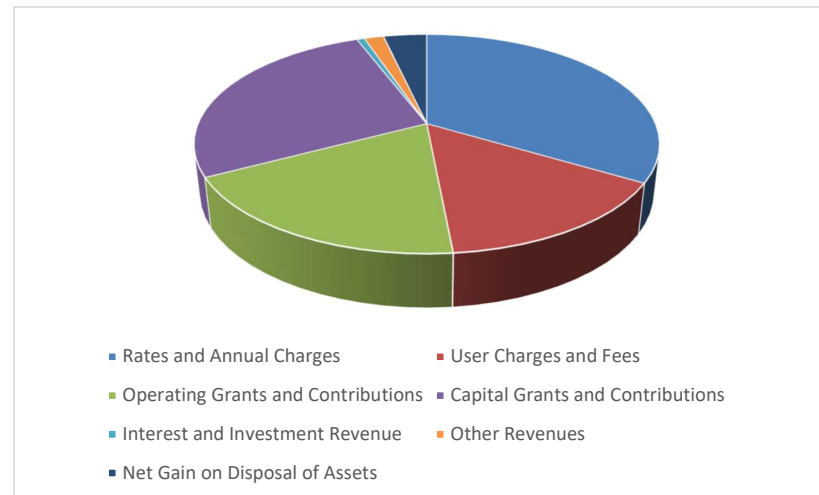
It should be noted that in 2020-21, Council recorded a negative unrestricted cash balance. This was primarily due to a delay in receiving claimed grant funds due to Council. The unrestricted cash balance returned to a healthy positive balance at 30 June 2022. Future budgets indicated a gradual decline in the projected unrestricted cash balance over the coming years. It is important that this balance does not reduce over time and it is suggested that, for Council, the optimum balance for unrestricted cash should be in the vicinity of \$15 million.

Other Financial Position Information (Consolidated)

Financial Performance Measures	Indicator	Target	2018	2019	2020	2021	2022
Unrestricted Current Ratio	Ratio	>1.50	3.49	3.32	3.78	2.79	2.69
Debt Service Cover Ratio	Ratio	>2.00	2.08	7.28	7.85	8.71	7.06
Own Source Operating Revenue	Percentage	>60%	53.37%	70.3%	61.9%	55.3%	52.58%
Rates and Annual Charges Outstanding	Percentage	<10%	3.02%	2.93%	3.49%	3.74%	3.16%
Building and Infrastructure Renewals Ratio	Ratio	>100%	60.2%	108.2%	74.1%	108.2%	74.1%
Operating Result (before capital grants)	(\$000)	>0	3,667	(1,165)	8,151	4,142	9,385

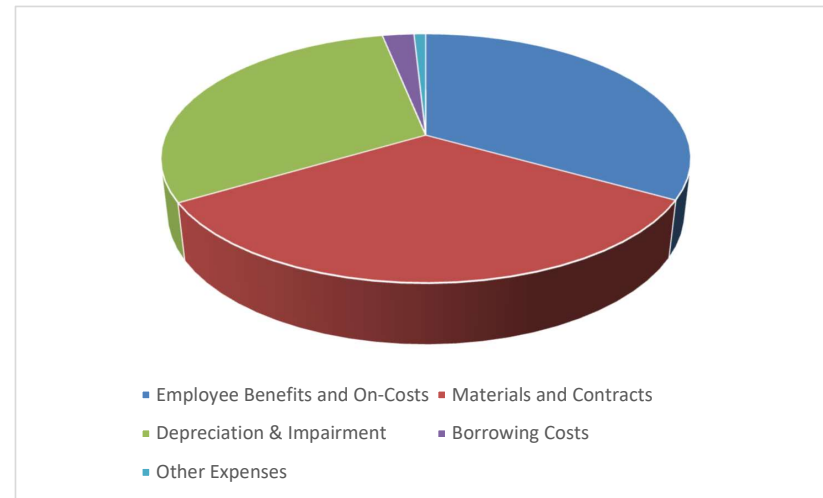
Income from Continuing Operations by Source – 2021-2022 (\$'000)

Rates and Annual Charges	39,607
User Charges and Fees	17,693
Operating Grants and Contributions	22,213
Capital Grants and Contributions	31,764
Interest and Investment Revenue	753
Other Revenues	1,892
Net Gain on Disposal of Assets	4,243



Expenditure from Continuing Operations by Source – 2021-2022 (\$'000)

Employee Benefits and On-Costs	25,564
Materials and Contracts	25,663
Depreciation & Impairment	23,387
Borrowing Costs	1,774
Other Expenses	658



Long Term Financial Plan and how it will be used

Council's Long Term Financial Plan model consists of linked spreadsheets that use the 2023-24 Budget, information contained in the Delivery Plan and Operational Plan, as well as long term key planning principles and assumptions to generate 10-year forecasts of income and expenditure.

Council's Long Term Financial Plan covers all areas of Council operations; including General Fund, Domestic Waste Fund, Water Supply and Sewerage Funds. The plan considers the high degree of infrastructure renewal required in each of these funds other than Domestic Waste.

The Long Term Financial Plan will be subject to review and adjustment annually or as priorities change to align with the Community Strategic Plan and Resourcing Strategy components. The 10 year plan presents an Income Statement, Balance Sheet and Cash Flow Statement.

The Long Term Financial Plan also draws on Council's Asset Management Strategy which defines the capital maintenance and renewal expenditure requirements for their respective asset classes.

The Purpose of the Long Term Financial Plan

- Provide a transparent account of Council's financial situation to the community;
- Set out the assumptions upon which Council's financial budgets have been structured;
- Provide methodology for strategic decision making that is in the community's best interest;
- Identify Key Performance Indicators upon which Council can benchmark its financial performance against comparable size and resourced NSW Councils;
- Evaluate the impact of future scenarios upon Council's financial position;
- Provide a basis for future decision making particularly when the Infrastructure Plan and asset management strategy are further refined and developed;
- Identify issues which impact upon the financial sustainability of Council including known opportunities and threats;
- Achieve a consolidated funds cash flow surplus result annually and endeavour to achieve a balanced operational budget result over time acknowledging that minimum service delivery may need to be reviewed while attempting to reduce operating costs in real terms;
- Achieve a current working fund surplus result annually; and
- Assist with planning for major capital infrastructure renewal program.

Key Planning Assumptions

A Long Term Financial Plan is dependent on a number of planning assumptions. In preparing this plan it was necessary to consider a range of matters and make appropriate assumptions. These assumptions have been used to model and formulate the plan.

In developing the Long Term Financial Plan Council has considered and made assumptions with regards to demographics of the Local Government Area (LGA), projected economic growth and industrial development within the LGA, service delivery standards, and all other major influences on Council’s income streams and expenditure patterns and projects.

Income Forecasts

Income Source	Projected Annual Increase
General (Ordinary) Rates - Base Case	3.5% (2024/25) 2.5% (2025/26-2033/34)
General (Ordinary) Rates - Scenario 1	43.5% (2024/25) 2.5% (2025/26-2033/34)
General (Ordinary) Rates - Scenario 2	25.5% (2024/25) 20.5% (2025/26) 2.5% (2026/27-2033/34)
Domestic Waste Charges	3.0%
Sewerage Charges	3.0%
Water Supply Charges	3.0%
Water supply User Pay Charges	4.0%
Interest Rate on Investments	3.0%
Interest Rate on Overdue Rates	7.0%
Financial Assistance Grant	2.5%
Other Revenues	4.0%
User Charges and Fees	4.0%
Growth Rate	1.1%

Expenditure Forecasts

Expenditure Source	Projected Annual Increase
Salaries and Wages	4.0% (2024/25) 3.5% (2025/26) 3.0% (2026/27-2027/28) 2.5% (2028/29-2033/34)
Consumer Price Index	3.0% (2025/26) 2.8% (2026/27-2033/34)
Interest Rate for Borrowings	4.0%
Other Expenses	4.0% (2025/26) 3.0% (2026/27-2027/28) 2.8% (2028/29-2033/34)
Depreciation Expense	2.2%

Detailed Income Forecast

General (Ordinary) Rates Income

Council is currently experiencing good growth in terms of rateable assessments throughout the LGA. Consistently over the last three to four years, this growth has increased our rating yield by 1.5% per annum. The model assumes an ongoing rate of 1.1% per annum through to 2033/34.

Rate pegging still poses a major concern to Council as the limit set over recent years has not kept pace with inflation or salary increases. The previous 10 years of rate peg limits are as follows:

Year	Rate Peg
2022/23*	2.50%
2021/22	2.00%
2020/21	2.60%
2019/20	2.70%
2018/19	2.30%
2017/18	1.50%
2016/17	1.80%
2015/16	2.40%
2014/15	2.30%
2013/14	3.40%

* The original rate peg limit set for the 2022/23 was 0.7%. In recognition that this limit was unrealistic, the Office of Local Government announced that an “Additional Special Rates Variation” would be made available under which Councils could apply to have their rate peg limit increased to 2.5%. Council was successful in its application and applied the full 2.5% to the 2022-23 rates.

The 2023/24 rate peg limit was set at 3.7%. The model assumes a 3.5% increase in 2024/25, reducing to 2.5% in 2025/26 and all subsequent years.

As stated in the Executive Summary, the model is presented with two scenarios containing Special Rate Variations as follows:

- **Option 1** – A 43.5% increase (including rate peg) in 2024/25 returning to the rate peg in 2025/26
- **Option 2** – A 25.5% increase (including rate peg) in 2024/25, a 20.5% increase (including rate peg) in 2025/26 returning to the rate peg in 2026/27.

Domestic Waste Charges

The Domestic Waste Management (DWM) service is provided by Council to Goulburn, Marulan and Run-O-Waters. The DWM service provides garbage, green waste and recycling collection services. The basis of the DWM annual charge is on a full cost recovery basis to fund DWM plant fleet, garbage bins, and partial allocation for the operation of the waste centres (rubbish tips) in the LGA (through a waste disposal charge paid to the General Fund).

The DWM charge is projected to increase annually by 3.0% over the next ten-year period. Council will continue to ensure that any service changes are consulted with and conveyed to the community. In 2024/25 a survey will be undertaken in relation to how bulky waste collections are undertaken. Currently this is managed through free weekends at the Waste Management Centres. Council will be looking to determine whether this is still the most appropriate way to handle the waste or if there is a more suitable alternative. Dependent upon the outcome of this process, fluctuations in future increases to the DWM charge may be required.

Sewerage Charges

Council operates and manages sewerage systems and services in Goulburn and Marulan. Council intends to maintain the sewerage services and improve the infrastructure in the coming ten-year period.

In recent years, and with assistance from the Federal Government, Council has been able fully upgrade the Goulburn Wastewater Treatment Plant. It has also successfully continued its sewer main relining program and nearing completion on the project to enable the irrigation of sporting fields and parks throughout Goulburn with effluent produced at the new treatment plant.

While there are still several large projects still to be undertaken in the next two to three years, particularly the upgrade of the Marulan Wastewater Treatment Plant and sewer network, an average annual increase for sewerage charges of 3% is projected over the next ten-year period based on full cost recovery principles.

Water Supply Charges

Council operates and manages water supply systems at both Goulburn and Marulan. Council intends to maintain the water supply services and improve the infrastructure for these reticulated water supply systems.

Council has continued to undertake substantial upgrades to all of its water network assets including treatment plants, reservoirs and network infrastructure. This will continue over the period of this plan with the major project being the upgrade of the Marulan Water Treatment Plant and associated infrastructure.

The average annual increase for water supply annual charges of 3% is projected over the next ten-year period based on full cost recovery principles.

Water and Sewer User Pay Charges

Both of these charges are based on water consumption levels and the revenue they generate can vary (although not significantly) due to prevailing weather conditions.

This being said, previous initiatives have reduced the expected fluctuation in the revenue generated. These include the Highland Source Pipeline project which will reduce the need for the previous severe water restrictions that required during drought conditions. New requirements in relation to water tanks and water efficient devices has also lessened the demand for the use of town water and, now that these initiatives have been in place for some time, the consumption of water is more consistent and less prone to peaks and troughs.

The water and sewer supply user charges are projected to increase annually by 4% over the next ten-year period. All water supply users pay a dollar amount per kilolitre charge with a two tiered tariff pricing system. Residential Sewer user charges are built into the annual charge. Businesses are charged based on their consumption and a "standard discharge factor" which is based on an expected percentage of the water used that will end up in the wastewater system. Both charges are based on full cost recovery of the service.

Interest Rate on Investments

Interest rates are coming off a period where historically low interest rates have been on offer. This has impacted Councils revenue from interest on investments reduce from \$2.8M in 2015-2016 to less than \$1M in the 2021-22 financial year despite Council's investment portfolio being decidedly larger.

While investment rates now appear to be on the increase, Council has taken a conservative approach and projected an average investment interest rate of 3.0% over the ten-year period. Council's total cash investment portfolio is estimated to range from \$60-\$140 million up to 2033/35; movements in cash flows and forecast interest rate returns are included in the model. Future changes or volatility in interest rates will have an impact on Council's long term financial outlook.

Interest Rate on Overdue Rates

Council has maintained its rates and annual charges outstanding percentage below 5% for the past five years. Council staff have enforced Council's Debt Recovery Policy and remained vigilant in assuring regular cash flow from rates and annual charges. Council will be endeavouring to maintain a rates and annual charges outstanding percentage of below 5%.

Council has projected an average overdue interest rate of 7% over the ten-year period. The total interest revenue from outstanding rates and annual charges will not be materially affected by any changes in the maximum interest rate as determined every year by the Office of Local Government.

Operating Grants

Council's most important and material recurrent operating grant is the untied Financial Assistance Grants (FAG) received from the Federal Government and administered by the NSW Local Government Grants Commission. The FAG grant has a general and roads component. Council has estimated a 2.5% increase annually for the FAG over the 10 year period which is based on the IPART's guidance for future rates increases.

The other material operating grant received by Council is from the Roads and Traffic Authority (RTA) for the Regional Roads Block Grant. This amount is also estimated to increase in line with CPI increases projected as 2.5% annually. Council has assumed that all other recurrent grants and contributions for operating purposes will also increase at a similar rate.

Operating Grant income is only included in the forward projections for recurrent funding where there is relative certainty that the funding will continue.

Capital Grants

Capital grants are by their nature highly variable from year to year depending on the need and community support for major capital works projects and the availability of relevant programs to assist in funding major capital improvement projects.

Council has been extremely successful in recent years in securing grants to fund major projects such as the Goulburn Performing Arts Centre, Aquatic Centre Upgrade, Goulburn Wastewater Treatment Plant Upgrade, various bridge replacements, sporting field amenities (including Seiffert Oval, Cookbundoon and the Goulburn Regional Hockey Complex) and several major roads projects.

Ongoing and new projects for which funding has been secured are contained within the 2023/24 Operational Plan include the Goulburn Waste Management Centre Upgrade, Marulan Wastewater Treatment Plant Upgrade, effluent reuse irrigation scheme, Carr Confoy amenities and the Common Street upgrade.

Once again capital grant income is only included in the forward projections for recurrent funding where there is relative certainty that the funding will continue or where funding has already been secured for a project. Following elections at both a Federal and State level, there has been a noticeable shift in policy in relation to grant programs with planning becoming more vital in obtaining funding for projects.

Through its Grants Officers, Council will continue to pursue all available grant funding opportunities for projects that directly meet its strategic direction.

Development Contributions

In July 2020, Council adopted the Urban and Fringe Housing Strategy which provides direction for future residential growth within Goulburn and Marulan. Consequently, this triggered a review of Council's existing Developer Contribution Plans levied under sections 7.11 and 7.12 (formerly s94 and s94A) of the Environmental Planning and Assessment Act 1979, resulting in the adoption of the new Local Infrastructure Contributions Plan 2021 (LICP). The new LICP not only complements the Urban and Fringe Housing Strategy, but also the Employment Lands Strategy and the Local Strategic Planning Statement by identifying future infrastructure needs that will be driven by the ongoing growth being experienced within the LGA and providing a mechanism for Council to fund such infrastructure.

Additionally, the LICP provides Council with the ability to levy contributions from developments that require haulage of products along local roads, and therefore enabling Council to appropriately fund maintenance works.

Council also has a Development Servicing Plan, made under section 64 of the Local Government Act 1993, which levies contributions for water, sewer and stormwater services.

Council will ensure that these funds are placed in the appropriate reserves to be used to fund infrastructure projects whenever this option is available.

User Charges and Fees

Council has numerous user charges and fees that are statutory fees determined by regulation or by another government agency, such as Development Application fees these user charges and fees provided in the relevant legislation. Therefore, no increase is estimated in statutory fees.

For discretionary fees, the most material fees are for waste disposal at Council's Waste Management Centres, Goulburn Performing Arts Centre hire, admission and activities at the Goulburn Aquatic Centre and cemetery fees. For all discretionary fees an annual increase of 4% is projected over the next ten-year period based on full cost recovery principles and profit component where applicable.

Other Revenues

Other Revenues are relatively immaterial in Council's operating budget these items include; property rental income, fuel tax credits and other recoverable charges. An annual increase of 4% is projected over the next ten-year period based on full cost recovery principles and profit component where applicable.

Other Economic Factors

There are a number of economic factors that may potentially adversely affect the long term financial projections and assumptions used by Council in formulating the current Long Term Financial Plan. These include the following items:

Volatility in the Consumer Price Index

In recent years, the Consumer Price Index (CPI) has been relatively low. CPI was in negative territory from June 2019 to June 2020 but increased quickly as the economy recovered from the Covid-19 pandemic and was above 7% for part of the 2022/23 financial year. The Reserve Bank reacted to this with a series of increases to the official cash rate in an effort to reign in inflation. Currently the CPI rate appears to be on the way down with the 12 month CPI rate at June 2023 being recorded at 6.0%.

The following table shows the CPI movements over the last 6 years (June to June)

Year	CPI Movement
2022-23	6.0%
2021-22	6.1%
2020-21	3.8%
2019-20	-0.03%
2018-19	1.6%
2017-18	2.1%

Council’s operating budget is particularly sensitive to changes in the CPI. This variability has the potential to have significant implications on Council’s financial outlook.

Cost Shifting from Federal and State Governments

The issue of cost shifting is of significant concern to all NSW Councils. Traditional cost shifted activities include Rural Fire Services, pensioner rates concessions, public libraries and noxious weeds. In recent years a number of traditional NSW Government compliance activities have been handed over to Council with little to no supporting resources (financial or physical), including:

- Underground Petroleum Storage System regulation and monitoring
- Home Based Food Business regulation and monitoring
- Legionella Control & Warm Water System Regulation
- Boarding Houses and short-term Rental Accommodation Regulation
- Biosecurity Compliance & Planning – Animal Services & Weeds
- Contaminated Land
- Illegal Clearing
- Private Water Supply Quality Assurance Programs
- Water Carter Compliance Inspections

In addition to the above, Council’s contribution towards the emergency services has increased significantly in recent years with the contribution increasing from \$450,615 in 2018/19 to \$840,000 in 2023/24. While the State Government eased the increase burden on Council through recent subsidies, the subsidy was removed following the State Government election in 2023 with Councils now left to fund the whole contribution through its general revenue. If this situation is not addressed Council’s financial position will continue to worsen.

Salaries and Wages

Goulburn Mulwaree employs 315 full-time equivalent employees including seasonal casual staff. The Workforce Plan identifies human resources key performance areas, goals and strategies and how they interact with Council’s Strategic Objectives and Aspirations from the Community Strategic Plan to assist in delivering Council’s programs. Council’s single largest expense relates to employee costs.

Council reviews each position upon a vacancy and assesses the need for changes to a position or to the position parameters. Council does not anticipate any significant decrease in the number of employees.

All staff members (other than the contracted Senior Executive staff) are employed by Council under the NSW Industrial Relations System. The employment terms and conditions are set out in the Local Government (State) Award. The most recent Award came into effect on 1 July 2023 with increases of 4.5% (2023/24), 4.0% (2024/25) and 3.5% (2025/26).

Also, salaries and wages costs are affected by individual staff progressing in Council’s Salary Structure by achieving productivity improvements related to their grading and salary steps. Council provides a modest allowance for these additional impacts. Subsequent to the 3 years covered by the current award, Council has forecast an annual increase in salaries and wages of 3.0% (2026/27 and 2027/28) reducing to 2.5% for the remainder of the term of the Long Term Financial Plan.

Superannuation Guarantee Contribution

The Superannuation Guarantee is required to be paid by Council to nominated superannuation funds as employer contributions on behalf of individual employees. The Superannuation Guarantee has been set at 11.0% of employee’s salary for the 2023/24 Financial Year, however the Federal Government announced the % contribution rate will increase by 0.5% per annum until 2025/26 where the rate will reach the target rate of 12.0%. The superannuation guarantee contribution rates are as follows:

Financial Year	Rate
2023/24	11.0%
2024/25	11.5%
2025/26 onwards	12.0%

The Long Term Financial Plan assumes that the Superannuation Guarantee expense will increase by the increment amounts and also increase in line with forecast increases in salaries and wages.

Defined Benefit Plan Contribution

Council is involved in an industry defined benefits superannuation scheme, known as the Local Government Superannuation Retirement Scheme. This superannuation scheme is a multi-employer fund where assets accumulate in the fund to meet member's benefits as defined in a Trust Deed consisting of all NSW Councils.

In 2009, Local Government Superannuation advised that the Retirement Scheme, as a result of the global financial crisis, had a significant deficiency of assets over liabilities. As a result, the Scheme imposed increased contributions from 2009-10 for a period of up to 10 years to recover the deficit. Despite now being outside of the initial ten-year period, Council is still faced with these increased contributions.

While this figure will continue to drop as members of the scheme retire or resign, Council has taken a conservative approach and has carried the additional expense over the whole ten years of the Long Term Financial Plan. Council currently has 13 employee members in this scheme, and the current annual employer contribution expense is approximately \$70,000

Workers Compensation

Council's Workers Compensation Insurance Premium is a significant employee expenditure oncost. The premium is calculated based on three years of workers compensation claims experience, estimated salaries and wages and various multiplier factors.

It is extremely difficult to calculate an appropriate inflationary index to forecast likely future premiums. However, the claims history being currently experienced by Council combined with the increased annual salary and wages costs is likely to result in increases to workers compensation premiums in the immediate future.

The Long-Term Financial Plan estimates an 3.0% increase annually.

Interest Rate for Borrowings

Loan borrowings are a viable option for Councils to utilise to fund major capital works projects. These projects involve the construction of assets which have a long term useful life. Borrowing effectively enables these assets to be paid for by those who benefit from them.

Historically Council loans have been for fixed term periods and fixed interest rates to reduce the risk of exposure to variable repayment amounts.

Council has recently undertaken significant borrowings to fund major projects such as the Goulburn Performing Arts Centre, Aquatic Centre upgrade, Goulburn Waste Management Centre upgrade and the Towrang Bridge replacement. Council has utilised both internal loans and low interest loans from TCorp in the funding of these projects. Despite these borrowings Council's Debt Service Cover ratio is projected to remain well above expected benchmarks.

Any future upward movement in the official cash rate by the Australian Reserve Bank (current cash rate at 6 September 2023 is at 4.10%) has the potential to increase the borrowing interest rates available from financial institutions. At the time this plan was being prepared, the official cash rate was in a definite upwards trend.

At present the only future borrowings contained within the Long Term Financial Plan is in the 2023-24 financial year where \$4 million is proposed to be borrowed for the construction of the new amenities building at the Carr Confoy sporting fields.

Consumer Price Index

See comments in economic factors outlined earlier titled "Volatility in Consumer Price Index". The annual CPI is estimated at 2.8% annually for 10 years in Council's Long Term Financial Plan.

Depreciation Expense

Depreciation of Council's major infrastructure assets is determined within their respective asset management strategies and this is reflected in the Long Term Financial Plan. These documents also detail the useful lives and depreciation periods for each class of asset.

The depreciation expense is calculated using the straight line method to allocate their cost, net of their residual value, over their estimated useful lives. The assets' useful lives and residual values are reviewed each year.

In calculating depreciation, an annual provision for revaluation and recurrent depreciation expense increase of 2.20% has been included in the Long Term Financial Plan. This is based on recent assets revaluation data.

Council continues to revalue its assets on a 5-year rolling cycle. Since the commencement of revaluations Council's total depreciation has more than doubled. The additional annual depreciation expense for all these classes of assets continues to make generating a positive operational result extremely difficult, especially in the general fund where Council's transport assets sit.

Major Capital Works Projects

Council is emerging from a period of large capital works projects, including:

- Performing Arts Centre
- Aquatic Centre upgrade
- Goulburn Waste Water Treatment Plant upgrade
- Wollondilly Walking Track
- Sporting Field amenity upgrades
- Timber bridge replacements
- Riverside Park
- Victoria Park Adventure Playground

There are a number of large projects included in the 10-year period of this Plan including:

- Goulburn Waste Management Centre Upgrade
- Marulan Water and Wastewater Treatment Plant Upgrades
- Marulan Water Treatment Plant Upgrade
- Effluent reuse irrigation scheme
- Carr Confoy amenities
- Common Street upgrade.

While the recent focus has been on the enhancement of Council's portfolio of facilities for the enjoyment of the community, recent weather events has caused significant damage to Council's road network. During 2023-24 Council will be performing full asset condition testing on all its transport assets. This will provide more complete information for our Asset Management Plans and will more than likely place an increased focus on the renewal of existing infrastructure to bring these assets back to what is deemed a satisfactory standard.

Methods of Monitoring Financial Performance

The financial sustainability of local government has been the subject of various independent reviews which discuss contributing factors such as constraints on revenue growth (such as rate capping), ageing infrastructure, ageing population, legislative change and cost shifting.

Through the new reporting framework, the Long Term Financial Plan opens the way for Council to address these issues and, in consultation with the community, set funding priorities and service levels that set Council on a path to a more sustainable future.

Council will annually monitor, report, and assess its financial performance using the following measures:

Performance Measures	Performance Indicator
Unrestricted Current Ratio of Assets to Liabilities	>2:1
Consolidated Debt Service Ratio for all Funds	<10% of Operating Revenue
Rates and Annual Charges Outstanding Ratio	<=10%
User Charges and Fees Outstanding Ratio	<=10%
Infrastructure Renewal Ratio	>=1:1
Total Unrestricted Cash Reserves	>\$250,000 at financial year end
Employee Leave Entitlements Cash Reserve	Maintain at 30% of total liability
Working Capital Result	Surplus maintained annually
Each Fund (Water, Sewer and DWM)	Full cost recovery and replenish cash reserves for future asset renewals
Completion of Capital Budget	>=80% completion rate each year
Budget Revote works carryovers	<2% of original operating budget
Investment Returns	>90 day BBSW Rate

Conclusion

The Long Term Financial Plan has confirmed that these are indeed difficult, changing and financial challenging times. The 10 year analysis shows Council with an operating deficit, before capital grants and contributions, for the entire period to 2034. It will be necessary for all Council stakeholders to work constructively together to progress through various difficult issues.

Council has completed two revaluations of assets at fair value for the following asset classes: operational land, buildings, property, plant and equipment, office equipment, stormwater, roads, bridges, footpaths, water supply, and sewerage assets.

The revaluation processes have led to Council more than doubling its depreciation expenses recorded annually with the largest increases seen in roads and bridges. The ongoing increases in the depreciation expense shows the challenge Council will have in funding asset renewal programs into the future and this depreciation expense makes it unlikely for Council to achieve an operating budget surplus or balance budget (before capital grants and contributions) in the immediate future without inter-governmental funding distribution changes.

Further obligations imposed upon Councils (cost shifts) by other tiers of government continue to have negative impacts upon Council's Long Term Financial Plan modelling and financial position. Local Government NSW have demonstrated that the impact of cost shifting upon NSW Councils continues to equate to approximately 3.5% of total revenue for Council each year.

Funding from the other tiers of government is available from time to time but has not been included in the Long Term Financial Plan as these sources are irregular and largely unpredictable. However, Council continues to endeavour to apply for and maximise access to State and Federal grants through our Grants Officers.

Consideration by Council of a special rates variation application is imperative to maintain the existing standard of services to the Goulburn Mulwaree community. In particular, an additional revenue source is necessary for the asset renewal program for the Council local road network.

Financial Modelling Scenarios

The Long Term Financial Plan has outlined financial modelling for the following scenario.

Base Scenario (Consolidated and all funds)

The Base Scenario is based upon the 2023-24 Budget and 4-year projections contained within the Delivery Plan. Future projections beyond the four years are based on the assumptions outlined in this document.

Council will continue to deliver the same services based on the principal activities as outlined in Council's Integrated Planning and Reporting documents. The variable component will be the capital expenditure and capital grants program. These programs have been based on current information but will need to be reviewed as more information comes to hand.

Scenario 1 (Consolidated and General Fund only)

Scenario 1 includes a proposed one-off SRV in 2024/25 of 43.5% (including the rate peg). The subsequent years return to the 2.5% rate peg increases.

The scenario also includes:

- Increased asset renewal spends of approximately \$6M per annum from 2024/25 and onwards for roads, stormwater and buildings to ensure Council is renewing its assets at the same rate they are depreciating;
- Increased resources for the maintenance of Council's facilities including parks and sporting fields;
- Additional staff resources to meet the demands of a growing community;
- Funding the future rehabilitation of Council's Waste Management Centres in the amount of \$1.25m per year.

Scenario 2 (Consolidated and General Fund only)

Scenario 2 includes all information contained in Scenario 1 apart from the rating income.

This scenario included the option whereby the proposed SRV is implemented over a 2 year period as follows:

- An increase of 25.5% (including the rate peg) in 2024/25;
- An increase of 20.5% (including the rate peg) in 2025/26;
- Returning to the rate peg in 2026/27.

CONSOLIDATED FINANCIAL STATEMENTS - Base Case												
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$22,685	\$23,671	\$24,806	\$25,744	\$26,717	\$27,727	\$28,776	\$29,864	\$30,993	\$32,165	\$33,381	\$34,643
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$18,275	\$18,970	\$19,544	\$20,136	\$20,745	\$21,373	\$22,020	\$22,687	\$23,374	\$24,082	\$24,812	\$25,563
TOTAL RATES & ANNUAL CHARGES	\$40,960	\$42,641	\$44,350	\$45,879	\$47,462	\$49,101	\$50,796	\$52,551	\$54,367	\$56,247	\$58,193	\$60,207
User Charges and fees	\$18,425	\$19,205	\$20,210	\$21,268	\$22,337	\$23,459	\$24,639	\$25,878	\$27,179	\$28,523	\$29,933	\$31,414
Other revenues	\$1,561	\$1,728	\$1,780	\$1,830	\$1,881	\$1,934	\$1,988	\$2,044	\$2,101	\$2,160	\$2,220	\$2,283
Interest and Investment Income	\$2,760	\$2,965	\$2,132	\$2,559	\$2,547	\$2,610	\$2,550	\$2,469	\$2,687	\$2,931	\$3,226	\$3,568
Other Income	\$21,052	\$21,644	\$22,293	\$22,917	\$23,559	\$24,219	\$24,897	\$25,594	\$26,311	\$27,047	\$27,805	\$28,583
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$84,759	\$88,184	\$90,765	\$94,454	\$97,787	\$101,323	\$104,869	\$108,535	\$112,645	\$116,909	\$121,377	\$126,055
Grants & Contributions - Operating Purposes	\$18,231	\$11,924	\$12,222	\$12,527	\$12,840	\$13,161	\$13,490	\$13,828	\$14,173	\$14,528	\$14,891	\$15,263
Grants & Contributions for Capital Purposes	\$22,320	\$39,674	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal	\$125,309	\$139,781	\$114,459	\$115,568	\$119,316	\$133,688	\$137,544	\$133,578	\$136,041	\$142,666	\$145,500	\$152,771
TOTAL OPERATING INCOME (Excl. Capital)	\$102,989	\$100,107	\$102,987	\$106,981	\$110,627	\$114,484	\$118,360	\$122,363	\$126,819	\$131,436	\$136,268	\$141,318
Employee Benefits	\$30,439	\$32,399	\$33,978	\$35,464	\$36,836	\$38,262	\$39,550	\$40,882	\$42,260	\$43,685	\$45,159	\$46,682
Materials and Contracts	\$28,960	\$25,355	\$26,477	\$27,383	\$28,277	\$29,202	\$30,158	\$31,146	\$32,167	\$33,201	\$34,269	\$35,372
Borrowing Costs	\$1,700	\$1,594	\$1,458	\$1,370	\$1,278	\$1,180	\$1,078	\$970	\$857	\$737	\$611	\$478
Depreciation & Amortisation	\$22,667	\$22,681	\$26,219	\$26,911	\$27,600	\$28,512	\$29,514	\$30,226	\$30,958	\$31,709	\$32,474	\$33,253
Other Expenses	\$21,551	\$22,355	\$23,025	\$23,670	\$24,333	\$25,014	\$25,715	\$26,435	\$27,175	\$27,936	\$28,718	\$29,522
Losses on disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$105,316	\$104,383	\$111,157	\$114,797	\$118,324	\$122,170	\$126,014	\$129,659	\$133,416	\$137,267	\$141,230	\$145,307
OPERATING RESULT (Excl. Capital)	-\$2,327	-\$4,276	-\$8,171	-\$7,816	-\$7,697	-\$7,686	-\$7,654	-\$7,296	-\$6,598	-\$5,831	-\$4,962	-\$3,990
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$2,327	-\$4,276	-\$8,171	-\$7,816	-\$7,697	-\$7,686	-\$7,654	-\$7,296	-\$6,598	-\$5,831	-\$4,962	-\$3,990
OPERATING RESULT (Incl. Capital)	\$19,993	\$35,398	\$3,301	\$771	\$992	\$11,518	\$11,530	\$3,919	\$2,624	\$5,399	\$4,270	\$7,463
Income from Non-Controlling Interests	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL	\$19,993	\$35,398	\$3,301	\$771	\$992	\$11,518	\$11,530	\$3,919	\$2,624	\$5,399	\$4,270	\$7,463
Net Operating Result from Income Statement	\$19,993	\$35,398	\$3,301	\$771	\$992	\$11,518	\$11,530	\$3,919	\$2,624	\$5,399	\$4,270	\$7,463
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$32,015	\$31,612	\$31,766	\$27,220	\$30,287	\$31,853	\$35,234	\$34,825	\$38,160	\$39,251
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OTHER COMPREHENSIVE INCOME	\$0	\$0	\$32,015	\$31,612	\$31,766	\$27,220	\$30,287	\$31,853	\$35,234	\$34,825	\$38,160	\$39,251
TOTAL COMPREHENSIVE INCOME	\$19,993	\$35,398	\$35,317	\$32,382	\$32,758	\$38,738	\$41,817	\$35,772	\$37,858	\$40,224	\$42,430	\$46,714

Balance Sheet												
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash & Cash Equivalents	\$17,467	\$17,467	\$31,713	\$31,328	\$33,412	\$31,401	\$28,704	\$35,988	\$44,130	\$53,945	\$65,359	\$80,617
Investments - Current	\$69,838	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221
Receivables - Current	\$6,525	\$6,525	\$6,794	\$7,472	\$7,535	\$7,779	\$8,136	\$8,370	\$8,669	\$8,988	\$9,291	\$9,620
Right of Use and Contract Assets - Current	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133
Inventories - Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	\$98,487	\$81,870	\$96,384	\$96,678	\$98,824	\$97,057	\$94,717	\$102,236	\$110,676	\$120,810	\$132,527	\$148,115
Investments - Non-Current	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363
Infrastructure Property & Equip	\$1,436,799	\$1,438,287	\$1,533,881	\$1,562,874	\$1,590,558	\$1,628,219	\$1,669,502	\$1,695,143	\$1,721,854	\$1,749,125	\$1,776,897	\$1,804,951
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$450	\$450	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$1,442,012	\$1,443,500	\$1,538,645	\$1,567,637	\$1,595,322	\$1,632,982	\$1,674,266	\$1,699,907	\$1,726,617	\$1,753,888	\$1,781,660	\$1,809,715
Inventory Days	0	0	210	70	93	124	96	104	108	103	105	\$105
TOTAL ASSETS	\$1,540,499	\$1,525,370	\$1,635,029	\$1,664,315	\$1,694,146	\$1,730,040	\$1,768,983	\$1,802,142	\$1,837,293	\$1,874,698	\$1,914,187	\$1,957,829
Payables - Current	\$9,504	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204
Contract Liabilities - Current	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212
Lease Liabilities - Current	\$91	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$4,000	\$1,503	\$2,511	\$2,604	\$2,701	\$2,803	\$2,578	\$2,691	\$2,811	\$2,937	\$3,070	\$0
Provisions - Current	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055
TOTAL CURRENT LIABILITIES	\$25,861	\$23,142	\$24,150	\$24,242	\$24,340	\$24,442	\$24,216	\$24,330	\$24,450	\$24,576	\$24,709	\$21,639
Payables Days	237	252	245	245	247	246	246	246	246	246	246	\$246
Payables - Non-Current	\$2,400	\$2,400	\$1,191	\$605	\$283	\$139	\$68	\$33	\$16	\$8	\$4	\$2
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non-current	\$35,800	\$35,800	\$28,383	\$25,779	\$23,079	\$20,275	\$17,698	\$15,007	\$12,196	\$9,259	\$6,189	\$6,189
Provisions - Non-Current	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097
TOTAL NON-CURRENT LIABILITIES	\$53,297	\$53,297	\$44,671	\$41,482	\$38,458	\$35,511	\$32,863	\$30,136	\$27,309	\$24,364	\$21,290	\$21,288
TOTAL LIABILITIES	\$79,158	\$76,439	\$68,821	\$65,724	\$62,798	\$59,953	\$57,079	\$54,466	\$51,758	\$48,940	\$45,999	\$42,927
NET ASSETS	\$1,461,341	\$1,448,931	\$1,566,208	\$1,598,591	\$1,631,348	\$1,670,087	\$1,711,904	\$1,747,676	\$1,785,534	\$1,825,759	\$1,868,188	\$1,914,902
Accumulated Surplus	\$487,697	\$439,889	\$475,287	\$478,588	\$479,359	\$480,351	\$491,869	\$503,398	\$507,317	\$509,942	\$515,341	\$519,610
Revaluation Reserves	\$973,644	\$973,644	\$973,644	\$1,005,659	\$1,037,271	\$1,069,037	\$1,096,257	\$1,126,544	\$1,158,398	\$1,193,632	\$1,228,457	\$1,266,617
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$1,461,341	\$1,413,533	\$1,448,931	\$1,484,247	\$1,516,630	\$1,549,387	\$1,588,125	\$1,629,943	\$1,665,715	\$1,703,573	\$1,743,797	\$1,786,227
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$1,461,341	\$1,413,533	\$1,448,931	\$1,484,247	\$1,516,630	\$1,549,387	\$1,588,125	\$1,629,943	\$1,665,715	\$1,703,573	\$1,743,797	\$1,786,227
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$1,461,341	\$1,413,533	\$1,448,931	\$1,484,247	\$1,516,630	\$1,549,387	\$1,588,125	\$1,629,943	\$1,665,715	\$1,703,573	\$1,743,797	\$1,786,227
Net Operating Result for the Year	\$19,993	\$35,398	\$3,301	\$771	\$992	\$11,518	\$11,530	\$3,919	\$2,624	\$5,399	\$4,270	\$7,463
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$32,015	\$31,612	\$31,766	\$27,220	\$30,287	\$31,853	\$35,234	\$34,825	\$38,160	\$39,251
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$19,993	\$35,398	\$35,317	\$32,382	\$32,758	\$38,738	\$41,817	\$35,772	\$37,858	\$40,224	\$42,430	\$46,714
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$1,461,341	\$1,448,931	\$1,484,247	\$1,516,630	\$1,549,387	\$1,588,125	\$1,629,943	\$1,665,715	\$1,703,573	\$1,743,797	\$1,786,227	\$1,832,941

Cashflow Statement												
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Total Own Source Revenue	\$85,055	\$88,184	\$90,496	\$93,776	\$97,724	\$101,078	\$104,512	\$108,301	\$112,346	\$116,590	\$121,074	\$125,725
Grants and Contributions	\$18,231	\$11,924	\$12,222	\$12,527	\$12,840	\$13,161	\$13,490	\$13,828	\$14,173	\$14,528	\$14,891	\$15,263
Other Income from Continuing Operations	\$0	\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0
Employee Benefits	\$30,439	\$32,399	\$33,978	\$35,464	\$36,836	\$38,262	\$39,550	\$40,882	\$42,260	\$43,685	\$45,159	\$46,682
Materials and Contracts	\$28,960	\$25,355	\$26,477	\$27,383	\$28,277	\$29,202	\$30,158	\$31,146	\$32,167	\$33,201	\$34,269	\$35,372
Other Expenses from Continuing Operations	\$20,768	\$22,655	\$24,234	\$24,256	\$24,656	\$25,158	\$25,785	\$26,470	\$27,192	\$27,944	\$28,722	\$29,524
CASHFLOW FROM OPERATIONS	\$23,119	\$19,699	\$18,028	\$19,201	\$20,796	\$21,618	\$22,509	\$23,631	\$24,901	\$26,288	\$27,815	\$29,410
Sale of Current Investments	\$28,721	\$17,041	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$5,637	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	-\$450	-\$450	\$450	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$7,537	\$423	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$51,690	\$75,805	\$21,385	\$24,291	\$23,519	\$38,952	\$40,509	\$24,014	\$22,434	\$24,155	\$22,085	\$22,057
Purchase of Real Estate / Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING	-\$25,320	-\$59,638	-\$20,935	-\$24,291	-\$23,519	-\$38,952	-\$40,509	-\$24,014	-\$22,434	-\$24,155	-\$22,085	-\$22,057
Proceeds from Grants and Contributions - Capital purj	\$22,320	\$39,674	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$0	\$4,374	\$3,881	\$3,881	\$3,881	\$3,881	\$3,881	\$3,548	\$3,548	\$3,548	\$3,548	\$3,548
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING	\$22,320	\$35,300	\$7,591	\$4,706	\$4,808	\$15,323	\$15,303	\$7,667	\$5,674	\$7,682	\$5,684	\$7,905
Opening Cash	\$108,569	\$101,868	\$80,613	\$85,297	\$84,912	\$86,996	\$84,985	\$82,288	\$89,572	\$97,714	\$107,529	\$118,943
Change in Cash	-\$6,701	-\$21,255	\$4,684	-\$384	\$2,084	-\$2,011	-\$2,697	\$7,285	\$8,141	\$9,815	\$11,414	\$15,258
CLOSING CASH	\$101,868	\$80,613	\$85,297	\$84,912	\$86,996	\$84,985	\$82,288	\$89,572	\$97,714	\$107,529	\$118,943	\$134,201
TOTAL CASH AND LIQUID INVESTMENTS	\$101,868	\$80,613	\$85,297	\$84,912	\$86,996	\$84,985	\$82,288	\$89,572	\$97,714	\$107,529	\$118,943	\$134,201
Transfers to Reserves	\$0	\$0	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$17,887	\$17,887	\$19,137	\$20,387	\$21,637	\$22,887	\$24,137	\$25,387	\$26,637	\$27,887	\$29,137	\$30,387
Externally Restricted Cash	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747
Externally Restricted - Water Fund cash balance	\$20,899	\$16,404	\$22,072	\$18,129	\$15,834	\$10,321	\$9,582	\$11,546	\$12,651	\$14,202	\$16,253	\$18,967
Externally Restricted - Sewer Fund cash balance	\$22,577	\$20,491	\$28,104	\$30,685	\$33,230	\$35,665	\$32,098	\$34,774	\$39,381	\$44,388	\$49,818	\$55,784
Externally Restricted - Domestic Waste Fund cash bal	\$3,192	\$3,615	\$2,743	\$2,825	\$2,926	\$3,043	\$3,181	\$3,345	\$3,534	\$3,751	\$3,998	\$4,277
Unrestricted Cash	\$21,567	\$6,468	-\$2,506	-\$2,861	-\$2,378	-\$2,678	-\$2,457	-\$1,226	-\$236	\$1,554	\$3,989	\$9,039

FINANCIAL STATEMENTS - Base Case													
Nominal Year		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type		Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity Abv		GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Rates & Charges		\$22,685	\$23,671	\$24,806	\$25,744	\$26,717	\$27,727	\$28,776	\$29,864	\$30,993	\$32,165	\$33,381	\$34,643
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$380	\$390	\$407	\$424	\$442	\$461	\$481	\$502	\$523	\$546	\$569	\$593
TOTAL RATES & ANNUAL CHARGES		\$23,065	\$24,061	\$25,212	\$26,168	\$27,159	\$28,189	\$29,257	\$30,366	\$31,516	\$32,711	\$33,950	\$35,237
User Charges and fees		\$8,422	\$8,932	\$9,413	\$9,919	\$10,430	\$10,967	\$11,531	\$12,125	\$12,749	\$13,393	\$14,070	\$14,780
Other revenues		\$1,416	\$1,568	\$1,615	\$1,660	\$1,706	\$1,754	\$1,803	\$1,854	\$1,906	\$1,959	\$2,014	\$2,070
Interest and Investment Income		\$685	\$785	\$916	\$971	\$998	\$1,050	\$1,079	\$1,123	\$1,197	\$1,264	\$1,356	\$1,466
Other Income		\$21,052	\$21,644	\$22,293	\$22,917	\$23,559	\$24,219	\$24,897	\$25,594	\$26,311	\$27,047	\$27,805	\$28,583
Initiatives Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE		\$54,640	\$56,989	\$59,449	\$61,636	\$63,853	\$66,179	\$68,567	\$71,061	\$73,679	\$76,375	\$79,194	\$82,137
Grants & Contributions - Operating Purposes		\$18,231	\$11,878	\$12,175	\$12,480	\$12,792	\$13,111	\$13,439	\$13,775	\$14,120	\$14,473	\$14,834	\$15,205
Grants & Contributions for Capital Purposes		\$18,269	\$26,024	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal		\$91,140	\$94,892	\$83,097	\$82,703	\$85,334	\$98,494	\$101,190	\$96,051	\$97,021	\$102,077	\$103,261	\$108,795
TOTAL OPERATING INCOME (Excl. Capital)		\$72,871	\$68,868	\$71,625	\$74,116	\$76,645	\$79,290	\$82,006	\$84,836	\$87,799	\$90,847	\$94,029	\$97,342
Employee Benefits		\$25,351	\$27,256	\$28,629	\$29,928	\$31,134	\$32,388	\$33,530	\$34,712	\$35,936	\$37,202	\$38,514	\$39,871
Materials and Contracts		\$22,114	\$17,055	\$17,887	\$18,578	\$19,253	\$19,952	\$20,677	\$21,427	\$22,205	\$22,991	\$23,803	\$24,645
Borrowing Costs		\$803	\$748	\$924	\$862	\$797	\$729	\$659	\$585	\$508	\$428	\$345	\$258
Depreciation & Amortisation		\$17,398	\$17,413	\$19,694	\$20,176	\$20,667	\$21,376	\$22,144	\$22,690	\$23,250	\$23,825	\$24,411	\$25,009
Other Expenses		\$13,623	\$14,475	\$14,909	\$15,326	\$15,756	\$16,197	\$16,650	\$17,116	\$17,596	\$18,088	\$18,595	\$19,115
Losses on disposal of assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES FROM CONTINUING OPERATIONS		\$79,289	\$76,946	\$82,044	\$84,870	\$87,607	\$90,642	\$93,659	\$96,531	\$99,495	\$102,535	\$105,668	\$108,898
OPERATING RESULT (Excl. Capital)		-\$6,419	-\$8,079	-\$10,419	-\$10,755	-\$10,962	-\$11,352	-\$11,653	-\$11,695	-\$11,697	-\$11,688	-\$11,639	-\$11,556
OPERATING RESULT (Excl. Capital and Asset Sales)		-\$6,419	-\$8,079	-\$10,419	-\$10,755	-\$10,962	-\$11,352	-\$11,653	-\$11,695	-\$11,697	-\$11,688	-\$11,639	-\$11,556
OPERATING RESULT (Incl. Capital)		\$11,851	\$17,946	\$1,053	-\$2,168	-\$2,273	\$7,852	\$7,531	-\$480	-\$2,475	-\$458	-\$2,407	-\$1,103
Income from Non-Controlling Interests		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL		\$11,851	\$17,946	\$1,053	-\$2,168	-\$2,273	\$7,852	\$7,531	-\$480	-\$2,475	-\$458	-\$2,407	-\$1,103
Net Operating Result from Income Statement		\$11,851	\$17,946	\$1,053	-\$2,168	-\$2,273	\$7,852	\$7,531	-\$480	-\$2,475	-\$458	-\$2,407	-\$1,103
Gain / (Loss) on Reval of PP&E		\$0	\$0	\$19,345	\$20,862	\$21,491	\$19,722	\$22,732	\$21,753	\$24,176	\$23,396	\$26,351	\$27,043
Fair Value Movement on Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Comprehensive Income		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OTHER COMPREHENSIVE INCOME		\$0	\$0	\$19,345	\$20,862	\$21,491	\$19,722	\$22,732	\$21,753	\$24,176	\$23,396	\$26,351	\$27,043
TOTAL COMPREHENSIVE INCOME		\$11,851	\$17,946	\$20,398	\$18,694	\$19,218	\$27,574	\$30,264	\$21,273	\$21,702	\$22,938	\$23,944	\$26,940

Balance Sheet												
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity Abv	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Cash & Cash Equivalents	\$2,708	\$2,708	\$4,546	\$5,441	\$7,173	\$8,124	\$9,595	\$12,076	\$14,315	\$17,355	\$21,041	\$27,340
Investments - Current	\$37,930	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469
Receivables - Current	\$4,106	\$4,106	\$4,302	\$4,746	\$4,798	\$4,968	\$5,210	\$5,375	\$5,582	\$5,803	\$6,015	\$6,245
Right of Use and Contract Assets - Current	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459
Inventories - Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	49,727	39,266	41,300	42,639	44,424	45,543	47,257	49,902	52,349	55,610	59,508	66,037
Receivable Collection Days	\$65	\$62	\$66	\$64	\$64	\$65	\$65	\$65	\$65	\$65	\$65	\$65
Investments - Non-Current	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363
Infrastructure Property & Equip	\$995,604	\$986,476	\$1,053,510	\$1,068,133	\$1,083,032	\$1,107,063	\$1,133,192	\$1,149,694	\$1,166,766	\$1,184,187	\$1,201,899	\$1,219,889
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$1,000,368	\$991,240	\$1,058,274	\$1,072,896	\$1,087,795	\$1,111,826	\$1,137,955	\$1,154,458	\$1,171,529	\$1,188,951	\$1,206,662	\$1,224,653
Inventory Days	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL ASSETS	\$1,050,095	\$1,030,506	\$1,099,574	\$1,115,535	\$1,132,219	\$1,157,369	\$1,185,212	\$1,204,360	\$1,223,878	\$1,244,561	\$1,266,170	\$1,290,690
Payables - Current	\$8,763	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463
Contract Liabilities - Current	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212
Lease Liabilities - Current	\$91	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$-3,415	\$-5,447	\$2,147	\$2,212	\$2,279	\$2,350	\$2,090	\$2,167	\$2,247	\$2,331	\$2,418	\$0
Provisions - Current	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758
TOTAL CURRENT LIABILITIES	\$16,408	\$14,155	\$21,749	\$21,814	\$21,881	\$21,952	\$21,692	\$21,769	\$21,849	\$21,932	\$22,020	\$19,602
Payables Days	\$145	\$181	\$185	\$170	\$179	\$178	\$176	\$178	\$177	\$177	\$177	\$177
Payables - Non-Current	\$2,400	\$2,400	\$1,191	\$605	\$283	\$139	\$68	\$33	\$16	\$8	\$4	\$2
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non current	\$35,800	\$35,800	\$22,016	\$19,805	\$17,525	\$15,175	\$13,085	\$10,918	\$8,671	\$6,340	\$3,923	\$3,923
Provisions - Non-Current	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097
TOTAL NON-CURRENT LIABILITIES	\$53,297	\$53,297	\$38,304	\$35,507	\$32,905	\$30,411	\$28,250	\$26,048	\$23,784	\$21,445	\$19,023	\$19,022
TOTAL LIABILITIES	\$69,705	\$67,452	\$60,053	\$57,321	\$54,786	\$52,363	\$49,942	\$47,816	\$45,633	\$43,377	\$41,043	\$38,624
NET ASSETS	\$980,390	\$963,054	\$1,039,521	\$1,058,215	\$1,077,433	\$1,105,006	\$1,135,270	\$1,156,543	\$1,178,245	\$1,201,183	\$1,225,127	\$1,252,067
Accumulated Surplus	\$264,755	\$216,947	\$234,893	\$235,946	\$233,778	\$231,505	\$239,357	\$246,888	\$246,409	\$243,934	\$243,476	\$241,069
Revaluation Reserves	\$718,729	\$718,729	\$718,729	\$718,729	\$718,729	\$718,729	\$718,729	\$718,729	\$718,729	\$718,729	\$718,729	\$718,729
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$980,390	\$935,676	\$953,622	\$974,019	\$992,713	\$1,011,932	\$1,039,505	\$1,069,769	\$1,091,042	\$1,112,744	\$1,135,682	\$1,159,625
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$980,390	\$935,676	\$953,622	\$974,019	\$992,713	\$1,011,932	\$1,039,505	\$1,069,769	\$1,091,042	\$1,112,744	\$1,135,682	\$1,159,625
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$980,390	\$935,676	\$953,622	\$974,019	\$992,713	\$1,011,932	\$1,039,505	\$1,069,769	\$1,091,042	\$1,112,744	\$1,135,682	\$1,159,625
Net Operating Result for the Year	\$11,851	\$17,946	\$1,053	\$-2,168	\$-2,273	\$7,852	\$7,531	\$-480	\$-2,475	\$-458	\$-2,407	\$-103
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$19,345	\$20,862	\$21,491	\$19,722	\$22,732	\$21,753	\$24,176	\$23,396	\$26,351	\$27,043
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$11,851	\$17,946	\$20,398	\$18,694	\$19,218	\$27,574	\$30,264	\$21,273	\$21,702	\$22,938	\$23,944	\$26,940
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$983,484	\$953,622	\$974,019	\$992,713	\$1,011,932	\$1,039,505	\$1,069,769	\$1,091,042	\$1,112,744	\$1,135,682	\$1,159,625	\$1,186,565

Cashflow Statement													
	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Entity Abv	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Total Own Source Revenue		\$54,937	\$56,989	\$59,253	\$61,192	\$63,801	\$66,009	\$68,325	\$70,897	\$73,472	\$76,154	\$78,982	\$81,907
Grants and Contributions		\$18,231	\$11,878	\$12,175	\$12,480	\$12,792	\$13,111	\$13,439	\$13,775	\$14,120	\$14,473	\$14,834	\$15,205
Other Income from Continuing Operations		\$0	\$0	\$0	-\$0	\$0	\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0
Employee Benefits		\$25,351	\$27,256	\$28,629	\$29,928	\$31,134	\$32,388	\$33,530	\$34,712	\$35,936	\$37,202	\$38,514	\$39,871
Materials and Contracts		\$22,114	\$17,055	\$17,887	\$18,578	\$19,253	\$19,952	\$20,677	\$21,427	\$22,205	\$22,991	\$23,803	\$24,645
Other Expenses from Continuing Operations		\$13,437	\$14,775	\$16,118	\$15,912	\$16,078	\$16,341	\$16,721	\$17,151	\$17,612	\$18,096	\$18,599	\$19,117
CASHFLOW FROM OPERATIONS		\$12,265	\$9,782	\$8,794	\$9,254	\$10,128	\$10,440	\$10,836	\$11,381	\$11,838	\$12,337	\$12,901	\$13,479
Sale of Current Investments		\$0	\$10,461	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments		\$5,637	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments		\$7,208	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E		\$4,657	\$46,967	\$17,926	\$13,937	\$14,075	\$25,685	\$25,540	\$17,440	\$16,146	\$17,851	\$15,772	\$15,957
Purchase of Real Estate / Other		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING		-\$6,229	-\$36,506	-\$17,926	-\$13,937	-\$14,075	-\$25,685	-\$25,540	-\$17,440	-\$16,146	-\$17,851	-\$15,772	-\$15,957
Proceeds from Grants and Contributions - Capital purposes		\$18,269	\$26,024	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453
Proceeds from Borrowings		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments		\$0	\$3,228	\$3,009	\$3,009	\$3,009	\$3,009	\$3,009	\$2,675	\$2,675	\$2,675	\$2,675	\$2,675
Internal dividends paid		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING		\$18,269	\$22,797	\$8,463	\$5,578	\$5,680	\$16,195	\$16,175	\$8,540	\$6,547	\$8,555	\$6,557	\$8,778
Opening Cash		\$21,558	\$47,435	\$33,047	\$32,378	\$33,273	\$35,006	\$35,956	\$37,427	\$39,908	\$42,148	\$45,188	\$48,873
Change in Cash		\$25,877	-\$14,388	-\$669	\$895	\$1,733	\$950	\$1,471	\$2,481	\$2,239	\$3,040	\$3,685	\$6,300
CLOSING CASH		\$47,435	\$33,047	\$32,378	\$33,273	\$35,006	\$35,956	\$37,427	\$39,908	\$42,148	\$45,188	\$48,873	\$55,173
TOTAL CASH AND LIQUID INVESTMENTS		\$47,435	\$33,047	\$32,378	\$33,273	\$35,006	\$35,956	\$37,427	\$39,908	\$42,148	\$45,188	\$48,873	\$55,173
Transfers to Reserves		\$0	\$0	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Transfers from Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash		\$17,887	\$17,887	\$19,137	\$20,387	\$21,637	\$22,887	\$24,137	\$25,387	\$26,637	\$27,887	\$29,137	\$30,387
Externally Restricted Cash		\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747
Unrestricted Cash		\$7,368	-\$3,093	-\$2,506	-\$2,861	-\$2,378	-\$2,678	-\$2,457	-\$1,226	-\$236	\$1,554	\$3,989	\$9,039

FINANCIAL STATEMENTS - Base Case													
	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity Abv	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF
Rates & Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$2,759	\$2,892	\$2,979	\$3,068	\$3,160	\$3,255	\$3,353	\$3,453	\$3,557	\$3,663	\$3,773	\$3,887
TOTAL RATES & ANNUAL CHARGES		\$2,759	\$2,892	\$2,979	\$3,068	\$3,160	\$3,255	\$3,353	\$3,453	\$3,557	\$3,663	\$3,773	\$3,887
User Charges and fees		\$7,929	\$8,168	\$8,608	\$9,072	\$9,539	\$10,030	\$10,546	\$11,089	\$11,660	\$12,249	\$12,867	\$13,517
Other revenues		\$104	\$108	\$111	\$114	\$117	\$121	\$124	\$128	\$131	\$135	\$139	\$142
Interest and Investment Income		\$915	\$965	\$492	\$662	\$544	\$475	\$310	\$287	\$346	\$380	\$426	\$488
Other Income		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE		\$11,707	\$12,133	\$12,190	\$12,916	\$13,360	\$13,880	\$14,332	\$14,957	\$15,694	\$16,426	\$17,205	\$18,034
Grants & Contributions - Operating Purposes		\$0	\$45	\$46	\$48	\$49	\$50	\$51	\$52	\$54	\$55	\$56	\$58
Grants & Contributions for Capital Purposes		\$641	\$684	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal		\$12,348	\$12,863	\$12,237	\$12,964	\$13,409	\$13,930	\$14,383	\$15,009	\$15,748	\$16,481	\$17,262	\$18,092
TOTAL OPERATING INCOME (Excl. Capital)		\$11,707	\$12,179	\$12,237	\$12,964	\$13,409	\$13,930	\$14,383	\$15,009	\$15,748	\$16,481	\$17,262	\$18,092
Employee Benefits		\$2,071	\$2,057	\$2,139	\$2,214	\$2,280	\$2,349	\$2,407	\$2,467	\$2,529	\$2,592	\$2,657	\$2,724
Materials and Contracts		\$2,918	\$3,816	\$3,950	\$4,048	\$4,149	\$4,253	\$4,360	\$4,469	\$4,580	\$4,695	\$4,812	\$4,932
Borrowing Costs		\$800	\$762	\$534	\$508	\$481	\$451	\$419	\$385	\$348	\$309	\$266	\$220
Depreciation & Amortisation		\$2,993	\$2,993	\$3,276	\$3,386	\$3,479	\$3,599	\$3,680	\$3,763	\$3,851	\$3,941	\$4,033	\$4,126
Other Expenses		\$2,548	\$2,698	\$2,779	\$2,857	\$2,937	\$3,019	\$3,104	\$3,191	\$3,280	\$3,372	\$3,466	\$3,564
Losses on disposal of assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES FROM CONTINUING OPERATIONS		\$11,330	\$12,326	\$12,677	\$13,014	\$13,327	\$13,671	\$13,970	\$14,275	\$14,589	\$14,909	\$15,235	\$15,566
OPERATING RESULT (Excl. Capital)		\$377	-\$148	-\$441	-\$50	\$82	\$259	\$413	\$734	\$1,158	\$1,572	\$2,027	\$2,526
OPERATING RESULT (Excl. Capital and Asset Sales)		\$377	-\$148	-\$441	-\$50	\$82	\$259	\$413	\$734	\$1,158	\$1,572	\$2,027	\$2,526
OPERATING RESULT (incl. Capital)		\$1,018	\$536	-\$441	-\$50	\$82	\$259	\$413	\$734	\$1,158	\$1,572	\$2,027	\$2,526
Income from Non-Controlling Interests		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL		\$1,018	\$536	-\$441	-\$50	\$82	\$259	\$413	\$734	\$1,158	\$1,572	\$2,027	\$2,526
Net Operating Result from Income Statement		\$1,018	\$536	-\$441	-\$50	\$82	\$259	\$413	\$734	\$1,158	\$1,572	\$2,027	\$2,526
Gain / (Loss) on Reval of PP&E		\$0	\$0	\$6,704	\$5,638	\$4,971	\$4,491	\$4,885	\$7,387	\$6,584	\$6,792	\$7,005	\$7,233
Fair Value Movement on Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Comprehensive Income		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OTHER COMPREHENSIVE INCOME		\$0	\$0	\$6,704	\$5,638	\$4,971	\$4,491	\$4,885	\$7,387	\$6,584	\$6,792	\$7,005	\$7,233
TOTAL COMPREHENSIVE INCOME		\$1,018	\$536	\$6,263	\$5,588	\$5,053	\$4,750	\$5,298	\$8,121	\$7,743	\$8,365	\$9,032	\$9,759

Balance Sheet												
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity Abv	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF
Cash & Cash Equivalents	\$2,680	\$2,680	\$8,348	\$4,405	\$2,110	-\$3,403	-\$4,142	-\$2,178	-\$1,073	\$478	\$2,529	\$5,243
Investments - Current	\$18,219	\$13,724	\$13,724	\$13,724	\$13,724	\$13,724	\$13,724	\$13,724	\$13,724	\$13,724	\$13,724	\$13,724
Receivables - Current	\$1,451	\$1,451	\$1,494	\$1,670	\$1,656	\$1,704	\$1,779	\$1,816	\$1,873	\$1,933	\$1,988	\$2,049
Right of Use and Contract Assets - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	22,350	17,855	23,567	19,800	17,490	12,024	11,361	13,362	14,525	16,136	18,241	21,016
Receivable Collection Days	\$192	\$183	\$199	\$191	\$191	\$194	\$192	\$192	\$193	\$192	\$192	\$192
Investments - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$241,535	\$245,965	\$256,949	\$265,941	\$272,911	\$282,706	\$288,215	\$293,847	\$299,903	\$306,093	\$312,413	\$318,745
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$450	\$450	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$241,985	\$246,415	\$256,949	\$265,941	\$272,911	\$282,706	\$288,215	\$293,847	\$299,903	\$306,093	\$312,413	\$318,745
Inventory Days	\$0	\$0	\$87	\$29	\$38	\$51	\$40	\$43	\$45	\$42	\$43	\$43
TOTAL ASSETS	\$264,334	\$264,270	\$280,516	\$285,740	\$290,401	\$294,730	\$299,575	\$307,209	\$314,428	\$322,229	\$330,654	\$339,761
Payables - Current	\$710	\$710	\$710	\$710	\$710	\$710	\$710	\$710	\$710	\$710	\$710	\$710
Contract Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$8,687	\$8,255	\$364	\$392	\$421	\$453	\$487	\$524	\$564	\$606	\$652	\$684
Provisions - Current	\$684	\$684	\$684	\$684	\$684	\$684	\$684	\$684	\$684	\$684	\$684	\$684
TOTAL CURRENT LIABILITIES	\$10,082	\$9,650	\$1,759	\$1,786	\$1,816	\$1,848	\$1,882	\$1,919	\$1,958	\$2,001	\$2,047	\$1,395
Payables Days	\$89	\$68	\$56	\$71	\$65	\$64	\$66	\$65	\$65	\$66	\$65	\$65
Payables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non-Current	\$0	\$0	\$6,366	\$5,975	\$5,553	\$5,100	\$4,613	\$4,089	\$3,525	\$2,919	\$2,267	\$2,267
Provisions - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT LIABILITIES	\$0	\$0	\$6,366	\$5,975	\$5,553	\$5,100	\$4,613	\$4,089	\$3,525	\$2,919	\$2,267	\$2,267
TOTAL LIABILITIES	\$10,082	\$9,650	\$8,125	\$7,761	\$7,369	\$6,948	\$6,495	\$6,007	\$5,483	\$4,919	\$4,313	\$3,661
NET ASSETS	\$254,252	\$254,620	\$272,391	\$277,979	\$283,032	\$287,782	\$293,081	\$301,202	\$308,945	\$317,309	\$326,341	\$336,100
Accumulated Surplus	\$96,407	\$96,407	\$96,943	\$96,502	\$96,452	\$96,535	\$96,794	\$97,207	\$97,941	\$99,100	\$100,672	\$102,699
Revaluation Reserves	\$159,119	\$159,119	\$159,119	\$165,823	\$171,462	\$176,432	\$180,923	\$185,808	\$193,196	\$199,780	\$206,572	\$213,577
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$254,252	\$255,526	\$256,062	\$262,326	\$267,914	\$272,967	\$277,717	\$283,015	\$291,137	\$298,879	\$307,244	\$316,276
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$254,252	\$255,526	\$256,062	\$262,326	\$267,914	\$272,967	\$277,717	\$283,015	\$291,137	\$298,879	\$307,244	\$316,276
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$254,252	\$255,526	\$256,062	\$262,326	\$267,914	\$272,967	\$277,717	\$283,015	\$291,137	\$298,879	\$307,244	\$316,276
Net Operating Result for the Year	\$1,018	\$536	-\$441	-\$50	\$82	\$259	\$413	\$734	\$1,158	\$1,572	\$2,027	\$2,526
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$6,704	\$5,638	\$4,971	\$4,491	\$4,885	\$7,387	\$6,584	\$6,792	\$7,005	\$7,233
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$1,018	\$536	\$6,263	\$5,588	\$5,053	\$4,750	\$5,298	\$8,121	\$7,743	\$8,365	\$9,032	\$9,759
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$255,226	\$256,062	\$262,326	\$267,914	\$272,967	\$277,717	\$283,015	\$291,137	\$298,879	\$307,244	\$316,276	\$326,035

Cashflow Statement													
	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Entity Abv	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF	WF
Total Own Source Revenue		\$11,707	\$12,133	\$12,147	\$12,740	\$13,374	\$13,833	\$14,257	\$14,919	\$15,637	\$16,366	\$17,151	\$17,973
Grants and Contributions		\$0	\$45	\$46	\$48	\$49	\$50	\$51	\$52	\$54	\$55	\$56	\$58
Other Income from Continuing Operations		\$0	\$0	-\$0	-\$0	-\$0	-\$0	\$0	\$0	\$0	-\$0	-\$0	-\$0
Employee Benefits		\$2,071	\$2,057	\$2,139	\$2,214	\$2,280	\$2,349	\$2,407	\$2,467	\$2,529	\$2,592	\$2,657	\$2,724
Materials and Contracts		\$2,918	\$3,816	\$3,950	\$4,048	\$4,149	\$4,253	\$4,360	\$4,469	\$4,580	\$4,695	\$4,812	\$4,932
Other Expenses from Continuing Operations		\$1,950	\$2,698	\$2,779	\$2,857	\$2,937	\$3,019	\$3,104	\$3,191	\$3,280	\$3,372	\$3,466	\$3,564
CASHFLOW FROM OPERATIONS		\$4,768	\$3,608	\$3,325	\$3,669	\$4,056	\$4,261	\$4,437	\$4,845	\$5,301	\$5,762	\$6,272	\$6,812
Sale of Current Investments		\$10,063	\$4,495	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale		-\$450	-\$450	\$450	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E		\$10,691	\$12,095	\$1,669	\$6,739	\$5,479	\$8,902	\$4,304	\$2,009	\$3,324	\$3,339	\$3,349	\$3,225
Purchase of Real Estate / Other		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING		-\$1,078	-\$8,050	-\$1,219	-\$6,739	-\$5,479	-\$8,902	-\$4,304	-\$2,009	-\$3,324	-\$3,339	-\$3,349	-\$3,225
Proceeds from Grants and Contributions - Capital purposes		\$641	\$684	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Borrowings		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments		\$0	\$872	\$872	\$872	\$872	\$872	\$872	\$872	\$872	\$872	\$872	\$872
Internal dividends paid		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING		\$641	-\$188	-\$872	-\$872	-\$872	-\$872	-\$872	-\$872	-\$872	-\$872	-\$872	-\$872
Opening Cash		\$35,696	\$29,964	\$20,838	\$22,072	\$18,129	\$15,834	\$10,321	\$9,582	\$11,546	\$12,651	\$14,202	\$16,253
Change in Cash		-\$5,732	-\$9,126	\$1,234	-\$3,943	-\$2,295	-\$5,513	-\$739	\$1,964	\$1,105	\$1,551	\$2,051	\$2,714
CLOSING CASH		\$29,964	\$20,838	\$22,072	\$18,129	\$15,834	\$10,321	\$9,582	\$11,546	\$12,651	\$14,202	\$16,253	\$18,967
TOTAL CASH AND LIQUID INVESTMENTS		\$29,964	\$20,838	\$22,072	\$18,129	\$15,834	\$10,321	\$9,582	\$11,546	\$12,651	\$14,202	\$16,253	\$18,967
Transfers to Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers from Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unrestricted Cash		\$20,899	\$16,404	\$22,072	\$18,129	\$15,834	\$10,321	\$9,582	\$11,546	\$12,651	\$14,202	\$16,253	\$18,967

FINANCIAL STATEMENTS - Base Case													
	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Entity Abv	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF
Rates & Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$10,257	\$10,614	\$10,932	\$11,260	\$11,598	\$11,946	\$12,305	\$12,674	\$13,054	\$13,445	\$13,849	\$14,264
TOTAL RATES & ANNUAL CHARGES		\$10,257	\$10,614	\$10,932	\$11,260	\$11,598	\$11,946	\$12,305	\$12,674	\$13,054	\$13,445	\$13,849	\$14,264
User Charges and fees		\$2,074	\$2,105	\$2,189	\$2,277	\$2,368	\$2,463	\$2,561	\$2,664	\$2,770	\$2,881	\$2,996	\$3,116
Other revenues		\$14	\$15	\$15	\$16	\$16	\$16	\$17	\$17	\$18	\$18	\$19	\$19
Interest and Investment Income		\$1,070	\$1,120	\$615	\$843	\$921	\$997	\$1,070	\$963	\$1,043	\$1,181	\$1,332	\$1,495
Other Income		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE		\$13,415	\$13,854	\$13,752	\$14,396	\$14,903	\$15,422	\$15,953	\$16,318	\$16,885	\$17,526	\$18,196	\$18,895
Grants & Contributions - Operating Purposes		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants & Contributions for Capital Purposes		\$3,409	\$12,965	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal		\$16,825	\$26,819	\$13,752	\$14,396	\$14,903	\$15,422	\$15,953	\$16,318	\$16,885	\$17,526	\$18,196	\$18,895
TOTAL OPERATING INCOME (Excl. Capital)		\$13,415	\$13,854	\$13,752	\$14,396	\$14,903	\$15,422	\$15,953	\$16,318	\$16,885	\$17,526	\$18,196	\$18,895
Employee Benefits		\$2,055	\$2,092	\$2,175	\$2,251	\$2,319	\$2,389	\$2,448	\$2,509	\$2,572	\$2,636	\$2,702	\$2,770
Materials and Contracts		\$3,023	\$3,455	\$3,576	\$3,665	\$3,757	\$3,851	\$3,947	\$4,046	\$4,147	\$4,250	\$4,357	\$4,465
Borrowing Costs		\$97	\$84	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation & Amortisation		\$2,274	\$2,274	\$3,249	\$3,348	\$3,454	\$3,537	\$3,690	\$3,772	\$3,856	\$3,942	\$4,030	\$4,118
Other Expenses		\$1,980	\$2,108	\$2,171	\$2,232	\$2,295	\$2,359	\$2,425	\$2,493	\$2,563	\$2,634	\$2,708	\$2,784
Losses on disposal of assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES FROM CONTINUING OPERATIONS		\$9,429	\$10,013	\$11,171	\$11,497	\$11,824	\$12,135	\$12,510	\$12,820	\$13,137	\$13,463	\$13,797	\$14,138
OPERATING RESULT (Excl. Capital)		\$3,986	\$3,841	\$2,580	\$2,899	\$3,079	\$3,287	\$3,443	\$3,498	\$3,748	\$4,064	\$4,399	\$4,757
OPERATING RESULT (Excl. Capital and Asset Sales)		\$3,986	\$3,841	\$2,580	\$2,899	\$3,079	\$3,287	\$3,443	\$3,498	\$3,748	\$4,064	\$4,399	\$4,757
OPERATING RESULT (Incl. Capital)		\$7,396	\$16,806	\$2,580	\$2,899	\$3,079	\$3,287	\$3,443	\$3,498	\$3,748	\$4,064	\$4,399	\$4,757
Income from Non-Controlling Interests		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL		\$7,396	\$16,806	\$2,580	\$2,899	\$3,079	\$3,287	\$3,443	\$3,498	\$3,748	\$4,064	\$4,399	\$4,757
Net Operating Result from Income Statement		\$7,396	\$16,806	\$2,580	\$2,899	\$3,079	\$3,287	\$3,443	\$3,498	\$3,748	\$4,064	\$4,399	\$4,757
Gain / (Loss) on Reval of PP&E		\$0	\$0	\$5,964	\$5,110	\$5,302	\$3,006	\$2,668	\$2,711	\$4,471	\$4,635	\$4,802	\$4,973
Fair Value Movement on Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Comprehensive Income		\$0	\$0	\$5,964	\$5,110	\$5,302	\$3,006	\$2,668	\$2,711	\$4,471	\$4,635	\$4,802	\$4,973
TOTAL OTHER COMPREHENSIVE INCOME		\$0	\$0	\$5,964	\$5,110	\$5,302	\$3,006	\$2,668	\$2,711	\$4,471	\$4,635	\$4,802	\$4,973
TOTAL COMPREHENSIVE INCOME		\$7,396	\$16,806	\$8,545	\$8,009	\$8,381	\$6,293	\$6,111	\$6,209	\$8,219	\$8,698	\$9,201	\$9,730

Balance Sheet												
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity Abv	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF
Cash & Cash Equivalents	\$11,175	\$11,175	\$18,787	\$21,369	\$23,914	\$26,348	\$22,781	\$25,457	\$30,065	\$35,072	\$40,502	\$46,468
Investments - Current	\$11,402	\$9,316	\$9,316	\$9,316	\$9,316	\$9,316	\$9,316	\$9,316	\$9,316	\$9,316	\$9,316	\$9,316
Receivables - Current	\$871	\$871	\$898	\$949	\$972	\$996	\$1,031	\$1,060	\$1,092	\$1,125	\$1,159	\$1,193
Right of Use and Contract Assets - Current	-\$326	-\$326	-\$326	-\$326	-\$326	-\$326	-\$326	-\$326	-\$326	-\$326	-\$326	-\$326
Inventories - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	23,122	21,037	28,675	31,308	33,875	36,335	32,803	35,508	40,147	45,187	50,651	56,651
Receivable Collection Days	\$31	\$30	\$31	\$31	\$30	\$31	\$31	\$31	\$31	\$31	\$31	\$31
Investments - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$199,594	\$205,781	\$223,352	\$228,729	\$234,542	\$238,375	\$248,019	\$251,523	\$255,103	\$258,761	\$262,498	\$266,228
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$199,594	\$205,781	\$223,352	\$228,729	\$234,542	\$238,375	\$248,019	\$251,523	\$255,103	\$258,761	\$262,498	\$266,228
Inventory Days	\$0	\$0	\$123	\$41	\$55	\$73	\$56	\$61	\$64	\$60	\$62	\$62
TOTAL ASSETS	\$222,716	\$226,818	\$252,028	\$260,037	\$268,417	\$274,710	\$280,821	\$287,031	\$295,250	\$303,948	\$313,149	\$322,879
Payables - Current	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30
Contract Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	-\$1,272	-\$1,305	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Current	\$366	\$366	\$366	\$366	\$366	\$366	\$366	\$366	\$366	\$366	\$366	\$366
TOTAL CURRENT LIABILITIES	-\$876	-\$910	\$396	\$396	\$396	\$396	\$396	\$396	\$396	\$396	\$396	\$396
Payables Days	\$4	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3
Payables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non-current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT LIABILITIES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL LIABILITIES	-\$876	-\$910	\$396	\$396	\$396	\$396	\$396	\$396	\$396	\$396	\$396	\$396
NET ASSETS	\$223,592	\$227,728	\$251,632	\$259,641	\$268,022	\$274,315	\$280,426	\$286,635	\$294,854	\$303,552	\$312,754	\$322,483
Accumulated Surplus	\$123,760	\$123,760	\$140,566	\$143,147	\$146,046	\$149,125	\$152,412	\$155,855	\$159,353	\$163,101	\$167,165	\$171,564
Revaluation Reserves	\$95,796	\$95,796	\$95,796	\$101,760	\$106,870	\$112,172	\$115,178	\$117,845	\$120,557	\$125,028	\$129,663	\$134,465
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$223,592	\$219,556	\$236,362	\$244,907	\$252,916	\$261,297	\$267,590	\$273,701	\$279,910	\$288,129	\$296,828	\$306,029
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$223,592	\$219,556	\$236,362	\$244,907	\$252,916	\$261,297	\$267,590	\$273,701	\$279,910	\$288,129	\$296,828	\$306,029
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$223,592	\$219,556	\$236,362	\$244,907	\$252,916	\$261,297	\$267,590	\$273,701	\$279,910	\$288,129	\$296,828	\$306,029
Net Operating Result for the Year	\$7,396	\$16,806	\$2,580	\$2,899	\$3,079	\$3,287	\$3,443	\$3,498	\$3,748	\$4,064	\$4,399	\$4,757
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$5,964	\$5,110	\$5,302	\$3,006	\$2,668	\$2,711	\$4,471	\$4,635	\$4,802	\$4,973
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$7,396	\$16,806	\$8,545	\$8,009	\$8,381	\$6,293	\$6,111	\$6,209	\$8,219	\$8,698	\$9,201	\$9,730
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$219,556	\$236,362	\$244,907	\$252,916	\$261,297	\$267,590	\$273,701	\$279,910	\$288,129	\$296,828	\$306,029	\$315,759

Cashflow Statement													
	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Entity Abv	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF	SF
Total Own Source Revenue		\$13,415	\$13,854	\$13,726	\$14,345	\$14,880	\$15,398	\$15,918	\$16,289	\$16,854	\$17,493	\$18,163	\$18,860
Grants and Contributions		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Income from Continuing Operations		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Benefits		\$2,055	\$2,092	\$2,175	\$2,251	\$2,319	\$2,389	\$2,448	\$2,509	\$2,572	\$2,636	\$2,702	\$2,770
Materials and Contracts		\$3,023	\$3,455	\$3,576	\$3,665	\$3,757	\$3,851	\$3,947	\$4,046	\$4,147	\$4,250	\$4,357	\$4,465
Other Expenses from Continuing Operations		\$1,980	\$2,108	\$2,171	\$2,232	\$2,295	\$2,359	\$2,425	\$2,493	\$2,563	\$2,634	\$2,708	\$2,784
CASHFLOW FROM OPERATIONS		\$6,357	\$6,200	\$5,803	\$6,196	\$6,510	\$6,800	\$7,098	\$7,241	\$7,573	\$7,972	\$8,396	\$8,840
Sale of Current Investments		\$18,657	\$2,085	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E		\$36,339	\$16,743	\$1,790	\$3,615	\$3,965	\$4,365	\$10,665	\$4,565	\$2,965	\$2,965	\$2,965	\$2,875
Purchase of Real Estate / Other		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING		-\$17,681	-\$14,658	-\$1,790	-\$3,615	-\$3,965	-\$4,365	-\$10,665	-\$4,565	-\$2,965	-\$2,965	-\$2,965	-\$2,875
Proceeds from Grants and Contributions - Capital purposes		\$3,409	\$12,965	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Borrowings		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments		\$0	\$274	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal dividends paid		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING		\$3,409	\$12,692	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Opening Cash		\$48,514	\$21,942	\$24,090	\$28,104	\$30,685	\$33,230	\$35,665	\$32,098	\$34,774	\$39,381	\$44,388	\$49,818
Change in Cash		-\$26,572	\$2,148	\$4,013	\$2,581	\$2,545	\$2,435	-\$3,567	\$2,676	\$4,608	\$5,007	\$5,431	\$5,965
CLOSING CASH		\$21,942	\$24,090	\$28,104	\$30,685	\$33,230	\$35,665	\$32,098	\$34,774	\$39,381	\$44,388	\$49,818	\$55,784
TOTAL CASH AND LIQUID INVESTMENTS		\$21,942	\$24,090	\$28,104	\$30,685	\$33,230	\$35,665	\$32,098	\$34,774	\$39,381	\$44,388	\$49,818	\$55,784
Transfers to Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers from Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unrestricted Cash		\$22,577	\$20,491	\$28,104	\$30,685	\$33,230	\$35,665	\$32,098	\$34,774	\$39,381	\$44,388	\$49,818	\$55,784

FINANCIAL STATEMENTS - Base Case

	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Entity Abv	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF
Rates & Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$4,879	\$5,074	\$5,226	\$5,383	\$5,544	\$5,711	\$5,882	\$6,059	\$6,240	\$6,428	\$6,620	\$6,819
TOTAL RATES & ANNUAL CHARGES		\$4,879	\$5,074	\$5,226	\$5,383	\$5,544	\$5,711	\$5,882	\$6,059	\$6,240	\$6,428	\$6,620	\$6,819
User Charges and fees		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other revenues		\$28	\$38	\$39	\$40	\$41	\$43	\$44	\$45	\$46	\$48	\$49	\$50
Interest and Investment Income		\$90	\$95	\$108	\$82	\$85	\$88	\$91	\$95	\$100	\$106	\$113	\$120
Other Income		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE		\$4,996	\$5,207	\$5,374	\$5,506	\$5,671	\$5,841	\$6,017	\$6,199	\$6,387	\$6,581	\$6,782	\$6,989
Grants & Contributions - Operating Purposes		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants & Contributions for Capital Purposes		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal		\$4,996	\$5,207	\$5,374	\$5,506	\$5,671	\$5,841	\$6,017	\$6,199	\$6,387	\$6,581	\$6,782	\$6,989
TOTAL OPERATING INCOME (Excl. Capital)		\$4,996	\$5,207	\$5,374	\$5,506	\$5,671	\$5,841	\$6,017	\$6,199	\$6,387	\$6,581	\$6,782	\$6,989
Employee Benefits		\$962	\$995	\$1,035	\$1,071	\$1,103	\$1,136	\$1,165	\$1,194	\$1,223	\$1,254	\$1,285	\$1,318
Materials and Contracts		\$905	\$1,028	\$1,064	\$1,091	\$1,118	\$1,146	\$1,175	\$1,204	\$1,234	\$1,265	\$1,297	\$1,329
Borrowing Costs		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation & Amortisation		\$1	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses		\$3,400	\$3,074	\$3,166	\$3,255	\$3,346	\$3,439	\$3,536	\$3,635	\$3,736	\$3,841	\$3,949	\$4,059
Losses on disposal of assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES FROM CONTINUING OPERATIONS		\$5,268	\$5,098	\$5,265	\$5,416	\$5,567	\$5,722	\$5,875	\$6,033	\$6,194	\$6,360	\$6,531	\$6,706
OPERATING RESULT (Excl. Capital)		-\$272	\$109	\$109	\$89	\$104	\$119	\$142	\$166	\$193	\$221	\$251	\$283
OPERATING RESULT (Excl. Capital and Asset Sales)		-\$272	\$109	\$109	\$89	\$104	\$119	\$142	\$166	\$193	\$221	\$251	\$283
OPERATING RESULT (Incl. Capital)		-\$272	\$109	\$109	\$89	\$104	\$119	\$142	\$166	\$193	\$221	\$251	\$283
Income from Non-Controlling Interests		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL		-\$272	\$109	\$109	\$89	\$104	\$119	\$142	\$166	\$193	\$221	\$251	\$283
Net Operating Result from Income Statement		-\$272	\$109	\$109	\$89	\$104	\$119	\$142	\$166	\$193	\$221	\$251	\$283
Gain / (Loss) on Reval of PP&E		\$0	\$0	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2
Fair Value Movement on Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Comprehensive Income		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OTHER COMPREHENSIVE INCOME		\$0	\$0	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2
TOTAL COMPREHENSIVE INCOME		-\$272	\$109	\$111	\$91	\$106	\$122	\$144	\$169	\$195	\$223	\$253	\$286

Balance Sheet													
	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Entity Abv	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF
Cash & Cash Equivalents		\$904	\$904	\$32	\$114	\$215	\$332	\$470	\$633	\$823	\$1,040	\$1,287	\$1,566
Investments - Current		\$2,288	\$2,711	\$2,711	\$2,711	\$2,711	\$2,711	\$2,711	\$2,711	\$2,711	\$2,711	\$2,711	\$2,711
Receivables - Current		\$97	\$97	\$100	\$107	\$109	\$111	\$116	\$119	\$122	\$126	\$130	\$134
Right of Use and Contract Assets - Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS		3,289	3,712	2,842	2,932	3,035	3,155	3,297	3,463	3,656	3,877	4,128	4,411
Receivable Collection Days		\$7	\$7	\$7	\$7	\$7	\$7	\$7	\$7	\$7	\$7	\$7	\$7
Investments - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip		\$65	\$65	\$69	\$71	\$73	\$75	\$77	\$79	\$82	\$84	\$86	\$88
Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS		\$65	\$65	\$69	\$71	\$73	\$75	\$77	\$79	\$82	\$84	\$86	\$88
Inventory Days		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL ASSETS		\$3,354	\$3,777	\$2,912	\$3,003	\$3,108	\$3,230	\$3,374	\$3,543	\$3,737	\$3,961	\$4,214	\$4,499
Payables - Current		\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Contract Liabilities - Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Received in Advance		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Current		\$246	\$246	\$246	\$246	\$246	\$246	\$246	\$246	\$246	\$246	\$246	\$246
TOTAL CURRENT LIABILITIES		\$247	\$247	\$247	\$247	\$247	\$247	\$247	\$247	\$247	\$247	\$247	\$247
Payables Days		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Payables - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non-current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT LIABILITIES		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL LIABILITIES		\$247	\$247	\$247	\$247	\$247	\$247	\$247	\$247	\$247	\$247	\$247	\$247
NET ASSETS		\$3,107	\$3,530	\$2,665	\$2,756	\$2,861	\$2,983	\$3,127	\$3,296	\$3,491	\$3,714	\$3,967	\$4,252
Accumulated Surplus		\$2,775	\$2,775	\$2,884	\$2,993	\$3,082	\$3,186	\$3,305	\$3,447	\$3,614	\$3,807	\$4,027	\$4,278
Revaluation Reserves		\$0	\$0	\$2	\$4	\$6	\$8	\$10	\$12	\$14	\$17	\$19	\$19
Other Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance		\$3,107	\$2,775	\$2,884	\$2,995	\$3,086	\$3,192	\$3,313	\$3,457	\$3,626	\$3,821	\$4,044	\$4,297
Non-Controlling Equity Interest		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE		\$3,107	\$2,775	\$2,884	\$2,995	\$3,086	\$3,192	\$3,313	\$3,457	\$3,626	\$3,821	\$4,044	\$4,297
Changes in Accounting Standards		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance		\$3,107	\$2,775	\$2,884	\$2,995	\$3,086	\$3,192	\$3,313	\$3,457	\$3,626	\$3,821	\$4,044	\$4,297
Net Operating Result for the Year		-\$272	\$109	\$109	\$89	\$104	\$119	\$142	\$166	\$193	\$221	\$251	\$283
Gain / (Loss) on Reval of PP&E		\$0	\$0	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2
Fair Value Movement on Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income		-\$272	\$109	\$111	\$91	\$106	\$122	\$144	\$169	\$195	\$223	\$253	\$286
Transfers between Equity Items		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE		\$2,775	\$2,884	\$2,995	\$3,086	\$3,192	\$3,313	\$3,457	\$3,626	\$3,821	\$4,044	\$4,297	\$4,583

Cashflow Statement													
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity Abv	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF
Total Own Source Revenue	\$4,996	\$5,207	\$5,371	\$5,499	\$5,669	\$5,838	\$6,013	\$6,196	\$6,383	\$6,577	\$6,778	\$6,985	
Grants and Contributions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other Income from Continuing Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Employee Benefits	\$962	\$995	\$1,035	\$1,071	\$1,103	\$1,136	\$1,165	\$1,194	\$1,223	\$1,254	\$1,285	\$1,318	
Materials and Contracts	\$905	\$1,028	\$1,064	\$1,091	\$1,118	\$1,146	\$1,175	\$1,204	\$1,234	\$1,265	\$1,297	\$1,329	
Other Expenses from Continuing Operations	\$3,401	\$3,074	\$3,166	\$3,255	\$3,346	\$3,439	\$3,536	\$3,635	\$3,736	\$3,841	\$3,949	\$4,059	
CASHFLOW FROM OPERATIONS	-\$271	\$110	\$106	\$82	\$102	\$117	\$138	\$163	\$189	\$217	\$247	\$279	
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Current Investments	\$329	\$423	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of IPP&E	\$3	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Real Estate / Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
CASHFLOW FROM INVESTING	-\$332	-\$423	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Proceeds from Grants and Contributions - Capital purposes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Loan repayments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
CASHFLOW FROM FINANCING	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Opening Cash	\$2,801	\$2,527	\$2,637	\$2,743	\$2,825	\$2,926	\$3,043	\$3,181	\$3,345	\$3,534	\$3,751	\$3,998	
Change in Cash	-\$274	\$110	\$106	\$82	\$102	\$117	\$138	\$163	\$189	\$217	\$247	\$279	
CLOSING CASH	\$2,527	\$2,637	\$2,743	\$2,825	\$2,926	\$3,043	\$3,181	\$3,345	\$3,534	\$3,751	\$3,998	\$4,277	
TOTAL CASH AND LIQUID INVESTMENTS	\$2,527	\$2,637	\$2,743	\$2,825	\$2,926	\$3,043	\$3,181	\$3,345	\$3,534	\$3,751	\$3,998	\$4,277	
Transfers to Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Externally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Unrestricted Cash	\$3,192	\$3,615	\$2,743	\$2,825	\$2,926	\$3,043	\$3,181	\$3,345	\$3,534	\$3,751	\$3,998	\$4,277	

CONSOLIDATED FINANCIAL STATEMENTS - Scenario 1 Sustainable													
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
Rates & Charges	\$22,685	\$23,671	\$24,806	\$35,570	\$36,915	\$38,311	\$39,760	\$41,263	\$42,823	\$44,442	\$46,123	\$47,867	
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Ordinary Rate SRV	\$0	\$0	\$9,468	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Annual Charges	\$18,275	\$18,970	\$19,544	\$20,136	\$20,745	\$21,373	\$22,020	\$22,687	\$23,374	\$24,082	\$24,812	\$25,563	
TOTAL RATES & ANNUAL CHARGES	\$40,960	\$42,641	\$53,818	\$55,706	\$57,660	\$59,684	\$61,780	\$63,950	\$66,197	\$68,525	\$70,935	\$73,430	
User Charges and fees	\$18,425	\$19,205	\$20,210	\$21,268	\$22,337	\$23,459	\$24,639	\$25,878	\$27,179	\$28,523	\$29,933	\$31,414	
Other revenues	\$1,561	\$1,728	\$1,780	\$1,830	\$1,881	\$1,934	\$1,988	\$2,044	\$2,101	\$2,160	\$2,220	\$2,283	
Interest and Investment Income	\$2,760	\$2,965	\$2,132	\$2,128	\$1,954	\$1,879	\$1,850	\$1,737	\$1,906	\$2,022	\$2,228	\$2,409	
Other Income	\$21,052	\$21,644	\$22,293	\$22,917	\$23,559	\$24,219	\$24,897	\$25,594	\$26,311	\$27,047	\$27,805	\$28,583	
Initiatives Revenue	\$0	\$30	\$291	\$314	\$349	\$363	\$377	\$392	\$408	\$424	\$441	\$459	
TOTAL OWN SOURCE REVENUE	\$84,759	\$88,214	\$100,525	\$104,163	\$107,740	\$111,537	\$115,531	\$119,594	\$124,102	\$128,701	\$133,562	\$138,578	
Grants & Contributions - Operating Purposes	\$18,231	\$11,924	\$12,222	\$12,527	\$12,840	\$13,161	\$13,490	\$13,828	\$14,173	\$14,528	\$14,891	\$15,263	
Grants & Contributions for Capital Purposes	\$22,320	\$39,674	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453	
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Income excl Gains on Asset Disposal	\$125,309	\$139,811	\$124,218	\$125,277	\$129,269	\$143,903	\$148,205	\$144,637	\$147,497	\$154,458	\$157,685	\$165,294	
TOTAL OPERATING INCOME (Excl. Capital)	\$102,989	\$100,137	\$112,746	\$116,690	\$120,580	\$124,699	\$129,021	\$133,422	\$138,275	\$143,228	\$148,453	\$153,841	
Employee Benefits	\$30,439	\$32,399	\$33,978	\$35,464	\$36,836	\$38,262	\$39,550	\$40,882	\$42,260	\$43,685	\$45,159	\$46,682	
Materials and Contracts	\$28,960	\$25,355	\$26,477	\$27,383	\$28,277	\$29,202	\$30,158	\$31,146	\$32,167	\$33,201	\$34,269	\$35,372	
Borrowing Costs	\$1,700	\$1,594	\$1,458	\$1,370	\$1,278	\$1,180	\$1,078	\$970	\$857	\$737	\$611	\$478	
Depreciation & Amortisation	\$22,667	\$22,681	\$26,219	\$26,911	\$27,600	\$28,512	\$29,514	\$30,226	\$30,958	\$31,709	\$32,474	\$33,253	
Other Expenses	\$21,551	\$22,355	\$23,025	\$23,670	\$24,333	\$25,014	\$25,715	\$26,435	\$27,175	\$27,936	\$28,718	\$29,522	
Losses on disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Initiatives Expenses	\$0	\$4,237	\$5,716	\$5,696	\$5,634	\$5,448	\$5,585	\$5,724	\$5,867	\$6,014	\$6,164	\$6,318	
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$105,316	\$108,620	\$116,873	\$120,494	\$123,958	\$127,618	\$131,599	\$135,383	\$139,283	\$143,281	\$147,394	\$151,626	
OPERATING RESULT (Excl. Capital)	-\$2,327	-\$8,483	-\$4,127	-\$3,803	-\$3,378	-\$2,919	-\$2,577	-\$1,961	-\$1,008	-\$53	\$1,058	\$2,215	
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$2,327	-\$8,483	-\$4,127	-\$3,803	-\$3,378	-\$2,919	-\$2,577	-\$1,961	-\$1,008	-\$53	\$1,058	\$2,215	
OPERATING RESULT (Incl. Capital)	\$19,993	\$31,191	\$7,345	\$4,784	\$5,311	\$16,285	\$16,607	\$9,254	\$8,214	\$11,177	\$10,290	\$13,668	
Income from Non-Controlling Interests	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL	\$19,993	\$31,191	\$7,345	\$4,784	\$5,311	\$16,285	\$16,607	\$9,254	\$8,214	\$11,177	\$10,290	\$13,668	
Net Operating Result from Income Statement	\$19,993	\$35,398	\$7,345	\$4,784	\$5,311	\$16,285	\$16,607	\$9,254	\$8,214	\$11,177	\$10,290	\$13,668	
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$21,725	\$22,329	\$22,882	\$23,579	\$24,220	\$24,921	\$25,452	\$26,186	\$26,844	\$27,516	
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
TOTAL OTHER COMPREHENSIVE INCOME	\$0	\$0	\$21,725	\$22,329	\$22,882	\$23,579	\$24,220	\$24,921	\$25,452	\$26,186	\$26,844	\$27,516	
TOTAL COMPREHENSIVE INCOME	\$19,993	\$35,398	\$29,070	\$27,113	\$28,194	\$39,864	\$40,827	\$34,176	\$33,666	\$37,363	\$37,134	\$41,184	

Balance Sheet												
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash & Cash Equivalents	\$17,467	\$17,467	\$17,355	\$11,535	\$9,036	\$8,087	\$4,308	\$9,934	\$13,806	\$20,677	\$26,716	\$36,358
Investments - Current	\$69,838	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221
Receivables - Current	\$6,525	\$6,525	\$8,410	\$9,254	\$9,336	\$9,644	\$10,092	\$10,388	\$10,764	\$11,166	\$11,548	\$11,964
Right of Use and Contract Assets - Current	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133
Inventories - Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	\$98,487	\$81,870	\$83,643	\$78,667	\$76,249	\$75,608	\$72,277	\$78,199	\$82,447	\$89,720	\$96,141	\$106,199
Investments - Non-Current	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363
Infrastructure Property & Equip	\$1,436,799	\$1,438,287	\$1,533,881	\$1,562,874	\$1,590,558	\$1,628,219	\$1,669,502	\$1,695,143	\$1,721,854	\$1,749,125	\$1,776,897	\$1,804,951
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$450	\$450	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$1,442,012	\$1,443,500	\$1,538,645	\$1,567,637	\$1,595,322	\$1,632,982	\$1,674,266	\$1,699,907	\$1,726,617	\$1,753,888	\$1,781,660	\$1,809,715
Inventory Days	0	0	210	70	93	124	96	104	108	103	105	\$105
TOTAL ASSETS	\$1,540,499	\$1,525,370	\$1,622,288	\$1,646,304	\$1,671,571	\$1,708,590	\$1,746,543	\$1,778,106	\$1,809,064	\$1,843,608	\$1,877,801	\$1,915,913
Payables - Current	\$9,504	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204
Contract Liabilities - Current	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212
Lease Liabilities - Current	\$91	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$4,000	\$1,503	\$2,511	\$2,604	\$2,701	\$2,803	\$2,578	\$2,691	\$2,811	\$2,937	\$3,070	\$0
Provisions - Current	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055
TOTAL CURRENT LIABILITIES	\$25,861	\$23,142	\$24,150	\$24,242	\$24,340	\$24,442	\$24,216	\$24,330	\$24,450	\$24,576	\$24,709	\$21,639
Payables Days	237	252	245	245	247	246	246	246	246	246	246	\$246
Payables - Non-Current	\$2,400	\$2,400	\$1,191	\$605	\$283	\$139	\$68	\$33	\$16	\$8	\$4	\$2
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non-current	\$35,800	\$35,800	\$28,383	\$25,779	\$23,079	\$20,275	\$17,698	\$15,007	\$12,196	\$9,259	\$6,189	\$6,189
Provisions - Non-Current	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097
TOTAL NON-CURRENT LIABILITIES	\$53,297	\$53,297	\$44,671	\$41,482	\$38,458	\$35,511	\$32,863	\$30,136	\$27,309	\$24,364	\$21,290	\$21,288
TOTAL LIABILITIES	\$79,158	\$76,439	\$68,821	\$65,724	\$62,798	\$59,953	\$57,079	\$54,466	\$51,758	\$48,940	\$45,999	\$42,927
NET ASSETS	\$1,461,341	\$1,448,931	\$1,553,467	\$1,580,580	\$1,608,773	\$1,648,637	\$1,689,464	\$1,723,640	\$1,757,306	\$1,794,668	\$1,831,803	\$1,872,986
Accumulated Surplus	\$487,697	\$439,889	\$475,287	\$482,632	\$487,415	\$492,727	\$509,011	\$525,618	\$534,872	\$543,086	\$554,263	\$564,553
Revaluation Reserves	\$973,644	\$973,644	\$973,644	\$995,369	\$1,017,698	\$1,040,581	\$1,064,160	\$1,088,380	\$1,113,301	\$1,138,754	\$1,164,939	\$1,191,783
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$1,461,341	\$1,413,533	\$1,448,931	\$1,478,001	\$1,505,114	\$1,533,307	\$1,573,171	\$1,613,998	\$1,648,173	\$1,681,839	\$1,719,202	\$1,756,336
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$1,461,341	\$1,413,533	\$1,448,931	\$1,478,001	\$1,505,114	\$1,533,307	\$1,573,171	\$1,613,998	\$1,648,173	\$1,681,839	\$1,719,202	\$1,756,336
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$1,461,341	\$1,413,533	\$1,448,931	\$1,478,001	\$1,505,114	\$1,533,307	\$1,573,171	\$1,613,998	\$1,648,173	\$1,681,839	\$1,719,202	\$1,756,336
Net Operating Result for the Year	\$19,993	\$35,398	\$7,345	\$4,784	\$5,311	\$16,285	\$16,607	\$9,254	\$8,214	\$11,177	\$10,290	\$13,668
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$21,725	\$22,329	\$22,882	\$23,579	\$24,220	\$24,921	\$25,452	\$26,186	\$26,844	\$27,516
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$19,993	\$35,398	\$29,070	\$27,113	\$28,194	\$39,864	\$40,827	\$34,176	\$33,666	\$37,363	\$37,134	\$41,184
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$1,461,341	\$1,448,931	\$1,478,001	\$1,505,114	\$1,533,307	\$1,573,171	\$1,613,998	\$1,648,173	\$1,681,839	\$1,719,202	\$1,756,336	\$1,797,520

Cashflow Statement												
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Total Own Source Revenue	\$85,055	\$88,214	\$98,640	\$103,319	\$107,657	\$111,230	\$115,083	\$119,299	\$123,725	\$128,299	\$133,179	\$138,162
Grants and Contributions	\$18,231	\$11,924	\$12,222	\$12,527	\$12,840	\$13,161	\$13,490	\$13,828	\$14,173	\$14,528	\$14,891	\$15,263
Other Income from Continuing Operations	\$0	\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0
Employee Benefits	\$30,439	\$32,399	\$33,978	\$35,464	\$36,836	\$38,262	\$39,550	\$40,882	\$42,260	\$43,685	\$45,159	\$46,682
Materials and Contracts	\$28,960	\$25,355	\$26,477	\$27,383	\$28,277	\$29,202	\$30,158	\$31,146	\$32,167	\$33,201	\$34,269	\$35,372
Other Expenses from Continuing Operations	\$20,768	\$26,892	\$29,950	\$29,952	\$30,289	\$30,606	\$31,370	\$32,194	\$33,059	\$33,958	\$34,886	\$35,842
CASHFLOW FROM OPERATIONS	\$23,119	\$15,492	\$20,456	\$23,048	\$25,095	\$26,321	\$27,495	\$28,905	\$30,413	\$31,983	\$33,756	\$35,528
Sale of Current Investments	\$28,721	\$17,041	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$5,637	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	-\$450	-\$450	\$450	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$7,537	\$423	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$51,690	\$78,093	\$31,675	\$33,574	\$32,403	\$42,593	\$46,577	\$30,946	\$32,216	\$32,794	\$33,402	\$33,791
Purchase of Real Estate / Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING	-\$25,320	-\$61,926	-\$31,225	-\$33,574	-\$32,403	-\$42,593	-\$46,577	-\$30,946	-\$32,216	-\$32,794	-\$33,402	-\$33,791
Proceeds from Grants and Contributions - Capital purj	\$22,320	\$39,674	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$0	\$4,374	\$3,881	\$3,881	\$3,881	\$3,881	\$3,881	\$3,548	\$3,548	\$3,548	\$3,548	\$3,548
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING	\$22,320	\$35,300	\$7,591	\$4,706	\$4,808	\$15,323	\$15,303	\$7,667	\$5,674	\$7,682	\$5,684	\$7,905
Opening Cash	\$108,569	\$101,868	\$74,118	\$70,939	\$65,119	\$62,620	\$61,671	\$57,892	\$63,518	\$67,390	\$74,261	\$80,300
Change in Cash	-\$6,701	-\$27,750	-\$3,178	-\$5,820	-\$2,500	-\$949	-\$3,779	\$5,626	\$3,872	\$6,871	\$6,039	\$9,642
CLOSING CASH	\$101,868	\$74,118	\$70,939	\$65,119	\$62,620	\$61,671	\$57,892	\$63,518	\$67,390	\$74,261	\$80,300	\$89,942
TOTAL CASH AND LIQUID INVESTMENTS	\$101,868	\$74,118	\$70,939	\$65,119	\$62,620	\$61,671	\$57,892	\$63,518	\$67,390	\$74,261	\$80,300	\$89,942
Transfers to Reserves	\$0	\$0	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$17,887	\$17,887	\$19,137	\$20,387	\$21,637	\$22,887	\$24,137	\$25,387	\$26,637	\$27,887	\$29,137	\$30,387
Externally Restricted Cash	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747
Externally Restricted - Water Fund cash balance	\$20,899	\$16,404	\$16,832	\$8,462	\$2,347	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted - Sewer Fund cash balance	\$22,577	\$20,491	\$18,460	\$16,724	\$14,671	\$14,714	\$9,045	\$9,600	\$10,284	\$11,106	\$12,082	\$13,309
Externally Restricted - Domestic Waste Fund cash bal	\$3,192	\$3,615	\$2,390	\$2,120	\$1,849	\$1,572	\$1,294	\$1,021	\$750	\$484	\$224	\$0
Unrestricted Cash	\$21,567	-\$27	-\$1,626	\$1,680	\$6,368	\$6,751	\$7,669	\$11,764	\$13,972	\$19,036	\$23,110	\$30,499

FINANCIAL STATEMENTS - Scenario 1 Sustainable													
	Nominal Year		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
	Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
Entity Abv	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	
Rates & Charges	\$22,685	\$23,671	\$24,806	\$35,570	\$36,915	\$38,311	\$39,760	\$41,263	\$42,823	\$44,442	\$46,123	\$47,867	
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Ordinary Rate SRV	\$0	\$0	\$9,468	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Annual Charges	\$380	\$390	\$407	\$424	\$442	\$461	\$481	\$502	\$523	\$546	\$569	\$593	
TOTAL RATES & ANNUAL CHARGES	\$23,065	\$24,061	\$34,681	\$35,994	\$37,357	\$38,772	\$40,241	\$41,765	\$43,346	\$44,988	\$46,692	\$48,460	
User Charges and fees	\$8,422	\$8,932	\$9,413	\$9,919	\$10,430	\$10,967	\$11,531	\$12,125	\$12,749	\$13,393	\$14,070	\$14,780	
Other revenues	\$1,416	\$1,568	\$1,615	\$1,660	\$1,706	\$1,754	\$1,803	\$1,854	\$1,906	\$1,959	\$2,014	\$2,070	
Interest and Investment Income	\$685	\$785	\$916	\$998	\$1,134	\$1,313	\$1,559	\$1,761	\$2,054	\$2,298	\$2,625	\$2,918	
Other Income	\$21,052	\$21,644	\$22,293	\$22,917	\$23,559	\$24,219	\$24,897	\$25,594	\$26,311	\$27,047	\$27,805	\$28,583	
Initiatives Revenue	\$0	\$30	\$291	\$314	\$349	\$363	\$377	\$392	\$408	\$424	\$441	\$459	
TOTAL OWN SOURCE REVENUE	\$54,640	\$57,109	\$69,209	\$71,802	\$74,536	\$77,387	\$80,408	\$83,490	\$86,774	\$90,110	\$93,647	\$97,271	
Grants & Contributions - Operating Purposes	\$18,231	\$11,878	\$12,175	\$12,480	\$12,792	\$13,111	\$13,439	\$13,775	\$14,120	\$14,473	\$14,834	\$15,205	
Grants & Contributions for Capital Purposes	\$18,269	\$26,024	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453	
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Income excl Gains on Asset Disposal	\$91,140	\$94,922	\$92,856	\$92,869	\$96,017	\$109,703	\$113,032	\$108,481	\$110,116	\$115,813	\$117,713	\$123,929	
TOTAL OPERATING INCOME (Excl. Capital)	\$72,871	\$68,898	\$81,384	\$84,282	\$87,328	\$90,499	\$93,848	\$97,266	\$100,894	\$104,583	\$108,481	\$112,476	
Employee Benefits	\$25,351	\$27,256	\$28,629	\$29,928	\$31,134	\$32,388	\$33,530	\$34,712	\$35,936	\$37,202	\$38,514	\$39,871	
Materials and Contracts	\$22,114	\$17,055	\$17,887	\$18,578	\$19,253	\$19,952	\$20,677	\$21,427	\$22,205	\$22,991	\$23,803	\$24,645	
Borrowing Costs	\$803	\$748	\$924	\$862	\$797	\$729	\$659	\$585	\$508	\$428	\$345	\$258	
Depreciation & Amortisation	\$17,398	\$17,413	\$19,694	\$20,176	\$20,667	\$21,376	\$22,144	\$22,690	\$23,250	\$23,825	\$24,411	\$25,009	
Other Expenses	\$13,623	\$14,475	\$14,909	\$15,326	\$15,756	\$16,197	\$16,650	\$17,116	\$17,596	\$18,088	\$18,595	\$19,115	
Losses on disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Initiatives Expenses	\$0	-\$1,342	-\$387	-\$721	-\$948	-\$1,303	-\$1,335	-\$1,369	-\$1,403	-\$1,438	-\$1,474	-\$1,511	
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$79,289	\$75,604	\$81,657	\$84,150	\$86,658	\$89,340	\$92,324	\$95,163	\$98,093	\$101,097	\$104,194	\$107,387	
OPERATING RESULT (Excl. Capital)	-\$6,419	-\$6,707	-\$273	\$132	\$669	\$1,159	\$1,524	\$2,103	\$2,801	\$3,486	\$4,287	\$5,089	
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$6,419	-\$6,707	-\$273	\$132	\$669	\$1,159	\$1,524	\$2,103	\$2,801	\$3,486	\$4,287	\$5,089	
OPERATING RESULT (Incl. Capital)	\$11,851	\$19,318	\$11,199	\$8,719	\$9,358	\$20,363	\$20,708	\$13,318	\$12,023	\$14,716	\$13,519	\$16,542	
Income from Non-Controlling Interests	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL	\$11,851	\$19,318	\$11,199	\$8,719	\$9,358	\$20,363	\$20,708	\$13,318	\$12,023	\$14,716	\$13,519	\$16,542	
Net Operating Result from Income Statement	\$11,851	\$17,946	\$11,199	\$8,719	\$9,358	\$20,363	\$20,708	\$13,318	\$12,023	\$14,716	\$13,519	\$16,542	
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$13,404	\$13,802	\$14,086	\$14,533	\$14,904	\$15,329	\$15,644	\$16,153	\$16,582	\$17,020	
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
TOTAL OTHER COMPREHENSIVE INCOME	\$0	\$0	\$13,404	\$13,802	\$14,086	\$14,533	\$14,904	\$15,329	\$15,644	\$16,153	\$16,582	\$17,020	
TOTAL COMPREHENSIVE INCOME	\$11,851	\$17,946	\$24,603	\$22,521	\$23,444	\$34,896	\$35,612	\$28,647	\$27,668	\$30,869	\$30,101	\$33,562	

Balance Sheet												
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity Abv	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Cash & Cash Equivalents	\$2,708	\$2,708	\$5,425	\$9,981	\$15,920	\$24,129	\$30,857	\$40,650	\$48,778	\$59,667	\$69,430	\$82,266
Investments - Current	\$37,930	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469
Receivables - Current	\$4,106	\$4,106	\$5,918	\$6,528	\$6,600	\$6,833	\$7,166	\$7,392	\$7,677	\$7,981	\$8,272	\$8,588
Right of Use and Contract Assets - Current	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459
Inventories - Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	49,727	39,266	43,795	48,961	54,972	63,413	70,476	80,495	88,907	100,099	110,155	123,306
Receivable Collection Days	\$65	\$62	\$66	\$64	\$64	\$65	\$65	\$65	\$65	\$65	\$65	\$65
Investments - Non-Current	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363
Infrastructure Property & Equip	\$995,604	\$986,476	\$1,053,510	\$1,068,133	\$1,083,032	\$1,107,063	\$1,133,192	\$1,149,694	\$1,166,766	\$1,184,187	\$1,201,899	\$1,219,889
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$1,000,368	\$991,240	\$1,058,274	\$1,072,896	\$1,087,795	\$1,111,826	\$1,137,955	\$1,154,458	\$1,171,529	\$1,188,951	\$1,206,662	\$1,224,653
Inventory Days	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL ASSETS	\$1,050,095	\$1,030,506	\$1,102,069	\$1,121,858	\$1,142,767	\$1,175,240	\$1,208,431	\$1,234,952	\$1,260,436	\$1,289,050	\$1,316,817	\$1,347,959
Payables - Current	\$8,763	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463
Contract Liabilities - Current	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212
Lease Liabilities - Current	\$91	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	-\$3,415	-\$5,447	\$2,147	\$2,212	\$2,279	\$2,350	\$2,090	\$2,167	\$2,247	\$2,331	\$2,418	\$0
Provisions - Current	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758
TOTAL CURRENT LIABILITIES	\$16,408	\$14,155	\$21,749	\$21,814	\$21,881	\$21,952	\$21,692	\$21,769	\$21,849	\$21,932	\$22,020	\$19,602
Payables Days	\$145	\$181	\$185	\$170	\$179	\$178	\$176	\$178	\$177	\$177	\$177	\$177
Payables - Non-Current	\$2,400	\$2,400	\$1,191	\$605	\$283	\$139	\$68	\$33	\$16	\$8	\$4	\$2
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non current	\$35,800	\$35,800	\$22,016	\$19,805	\$17,525	\$15,175	\$13,085	\$10,918	\$8,671	\$6,340	\$3,923	\$3,923
Provisions - Non-Current	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097
TOTAL NON-CURRENT LIABILITIES	\$53,297	\$53,297	\$38,304	\$35,507	\$32,905	\$30,411	\$28,250	\$26,048	\$23,784	\$21,445	\$19,023	\$19,022
TOTAL LIABILITIES	\$69,705	\$67,452	\$60,053	\$57,321	\$54,786	\$52,363	\$49,942	\$47,816	\$45,633	\$43,378	\$41,043	\$38,623
NET ASSETS	\$980,390	\$963,054	\$1,042,016	\$1,064,537	\$1,087,981	\$1,122,877	\$1,158,489	\$1,187,136	\$1,214,803	\$1,245,672	\$1,275,774	\$1,309,336
Accumulated Surplus	\$264,755	\$216,947	\$234,893	\$246,092	\$254,811	\$264,170	\$284,533	\$305,241	\$318,559	\$330,582	\$345,298	\$358,817
Revaluation Reserves	\$718,729	\$718,729	\$718,729	\$732,133	\$745,935	\$760,020	\$774,553	\$789,457	\$804,786	\$820,430	\$836,583	\$853,166
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$980,390	\$935,676	\$953,622	\$978,225	\$1,000,746	\$1,024,190	\$1,059,086	\$1,094,698	\$1,123,345	\$1,151,013	\$1,181,882	\$1,211,983
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$980,390	\$935,676	\$953,622	\$978,225	\$1,000,746	\$1,024,190	\$1,059,086	\$1,094,698	\$1,123,345	\$1,151,013	\$1,181,882	\$1,211,983
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$980,390	\$935,676	\$953,622	\$978,225	\$1,000,746	\$1,024,190	\$1,059,086	\$1,094,698	\$1,123,345	\$1,151,013	\$1,181,882	\$1,211,983
Net Operating Result for the Year	\$11,851	\$17,946	\$11,199	\$8,719	\$9,358	\$20,363	\$20,708	\$13,318	\$12,023	\$14,716	\$13,519	\$16,542
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$13,404	\$13,802	\$14,086	\$14,533	\$14,904	\$15,329	\$15,644	\$16,153	\$16,582	\$17,020
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$11,851	\$17,946	\$24,603	\$22,521	\$23,444	\$34,896	\$35,612	\$28,647	\$27,668	\$30,869	\$30,101	\$33,562
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$983,484	\$953,622	\$978,225	\$1,000,746	\$1,024,190	\$1,059,086	\$1,094,698	\$1,123,345	\$1,151,013	\$1,181,882	\$1,211,983	\$1,245,545

Cashflow Statement													
	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Entity Abv	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Total Own Source Revenue		\$54,937	\$57,019	\$67,397	\$71,193	\$74,464	\$77,155	\$80,075	\$83,265	\$86,490	\$89,806	\$93,355	\$96,955
Grants and Contributions		\$18,231	\$11,878	\$12,175	\$12,480	\$12,792	\$13,111	\$13,439	\$13,775	\$14,120	\$14,473	\$14,834	\$15,205
Other Income from Continuing Operations		\$0	\$0	\$0	-\$0	\$0	\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0
Employee Benefits		\$25,351	\$27,256	\$28,629	\$29,928	\$31,134	\$32,388	\$33,530	\$34,712	\$35,936	\$37,202	\$38,514	\$39,871
Materials and Contracts		\$22,114	\$17,055	\$17,887	\$18,578	\$19,253	\$19,952	\$20,677	\$21,427	\$22,205	\$22,991	\$23,803	\$24,645
Other Expenses from Continuing Operations		\$13,437	\$13,433	\$15,731	\$15,191	\$15,130	\$15,038	\$15,386	\$15,783	\$16,210	\$16,659	\$17,125	\$17,607
CASHFLOW FROM OPERATIONS		\$12,265	\$11,154	\$17,324	\$19,975	\$21,739	\$22,888	\$23,922	\$25,118	\$26,259	\$27,428	\$28,747	\$30,037
Sale of Current Investments		\$0	\$10,461	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments		\$5,637	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments		\$7,208	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E		\$4,657	\$50,049	\$23,867	\$20,997	\$21,481	\$30,874	\$33,368	\$23,864	\$24,678	\$25,094	\$25,540	\$25,979
Purchase of Real Estate / Other		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING		-\$6,229	-\$39,589	-\$23,867	-\$20,997	-\$21,481	-\$30,874	-\$33,368	-\$23,864	-\$24,678	-\$25,094	-\$25,540	-\$25,979
Proceeds from Grants and Contributions - Capital purposes		\$18,269	\$26,024	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453
Proceeds from Borrowings		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments		\$0	\$3,228	\$3,009	\$3,009	\$3,009	\$3,009	\$3,009	\$2,675	\$2,675	\$2,675	\$2,675	\$2,675
Internal dividends paid		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING		\$18,269	\$22,797	\$8,463	\$5,578	\$5,680	\$16,195	\$16,175	\$8,540	\$6,547	\$8,555	\$6,557	\$8,778
Opening Cash		\$21,558	\$47,435	\$31,337	\$33,258	\$37,814	\$43,752	\$51,961	\$58,690	\$68,483	\$76,611	\$87,499	\$97,263
Change in Cash		\$25,877	-\$16,099	\$1,921	\$4,556	\$5,939	\$8,209	\$6,728	\$9,793	\$8,128	\$10,888	\$9,764	\$12,836
CLOSING CASH		\$47,435	\$31,337	\$33,258	\$37,814	\$43,752	\$51,961	\$58,690	\$68,483	\$76,611	\$87,499	\$97,263	\$110,099
TOTAL CASH AND LIQUID INVESTMENTS		\$47,435	\$31,337	\$33,258	\$37,814	\$43,752	\$51,961	\$58,690	\$68,483	\$76,611	\$87,499	\$97,263	\$110,099
Transfers to Reserves		\$0	\$0	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Transfers from Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash		\$17,887	\$17,887	\$19,137	\$20,387	\$21,637	\$22,887	\$24,137	\$25,387	\$26,637	\$27,887	\$29,137	\$30,387
Externally Restricted Cash		\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747
Unrestricted Cash		\$7,368	-\$3,093	-\$1,626	\$1,680	\$6,368	\$13,327	\$18,806	\$27,349	\$34,227	\$43,865	\$52,379	\$63,965

CONSOLIDATED FINANCIAL STATEMENTS - Scenario 2 Sustainable 2 yr SV													
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
Rates & Charges	\$22,685	\$23,671	\$24,806	\$31,148	\$36,960	\$38,357	\$39,808	\$41,313	\$42,875	\$44,496	\$46,179	\$47,925	
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Ordinary Rate SRV	\$0	\$0	\$5,208	\$4,465	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Annual Charges	\$18,275	\$18,970	\$19,544	\$20,136	\$20,745	\$21,373	\$22,020	\$22,687	\$23,374	\$24,082	\$24,812	\$25,563	
TOTAL RATES & ANNUAL CHARGES	\$40,960	\$42,641	\$49,557	\$55,749	\$57,705	\$59,731	\$61,828	\$64,000	\$66,249	\$68,579	\$70,991	\$73,488	
User Charges and fees	\$18,425	\$19,205	\$20,210	\$21,268	\$22,337	\$23,459	\$24,639	\$25,878	\$27,179	\$28,523	\$29,933	\$31,414	
Other revenues	\$1,561	\$1,728	\$1,780	\$1,830	\$1,881	\$1,934	\$1,988	\$2,044	\$2,101	\$2,160	\$2,220	\$2,283	
Interest and Investment Income	\$2,760	\$2,965	\$2,132	\$2,022	\$1,824	\$1,746	\$1,715	\$1,599	\$1,765	\$1,879	\$2,082	\$2,261	
Other Income	\$21,052	\$21,644	\$22,293	\$22,917	\$23,559	\$24,219	\$24,897	\$25,594	\$26,311	\$27,047	\$27,805	\$28,583	
Initiatives Revenue	\$0	\$30	\$291	\$314	\$349	\$363	\$377	\$392	\$408	\$424	\$441	\$459	
TOTAL OWN SOURCE REVENUE	\$84,759	\$88,214	\$96,264	\$104,100	\$107,654	\$111,451	\$115,444	\$119,507	\$124,013	\$128,612	\$133,472	\$138,487	
Grants & Contributions - Operating Purposes	\$18,231	\$11,924	\$12,222	\$12,527	\$12,840	\$13,161	\$13,490	\$13,828	\$14,173	\$14,528	\$14,891	\$15,263	
Grants & Contributions for Capital Purposes	\$22,320	\$39,674	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453	
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Income excl Gains on Asset Disposal	\$125,309	\$139,811	\$119,957	\$125,214	\$129,184	\$143,817	\$148,118	\$144,549	\$147,409	\$154,369	\$157,595	\$165,204	
TOTAL OPERATING INCOME (Excl. Capital)	\$102,989	\$100,137	\$108,485	\$116,627	\$120,495	\$124,613	\$128,934	\$133,334	\$138,187	\$143,139	\$148,363	\$153,751	
Employee Benefits	\$30,439	\$32,399	\$33,978	\$35,464	\$36,836	\$38,262	\$39,550	\$40,882	\$42,260	\$43,685	\$45,159	\$46,682	
Materials and Contracts	\$28,960	\$25,355	\$26,477	\$27,383	\$28,277	\$29,202	\$30,158	\$31,146	\$32,167	\$33,201	\$34,269	\$35,372	
Borrowing Costs	\$1,700	\$1,594	\$1,458	\$1,370	\$1,278	\$1,180	\$1,078	\$970	\$857	\$737	\$611	\$478	
Depreciation & Amortisation	\$22,667	\$22,681	\$26,219	\$26,911	\$27,600	\$28,512	\$29,514	\$30,226	\$30,958	\$31,709	\$32,474	\$33,253	
Other Expenses	\$21,551	\$22,355	\$23,025	\$23,670	\$24,333	\$25,014	\$25,715	\$26,435	\$27,175	\$27,936	\$28,718	\$29,522	
Losses on disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Initiatives Expenses	\$0	\$4,237	\$5,716	\$5,696	\$5,634	\$5,448	\$5,585	\$5,724	\$5,867	\$6,014	\$6,164	\$6,318	
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$105,316	\$108,620	\$116,873	\$120,494	\$123,958	\$127,618	\$131,599	\$135,383	\$139,283	\$143,281	\$147,394	\$151,626	
OPERATING RESULT (Excl. Capital)	-\$2,327	-\$8,483	-\$8,388	-\$3,866	-\$3,463	-\$3,005	-\$2,664	-\$2,048	-\$1,097	-\$142	\$969	\$2,125	
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$2,327	-\$8,483	-\$8,388	-\$3,866	-\$3,463	-\$3,005	-\$2,664	-\$2,048	-\$1,097	-\$142	\$969	\$2,125	
OPERATING RESULT (Incl. Capital)	\$19,993	\$31,191	\$3,084	\$4,721	\$5,226	\$16,199	\$16,520	\$9,167	\$8,125	\$11,088	\$10,201	\$13,578	
Income from Non-Controlling Interests	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL	\$19,993	\$31,191	\$3,084	\$4,721	\$5,226	\$16,199	\$16,520	\$9,167	\$8,125	\$11,088	\$10,201	\$13,578	
Net Operating Result from Income Statement	\$19,993	\$35,398	\$3,084	\$4,721	\$5,226	\$16,199	\$16,520	\$9,167	\$8,125	\$11,088	\$10,201	\$13,578	
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$21,725	\$22,329	\$22,882	\$23,579	\$24,220	\$24,921	\$25,452	\$26,186	\$26,844	\$27,516	
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
TOTAL OTHER COMPREHENSIVE INCOME	\$0	\$0	\$21,725	\$22,329	\$22,882	\$23,579	\$24,220	\$24,921	\$25,452	\$26,186	\$26,844	\$27,516	
TOTAL COMPREHENSIVE INCOME	\$19,993	\$35,398	\$24,809	\$27,050	\$28,108	\$39,778	\$40,740	\$34,088	\$33,578	\$37,274	\$37,044	\$41,094	

Balance Sheet												
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash & Cash Equivalents	\$17,467	\$17,467	\$13,822	\$7,204	\$4,619	\$3,584	-\$282	\$5,256	\$9,039	\$15,820	\$21,769	\$31,320
Investments - Current	\$69,838	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221	\$53,221
Receivables - Current	\$6,525	\$6,525	\$7,683	\$9,262	\$9,344	\$9,652	\$10,101	\$10,396	\$10,773	\$11,175	\$11,558	\$11,974
Right of Use and Contract Assets - Current	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133	\$4,133
Inventories - Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	\$98,487	\$81,870	\$79,382	\$74,343	\$71,840	\$71,113	\$67,696	\$73,530	\$77,689	\$84,873	\$91,205	\$101,172
Investments - Non-Current	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363
Infrastructure Property & Equip	\$1,436,799	\$1,438,287	\$1,533,881	\$1,562,874	\$1,590,558	\$1,628,219	\$1,669,502	\$1,695,143	\$1,721,854	\$1,749,125	\$1,776,897	\$1,804,951
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$450	\$450	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$1,442,012	\$1,443,500	\$1,538,645	\$1,567,637	\$1,595,322	\$1,632,982	\$1,674,266	\$1,699,907	\$1,726,617	\$1,753,888	\$1,781,660	\$1,809,715
Inventory Days	0	0	210	70	93	124	96	104	108	103	105	\$105
TOTAL ASSETS	\$1,540,499	\$1,525,370	\$1,618,027	\$1,641,980	\$1,667,162	\$1,704,096	\$1,741,961	\$1,773,436	\$1,804,306	\$1,838,761	\$1,872,865	\$1,910,886
Payables - Current	\$9,504	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204	\$9,204
Contract Liabilities - Current	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212
Lease Liabilities - Current	\$91	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$4,000	\$1,503	\$2,511	\$2,604	\$2,701	\$2,803	\$2,578	\$2,691	\$2,811	\$2,937	\$3,070	\$0
Provisions - Current	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055	\$7,055
TOTAL CURRENT LIABILITIES	\$25,861	\$23,142	\$24,150	\$24,242	\$24,340	\$24,442	\$24,216	\$24,330	\$24,450	\$24,576	\$24,709	\$21,639
Payables Days	237	252	245	245	247	246	246	246	246	246	246	\$246
Payables - Non-Current	\$2,400	\$2,400	\$1,191	\$605	\$283	\$139	\$68	\$33	\$16	\$8	\$4	\$2
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non-current	\$35,800	\$35,800	\$28,383	\$25,779	\$23,079	\$20,275	\$17,698	\$15,007	\$12,196	\$9,259	\$6,189	\$6,189
Provisions - Non-Current	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097
TOTAL NON-CURRENT LIABILITIES	\$53,297	\$53,297	\$44,671	\$41,482	\$38,458	\$35,511	\$32,863	\$30,136	\$27,309	\$24,364	\$21,290	\$21,288
TOTAL LIABILITIES	\$79,158	\$76,439	\$68,821	\$65,724	\$62,798	\$59,953	\$57,079	\$54,466	\$51,758	\$48,940	\$45,999	\$42,927
NET ASSETS	\$1,461,341	\$1,448,931	\$1,549,206	\$1,576,256	\$1,604,365	\$1,644,143	\$1,684,882	\$1,718,970	\$1,752,548	\$1,789,821	\$1,826,866	\$1,867,959
Accumulated Surplus	\$487,697	\$439,889	\$475,287	\$478,371	\$483,092	\$488,318	\$504,516	\$521,036	\$530,203	\$538,328	\$549,416	\$559,616
Revaluation Reserves	\$973,644	\$973,644	\$973,644	\$995,369	\$1,017,698	\$1,040,581	\$1,064,160	\$1,088,380	\$1,113,301	\$1,138,754	\$1,164,939	\$1,191,783
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$1,461,341	\$1,413,533	\$1,448,931	\$1,473,740	\$1,500,790	\$1,528,898	\$1,568,676	\$1,609,416	\$1,643,504	\$1,677,082	\$1,714,355	\$1,751,400
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$1,461,341	\$1,413,533	\$1,448,931	\$1,473,740	\$1,500,790	\$1,528,898	\$1,568,676	\$1,609,416	\$1,643,504	\$1,677,082	\$1,714,355	\$1,751,400
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$1,461,341	\$1,413,533	\$1,448,931	\$1,473,740	\$1,500,790	\$1,528,898	\$1,568,676	\$1,609,416	\$1,643,504	\$1,677,082	\$1,714,355	\$1,751,400
Net Operating Result for the Year	\$19,993	\$35,398	\$3,084	\$4,721	\$5,226	\$16,199	\$16,520	\$9,167	\$8,125	\$11,088	\$10,201	\$13,578
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$21,725	\$22,329	\$22,882	\$23,579	\$24,220	\$24,921	\$25,452	\$26,186	\$26,844	\$27,516
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$19,993	\$35,398	\$24,809	\$27,050	\$28,108	\$39,778	\$40,740	\$34,088	\$33,578	\$37,274	\$37,044	\$41,094
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$1,461,341	\$1,448,931	\$1,473,740	\$1,500,790	\$1,528,898	\$1,568,676	\$1,609,416	\$1,643,504	\$1,677,082	\$1,714,355	\$1,751,400	\$1,792,493

Cashflow Statement												
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Total Own Source Revenue	\$85,055	\$88,214	\$95,106	\$102,521	\$107,572	\$111,144	\$114,995	\$119,211	\$123,637	\$128,209	\$133,089	\$138,072
Grants and Contributions	\$18,231	\$11,924	\$12,222	\$12,527	\$12,840	\$13,161	\$13,490	\$13,828	\$14,173	\$14,528	\$14,891	\$15,263
Other Income from Continuing Operations	\$0	\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0
Employee Benefits	\$30,439	\$32,399	\$33,978	\$35,464	\$36,836	\$38,262	\$39,550	\$40,882	\$42,260	\$43,685	\$45,159	\$46,682
Materials and Contracts	\$28,960	\$25,355	\$26,477	\$27,383	\$28,277	\$29,202	\$30,158	\$31,146	\$32,167	\$33,201	\$34,269	\$35,372
Other Expenses from Continuing Operations	\$20,768	\$26,892	\$29,950	\$29,952	\$30,289	\$30,606	\$31,370	\$32,194	\$33,059	\$33,958	\$34,886	\$35,842
CASHFLOW FROM OPERATIONS	\$23,119	\$15,492	\$16,923	\$22,250	\$25,010	\$26,235	\$27,408	\$28,817	\$30,324	\$31,893	\$33,666	\$35,438
Sale of Current Investments	\$28,721	\$17,041	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$5,637	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	-\$450	-\$450	\$450	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$7,537	\$423	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$51,690	\$78,093	\$31,675	\$33,574	\$32,403	\$42,593	\$46,577	\$30,946	\$32,216	\$32,794	\$33,402	\$33,791
Purchase of Real Estate / Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING	-\$25,320	-\$61,926	-\$31,225	-\$33,574	-\$32,403	-\$42,593	-\$46,577	-\$30,946	-\$32,216	-\$32,794	-\$33,402	-\$33,791
Proceeds from Grants and Contributions - Capital purj	\$22,320	\$39,674	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$0	\$4,374	\$3,881	\$3,881	\$3,881	\$3,881	\$3,881	\$3,548	\$3,548	\$3,548	\$3,548	\$3,548
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING	\$22,320	\$35,300	\$7,591	\$4,706	\$4,808	\$15,323	\$15,303	\$7,667	\$5,674	\$7,682	\$5,684	\$7,905
Opening Cash	\$108,569	\$101,868	\$74,118	\$67,406	\$60,788	\$58,203	\$57,168	\$53,302	\$58,840	\$62,623	\$69,404	\$75,353
Change in Cash	-\$6,701	-\$27,750	-\$6,712	-\$6,618	-\$2,585	-\$1,035	-\$3,866	\$5,538	\$3,783	\$6,781	\$5,949	\$9,552
CLOSING CASH	\$101,868	\$74,118	\$67,406	\$60,788	\$58,203	\$57,168	\$53,302	\$58,840	\$62,623	\$69,404	\$75,353	\$84,904
TOTAL CASH AND LIQUID INVESTMENTS	\$101,868	\$74,118	\$67,406	\$60,788	\$58,203	\$57,168	\$53,302	\$58,840	\$62,623	\$69,404	\$75,353	\$84,904
Transfers to Reserves	\$0	\$0	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$17,887	\$17,887	\$19,137	\$20,387	\$21,637	\$22,887	\$24,137	\$25,387	\$26,637	\$27,887	\$29,137	\$30,387
Externally Restricted Cash	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747
Externally Restricted - Water Fund cash balance	\$20,899	\$16,404	\$16,832	\$8,462	\$2,347	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted - Sewer Fund cash balance	\$22,577	\$20,491	\$18,460	\$16,724	\$14,671	\$14,714	\$9,045	\$9,600	\$10,284	\$11,106	\$12,082	\$13,309
Externally Restricted - Domestic Waste Fund cash bal	\$3,192	\$3,615	\$2,390	\$2,120	\$1,849	\$1,572	\$1,294	\$1,021	\$750	\$484	\$224	\$0
Unrestricted Cash	\$21,567	-\$27	-\$5,160	-\$2,652	\$1,952	\$2,248	\$3,079	\$7,086	\$9,205	\$14,180	\$18,163	\$25,461

FINANCIAL STATEMENTS - Scenario 2 Sustainable 2 yr SV													
Nominal Year		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type		Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity Abv		GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Rates & Charges		\$22,685	\$23,671	\$24,806	\$31,148	\$36,960	\$38,357	\$39,808	\$41,313	\$42,875	\$44,496	\$46,179	\$47,925
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$5,208	\$4,465	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$380	\$390	\$407	\$424	\$442	\$461	\$481	\$502	\$523	\$546	\$569	\$593
TOTAL RATES & ANNUAL CHARGES		\$23,065	\$24,061	\$30,420	\$36,037	\$37,402	\$38,819	\$40,289	\$41,815	\$43,398	\$45,042	\$46,748	\$48,518
User Charges and fees		\$8,422	\$8,932	\$9,413	\$9,919	\$10,430	\$10,967	\$11,531	\$12,125	\$12,749	\$13,393	\$14,070	\$14,780
Other revenues		\$1,416	\$1,568	\$1,615	\$1,660	\$1,706	\$1,754	\$1,803	\$1,854	\$1,906	\$1,959	\$2,014	\$2,070
Interest and Investment Income		\$685	\$785	\$916	\$892	\$1,004	\$1,180	\$1,424	\$1,623	\$1,914	\$2,155	\$2,479	\$2,769
Other Income		\$21,052	\$21,644	\$22,293	\$22,917	\$23,559	\$24,219	\$24,897	\$25,594	\$26,311	\$27,047	\$27,805	\$28,583
Initiatives Revenue		\$0	\$30	\$291	\$314	\$349	\$363	\$377	\$392	\$408	\$424	\$441	\$459
TOTAL OWN SOURCE REVENUE		\$54,640	\$57,919	\$64,948	\$71,740	\$74,451	\$77,301	\$80,321	\$83,403	\$86,686	\$90,021	\$93,557	\$97,181
Grants & Contributions - Operating Purposes		\$18,231	\$11,878	\$12,175	\$12,480	\$12,792	\$13,111	\$13,439	\$13,775	\$14,120	\$14,473	\$14,834	\$15,205
Grants & Contributions for Capital Purposes		\$18,269	\$26,024	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal		\$91,140	\$94,922	\$88,595	\$92,806	\$95,932	\$109,617	\$112,945	\$108,393	\$110,028	\$115,724	\$117,623	\$123,839
TOTAL OPERATING INCOME (Excl. Capital)		\$72,871	\$68,898	\$77,123	\$84,219	\$87,243	\$90,413	\$93,761	\$97,178	\$100,806	\$104,494	\$108,391	\$112,386
Employee Benefits		\$25,351	\$27,256	\$28,629	\$29,928	\$31,134	\$32,388	\$33,530	\$34,712	\$35,936	\$37,202	\$38,514	\$39,871
Materials and Contracts		\$22,114	\$17,055	\$17,887	\$18,578	\$19,253	\$19,952	\$20,677	\$21,427	\$22,205	\$22,991	\$23,803	\$24,645
Borrowing Costs		\$803	\$748	\$924	\$862	\$797	\$729	\$659	\$585	\$508	\$428	\$345	\$258
Depreciation & Amortisation		\$17,398	\$17,413	\$19,694	\$20,176	\$20,667	\$21,376	\$22,144	\$22,690	\$23,250	\$23,825	\$24,411	\$25,009
Other Expenses		\$13,623	\$14,475	\$14,909	\$15,326	\$15,756	\$16,197	\$16,650	\$17,116	\$17,596	\$18,088	\$18,595	\$19,115
Losses on disposal of assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	-\$1,342	-\$387	-\$721	-\$948	-\$1,303	-\$1,335	-\$1,369	-\$1,403	-\$1,438	-\$1,474	-\$1,511
TOTAL EXPENSES FROM CONTINUING OPERATIONS		\$79,289	\$75,604	\$81,657	\$84,150	\$86,658	\$89,340	\$92,324	\$95,163	\$98,093	\$101,097	\$104,194	\$107,387
OPERATING RESULT (Excl. Capital)		-\$6,419	-\$6,707	-\$4,533	\$69	\$584	\$1,073	\$1,437	\$2,015	\$2,713	\$3,397	\$4,197	\$4,999
OPERATING RESULT (Excl. Capital and Asset Sales)		-\$6,419	-\$6,707	-\$4,533	\$69	\$584	\$1,073	\$1,437	\$2,015	\$2,713	\$3,397	\$4,197	\$4,999
OPERATING RESULT (Incl. Capital)		\$11,851	\$19,318	\$6,939	\$8,656	\$9,273	\$20,277	\$20,621	\$13,230	\$11,935	\$14,627	\$13,429	\$16,452
Income from Non-Controlling Interests		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL		\$11,851	\$19,318	\$6,939	\$8,656	\$9,273	\$20,277	\$20,621	\$13,230	\$11,935	\$14,627	\$13,429	\$16,452
Net Operating Result from Income Statement		\$11,851	\$17,946	\$6,939	\$8,656	\$9,273	\$20,277	\$20,621	\$13,230	\$11,935	\$14,627	\$13,429	\$16,452
Gain / (Loss) on Reval of PP&E		\$0	\$0	\$13,404	\$13,802	\$14,086	\$14,533	\$14,904	\$15,329	\$15,644	\$16,153	\$16,582	\$17,020
Fair Value Movement on Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Comprehensive Income		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OTHER COMPREHENSIVE INCOME		\$0	\$0	\$13,404	\$13,802	\$14,086	\$14,533	\$14,904	\$15,329	\$15,644	\$16,153	\$16,582	\$17,020
TOTAL COMPREHENSIVE INCOME		\$11,851	\$17,946	\$20,343	\$22,458	\$23,359	\$34,810	\$35,525	\$28,559	\$27,579	\$30,780	\$30,012	\$33,472

Balance Sheet												
Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity Abv	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Cash & Cash Equivalents	\$2,708	\$2,708	\$1,891	\$5,650	\$11,503	\$19,626	\$26,267	\$35,972	\$44,011	\$54,810	\$64,484	\$77,229
Investments - Current	\$37,930	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469	\$27,469
Receivables - Current	\$4,106	\$4,106	\$5,191	\$6,536	\$6,608	\$6,841	\$7,175	\$7,401	\$7,686	\$7,990	\$8,282	\$8,599
Right of Use and Contract Assets - Current	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459	\$4,459
Inventories - Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	49,727	39,266	39,534	44,638	50,563	58,919	65,894	75,825	84,149	95,252	105,218	118,279
Receivable Collection Days	\$65	\$62	\$66	\$64	\$64	\$65	\$65	\$65	\$65	\$65	\$65	\$65
Investments - Non-Current	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363	\$363
Infrastructure Property & Equip	\$995,604	\$986,476	\$1,053,510	\$1,068,133	\$1,083,032	\$1,107,063	\$1,133,192	\$1,149,694	\$1,166,766	\$1,184,187	\$1,201,899	\$1,219,889
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$1,000,368	\$991,240	\$1,058,274	\$1,072,896	\$1,087,795	\$1,111,826	\$1,137,955	\$1,154,458	\$1,171,529	\$1,188,951	\$1,206,662	\$1,224,653
Inventory Days	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL ASSETS	\$1,050,095	\$1,030,506	\$1,097,808	\$1,117,534	\$1,138,358	\$1,170,745	\$1,203,849	\$1,230,283	\$1,255,678	\$1,284,203	\$1,311,880	\$1,342,932
Payables - Current	\$8,763	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463	\$8,463
Contract Liabilities - Current	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212	\$5,212
Lease Liabilities - Current	\$91	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169	\$169
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	-\$3,415	-\$5,447	\$2,147	\$2,212	\$2,279	\$2,350	\$2,090	\$2,167	\$2,247	\$2,331	\$2,418	\$2,508
Provisions - Current	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758	\$5,758
TOTAL CURRENT LIABILITIES	\$16,408	\$14,155	\$21,749	\$21,814	\$21,881	\$21,952	\$21,692	\$21,769	\$21,849	\$21,932	\$22,020	\$19,602
Payables Days	\$145	\$181	\$185	\$170	\$179	\$178	\$176	\$178	\$177	\$177	\$177	\$177
Payables - Non-Current	\$2,400	\$2,400	\$1,191	\$605	\$283	\$139	\$68	\$33	\$16	\$8	\$4	\$2
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non current	\$35,800	\$35,800	\$22,016	\$19,805	\$17,525	\$15,175	\$13,085	\$10,918	\$8,671	\$6,340	\$3,923	\$3,923
Provisions - Non-Current	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097	\$15,097
TOTAL NON-CURRENT LIABILITIES	\$53,297	\$53,297	\$38,304	\$35,507	\$32,905	\$30,411	\$28,250	\$26,048	\$23,784	\$21,445	\$19,023	\$19,022
TOTAL LIABILITIES	\$69,705	\$67,452	\$60,053	\$57,321	\$54,786	\$52,363	\$49,942	\$47,816	\$45,633	\$43,377	\$41,043	\$38,623
NET ASSETS	\$980,390	\$963,054	\$1,037,755	\$1,060,213	\$1,083,572	\$1,118,382	\$1,153,907	\$1,182,466	\$1,210,046	\$1,240,826	\$1,270,837	\$1,304,309
Accumulated Surplus	\$264,755	\$216,947	\$234,893	\$241,831	\$250,488	\$259,761	\$280,038	\$300,659	\$313,889	\$325,825	\$340,451	\$353,881
Revaluation Reserves	\$718,729	\$718,729	\$718,729	\$732,133	\$745,935	\$760,020	\$774,553	\$789,457	\$804,786	\$820,430	\$836,583	\$853,166
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$980,390	\$935,676	\$953,622	\$973,964	\$996,423	\$1,019,781	\$1,054,591	\$1,090,116	\$1,118,675	\$1,146,255	\$1,177,035	\$1,207,046
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$980,390	\$935,676	\$953,622	\$973,964	\$996,423	\$1,019,781	\$1,054,591	\$1,090,116	\$1,118,675	\$1,146,255	\$1,177,035	\$1,207,046
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$980,390	\$935,676	\$953,622	\$973,964	\$996,423	\$1,019,781	\$1,054,591	\$1,090,116	\$1,118,675	\$1,146,255	\$1,177,035	\$1,207,046
Net Operating Result for the Year	\$11,851	\$17,946	\$6,939	\$8,656	\$9,273	\$20,277	\$20,621	\$13,230	\$11,935	\$14,627	\$13,429	\$16,452
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$13,404	\$13,802	\$14,086	\$14,533	\$14,904	\$15,329	\$15,644	\$16,153	\$16,582	\$17,020
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$11,851	\$17,946	\$20,343	\$22,458	\$23,359	\$34,810	\$35,525	\$28,559	\$27,579	\$30,780	\$30,012	\$33,472
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$983,484	\$953,622	\$973,964	\$996,423	\$1,019,781	\$1,054,591	\$1,090,116	\$1,118,675	\$1,146,255	\$1,177,035	\$1,207,046	\$1,240,518

Cashflow Statement													
	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Entity Abv	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Total Own Source Revenue		\$54,937	\$57,019	\$63,863	\$70,395	\$74,379	\$77,068	\$79,987	\$83,177	\$86,401	\$89,717	\$93,265	\$96,864
Grants and Contributions		\$18,231	\$11,878	\$12,175	\$12,480	\$12,792	\$13,111	\$13,439	\$13,775	\$14,120	\$14,473	\$14,834	\$15,205
Other Income from Continuing Operations		\$0	\$0	\$0	-\$0	\$0	\$0	\$0	-\$0	\$0	-\$0	\$0	-\$0
Employee Benefits		\$25,351	\$27,256	\$28,629	\$29,928	\$31,134	\$32,388	\$33,530	\$34,712	\$35,936	\$37,202	\$38,514	\$39,871
Materials and Contracts		\$22,114	\$17,055	\$17,887	\$18,578	\$19,253	\$19,952	\$20,677	\$21,427	\$22,205	\$22,991	\$23,803	\$24,645
Other Expenses from Continuing Operations		\$13,437	\$13,433	\$15,731	\$15,191	\$15,130	\$15,038	\$15,386	\$15,783	\$16,210	\$16,659	\$17,125	\$17,607
CASHFLOW FROM OPERATIONS		\$12,265	\$11,154	\$13,791	\$19,177	\$21,654	\$22,801	\$23,834	\$25,030	\$26,170	\$27,338	\$28,657	\$29,947
Sale of Current Investments		\$0	\$10,461	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments		\$5,637	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments		\$7,208	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E		\$4,657	\$50,049	\$23,867	\$20,997	\$21,481	\$30,874	\$33,368	\$23,864	\$24,678	\$25,094	\$25,540	\$25,979
Purchase of Real Estate / Other		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING		-\$6,229	-\$39,589	-\$23,867	-\$20,997	-\$21,481	-\$30,874	-\$33,368	-\$23,864	-\$24,678	-\$25,094	-\$25,540	-\$25,979
Proceeds from Grants and Contributions - Capital purposes		\$18,269	\$26,024	\$11,472	\$8,587	\$8,689	\$19,204	\$19,184	\$11,215	\$9,222	\$11,230	\$9,232	\$11,453
Proceeds from Borrowings		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments		\$0	\$3,228	\$3,009	\$3,009	\$3,009	\$3,009	\$3,009	\$2,675	\$2,675	\$2,675	\$2,675	\$2,675
Internal dividends paid		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING		\$18,269	\$22,797	\$8,463	\$5,578	\$5,680	\$16,195	\$16,175	\$8,540	\$6,547	\$8,555	\$6,557	\$8,778
Opening Cash		\$21,558	\$47,435	\$31,337	\$29,724	\$33,482	\$39,336	\$47,458	\$54,099	\$63,805	\$71,844	\$82,643	\$92,316
Change in Cash		\$25,877	-\$16,099	-\$1,613	\$3,758	\$5,853	\$8,123	\$6,641	\$9,705	\$8,039	\$10,799	\$9,674	\$12,745
CLOSING CASH		\$47,435	\$31,337	\$29,724	\$33,482	\$39,336	\$47,458	\$54,099	\$63,805	\$71,844	\$82,643	\$92,316	\$105,061
TOTAL CASH AND LIQUID INVESTMENTS		\$47,435	\$31,337	\$29,724	\$33,482	\$39,336	\$47,458	\$54,099	\$63,805	\$71,844	\$82,643	\$92,316	\$105,061
Transfers to Reserves		\$0	\$0	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Transfers from Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash		\$17,887	\$17,887	\$19,137	\$20,387	\$21,637	\$22,887	\$24,137	\$25,387	\$26,637	\$27,887	\$29,137	\$30,387
Externally Restricted Cash		\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747	\$15,747
Unrestricted Cash		\$7,368	-\$3,093	-\$5,160	-\$2,652	\$1,952	\$8,824	\$14,215	\$22,671	\$29,460	\$39,009	\$47,432	\$58,927



Capacity to Pay Report
Goulburn Mulwaree Council
September 2023



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Executive summary

Goulburn Mulwaree Council ('Council') is currently in the process of undertaking a financial sustainability assessment and considering a special variation ('SV') application. This is to ensure that Council has the financial capacity to maintain service levels for future generations. As part of this process, Council is reviewing the potential impact of an SV within the Goulburn Mulwaree local government area ('LGA'). This report is focused on the capacity to pay principle, as some ratepayers have greater ability to absorb any proposed variation to rates than others.

This report provides an analysis and evaluation of relative wealth and financial capacity. More specifically it evaluates the financial vulnerability and exposure of different geographic groupings within the LGA. The key findings are summarised in table one below.

Table 1 Grouping summary

Grouping	Findings
CBD-Central	<ul style="list-style-type: none"> • Contains the smallest percentage of the LGA population – 8%. • Highest proportion of lone person households – 40%. • Highest proportion of renters – 41%. • Lowest proportion of households with a mortgage – 21%. • Highest proportion of renting households where rental costs exceed 30% of income – 35%. • Highest unemployment rate in the LGA – 6%.
Urban-West	<ul style="list-style-type: none"> • Highest proportion of seniors (70 to 84 years) – 14.6%. • Second highest proportion of resident households that pay rates – 71%. • Largest proportion of households in the highest income quartile – 21%. • Equal lowest unemployment rate in the LGA – 3%
Urban-South East	<ul style="list-style-type: none"> • Equal highest proportion of parents and homebuilders (35 to 49 years) – 18.5%. • Highest proportion of households requiring assistance – 9%. • Lowest proportion of renting households where rental costs exceed 30% of income – 4%.
Rural	<ul style="list-style-type: none"> • Highest proportion of resident households that pay rates – 78%. • Lowest proportion of renters – 10%. • Highest proportion of fully-owned households – 41%. • Lowest proportion of households requiring assistance – 5%. • Equal lowest unemployment rate in the LGA – 3%.
Urban-North	<ul style="list-style-type: none"> • Contains the highest percentage of the LGA population – 37%. • Equal lowest percentage of fully owned households – 29%. • Highest proportion of households paying high mortgage repayments (\$2,600 or more) – 23%. • Highest proportion of households where mortgage costs exceed 30% of income – 23.2%.



Our analysis highlights that there are both levels of advantage and significant disadvantage within the Goulburn Mulwaree LGA. Overall, it scores towards the lower end on SEIFA rankings, placing it in the 27th percentile for IRSD and 28th for IRSAD. This is lower than the Regional NSW average percentiles of 32nd (IRSD) and 36th (IRSAD), and below the Canberra region average percentiles of 50th (IRSD) and 55th (IRSAD).

At both a grouping and a locality level, it is apparent that there is some degree of inequity within the Goulburn Mulwaree LGA. It is important that Council acknowledges these levels of disadvantage within the community, ensuring it does not significantly marginalise particularly vulnerable individuals and households. A case in point is 'Urban-South East,' where rates are higher when compared to other groupings with comparable levels of disadvantage. However, as average residential land values generally align to the levels of advantage and disadvantage across the LGA, the increases proposed under the SV options are relatively proportionate.

When compared with similar regional town/city councils (OLG group 4 classification), Goulburn Mulwaree has current average residential rates that are below the average of comparison councils. If one of the SV options is implemented, by the end of 2025/26, residential rates across the LGA are estimated to move more towards the upper end of this grouping of comparative councils.

The 'Urban-West' grouping has the highest proposed average annual residential rate increase, at between \$302 and \$536 above the base case by the end of 2025/26. 'Urban-West' has the highest level of advantage within the Goulburn Mulwaree LGA, with IRSAD rankings in the 56th percentile. 'Urban-West' also has the highest proportion of households in the upper two income quartiles, with a relatively significant proportion of households that pay rates (71%). For these reasons, it is therefore considered the 'Urban-West' grouping has the highest capacity to pay increased rates. 'Urban-West' has only four business ratepayers and none within the farmland category.

'Rural' has the lowest proposed average annual residential rate increase, at between \$231 and \$410 above the base case by the end of 2025/26. The 'Rural' grouping comprises the majority of townships and localities outside the city of Goulburn, as well as the overwhelming majority of farmland ratepayers. This grouping has the highest proportion of fully owned households (41%), the lowest proportion of one parent families (6.5%) and the lowest proportion of households requiring assistance (5%). Behind 'Urban West', the 'Rural' grouping also has one of the highest levels of advantage within the Goulburn Mulwaree LGA, with an IRSAD ranking in the 53rd percentile. While the levels of socio-economic advantage and disadvantage may vary across various part of 'Rural', overall, the available data indicates that this grouping has capacity to pay increased rates.

'CBD-Central' has a proposed average annual residential rate increase within the middle range of the various groupings, at between \$242 and \$429 above the base case by the end of 2025/26. 'CBD-Central' comprises the major civic and retail precincts within the city of Goulburn, alongside residential areas. On average, residential ratepayers in the 'CBD-Central' grouping do experience some level of disadvantage as can be seen its IRSAD ranking in the 24th percentile and the second-highest proportion of households in the lowest two income quartiles. While 'CBD-Central' has the highest unemployment rate (6%) in the LGA, it also contains the smallest percentage of the Goulburn Mulwaree LGA population (8%) out of the various groupings. In addition, it has one of the lowest proportion of households with a mortgage. This grouping would, however, see the second-lowest average residential increases of all groupings. As long as Council provides appropriate support for vulnerable ratepayers, due to the lower increases relative to 'Urban-North', it can be considered that the 'CBD-Central' grouping would have some capacity to pay.



Both 'Urban-South East' and 'Urban-North' are both expected to have comparable average annual rate increases towards the middle of all five groupings. 'Urban-South East' has a proposed average annual rate increase of between \$268 and \$475 above the base case by the end of 2025/26. 'Urban-North' has a proposed average annual rate increase of between \$266 and \$472. Both 'Urban-South East' and 'Urban-North' have higher levels of disadvantage, as can be seen in its IRSAD rankings in the 11th percentile and 23rd percentile respectively. Alongside 'CBD-Central,' these two groupings also have the highest proportion of households in the lowest two income quartiles. 'Urban-North' contains the highest percentage of the LGA population (37%) and comprises of relatively higher proportions of households facing mortgage stress. 'Urban-South East' has the highest proportion of households requiring assistance (9%). It is therefore important for Council to ensure that appropriate policies and support are in place, particularly to assist vulnerable ratepayers, as residents within these groupings may have a reduced or limited capacity to pay.

Across the Goulburn Mulwaree LGA, renters may experience an indirect increase/decrease depending on their lease agreement/decisions and the current market conditions. Whilst those living in social housing will not be directly affected by increasing rates. Under any scenario, it is important that Council have in place processes to support pensioners across the Goulburn Mulwaree LGA to ensure that they are made aware of applicable concession and hardship policies, as these residents across all groupings may have a reduced or limited capacity to pay.

At an overall level, when compared against comparable group 4 councils, Goulburn Mulwaree's average farmland rates are currently below average levels (using 2022 OLG time series data), and business rates are above average when compared to these councils. Under the proposed SV options, average farmland and business rates may move into the top ten amongst those comparable councils. It is likely that there is capacity to absorb these increases, particularly as the majority of farmland ratepayers live within 'Rural'. According to the data presented, this is one of the more advantaged groupings within the LGA.

When compared to similar councils, Goulburn Mulwaree has slightly higher levels of rates income as a percentage of operating expenses. However, Council also has low levels of outstanding rates (it has been at 3% for 2021/22 and has not changed significantly over the two previous financial years). This figure has been consistently below regional benchmarks (10%), indicating capacity and potential willingness to pay.



Introduction

This report provides an analysis and evaluation of relative wealth and financial capacity. It looks at the financial vulnerability and exposure of different community groups within the LGA.

Key considerations include:

- regions of social disadvantage
- any vulnerable groups of individuals
- patterns of household expenditure, and
- mortgage and rental payments.

These findings will then be compared to proposed changes in rates to identify whether there are any groups or individuals that may be disproportionately impacted or marginalised relative to other communities within the LGA.

Data for this review was obtained from the following sources:

- Australian Bureau of Statistics 2016 and 2021 *Census Data – Data by Regions*
- Housing and Homelessness Policy Consortium (ACT Shelter, ACTCOSS, Women’s Centre for Health Matters, Youth Coalition of the ACT) – Snapshot: Housing stress and its effects, February 2016
- .id (Informed Decisions) – New South Wales Community/Social/Economic Profile
- .id (Informed Decisions) – Canberra Region Joint Organisation Community/Social/Economic Profile
- .id (Informed Decisions) – Goulburn Mulwaree Community/Social/Economic Profile
- REMPLAN – New South Wales Community/Economy profiles.



Background

The Goulburn Mulwaree Local Government Area has been divided into five area groupings for this analysis. Council is aiming to maintain some form of equity between areas, based on a comparison of economic and socio-economic profiles sourced from ABS Census data and compiled by .id (Informed Decisions) demographic resources. Please find below table and corresponding maps which summarises the groupings and associated localities.

Table 2 Goulburn Mulwaree Local Government Area grouping breakdown

Grouping	Population (2021)	(id) Profile Areas ¹
CBD-Central	2,463	“Goldsmith Street, Auburn Street and Lagoon Street in the north, the Mulwaree River and Blackshaw Street in the east, Walker Street and Addison Street in the south, and Deccan Street in the west.”
Urban-West	3,926	“Wollondilly River, the locality of Kingsdale and Chinamans Lane in the north, Crookwell Road, Fitzroy Street, Deccan Street, Addison Street, Francis Street, Combermere Street and Knox Street in the east, Mary Street in the south, and the locality of Baw Baw in the west.”
Urban-South East	5,633	“Mary Street, Cathcart Street, Lansdowne Street, the railway line, the Mulwaree River, Lagoon Street, Union Street, Wilmot Street, Chantry Street, Tarlo Street and the Wollondilly River in the north, the localities of Towrang and Boxers Creek in the east, the locality of Brisbane Grove, the Hume Highway, the Mulwaree River and Run O'Waters Creek in the south, and the locality of Baw Baw and Ducks Lane in the west; Addison Street and Walker Street in the north, the railway line in the east, Lansdowne Street in the south, and Cathcart Street, Mary Street, Knox Street, Combermere Street and Francis Street in the west.”
Rural	8,090	“Wollondilly River, Oxley Creek, Upper Lachlan Shire, the Tarlo River and the Wollondilly River in the north, Paddys River, Uringalla Creek and Wingecarribee Shire in the east, the Shoalhaven River, Bungonia Creek, Jerrara Creek, Jerrara Road, Mountain Ash Road, the locality of Goulburn and the Hume Highway in the south, and Upper Lachlan Shire in the west; Hume Highway, the localities of Baw Baw and Goulburn, the Mulwaree River, the Hume Highway, Mountain Ash Road, Jerrara Road, Jerrara Creek and Bungonia Creek in the north, the Shoalhaven River in the east, Boro Creek in the south, and the Queanbeyan-Palerang Regional Council area and Upper Lachlan Shire in the west.”
Urban-North	11,946	“Wollondilly River in the north, Tarlo Street, Chantry Street, Wilmot Street and Union Street in the east, Lagoon Street, Auburn Street and Goldsmith Street in the south, and Fitzroy Street in the west; Kingsdale, Middle Arm and Tarlo in the north, Taralga Road and the locality of Tarlo in the east, the Wollondilly River in the south, and Crookwell Road in the west.”
Goulburn Mulwaree LGA	32,058	

¹ Sourced from Id. Goulburn Mulwaree Community/Social/Economic Profile.



Figure 1 Goulburn Mulwaree Council urban area grouping map²

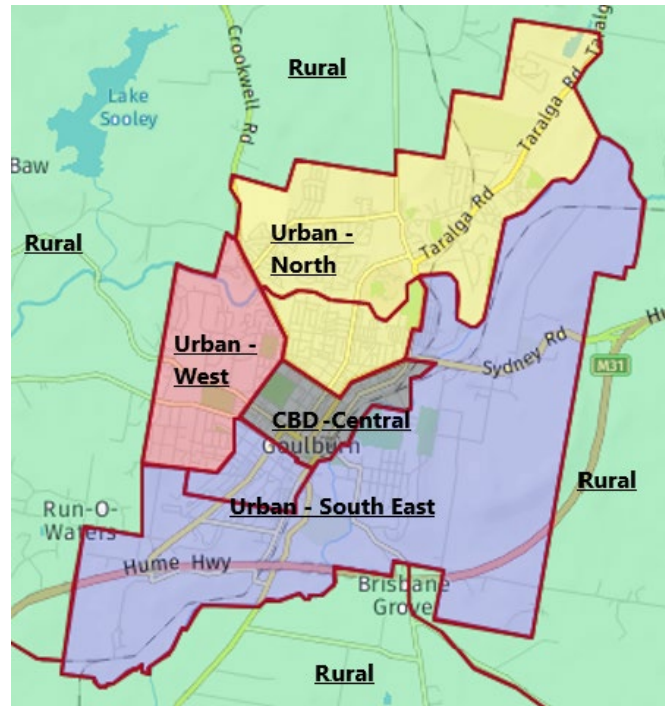
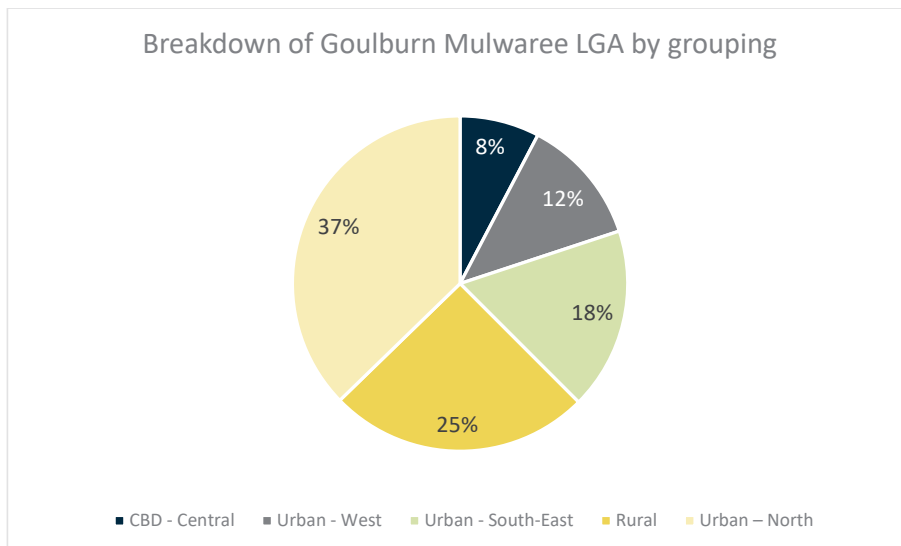


Figure 2 Goulburn Mulwaree Council urban area grouping map³

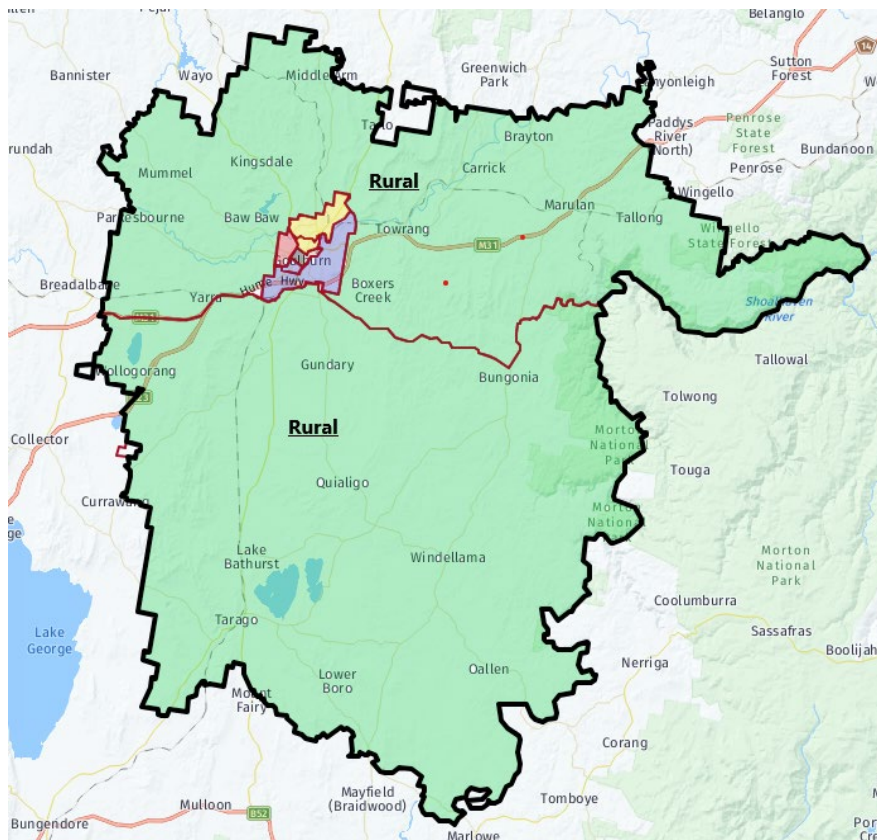


² Adapted Id. Goulburn Mulwaree Community/Social/Economic Profile.

³ Ibid.



Figure 3 Goulburn Mulwaree Council area grouping map⁴



⁴ Adapted from id. Goulburn Mulwaree Community/Social/Economic Profile.



Methodology

Our methodology in examining the relative wealth between the different groupings focuses on the following:

- **Areas of social disadvantage**

We will first look into the different characteristics and make up of each grouping to determine whether there are any particular areas of social disadvantage. This will include an investigation into:

 - the age structure of each region
 - the typical make up of each household
 - household income, including the effect of dependents
 - SEIFA rankings.
- **Particularly vulnerable groups of individuals**

We will then investigate whether there are any particular groups within each grouping that, despite the overall wealth of the area, would be particularly vulnerable and affected by a change in rates. These include:

 - property owners
 - persons who have or need core assistance
 - individuals who are currently unemployed
 - households currently under housing stress
 - pensioners.
- **Household expenditure**

We will examine household expenditure and the impact this may have on an individual's ability to pay.
- **Industry**

We will analyse employment by industry type, as well as value added by industry sector and the key propulsive sectors.

We will then compare these findings to the proposed rating changes to determine whether there are any particular groups or individuals that would be significantly impacted.



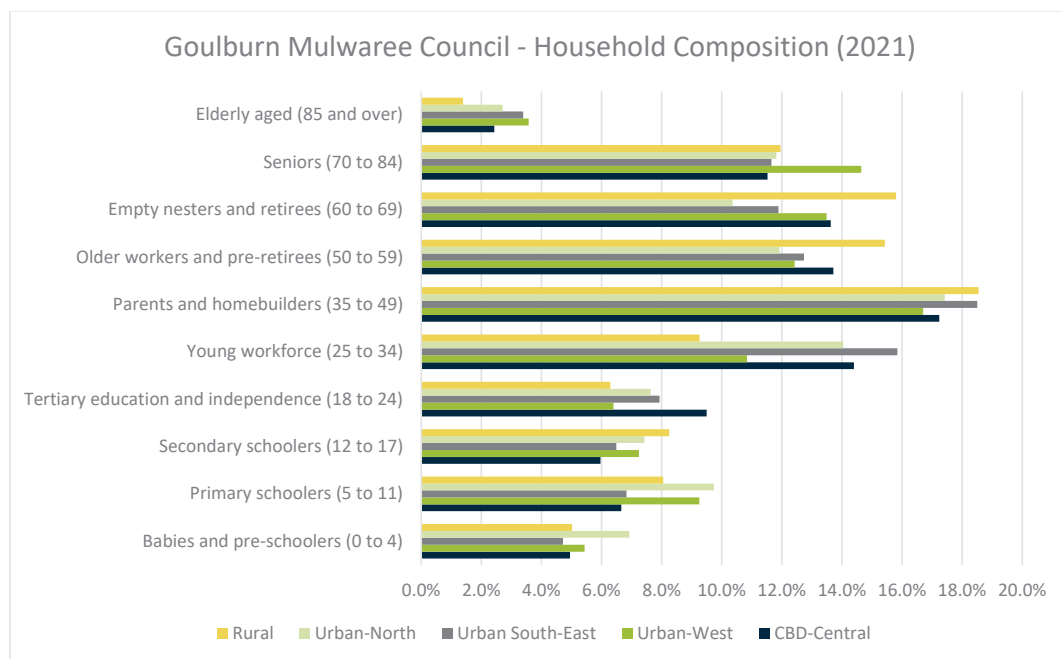
Areas of social disadvantage

Each grouping has differing demographic characteristics, and we first want to identify ‘who are the people’ that make up each area, ‘what do they do’ and ‘how do they live,’ using data sourced and adapted from ABS Census data and id. Goulburn Mulwaree Community/Social/Economic Profile.⁵

Service age groups

Age profiles are used to understand the demand for aged-based services as well as the income earning status of the population. Data has been broken into groups that are reflective of typical life stages. This provides insight into the number of dependants, size of the workforce and number of retirees in each grouping.

Figure 4 Goulburn Mulwaree LGA service age groups



Combining these results in terms of the following categories (dependants, workforce, and retirees) and ranking them in terms of proportion of population (with one representing the largest proportion) generates the following results.

⁵ <https://profile.id.com.au/goulburn>.



Table 3 Service age rankings

Rank	CBD-Central	Urban-West	Urban South-East	Urban North	Rural
Dependents	5	2	4	3	1
Working age	2	5	1	4	3
Retirees	3	1	4	2	5
Total population (excludes not stated)	2,465	3,921	5,636	8,121	11,941

At an LGA level, the Goulburn Mulwaree age profiles are broadly consistent with averages across the Canberra Region and Regional NSW, as follows:

- 22% of the population are dependants, in line with the Canberra Region (21%) and Regional NSW (21%).
- Working age population represents 51% of the population, which is higher than the Canberra Region (49%) and Regional NSW (49%).
- The proportion of the population that are retirees (27%) is slightly lower than the Canberra Region (31%) and Regional NSW (29%).

Looking within specific groupings, we observe the following:

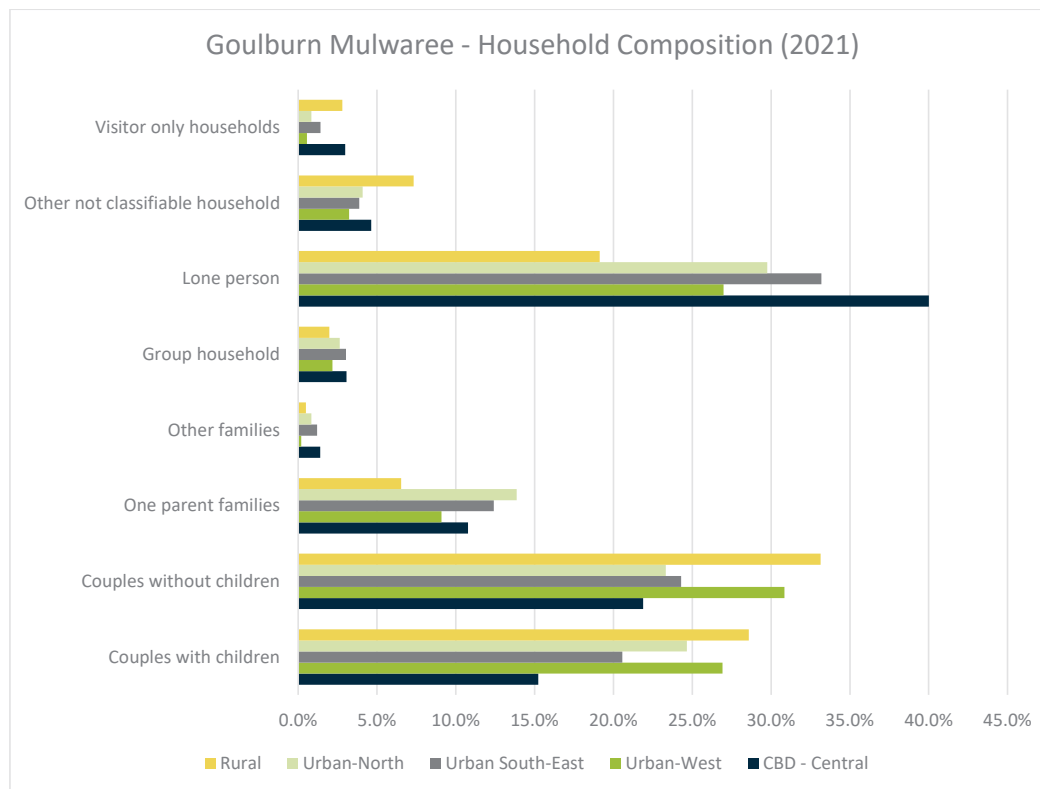
- Both ‘CBD-Central’ and ‘Urban-South East’ have the lowest proportion of dependents (18%) and have the highest proportion of the working age population (55%).
- ‘Urban-West’ has the highest proportion of retirees (32%).
- ‘Urban-North’ has the highest proportion of dependents (24%) but the lowest proportion of retirees (25%).
- ‘Rural’ is generally in line with LGA averages (trending within 1–2%) on each category.

Household types

Alongside the age structure of each region, it is important to determine the typical trends in the make-up of households. This provides a more complete picture of the people, families, and communities in each area. A summary of household type is provided in the following figure.



Figure 5 Goulburn Mulwaree household composition



Overall, the proportions across the Goulburn Mulwaree LGA are generally in line with those of the Canberra Region and Regional NSW across all categories. However, the number of ‘lone person’ households is slightly higher in Goulburn Mulwaree (29%) when compared to the Canberra Region (26%) and Regional NSW (26%) averages.

The ‘lone person’ and ‘one parent family’ households are considered to be more vulnerable to the impacts of rate increases due to a reduced/singular income stream. Combining these categories together into an ‘at risk’ group shows that across the LGA as a whole, the ‘at-risk’ group makes up 39.5% of the population, which is higher than the averages across the Canberra Region (35%) and Regional NSW (37%).

‘CBD-Central’ has the lowest proportion of couples with children (15.2%). In contrast ‘Rural’ has the highest proportion of couples with children (28.6%) and couples without children (33.1%). Across the LGA, the proportion of couples with children (24.3%) and couples without children (26.5%) are both lower than the Canberra region averages of 24.9% and 29.7% respectively.

The proportion of one parent families in the LGA (11%) is consistent with averages across Regional NSW (10.9%). However, the LGA figure is higher than the average for the Canberra Region (9.1%). It would appear that both the ‘Urban-North’ (13.9%) and ‘Urban-South East’ (12.4%) are the main drivers for this figure, which is higher when compared to ‘Rural’ (6.5%).



Housing tenure

Analysis of housing tenure levels within the LGA allows us to identify which areas would be most impacted by changes in council rates. For example, the direct impact of a change in rates is likely to be felt more acutely by homeowners, whereas renters may experience an indirect increase/decrease depending on their lease agreement/decisions with their landlord. Similarly, individuals in social housing are unlikely to be directly impacted by a change in rates.

Table 4 Housing tenure percentage

Housing tenure – % of households	CBD-Central	Urban-West	Urban South-East	Urban North	Rural	GMC LGA
Owned outright	29%	39%	32%	29%	41%	34%
Owned with a mortgage	21%	32%	27%	30%	37%	31%
<i>Owned – total</i>	50%	71%	59%	59%	78%	64%
<i>Rented – total</i>	41%	21%	33%	34%	10%	27%
Renting – Social Housing	1%	6%	7%	8%	0%	5%
Renting – Private	40%	15%	26%	26%	10%	22%
Renting – Not Stated	0%	0%	0%	0%	0%	0%
Other tenure type	2%	3%	1%	1%	3%	2%
Not stated	7%	4%	6%	6%	10%	7%
Total households	1,137	1,601	2,245	4,802	3,075	12,873

The Goulburn Mulwaree LGA home ownership average of 64% is just below Regional NSW (66%) and lower than the Canberra Region (69%). Home ownership levels vary throughout the LGA, with ‘Rural’ (78%) having the highest proportion of resident ratepayers, followed by ‘Urban-West’ (71%). In both ‘Urban-North’ and ‘Urban-South East,’ resident ratepayers comprise almost 59% of total households in each grouping. According to ABS data, the majority of resident ratepayers are classified as either ‘Rural’ or ‘Urban-North’ area groupings.

34% of households fully own their homes within the LGA, which is less than the averages for the Canberra Region (39%) and Regional NSW (36%). ‘Rural’ (41%) and ‘Urban-West’ (39%) have relatively high levels of fully owned homes, in contrast with ‘CBD-Central’ and ‘Urban-North’ which are both at 29%. The proportion of owners with mortgages is highest in ‘Rural’ (37%), compared with 32% in ‘Urban-West’, 30% in ‘Urban-North’, 27% ‘Urban South-East’ and 21% in ‘CBD-Central’.

The LGA has a relatively low level of renters (27% overall) when compared to ‘CBD-Central’ at 41% and ‘Urban-North’ at 34%. It is important to note that whilst renters are not directly impacted by an increase in rates, these increases can be passed on by landlords, accommodation providers or general price inflation from local retailers.

The ‘Urban North’ grouping also contains the majority of the LGA’s social housing (which equates to 58% of the LGA’s social housing) as 8% of its households fall into this category. This is followed by ‘Urban-South East’, where 7% of its households are classified as social housing and this comprises 25% of the LGA’s social housing. The residents in social housing do not pay rates and are not directly impacted by any proposed SV.



Equivalised household income

Equivalised household income can be viewed as an indicator of the economic resources available to a standardised household. It is calculated by dividing total household income by an equivalence factor. The factor is calculated in the following way:

- first adult = 1
- each additional adult + child over 15 = + 0.5
- each child under 15 = + 0.3.

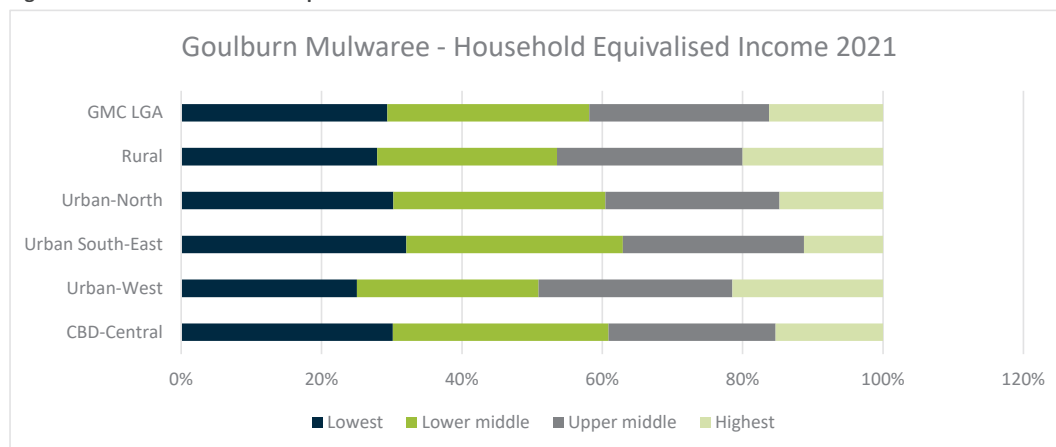
Dividing by the equivalence factor, household income becomes comparable to that of a lone individual, thereby making households with dependents and multiple occupants comparable to those without. By factoring in dependents into household incomes we are provided with a better indicator of the resources available to a household.

As this is a relative comparison, data has been presented in quartiles. Regions of disadvantage will have a higher proportion of households in the bottom two quartiles than those of greater wealth and advantage. These quartiles were determined by reviewing the distribution of household incomes within NSW and then dividing them into four equal groups or quartiles.

The data has been presented in ranges for the following equivalised weekly income levels for 2021:

- Lowest: \$0 – \$603 – this range is representative of the bottom 25% of all equivalised household incomes in NSW.
- Medium lowest: \$604 – \$1,096 – this range is representative of the bottom 25% – 50% of all equivalised household incomes in NSW.
- Medium highest: \$1097 – \$1,770 – this range is representative of the top 25% – 50% of all equivalised household incomes in NSW.
- Highest: \$1,771 and over – this range is representative of the top 25% of all equivalised household incomes in NSW.

Figure 6 Goulburn Mulwaree equivalised household income





The Goulburn Mulwaree LGA has higher proportions of households in the lower two income quartiles, at 58% compared to the Canberra Region (56%), but both are lower than Regional NSW at 60%. All profile areas within the LGA also have higher proportions in the lowest two quartiles compared to the highest two quartiles.

The LGA amounts in the middle two quartiles at 54% is slightly higher than both the Canberra Region (53%) and Regional NSW (53%). The three regions ‘Urban South-East’ at 57%, ‘CBD-Central’ at 55% and ‘Urban-North’ at 55% all stand out as being the highest areas in the LGA.

Both ‘Urban-West’ (49%) and ‘Rural’ (46%) stand out as having the highest equivalised income levels in the upper two income quartiles, followed by ‘Urban-North’ at (40%). This is compared to equivalised income levels in the upper two quartiles in the Goulburn Mulwaree LGA (42%), Canberra Region (44%) and Regional NSW (40%). Both ‘Urban South-East’ (37%) and ‘CBD-Central’ (39%) have comparatively lower levels in the upper two equivalised income quartiles.

Table 5 Equivalised income quartiles

Equivalised income quartiles (2021)	CBD-Central	Urban-West	Urban South-East	Urban-North	Rural	GMC LGA	Canberra Region	Regional
Lowest	30%	25%	32%	30%	28%	29%	28%	31%
Lower middle	31%	26%	31%	30%	26%	29%	28%	29%
Upper middle	24%	28%	26%	25%	26%	26%	25%	24%
Highest	15%	21%	11%	15%	20%	16%	20%	16%
Total households	869	1,202	1,746	3,664	2,267	9,748	-	-

The LGA has a slightly higher proportion in the lowest quartile at 29%, compared to Canberra Region (28%) and Regional NSW (31%). Within the LGA, the lowest quartile is greater in ‘Urban-South East’ (32%), followed by ‘CBD-Central’ (30%) and ‘Urban-North’ (30%). ‘CBD-Central’ and ‘Urban-South East’ both have the highest proportion in the lower middle quartile, at 31%, followed by ‘Urban-North’ at 30%. This is slightly above the lower middle quartile averages in the Canberra Region (28%) and Regional NSW (29%).

‘Urban-South East’, has the lowest proportion in the highest (11%) quartile, which is below the Canberra Region (20%) and Regional NSW (16%) averages. The overall LGA averages for both the Upper Middle and highest quartiles are at 26% and 16% respectively. Although 15% of households in both the ‘CBD-Central’ and ‘Urban-North’ groupings fall within the highest income quartile, it is important to note that the bulk of households fall within ‘Urban-North’ (3,664) when compared to ‘CBD-Central’ (869). In terms of equivalised income, 28% of households fall within upper middle and 21% in the highest quartiles for ‘Urban-West.’

Socio-economic index

The Socio-Economic Indexes for Areas (SEIFA) is an economic tool developed by the ABS to rank areas in Australia according to their relative socio-economic advantage and disadvantage. It takes into consideration a broad range of variables such as income, education, employment, occupation and housing. It is standardised such that the average Australian represents a score of 1000.



In our research we explored two of the indexes published by the ABS:

- **Index of Relative Socio-Economic Disadvantage (IRSD)**

This index ranks areas from most disadvantaged to least disadvantaged. For example, a lower score will have a greater proportion of relatively disadvantaged people in the area.

From this score however you cannot conclude whether a high-ranking area will have a large portion of relatively advantaged people, just that it has a low proportion of disadvantage.
- **Index of Relative Socio-Economic Advantage and Disadvantage (IRSAD)**

This index considers variables of both advantage and disadvantage and, as such, scores and ranks areas from most disadvantaged to most advantage.

The ABS has also published the variables which have the most impact on both indexes, these include:

- IRSD variables of disadvantage:

 - low equivalised household incomes (see below for definition)
 - households with children and unemployed parents
 - percentage of occupied dwellings with no internet connection
 - percentage of employed people classified as labourers.
- IRSAD variables of advantage only (disadvantage similar to IRSD):

 - high equivalised household incomes
 - percentage of households making high mortgage repayments
 - percentage of employed people classified as professionals
 - percentage of employed people classified as managers.

A regional summary of SEIFA scores, including national percentiles, is provided in the following table.

Table 6 Regional SEIFA scores and percentiles

Area	SEIFA IRSD	Percentile	SEIFA IRSAD	Percentile
Australia	1,001.2	42	1,002.6	60
NSW	1,000.0	42	1,016.0	67
Regional NSW	982.0	32	962.0	36
Canberra Region	1014.3	50	993.7	55
Goulburn Mulwaree LGA	971.7	27	945.3	28

The Goulburn Mulwaree IRSD score of 971.7 is below Canberra Region, Regional NSW, NSW, and Australia rankings. The ranking places the LGA in the 27th percentile, meaning approximately 73% of Australian suburbs have a SEIFA ISRD ranking higher than this area (less disadvantaged), while 27% are lower.

IRSAD includes levels of both advantage and disadvantage. The Goulburn Mulwaree LGA score of 945.3 places the LGA into the 28th percentile. A lower IRSAD score compared to IRSD score may be indicative of fewer opportunities within the LGA, lower equivalised incomes, lower education levels, fewer employment opportunities within the area or less skilled jobs.



A grouping-level summary is provided in the table below.

Table 7 Grouping-level SEIFA average scores and percentiles

Grouping	SEIFA IRSD	Percentile	SEIFA IRSAD	Percentile
CBD-Central	948.5	19.0	937.7	24.0
Urban-West	1,029.7	60.0	996.1	56.0
Urban-South East	943.6	18.0	894.2	11.5
Rural	1,021.8	54.5	991.0	53.0
Urban-North	942.1	18.0	934.0	23.0

Analysis at the grouping level demonstrates significant inequity between different parts of the LGA. On the one hand, ‘CBD-Central’ (IRSD in the 19th percentile and IRSAD in the 24th percentile), ‘Urban-North’ (IRSD in the 18th percentile and IRSAD in the 23rd percentile) and ‘Urban South-East’ (IRSD in the 18th percentile and IRSAD in the 11th percentile) have levels of disadvantage below the average levels in the Canberra Region and Regional NSW. However, ‘Urban-West’ and ‘Rural’ illustrate a lower level of disadvantage, relative to the Canberra Region and Regional NSW, with both groupings scoring higher.

Table 8 Locality/Suburb SEIFA rankings

Locality/Suburb	Grouping(s)	SEIFA IRSD	SEIFA IRSAD
Goulburn	Urban-South East; Central-CBD; Urban-West; Urban-North	954.8	930.1
Marulan	Rural	980	923
Tarago	Rural	1,070	1,033
Towrang	Rural	1,042	1,044
Tallong	Rural	1,027	972
Lake Bathurst	Rural	1,036	1,006
Windellama	Rural	964	954
Oallen	Rural	1,017	984
Bungonia	Rural	988	955
Run-O-Waters	Rural	1,057	1,037
Tirrannville – Airport	Rural	1,068	1,026
Brayton – Carrick	Rural	1,021	1,001
Boxers Creek	Rural	995	981



At a locality/suburb profile level, the urban areas of Goulburn appears disadvantaged relative to other parts of the local government area. However, this may be a difficult argument to prosecute in rural parts of the Goulburn Mulwaree local government area given that some urban parts of Goulburn may be considered by many rural ratepayers to be the most developed. With the exception of Marulan, higher SEIFA scores across rural parts of the LGA relative to the urban parts of Goulburn, may reflect pockets of wealth in some outer parts of Goulburn Mulwaree. However, these figures do not equivocally conclude that there is less disadvantage in localities/suburbs outside urban parts of Goulburn and should not be interpreted as such. Council may wish to review its hardship policies to address inequity in the rural parts of the LGA, particularly during times of extreme drought or natural disasters. Even those living in localities/suburbs outside of Goulburn with a relatively high SEIFA index may experience levels of disadvantage and may be directly affected by potential interest rate rises in the future.

Vulnerable groups or individuals

This section of the report considers whether there are any spatial patterns of individuals or groups who either need additional community services or are more sensitive to a change in rates.

Workforce status

The levels of full or part-time employment and unemployment are indicative of the strength of the local economy and social characteristics of the population.

Table 9 Community workforce status – 2021

Workforce status	CBD- Central	Urban- West	Urban- South East	Urban- North	Rural	Goulburn Mulwaree LGA
Employed	94%	97%	95%	95%	97%	96%
Employed, worked full-time	55%	62%	59%	58%	59%	59%
Employed, worked part-time	31%	29%	30%	30%	30%	30%
Employed, away from work	8%	6%	6%	7%	8%	7%
Unemployed (Rate)	6%	3%	5%	5%	3%	4%
Unemployed, looking for full-time work	4%	1%	3%	3%	2%	3%
Unemployed, looking for part-time work	2%	2%	2%	2%	1%	2%
Total	1,204	1,862	2,487	5,521	3,907	14,989

Note: Pensioners, overseas visitors and other non-participants are not included in the total labour force.

In 2021, unemployment within the LGA (4%) was lower than the averages for Regional NSW (4.6%), but higher than the Canberra Region (3.4%). The highest level of unemployment was found in the ‘CBD-Central’ (6%) area and the lowest level of unemployment was ‘Urban-West’ (3%) and ‘Rural’ (3%). Across the Goulburn Mulwaree LGA, 96% of the total workforce was engaged in full-time employment, which is just higher than the average in Regional NSW (95%), but slightly lower than the Canberra Region (97%).



Pensioners

A distinction is made between retirees, and eligible pensioners. To be classified as a pensioner for the purposes of receiving rates rebates, ratepayers must be receiving Centrelink payments such as the age pension or have partial capacity to work such as having a disability, being a carer or being a low-income parent. These individuals have reduced income streams and can be vulnerable to financial shocks and price rises.

Table 10 Number of pensioner assessments

Number of pensioner properties	Total assessments	Pensioner assessments	Percentage of Pensioner assessments
Goulburn Mulwaree LGA	18,980	2,238	12%
CBD-Central	1,858	204	11%
Urban-West	1,934	288	15%
Urban – South-East	3,038	439	14%
Rural	5,776	445	8%
Urban-North	6,374	862	14%

While ‘Urban-North’ has the highest aggregate number of pensioner assessments (862), ‘Urban-West’ has the highest proportion (at 15%). This is closely followed by ‘Urban South-East’ and ‘Urban-North’ which both have the second-highest percentage of pensioner assessments (at 14% each). Interestingly, ‘Rural’ has the lowest proportion of pensioner assessments (at 8%), however the aggregate number (445) is comparable to that of ‘Urban South-East’ (439). Both ‘CBD-Central’ (204) and ‘Urban-West’ (288) have a lower aggregate number of pensioner assessments when compared to other groupings within the Goulburn Mulwaree LGA.

Core assistance

Table 11 highlights the areas within the LGA that have higher concentrations of people who need assistance in their day-to-day lives with self-care, body movements or communication – because of a disability, long-term health condition or old age.

Table 11 Number of people requiring core assistance

Assistance required (2021)	Number	Percentage
CBD-Central	169	7%
Urban-West	274	7%
Urban-South East	488	9%
Urban-North	428	5%
Rural	946	8%
Goulburn Mulwaree LGA	2,305	7%
Canberra Region	18,208	6%
Regional NSW	193,513	7%
New South Wales	464,712	9%



We observe that those needing assistance are concentrated in the ‘Urban-South East’ area (8.9%). ‘Urban-North’ has a lower proportion (5%) of the population requiring assistance, however the aggregate number (428) is similar. ‘Rural’ have the highest number (946) of people across the LGA requiring assistance. Overall, the Goulburn Mulwaree LGA is slightly higher than the Canberra Region (5.9%) and Regional NSW (6.8%) averages.

Housing stress

The National Centre for Social and Economic Modelling (NATSEM) defines households experiencing ‘housing stress’ as those that satisfy both of the following criteria:

- equivalised household income is within the lowest 40% of the state’s income distribution
- housing costs (i.e., mortgage and/or rent repayments) are greater than 30% of household income.

Research funded by the ACT Government on housing and homelessness issues in the ACT found that due to financial pressures:

- 19% of households facing housing stress compromised a lot on their grocery spend over a 12-month period
- 24% of households facing housing stress found rent/mortgage repayments quite/very difficult in the last three months.

Households facing housing stress are highly likely to be under significant financial stress and vulnerable to sudden increases in council rates.

Based on the table below, it would appear that ‘Urban-North’ would be more susceptible to a rates increase, due to a higher proportion of income servicing mortgage costs. It should also be noted that interest rates have increased since the 2021 Census.

Table 12 Mortgage costs >30% of income, 2021

	Number	Number of households with mortgage	% where mortgage costs >30% income
CBD	30	235	13%
Urban - West	52	510	10%
Urban - South-East	81	609	13%
Rural	172	1,096	15%
Urban – North	164	1,436	23%
Goulburn Mulwaree LGA	503	3,896	13%
Canberra Region	4,897	38,208	13%
Regional NSW	42,576	334,073	13%
New South Wales	163,060	942,804	17%
Australia	468,822	3,242,448	15%

Although renters are not usually immediately directly affected by an increase to council rates, there is generally considered to be a flow-on effect whereby landlords can pass on rate increases to the tenant via an increase in rental payments. It is therefore important to also consider rental stress and any areas within the LGA where this may be higher.



The following table compares the median weekly household income with the median weekly rental payment for each area. As with the indicators for mortgage stress, rental stress is less likely to be an issue in ‘Urban-West’ than other parts of the Goulburn Mulwaree LGA.

Table 13 Analysis of median weekly household income and rental payments

Grouping	Median weekly household income	Median weekly rent repayments	Rental costs - % of income
CBD - Central	1,270	310	24%
Urban - West	1,626	310	19%
Urban - South-East	1262	300	24%
Rural	1741	340	20%
Urban – North	1383	330	24%
Goulburn Mulwaree LGA	1,471	320	22%

Trends in cost of living

The cost of living can be best described as the cost of maintaining a certain standard of living. Identifying trends in future costs, particularly with regards to discretionary and non-discretionary income. The following table presents the changes in typical household expenditure throughout the council areas located within the Goulburn Mulwaree LGA, over a five-year period.

Table 14 Five-year comparison - Cost of living within the Goulburn Mulwaree LGA⁶

Household expenditure (totals)	2021 – 2022		2016 – 2017		Change		
	\$ per household	% of expenditure	\$ per household	% of expenditure	\$ per household	% of expenditure	% change
Food	\$11,112	10.6%	\$9,861	9.5%	\$1,251	1.1%	13%
Alcoholic beverages and tobacco	\$5,100	4.8%	\$5,439	5.2%	-\$339	-0.4%	-6%
Clothing and footwear	\$4,584	4.4%	\$3,909	3.8%	\$675	0.6%	17%
Furnishings and equipment	\$5,597	5.3%	\$4,933	4.7%	\$664	0.6%	13%
Health	\$6,952	6.6%	\$6,197	5.9%	\$755	0.7%	12%
Transport	\$8,675	8.2%	\$10,706	10.3%	-\$2,031	-2.1%	-19%
Communications	\$2,325	2.2%	\$1,866	1.8%	\$459	0.4%	25%
Recreation and culture	\$12,263	11.7%	\$11,367	10.9%	\$896	0.8%	8%
Education	\$3,947	3.8%	\$3,582	3.4%	\$365	0.4%	10%
Hotels, cafes and restaurants	\$7,760	7.4%	\$8,797	8.4%	-\$1,037	-1.0%	-12%

⁶ National Institute of Economic and Industry Research (NIEIR), 2023. Compiled and presented in economy.id by. Data based on 2020–21 price base for all years. NIEIR ID data is inflation adjusted each year to allow direct comparison and annual data releases adjust previous years’ figures to a new base year.



Household expenditure (totals)	2021 – 2022		2016 – 2017		Change		
	\$ per household	% of expenditure	\$ per household	% of expenditure	\$ per household	% of expenditure	% change
Miscellaneous goods and services	\$16,411	15.6%	\$16,409	15.8%	\$2	-0.2%	0%
Housing	\$17,154	16.3%	\$17,735	17.0%	-\$581	-0.7%	-3%
Utilities	\$3,355	3.2%	\$3,372	3.2%	-\$17	0.0%	-1%
Total expenditure	\$105,235	100%	\$104,173	100%	\$1,062	0.10%	1.02%
Net savings	\$25,690	19.6%	\$11,713	10.9%	\$ 12,977	8.7%	102%
Total disposable income	\$130,925	0%	\$116,886	0%	\$14,039	0%	12%

*Non-discretionary spending includes the following categories: food, clothing and footwear, health, transport, communications, housing, and utilities.

Table 14 shows that, over the five-year period, total disposable income across the Goulburn Mulwaree LGA has increased due to an increase in annual net savings. This may indicate some potential capacity to absorb increased rates, though some mortgage holders may have less net savings due to higher interest payments in more recent years.

Industry

In 2021/22, the main industries in order of employment (as a percentage of FTE employed) were Health Care and Social Assistance (16.7%), Construction (13.4%) and Public Administration and Safety (10.1%). There were some similar trends to the Canberra Region averages. However, a higher percentage of workers in the Canberra Region were employed in Construction (17.4%), which was greater than Health Care and Social Assistance (12.1%). The most recent data indicates the following trends within the Goulburn Mulwaree LGA over a ten-year period from 2011/12 to 2021/22, in these sectors⁷:

- Health Care and Social Assistance increased by 621 jobs
- Construction increased by 636 jobs
- Education and Training increased from 6.8% to 7.3% (or 187 jobs)
- Retail Trade declined from 11.7% to 8.8% (or 150 jobs)
- Manufacturing increased by 132 jobs
- Administrative and Support Services increased from 2.3% to 3% (or 128 jobs)
- Public Administration and Safety increased from 10.1% to 10.8% (or 114 jobs)
- Accommodation and Food Services decreased from 7.4% to 5.6% (or 80 jobs)
- Transport, Postal and Warehousing decreased from 6.6% to 5.2% (or 56 jobs)
- Financial and Insurance Services decreased from 1.5% to 0.9% (or 41 jobs)
- Rental, Hiring and Real Estate Services increased by 22 jobs
- Professional, Scientific and Technical Services increased by 40 jobs

⁷ Source: National Institute of Economic and Industry Research (NIEIR). Compiled and presented in economy.id by.id (informed decisions).



- Arts and Recreations Services decreased by 10 jobs
- Other Services increased from 4.3% to 5% (or 167 jobs)
- The overall number of FTE jobs has increased by 1,790 over this period.

The industry sectors which were the key drivers of the Goulburn Mulwaree LGA’s economy for the 2021/22 year, in terms of regional exports, employment, value-added and local expenditure on goods and services, were:

- Healthcare and Social Assistance
- Construction
- Public Administration and Safety.

Healthcare and Social Assistance generated 14.1% of Value-Added economic output within the LGA, when compared to 10.4% for the Canberra Region and 12.3% for Regional NSW. Construction generated 12.2% of Value-Added economic output within the LGA, when compared to 11.5% for the Canberra Region and 10.3% for Regional NSW. Public Administration and Safety generated 10.1% of Value-Added economic output within the LGA, when compared to 8.4% for the Canberra Region and 7% for Regional NSW. Over a ten-year period, there were declines across the following sectors:

- Electricity, Gas, Water and Waste Services (decrease by \$12 million)
- Retail Trade (decrease by \$6.7 million)
- Transport, Postal and Warehousing (decrease by \$13.3 million)
- Financial and Insurance Services (decrease \$11.5 million)
- Arts and Recreation Services (decrease \$0.4 million).

Table 15 Value added by industry sector⁸

Industry Sector	Goulburn Mulwaree LGA (2021/22)		Canberra Region (2021/22)	
	\$M	%	\$M	%
Agriculture, Forestry and Fishing	74.8	5%	1,307.1	10.4%
Mining	37.0	2.5%	122.2	1%
Manufacturing	140.1	9.3%	962.5	7.6%
Electricity, Gas, Water and Waste Services	28.5	1.9%	456.7	3.6%
Construction	182.9	12.2%	1,448.4	11.5%
Wholesale Trade	63.8	4.3%	524	4.2%
Retail Trade	96.1	6.4%	741.2	5.9%
Accommodation and Food Services	58.2	3.9%	578.7	4.6%
Transport, Postal and Warehousing	103.7	6.9%	562.5	4.5%
Information Media and Telecommunications	13.2	0.9%	197.5	1.6%
Financial and Insurance Services	35.4	2.4%	330.5	2.6%

⁸ Source: National Institute of Economic and Industry Research (NIEIR). Compiled and presented in economy.id by.id (informed decisions).



Industry Sector	Goulburn Mulwaree LGA (2021/22)		Canberra Region (2021/22)	
	\$M	%	\$M	%
Rental, Hiring and Real Estate Services	49.1	3.3%	507.1	4%
Professional, Scientific and Technical Services	57.2	3.8%	742.4	5.9%
Administrative and Support Services	58.2	3.9%	582.3	4.6%
Public Administration and Safety	152.0	10.1%	1059.9	8.4%
Education and Training	100.1	6.7%	776.3	6.2%
Health Care and Social Assistance	210.9	14.1%	1315.2	10.4%
Arts and Recreation Services	4.2	0.3%	100.2	0.8%
Other Services	35.7	2.4%	290	2.3%
Total	\$1,501.1	100.00%	\$12,604.6	100.00%

The Goulburn Mulwaree LGA’s Gross Regional Product was just over \$1.5 billion in the year ending June 2022, which had grown from \$1.48 billion (or 0.01%) in the previous year. According to ABS Housing and Population data, approximately 76% of the total employed residents work within the Goulburn Mulwaree LGA, 19% work in another area and 5% have no fixed place of work.

Discussion

Overall, the Goulburn Mulwaree LGA is a socio-economically diverse area, with areas of both advantage and disadvantage. However, there are significant differences emerging between different groupings, and this is evident when reviewing SEIFA rankings and other indicators. Although population numbers vary across the different groupings, the trends outlined throughout this report provide some insight as to which households are more susceptible to rate increases than others. Overall, we observe greater levels of advantage in ‘Urban-West’ when compared to other groupings, which can be attributed to a combination of income, demographic and household tenure factors. However, this grouping still has a relatively high proportion of mortgaged households (32%). In addition, ‘Rural’ has the highest proportion of fully owned households (41%), but also the highest proportion of mortgaged households (37%). ‘Urban-North’ has a relatively high proportion of mortgaged households (30%) and has the lowest proportion of fully owned households (29%) alongside ‘CBD-Central’. ‘Urban-North’ also has the highest proportion of social housing across the LGA, closely followed by ‘Urban-South East’.

‘Central-CBD’

There are a relatively high proportion of renters within this grouping that are less likely to be directly impacted by rate increases than other groupings within the LGA. Though it should be noted that they may be still affected by rate increases, depending on lease agreements/negotiations with their landlords. Key indicators of this grouping can be summarised as follows:

- Contains the smallest percentage of the LGA population - 8%
- Highest proportion of lone person households - 40%
- Highest proportion of tertiary educated and independent (18 to 24 years) – 9.5%
- Lowest proportion of couples with children - 15%



- Lowest proportion of couples without children - 22%
- Highest proportion of renters - 41%
- Lowest proportion of households with a mortgage - 21%
- Lowest proportion of households paying high mortgage repayments (\$2,600 or more) – 8%
- Lowest number of households with a mortgage
- Lowest number of households where mortgage costs exceed 30% of income
- Highest proportion of renting households where rental costs exceed 30% of income - 35%.

‘Urban-West’

There are a relatively high proportion of households within this grouping that pay rates (71%). Although, the income data indicates that this grouping contains the largest proportion within the ‘Highest’ equivalised income quartile (21%). Even though there are a significant proportion of households that pay Council rates, due to income and broader demographic factors, these households are likely to have a greater capacity to absorb any potential rate increase relative to other groupings within the LGA. Other key indicators of this grouping can be summarised as follows:

- Contains the second smallest percentage of the LGA population - 12%
- Highest proportion of seniors (70 to 84 years) – 14.6%
- Second-highest proportion of couples with children - 26.9%
- Second-highest proportion of couples without children - 30.8%
- Second-lowest proportion of renters - 21%
- Second-highest proportion of households with a mortgage - 32%
- Second-lowest proportion of households requiring assistance - 7%
- Second lowest number of households with a mortgage
- Second lowest number of households where mortgage costs exceed 30% of income
- Second lowest number of renting households
- Second lowest proportion of renting households where rental costs exceed 30% of income - 8%.

‘Urban-South East’

In terms of resident ratepaying households (59%), social housing (7%) and unemployment (5%), this grouping is similar to ‘Urban-North’. In addition, this grouping also has the highest proportion of households requiring assistance and has the lowest proportion of households in the highest equivalised income quartile (11%).

Other key indicators of this grouping can be summarised as follows:

- Contains the third highest percentage of the LGA population - 18%
- Second-highest percentage of lone person households - 33.2%
- Equal highest proportion of parents and homebuilders (35 to 49 years) – 18.5%
- Second-lowest proportion of couples with children - 20.6%
- Second-highest proportion of one-parent families - 12.4%
- Second-lowest proportion of renters - 21%
- Second-highest proportion of households with a mortgage - 32%
- Highest proportion of households requiring assistance - 9%
- Third highest number of households where mortgage costs exceed 30% of income
- Third highest number of renting households
- Lowest proportion of renting households where rental costs exceed 30% of income - 4%.



'Rural'

Similar to 'Urban-North', there are a relatively high proportion of households within this grouping that pay rates (78%), which is the highest across the LGA. In addition, the equivalised income data indicates that this grouping contains the second-largest proportion within the 'Highest' equivalised income quartile (20%). This grouping also has the lowest proportion of renters (10%). While there are a high proportion of households that pay Council rates, due to income factors these households are likely to have a greater capacity to absorb any potential rate increase relative to groupings such as 'Urban-South East' and 'Urban-North'. Other key indicators of this grouping can be summarised as follows:

- Highest proportion of older workers and pre-retirees (50 to 59 years) – 15.4%
- Highest proportion of empty nesters and retirees (60 to 69 years) – 15.8%
- Highest proportion of seniors (70 to 84 years) – 12.0%
- Lowest proportion of elderly aged (85 years and over) - 1.4%
- Highest proportion of couples with children - 28.6%
- Highest proportion of couples without children – 33.1%
- Lowest proportion of one parent families – 6.5%
- Lowest proportion of lone person households – 19.1%
- Highest proportion of fully-owned households – 41%
- Lowest proportion of households requiring assistance - 5%
- Lowest number of renting households.

'Urban-North'

In terms of resident ratepaying households (59%), social housing (8%) and unemployment (5%), this grouping is similar to 'Urban-South East'. However, there are relatively high number of households paying high mortgage payments. Furthermore, the bulk of households fall within the two lowest income quartiles (combined 60%). Other key indicators of this grouping can be summarised as follows:

- Contains the highest percentage of the LGA population - 37%
- Lowest proportion of empty nesters and retirees (60 to 69 years) – 10.4%
- Second-highest proportion of renters - 34%
- Equal lowest percentage of fully owned households - 29%
- Second highest proportion of households requiring assistance - 7.8%
- Highest proportion of households paying high mortgage repayments (\$2,600 or more) – 23%
- Highest proportion of households where mortgage costs exceed 30% of income – 23.2%
- Highest number of renting households
- Highest proportion of social housing across the LGA
- 11% of renting households where rental costs exceed 30% of income.



Overall, it would appear that ‘Urban-North’, followed by ‘Urban-South East’ have the least capacity to absorb higher council rate increases relative to ‘Urban-West,’ and ‘Rural.’ Residents living in ‘Central-CBD’ are less likely to be directly impacted by any potential council rate increases but could still be affected through higher rents depending on their rental agreements/negotiations with their landlords. However, it should be noted that there may still be some residents within the Goulburn Mulwaree LGA, who live outside ‘Urban-South East’ and ‘Urban-North’ that may be susceptible to council rate increases, particularly due to increased rents or higher mortgage interest rates.

Proposed rating changes

Goulburn Mulwaree Council is considering two options in relation to a special variation, in addition to not applying an SV (base case). These options are all permanent, and all assume a rate peg for 2024/25 of 3.5%, and a rate peg of 2.5% in all following years:

- Option 1 – apply a one-year special variation to all categories of 40% in addition to the normal annual rate peg increase of 3.5% (cumulative increase over the SV period is 43.5%).
- Option 2 – apply a two-year special variation to all categories of 22% in the first year and 18% in the second year, in addition to the normal annual rate peg increases of 3.5% and 2.5% per year (cumulative increase over the SV period is 51.2%).
- Base case – apply only the normal annual rate peg increases, of 3.5% in the first year and 2.5% in the following years, to all rate categories.

We have reviewed Council’s average rates by area grouping, across each of the rating categories. We have compared the averages for each option against the base case option (applying only the rate peg and no SV). The following table summarises the options and our analysis of each scenario.

Table 16 Proposed special variation options

SV option	2024/25	2025/26	Cumulative increase over SV period	Comparison rate – all options over two years
Base case – rate peg only	3.5%	2.5%	-	6.1%
Option 1 – one-year SV	43.5%	Rate peg	43.5%	47.1%
Option 2 – two-year SV	25.5%	20.5%	51.2%	51.2%

Note: Cumulative amounts are expressed as required by IPART and only go to the end year of the SV – therefore, they are not comparable. A two-year comparison cumulative rate is also provided for reference.

In the following analysis, we have compared the average rate at the end of the proposed SV period (either one or two years – as outlined above) for the relevant scenario and the base case over the same period. We then outline the average annual weekly increases during the proposed SV period. Finally, we have included columns to show each of the scenarios after two years (the longest proposed SV option) to allow for further comparison of the proposed options.



Residential rates – impact analysis by scenario

Option 1

Table 17 Estimated 2024/25 average residential rates – option 1 and base case

Residential ratepayers – comparison of average rates	Average 2024/25 rate – option 1 SV (\$)	Average 2024/25 rate – base case no SV (\$)	Average annual increase by end of 2024/25 (\$)	Average weekly increase (\$)	Comparative rate after two years – option 1 (\$)	Average weekly increase over two years (\$)
CBD - Central	1,540	1,111	429	8.26	1,579	4.23
Urban – West	1,922	1,386	536	10.30	1,970	5.28
Urban – South East	1,706	1,230	475	9.14	1,748	4.69
Rural	1,472	1,062	410	7.89	1,509	4.04
Urban – North	1,693	1,221	472	9.08	1,736	4.65

Due to the variance in residential land value from area to area and within each area, the impact of increases in rates will be unequal across the LGA. ‘Urban West’ (average annual rate to increase to \$1,922, an increase of \$10.30 per week, by the end of 2024/25 the proposed SV period) and ‘Urban – South East’ (average annual rate to increase to \$1,706, an increase of \$9.14 per week) are likely to see much greater increases than groupings such as ‘Rural’ (annual average rate to increase to \$1,472, an increase of \$7.89 per week).

For comparison with Option 2, the two-year estimated average rate for Option 1, which includes one year of rate peg in addition to the proposed SV option, has been included.

Option 2

Table 18 Estimated 2025/26 average residential rates – option 2 and base case

Residential ratepayers – comparison of average rates	Average 2025/26 rate – option 2 SV (\$)	Average 2025/26 rate – base case no SV (\$)	Average annual increase by end of 2025/26 (\$)	Average weekly increase (\$)	Comparative rate after two years – option 2 (\$)	Comparative rate after two years – base case (\$)
CBD - Central	1,623	1,139	242	4.65	1,623	1,139
Urban – West	2,025	1,421	302	5.81	2,025	1,421
Urban – South East	1,797	1,261	268	5.15	1,797	1,261
Rural	1,551	1,089	231	4.45	1,551	1,089
Urban – North	1,784	1,252	266	5.12	1,784	1,252

As with option 1, residential ratepayers in ‘Urban – West’ (annual average to increase to \$2,025, an increase of \$5.81 per week, by the end of 2025/26 the proposed SV period) are expected to see a larger increase in average rates compared to ‘Urban – South East’ (annual average to increase to \$1,797, an increase of \$5.15 per week) and ‘Rural’ (average to increase to \$1,551, an increase of \$4.45 per week).



'Urban-North', which contains 37% of the LGA's residential ratepayers, would see an estimated average increase that sits at the middle of all the groupings – with its annual average rate to increase to \$1,784, an increase of \$5.12 per week.

Summary

'Urban-South East' and 'Urban-North' have higher levels of disadvantage, as can be seen in its IRSAD rankings in the 11th percentile and 23rd percentile respectively. Alongside 'CBD-Central,' these two groupings also have the highest proportion of households in the lowest two income quartiles. Both 'Urban-South East' and 'Urban-North' are both expected to have comparable average annual rate increases towards the middle of all five groupings. It is therefore important for Council to ensure that appropriate policies and support are in place, particularly to assist vulnerable ratepayers, as residents within these groupings may have a reduced or limited capacity to pay.

Residential ratepayers in the 'CBD-Central' grouping have a comparable level of disadvantage to 'Urban-North', as can be seen in its IRSAD ranking in the 24th percentile and the second-highest proportion of households in the lowest two income quartiles. This grouping would, however, see the second-lowest average residential increases of all groupings. Subject to Council providing appropriate support for vulnerable ratepayers, it can be considered that the 'CBD-Central' grouping would have some capacity to pay.

'Urban-West', ratepayers are likely to see a larger increase in residential rates. 'Urban-West' and 'Rural' have the highest level of advantage within the Goulburn Mulwaree LGA, with IRSAD rankings in the 56th and 53rd percentiles respectively. 'Urban-West' and 'Rural' also both have the highest proportions in the upper two income quartiles, at 49% and 46% respectively. For these reasons, it is therefore considered that these two groupings have the highest capacity to pay increased rates. It should be noted that 'Rural' has the lowest average annual increase across all five groupings.

It should be noted that, when compared to the total number of rate assessments within each grouping, 'Rural' (8%) has the lowest proportion of pensioner assessments and that 'Urban-West' (15%) has the highest. However, when compared to the total number of pensioner assessments across the Goulburn Mulwaree LGA, 'Urban-West' (13%) has the second-lowest proportion and 'Rural' (20%) has the equal second highest. Under any scenario, it is important that Council have in place processes to support pensioners across the Goulburn Mulwaree LGA to ensure that they are made aware of applicable concession and hardship policies, as these residents across all groupings may have a reduced or limited capacity to pay.



Farmland rates – impact analysis by scenario

Option 1

Table 19 Estimated 2024/25 average farmland rates – option 1 and base case

Farmland ratepayers – comparison of average rates	Average 2024/25 rate – option 1 SV (\$)	Average 2024/25 rate – base case no SV (\$)	Average annual increase by end of 2024/25 (\$)	Average weekly increase (\$)	Comparative rate after two years – option 1 (\$)	Average weekly increase over two years (\$)
CBD - Central	0	0	0	0	0	0
Urban – West	0	0	0	0	0	0
Urban – South East	2,570	1,853	716	13.77	2,634	7.06
Rural	2,555	1,843	712	13.70	2,619	7.02
Urban – North	5,823	4,200	1,623	31.21	5,969	16.00

As with the residential category, the impact will vary from area to area, due to the variance in farming land values (as determined by the NSW Valuer General). The ‘Rural’ grouping contains 99% of all farmland ratepayers and will see the lowest average annual increase of \$712 across the three impacted groupings, which equates to an average weekly increase of \$13.70. There are only nine farmland ratepayers in the ‘Urban-South East’ that will have a relatively similar average annual increase when compared to their ‘Rural’ counterparts, which equates to \$716 or an average weekly increase of \$13.77. Out of a total of 1,297 assessments in the farmland category, only six ratepayers in the ‘Urban-North’ grouping will experience a relatively significant annual average increase in rates of \$1,623 or an average weekly increase of \$31.21.

Option 2

Table 20 Estimated 2025/26 average farmland rates – option 2 and base case

Farmland ratepayers – comparison of average rates	Average 2025/26 rate – option 2 SV (\$)	Average 2025/26 rate – base case no SV (\$)	Average annual increase by end of 2025/26 (\$)	Average weekly increase (\$)	Comparative rate after two years – option 2 (\$)	Comparative rate after two years – base case (\$)
CBD - Central	0	0	0	0	0	0
Urban – West	0	0	0	0	0	0
Urban – South East	2,708	1,900	404	7.77	2,708	1,900
Rural	2,692	1,889	401	7.72	2,692	1,889
Urban – North	6,136	4,305	915	17.60	6,136	4,305

As with Option 1, farmland ratepayers in ‘Urban-North’ will experience a higher increase than other groupings. Only six ratepayers will be subject to an annual average increase of \$915 by the end of the proposed SV period, which equates to an average weekly increase of \$17.60. Nine farmland ratepayers in ‘Urban-South East’ will be subject to an annual average increase of \$404, or an average weekly increase of \$7.77. The overwhelming majority of farmland ratepayers in the ‘Rural’ category will have the lowest annual average increase of \$401 or an average weekly increase of \$7.72.



Summary

As described earlier, the ‘Rural’ grouping comprises almost all farmland ratepayers across the Goulburn Mulwaree local government area and has the second highest IRSAD ranking, (sitting within the 53rd percentile). While individual IRSAD rankings may vary across the various localities within the ‘Rural’ grouping, and, apart from ‘Urban-West’, the overall level of advantage is higher when compared to other parts of the Goulburn Mulwaree local government area. In terms of equivalised income, the ‘Rural’ grouping has the second highest proportion of households in the upper two income quartiles and the second lowest proportion of households in the two lower income quartiles. It is therefore considered that this grouping has capacity to pay the proposed rate rises within the farmland category. There may be higher levels of disadvantage in the ‘Urban-South East’ and ‘Urban-North’ categories, relative to the ‘Rural’ grouping. While there may be a reduced capacity to pay the proposed increase in rates, it is important to note that only fifteen ratepayers within the farmland category sit outside the ‘Rural’ grouping.

While rainfall patterns are difficult to predict and may have an impact on the livelihoods of farmland ratepayers in different ways, Council should have appropriate hardship policies in place. This is particularly relevant during periods of drought and natural disasters that have the potential to have a disproportionate impact on farmland ratepayers. At the time of writing this report, the Bureau of Meteorology had not officially declared an El-Nino weather event. However, it was noted that such a declaration may be coming at some stage in the near future.⁹

Business – impact analysis by scenario

Option 1

Table 21 Estimated 2024/25 average business rates – option 1 and base case

Business ratepayers – comparison of average rates	Average 2024/25 rate – option 1 SV (\$)	Average 2024/25 rate – base case no SV (\$)	Average annual increase by end of 2024/25 (\$)	Average weekly increase (\$)	Comparative rate after two years – option 1 (\$)	Average weekly increase over two years (\$)
CBD - Central	9,107	6,569	2,539	48.82	9,336	25.02
Urban – West	3,552	2,562	990	19.04	3,641	9.76
Urban – South East	7,335	5,290	2,045	39.32	7,519	20.15
Rural	13,227	9,540	3,687	70.90	13,559	36.34
Urban – North	4,809	3,469	1,341	25.78	4,930	13.21

The table above sets out the average impact of applying SV option 1 compared with increasing rates by the normal annual rate peg increase (base case) for business ratepayers. Out of a total of 934 business ratepayers, the majority fall within either ‘CBD-Central’ (39%) or ‘Urban-South East’ (31%). The average annual increase for a ‘CBD-Central’ ratepayer is \$2,539, which equates to \$48.82 per week. The average annual increase for a ‘Urban-South East’ business ratepayer is \$2,045, or \$39.32 per week. In relative terms, this is not dissimilar to other business ratepayers operating within ‘CBD-Central’.

⁹ T Logan & T.Saunders, ‘Bureau of Meteorology declares El Nino “likely in coming weeks” but still not ready to say its underway’, *ABC News Online*, dated 1 August 2023. <[Bureau of Meteorology declares El Niño ‘likely in coming weeks’ but still not ready to say it’s underway - ABC News.](#)> [current as of 8 September 2023].



The other significant proportion of business ratepayers fall within either the ‘Urban-North’ (15%) or ‘Rural’ (15%) groupings. It would appear that business ratepayers in the ‘Rural’ category are likely to experience the highest increase in rates, with an average annual increase of \$3,687 or an average weekly increase of \$70.90.

‘Urban-West’ comprises only four business ratepayers and will see an average annual increase of \$990, or \$19.04, which is significantly lower than other groupings.

Option 2

Table 22 Estimated 2025/26 average business rates – option 2 and base case

Business ratepayers – comparison of average rates	Average 2025/26 rate – option 2 SV (\$)	Average 2025/26 rate – base case no SV (\$)	Average annual increase by end of 2025/26 (\$)	Average weekly increase (\$)	Comparative rate after two years – option 2 (\$)	Comparative rate after two years – base case (\$)
CBD - Central	9,596	6,734	1,431	27.52	9,596	6,734
Urban – West	3,742	2,626	558	10.73	3,742	2,626
Urban – South East	7,729	5,423	1,153	22.17	7,729	5,423
Rural	13,937	9,780	2,079	39.97	13,937	9,780
Urban – North	5,067	3,556	756	14.53	5,067	3,556

For SV Option 2, as with Option 1, business ratepayers that fall within the ‘Rural’ grouping will see the largest average annual increase of \$2,079 or \$39.97 per week, followed by ‘CBD-Central’ (\$1,431 average annual increase or \$27.52 average increase per week) and ‘Urban-South East’ (\$1,153 average annual increase or \$22.17 average increase per week). The ‘Urban-North’ grouping will experience the second-lowest annual increase of \$756, or an average weekly increase of \$14.53. As mentioned earlier, ‘Urban West’ will experience the smallest average annual increase at \$558, or an average weekly increase of \$10.73.

Other rating considerations

Table 23 shows estimated average rates for the 2025/26 financial year (calculated by forecasting 2021/22 OLG time series reported year for group 4 regional town/city councils and subsequent approved SV applications). These councils are similar in size to Goulburn Mulwaree and are used for comparison.

Within group 4, Goulburn Mulwaree’s base case average rates for residential and farmland are well below the average and median levels and towards the bottom end of the range for comparable councils. For business it is above the average level for comparable councils. When applying the proposed SV options one (1) and two (2), Goulburn Mulwaree’s average residential rates will move towards the top end for group 4 comparable councils (estimated to rank seventh and fifth respectively). Average farmland rates will be above the average across all comparable councils (estimated to rank eighth and seventh respectively). The business rates will continue to be above average and towards the top end of the comparisons (ranked fourth and third respectively)



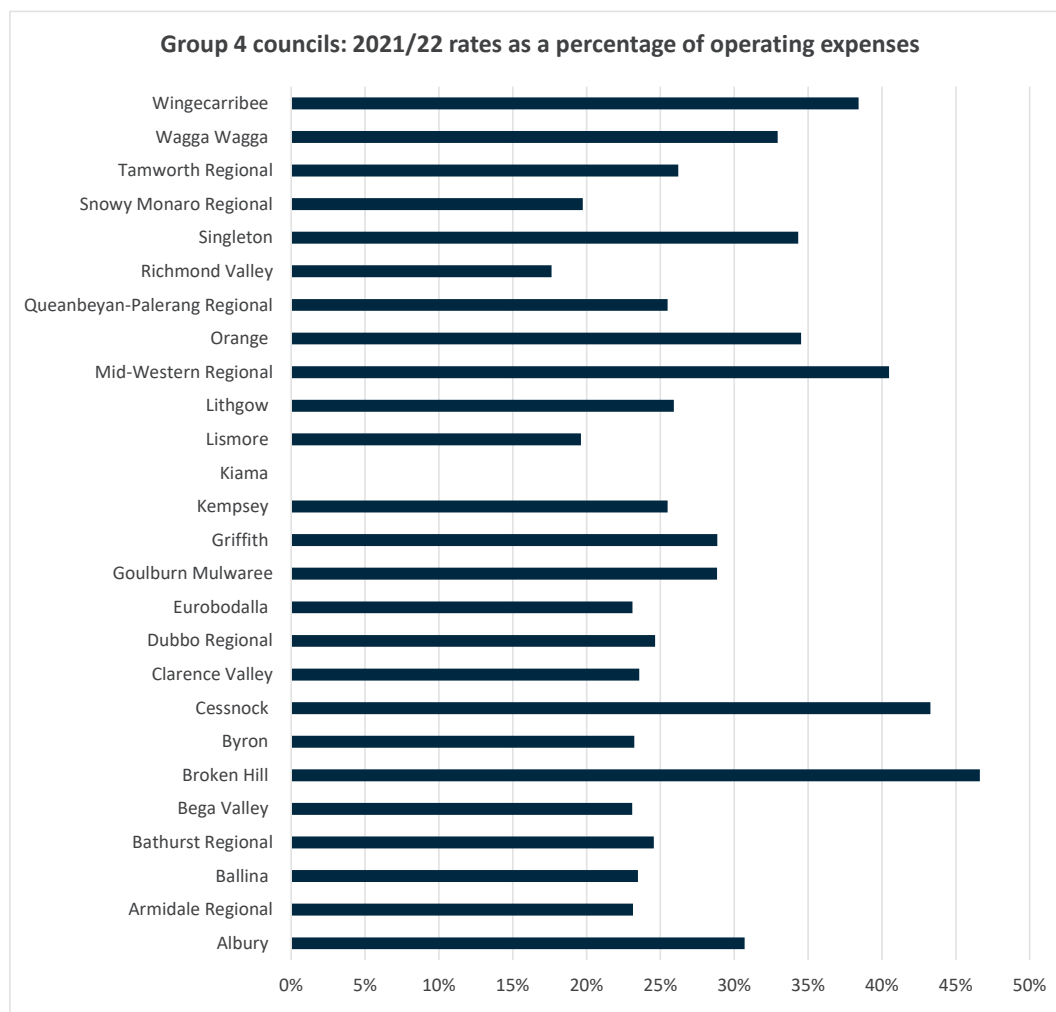
Table 23 Estimated 2025/26 rates for OLG group 4 regional town/city councils – using actual 2021/22 average rates

Estimated average rates for 2025/26						
LGA Group 4 Councils	Est. average residential (\$)	Residential rank	Est. average farmland (\$)	Farmland rank	Est. average business (\$)	Business rank
Albury	1,630	8	5,155	2	7,229	6
Armidale Regional	1,963	3	5,509	1	6,303	9
Ballina	1,309	17	2,054	23	4,107	19
Bathurst Regional	1,351	16	1,770	26	5,061	14
Bega Valley	1,836	4	3,361	10	4,361	16
Broken Hill	1,269	22	1,256	27	7,389	5
Byron	1,629	9	2,932	14	4,063	20
Cessnock	1,456	12	3,364	9	4,441	15
Clarence Valley	1,422	13	1,922	25	3,502	21
Dubbo Regional	1,256	23	4,283	6	5,599	11
Eurobodalla	1,285	20	1,930	24	4,313	17
Goulburn Mulwaree (Base Case)	1,232	25	2,064	22	5,969	10
Goulburn Mulwaree (SV Option 1)	1,708	7	3,740	8	7,796	4
Goulburn Mulwaree (SV Option 2)	1,719	5	3,766	7	7,849	3
Griffith	1,241	24	4,392	4	3,298	23
Kempsey	1,468	11	2,413	17	3,015	24
Lismore	1,567	10	2,947	13	5,264	13
Lithgow	1,178	26	2,287	19	8,415	1
Mid-Western Regional	1,137	27	2,961	12	2,530	26
Orange	1,719	6	2,248	20	7,058	7
Queanbeyan-Palerang Regional	2,080	2	4,293	5	8,355	2
Richmond Valley	1,285	21	2,098	21	3,456	22
Singleton	1,360	15	2,790	15	2,806	25
Snowy Monaro Regional	1,404	14	2,777	16	1,613	27
Tamworth Regional	1,289	19	2,351	18	4,252	18
Wagga Wagga	1,297	18	3,275	11	6,907	8
Wingecarribee	2,156	1	4,585	3	5,265	12
Average Group 4	1,437		2,947		5,008	
Median Group 4	1,404		2,932		5,061	



Figure 7 shows total council rates as a percentage of operating expenditure for group 4 regional town/city councils. For the 2021/22 financial year Broken Hill had the highest level of rates as a percentage of operating expenses (at 47%), and at the lowest end were Lismore and Snowy Monaro at 20%. The average for group 4 councils was 27%. Goulburn Mulwaree ranked 10th out of 24 reporting councils, with rates income representing 29% of total operating expenditure in 2021/22 - this has reduced from 33% in 2019/20. A lower to average percentage is an indication that Council's rates are at or below the level required to service the community.

Figure 7 Actual (2022) rates as a percentage of operating expenses for OLG group 4 regional town/city councils





Willingness to pay

Table 24 shows outstanding rates and charges ratios over the past three reporting years for NSW regional town/city (group 4) councils. The NSW benchmark for rural councils is 10%, and Goulburn Mulwaree has consistently been below this percentage, at 3%. This is therefore an indicator of capacity and willingness to pay.

Table 24 Actual outstanding rates and charges for OLG group 4 regional town/city councils

Council	2021/22	2020/21	2019/20
Albury	9%	12%	11%
Armidale Regional	5%	5%	6%
Ballina	4%	4%	5%
Bathurst Regional	6%	6%	6%
Bega Valley	5%	7%	6%
Broken Hill	15%	16%	15%
Byron	10%	8%	7%
Cessnock	7%	6%	5%
Clarence Valley	7%	7%	7%
Dubbo Regional	5%	5%	6%
Eurobodalla	2%	2%	2%
Goulburn Mulwaree	3%	4%	3%
Griffith	9%	11%	8%
Kempsey	10%	8%	10%
Kiama	Not provided	Not provided	2%
Lismore	11%	9%	9%
Lithgow	4.6%	6.7%	6.1%
Mid-Western Regional	3%	3%	4%
Orange	11%	8%	7%
Queanbeyan-Palerang Regional	8%	9%	10%
Richmond Valley	11%	11%	12%
Singleton	3%	3%	4%
Snowy Monaro Regional	20%	21%	18%
Tamworth Regional	7%	7%	7%
Wagga Wagga	6%	5%	5%
Wingecarribee	5%	6%	4%



Conclusion

Our analysis highlights that there are both levels of advantage and significant disadvantage within the Goulburn Mulwaree LGA. Overall, it scores towards the lower end on SEIFA rankings, placing it in the 27th percentile for IRSD and 28th for IRSAD. This is lower than the Regional NSW average percentiles of 32nd (IRSD) and 36th (IRSAD), and below the Canberra region average percentiles of 50th (IRSD) and 55th (IRSAD).

At both a grouping and a locality level, it is apparent that there is some degree of inequity within the Goulburn Mulwaree LGA. It is important that Council acknowledges these levels of disadvantage within the community, ensuring it does not significantly marginalise particularly vulnerable individuals and households. A case in point is 'Urban-South East,' where rates are higher when compared to other groupings with comparable levels of disadvantage. However, as average residential land values generally align to the levels of advantage and disadvantage across the LGA, the increases proposed under the SV options are relatively proportionate.

When compared with similar regional town/city councils (OLG group 4 classification), Goulburn Mulwaree has current average residential rates that are below the average of comparison councils. If one of the SV options is implemented, by the end of 2025/26, residential rates across the LGA are estimated to move more towards the upper end of this grouping of comparative councils.

The 'Urban-West' grouping has the highest proposed average annual residential rate increase, at between \$302 and \$536 above the base case by the end of 2025/26. 'Urban-West' has the highest level of advantage within the Goulburn Mulwaree LGA, with IRSAD rankings in the 56th percentile. 'Urban-West' also has the highest proportion of households in the upper two income quartiles, with a relatively significant proportion of households that pay rates (71%). For these reasons, it is therefore considered the 'Urban-West' grouping has the highest capacity to pay increased rates. 'Urban-West' has only four business ratepayers and none within the farmland category.

'Rural' has the lowest proposed average annual residential rate increase, at between \$231 and \$410 above the base case by the end of 2025/26. The 'Rural' grouping comprises the majority of townships and localities outside the city of Goulburn, as well as the overwhelming majority of farmland ratepayers. This grouping has the highest proportion of fully owned households (41%), the lowest proportion of one parent families (6.5%) and the lowest proportion of households requiring assistance (5%). Behind 'Urban West', the 'Rural' grouping also has one of the highest levels of advantage within the Goulburn Mulwaree LGA, with an IRSAD ranking in the 53rd percentile. While the levels of socio-economic advantage and disadvantage may vary across various part of 'Rural', overall, the available data indicates that this grouping has capacity to pay increased rates.

'CBD-Central' has a proposed average annual residential rate increase within the middle range of the various groupings, at between \$242 and \$429 above the base case by the end of 2025/26. 'CBD-Central' comprises the major civic and retail precincts within the city of Goulburn, alongside residential areas. On average, residential ratepayers in the 'CBD-Central' grouping do experience some level of disadvantage as can be seen its IRSAD ranking in the 24th percentile and the second-highest proportion of households in the lowest two income quartiles. While 'CBD-Central' has the highest unemployment rate (6%) in the LGA; it also contains the smallest percentage of the Goulburn Mulwaree LGA population (8%) out of the various groupings. In addition, it has one of the lowest proportion of households with a mortgage. This grouping would, however, see the second-lowest average residential increases of all groupings. As long as Council provides appropriate support for vulnerable ratepayers, due to the lower increases relative to 'Urban-North', it can be considered that the 'CBD-Central' grouping would have some capacity to pay.



Both 'Urban-South East' and 'Urban-North' are both expected to have comparable average annual rate increases towards the middle of all five groupings. 'Urban-South East' has a proposed average annual rate increase of between \$268 and \$475 above the base case by the end of 2025/26. 'Urban-North' has a proposed average annual rate increase of between \$266 and \$472. Both 'Urban-South East' and 'Urban-North' have higher levels of disadvantage, as can be seen in its IRSAD rankings in the 11th percentile and 23rd percentile respectively. Alongside 'CBD-Central,' these two groupings also have the highest proportion of households in the lowest two income quartiles. 'Urban-North' contains the highest percentage of the LGA population (37%) and comprises of relatively higher proportions of households facing mortgage stress. 'Urban-South East' has the highest proportion of households requiring assistance (9%). It is therefore important for Council to ensure that appropriate policies and support are in place, particularly to assist vulnerable ratepayers, as residents within these groupings may have a reduced or limited capacity to pay.

Across the Goulburn Mulwaree LGA, renters may experience an indirect increase/decrease depending on their lease agreement/decisions and the current market conditions. Whilst those living in social housing will not be directly affected by increasing rates. Under any scenario, it is important that Council have in place processes to support pensioners across the Goulburn Mulwaree LGA to ensure that they are made aware of applicable concession and hardship policies, as these residents across all groupings may have a reduced or limited capacity to pay.

When compared to similar councils, Goulburn Mulwaree has slightly higher levels of rates income as a percentage of operating expenses. However, Council also has low levels of outstanding rates (it has been at 3% for 2021/22 and has not changed significantly over the two previous financial years). This figure has been consistently below regional benchmarks (10%), indicating capacity and potential willingness to pay.

At an overall level, when compared against comparable group 4 councils, Goulburn Mulwaree's average farmland rates are currently below average levels (using 2022 OLG time series data), and business rates are above average when compared to these councils. Under the proposed SV options, average farmland and business rates may move into the top ten amongst those comparable councils. It is likely that there is capacity to absorb these increases, particularly as the majority of farmland ratepayers live within 'Rural'. According to the data presented, this is one of the more advantaged groupings within the LGA.

While rainfall patterns are difficult to predict and may have an impact on the livelihoods of farmland ratepayers in different ways, Council should have appropriate hardship policies in place. This is particularly relevant during periods of drought and natural disasters that have the potential to have a disproportionate impact on farmland ratepayers. At the time of writing this report, the Bureau of Meteorology had not officially declared an El-Nino weather event. However, it was noted that such a declaration may be coming at some stage in the near future.¹⁰

¹⁰ T Logan & T.Saunders, 'Bureau of Meteorology declares El Nino "likely in coming weeks" but still not ready to say its underway', *ABC News Online*, dated 1 August 2023. <[Bureau of Meteorology declares El Niño 'likely in coming weeks' but still not ready to say it's underway - ABC News](#)> [current as of 8 September 2023].



Community Awareness and Engagement Strategy Outcomes Report

Proposed Special Rate Variation (SRV) Application

November 2023



Document status

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Executive summary

This Community Awareness and Engagement Strategy Outcomes Report details the outcomes of the community awareness and engagement strategy undertaken by Goulburn Mulwaree Council (“Council”) in relation to a proposed application to the Independent Pricing and Regulatory Tribunal (“IPART”) for a Special Rate Variation (“SRV”), which was delivered over seven (7) weeks from 20 September 2023 to 03 November 2023.

The engagement was planned over two phases:

1. **Inform:** to raise awareness of why an SRV is needed and inform the Goulburn Mulwaree community of the three (3) options being considered, including two (2) SRV scenarios.
2. **Consult:** to publicly exhibit the revised Long-Term Financial Plan (“LTFP”) and Delivery Program and seek community feedback on the three (3) options being considered, including two (2) SRV scenarios.

Implementation of this engagement was carried out in accordance with the Community Engagement Strategy endorsed by Council at its Ordinary Meeting held 19 September 2023. Significant effort was made to effectively promote the engagement, with a wide range of communication tools and platforms utilised to inform the community of the engagement and explain how members of the community could participate and provide feedback on the three (3) options being considered by Council, including the two (2) SRV scenarios.

As part of the engagement, Council facilitated an online submission to gather community feedback on the proposed SRV, specifically asking respondents to nominate their preferred option out of the following:

- Base Case (No SRV)
- SRV Option 1: One-year SRV
- SRV Option 2: Two-year SRV

In total, 1,858 submissions were received. Self-initiated written feedback received by Council up to 03 November 2023 totalled nine (9) emails.

Key findings

- Council’s communication and awareness efforts were effective. Through a comprehensive combination of print, radio and online communication tools, Council was able to achieve significant reach within the community: 3,459 people accessed the SRV information page on Council’s website in the period from 20 September 2023 to 03 November 2023.
- Respondents overwhelmingly opposed an SRV, with 1,717 respondents (representing 92.5 per cent) identifying the Base Case (No SRV) as their preferred option. In contrast, 56 respondents (representing 3.0 per cent) selected Option 1 (One-year SRV) as their preferred option, with 39 respondents (representing 2.0 per cent) nominating Option 2 (Two-year SRV) as their preferred option. Forty-six (46) respondents (representing 2.5 per cent) did not identify a preferred option.
- Many respondents raised concerns about the affordability of the proposed SRV, with many citing the ongoing cost of living pressures and increasing financial hardship as key reasons for their opposition to the proposal.



- Some respondents believe that the extent of the two (2) SRV scenarios was too significant for the timeframes proposed (one year and two years, respectively). Some respondents questioned whether the timeframe of the proposed SRV could be extended beyond two (2) years, indicating that this may be a more palatable option should an SRV be inevitable.
- Many respondents believe that Council needs to achieve further operational efficiencies and achieve further cost savings before an SRV is implemented. These respondents indicated that Council needs to refocus on delivering core, non-discretionary services and prioritise achieving further internal cost containment strategies with suggestions including (but not limited to) reviewing Council's organisation structure, reducing staffing levels, reviewing current service levels, and improving internal business processes.
- Some respondents expressed the view that Council needs to review strategic priorities and scale back its major projects before an SRV is implemented. These respondents questioned the value of major projects recently delivered by Council, with the Tony Onions Memorial Park Playground, Victoria Park Shibetsu Garden and Wollondilly River Walkway all being specifically identified as projects that may have been excessive or unnecessary, noting Council's financial position. Some respondents questioned why Council is continuing to operate the Goulburn Performing Arts Centre, and whether this facility could be disposed of to improve Council's financial position.
- Some respondents expressed dissatisfaction with Council's current service levels and do not believe that local infrastructure and facilities are being effectively maintained. Given they do not believe they are currently getting value-for-money for rates paid, these respondents do not have confidence that an SRV (if implemented) would result in improved service delivery.

Next steps

We appreciate the high degree of public interest in Council's proposed SRV application and thank all members of the Goulburn Mulwaree community who took the opportunity to learn more about the proposed SRV, attend one of the drop-in information sessions, and provided feedback. Responses to the themes identified and issues raised via the community consultation process are detailed in Part 4 of this report. Additional information resources are available from Council's website at www.goulburn.nsw.gov.au.

Council will further consider the proposed SRV at its Ordinary Meeting scheduled to be held Tuesday, 21 November 2023. The business paper for that meeting, as well as the subsequent minutes, will be made available from Council's website.

Should Council proceed in applying to IPART for an SRV, it will need to prepare and submit an application to IPART by 05 February 2024. After this deadline, IPART will publish the application (if any) and accompanying materials to its website and invite public submissions from members of the community via a three-week consultation period, commencing in February 2024 and concluding March 2024. IPART will review and consider all submissions it receives, prior to releasing its final decision in May 2024.

Further information on the SRV process, including how IPART assesses SRV applications, is available from IPART's website at www.ipart.nsw.gov.au.



1 Introduction

1.1 Background and context

Under the *Local Government Act 1993* (“the Act”), local councils are required to observe principles of sound financial management in exercising their functions and discharging their responsibilities. Section 8B of the Act specifically provides that councils must:

- ensure their spending is responsible and sustainable, aligning general revenue and expenses
- invest in responsible and sustainable infrastructure for the benefit of their local communities
- have effective financial and asset management
- have regard to achieving intergenerational equity, including ensuring that policy decisions are made after considering their effects on future generations, and that the current generation funds the costs of its services.

In NSW, the practice of rate capping applies. In practice, rate capping requires councils to levy rates in accordance with the rate peg set by the Independent Pricing and Regulatory Tribunal (“IPART”) in any financial year. The rate peg sets the maximum increase in each council’s general income for the financial year: councils can increase general income by up to the rate peg but cannot exceed it.

Achieving and maintaining financial sustainability is a challenge for all local councils in NSW. Accordingly, the Act provides a mechanism for councils to seek an SRV, enabling them to increase their general income above the rate peg. SRVs can be for one or several years and can be temporary or permanently retained in the rate base.

To date, Goulburn Mulwaree Council has never applied for an SRV.

1.2 Financial position

Council’s financial position is unsustainable at the current levels of expenditure and income. While Council has made decisions in relation to its assets, services, and rating options in the best interests of its community, this, when combined with other external influences and legislative restrictions, has gradually resulted in declining financial sustainability. It is critical that this be addressed before Council’s financial position deteriorates any further.

Council’s 2024-2034 Long Term Financial Plan (“LTFP”) forecasts consolidated operating deficits to 2034. The Base Case, which models the status quo and assumes no SRV, reveals that the organisation’s General Fund average operating deficit for the 10-year forecast period is estimated at \$10.7 million per year. Ongoing core costs and externally imposed obligations are outpacing revenue growth and placing Council’s budget under increasing pressure. Unless current levels of income are increased, Council will be unable to resource renewal of assets and maintain current services.

With costs out-stripping revenue, resulting in operating deficits, Council has reduced infrastructure renewal and maintenance to ensure a balanced budget. In some areas, Council has been able to utilise State and Federal grants, as well as loans, to fund infrastructure renewal and operations. However, these sources of funds are unreliable and unsustainable. Serving and repaying loans is becoming more costly. Council must now consider increasing rates revenue to adequately fund its current services and infrastructure needs.



1.2.1 Cost containment strategies and efficiency improvements

Council undertakes regular reviews to ensure that it is containing costs and implementing efficiency gains so that it is able to provide value for money to the community. Council has found savings to date of approximately \$0.639 million per year in financial benefits, one-off land sales of \$5.2 million, plus efficiency and productivity improvements. Some 44 initiatives were implemented, including:

- review of electricity accounts
- ceasing the mobile library service
- using internal borrowings to reduce interest cost and increase returns
- implementing LED street lighting
- undertaking a comprehensive review of s7.11 and s7.12 developer contributions.

Moving forward, Council has identified a further 42 improvement initiatives that it will implement in the coming years, providing a further annual net benefit of \$1.45 million. The one-off cost of implementing these initiatives is \$1.9 million. Council has also absorbed some key service expenditure items such as the Emergency Service Levy subsidy reduction. These improvements have been included in the updated LTFP. There are a further 19 improvement opportunities identified that need to be further assessed and costed before implementing, which are not included in the updated LTFP.

Council has also identified additional costs that it must incur to ensure its ongoing organisational sustainability, namely additional staff to address the growing service demand and asset usage. This will be implemented over three years at an estimated cost of \$2.5 million. While these changes will lead to an improvement in sustainability alone, they will not be sufficient for Council to be financially sustainable.

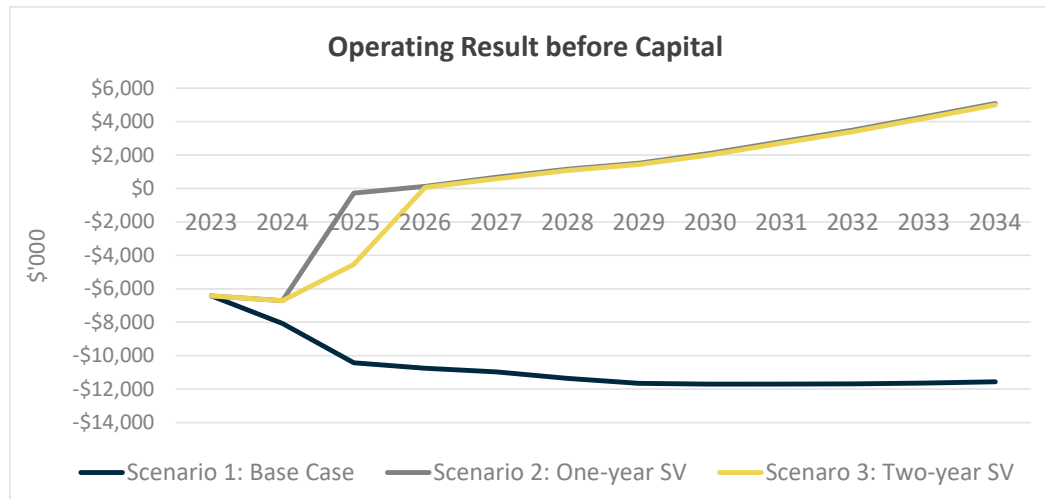
1.2.2 Financial outlook

Moving forward, a high-inflation environment, low rate increases and increased costs for materials and logistics will continue to impact Council's financial sustainability. So too, will population growth. As the Goulburn Mulwaree community continues to grow in size, there will be increased demand on local services and infrastructure. Council does not have the revenue to provide for this increased demand.

In its 2022-26 Delivery Program, Council identified the need to consider a special variation for rates to ensure its ongoing financial sustainability. In the 2024-34 LTFP, Council commenced the process of modelling an SRV in its financial planning scenarios. The LTFP incorporates three scenarios, being the Base Case (which models the status quo) as well as two scenarios which model an SRV. *Figure 1*, below, illustrates Council's operating result before capital under the three scenarios.



Figure 1 General Fund operating result (forecast)



As illustrated above; under the Base Case, Council’s operating result is expected to continue to decline. Under either of the two (2) SRV options, however, the organisation’s operating result before capital would improve significantly, providing a modest surplus. In turn, this would allow Council to meet its asset upgrade and renewal requirements and maintain the current backlog ratio, and therefore the infrastructure assets, in a satisfactory condition.

Figure 3 and Figure 4, below, illustrate the forecast asset renewal and backlog ratio for Council assets. Scenario 2 and Scenario 3, both of which model an SRV, are exactly the same, and as such, only one line shows on the graphs.

Figure 2 Asset renewal ratio (forecast)

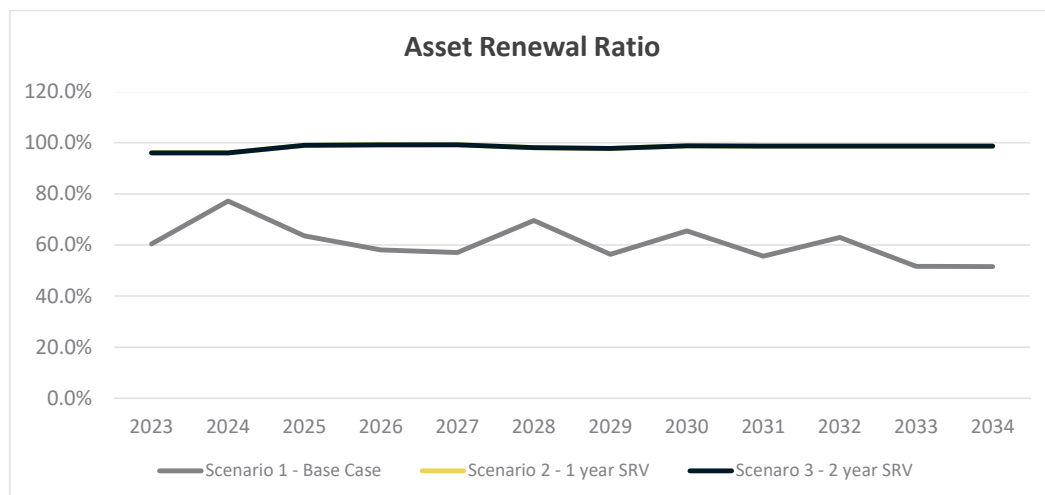
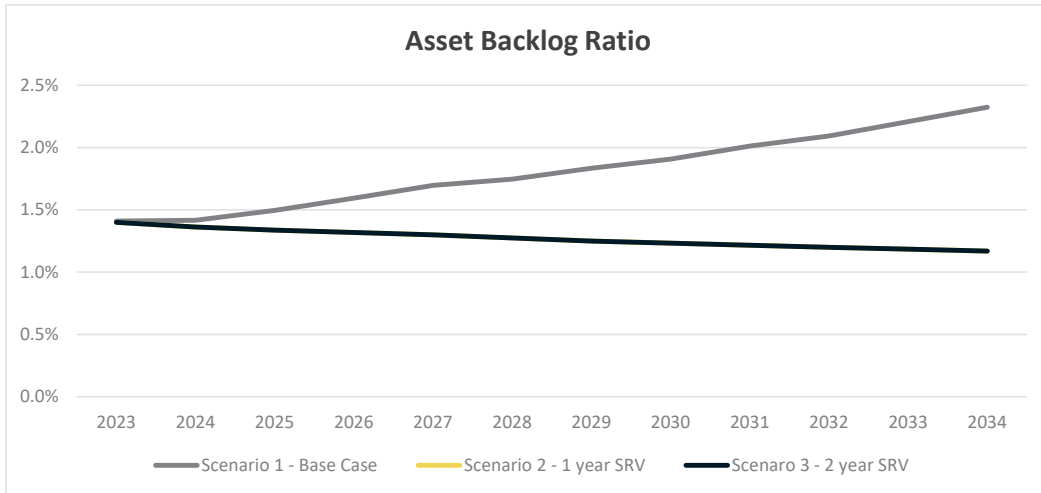


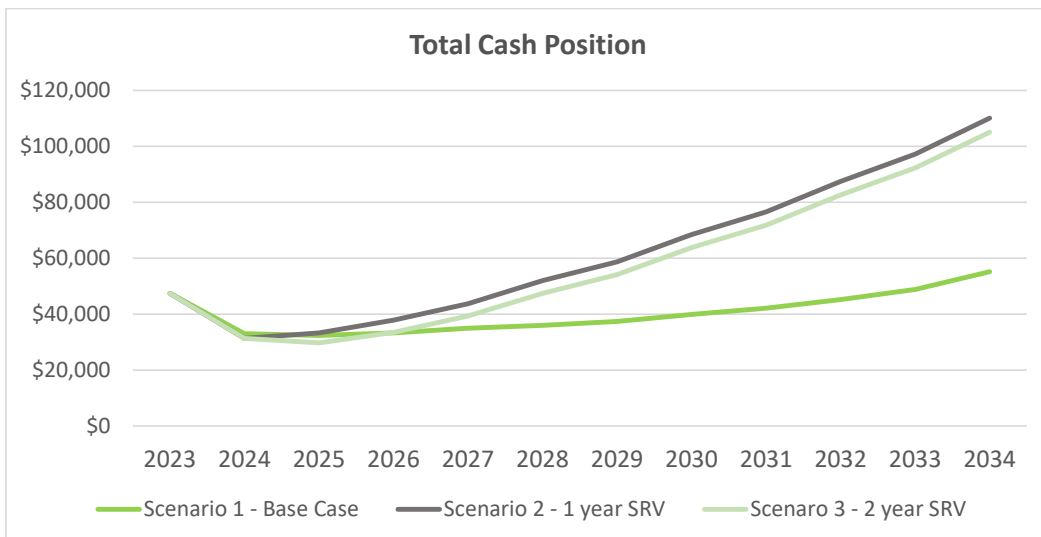


Figure 3 Asset backlog ratio (forecast)



Under the Base Case, Council will not be able to spend sufficiently on assets, and, as a result, cash is projected to grow. Under the SRV scenarios, Council is making best use of its cash reserves to invest in its assets, while still ensuring positive unrestricted cash balances throughout the 10-year forecast period.

Figure 4 General Fund total cash position (forecast)





Sound financial management encourages planning for modest operating surpluses and sufficient unrestricted cash reserves being maintained. This approach will enable Council to respond to events and circumstances that cannot be predicted or planned for in the LTFP. Council has experienced such events previously, and, while it is impossible to predict what will occur in future, it is prudent that it plans for similar expenditure, nonetheless.

1.3 Proposed SRV options

The three (3) options presented to the community were modelled on the three (3) scenarios detailed in the LTFP. These included the Base Case (Rate Peg Only), which would not entail Council seeking an SRV, as well as the two (2) SRV scenarios contained in the revised LTFP. Both SRV options were for a relatively similar increase overall (47.1 per cent and 51.2 per cent, respectively), with the key difference being that one option would see the SRV increase implemented over one year (2024-25), whereas the other option would spread the SRV increase over two years (2024-25 and 2025-26). The three (3) options are detailed in *Table 1*, below.

Table 1 SRV Options

Scenario	2024-25	2025-26	Cumulative SRV Increase*
1. Base Case – Rate Peg Only	3.5%	2.5%	6.1%
2. One-year SRV	43.5%	2.5%	47.1%
3. Two-year SRV	25.5%	20%	51.2%
*Cumulative increase over two (2) years.			

1.3.1 Base Case – Rate Peg Only (No SRV)

Under the Base Case scenario, Council would not introduce an SRV, and the organisation’s financial position would continue on the current trajectory, generating considerable General Fund deficits over the 10-year forecast period. Under this scenario, Council would need to reduce its operating costs significantly, subsequently having insufficient funds to meet asset renewal requirements. As illustrated by *Table 2*, below; under the Base Case scenario, rates would increase by the rate peg only.

Table 2 Average annual rates, Option 1: Base Case - Rate Peg Only (No SRV)

Rating Category	Average Rate 2023-24	Average Rate Cumulative		Average Annual Increase	
		2024-25	2025-26	2024-25	2025-26
Residential	\$1,161.00	\$1,202.00	\$1,231.00	\$41.00	\$35.00
Business	\$5,300.00	\$5,486.00	\$5,623.00	\$186.00	\$162.00
Farmland	\$2,543.00	\$2,632.00	\$2,698.00	\$89.00	\$78.00



1.3.2 SRV Option 1: One-year SRV

Under Option 2, Council would introduce a one-year SRV of 43.5 per cent (inclusive of rate peg), to be permanently retained in the rate base. If implemented, the SRV would enable Council to generate a modest surplus and subsequently meet its asset upgrade and renewal requirements and maintain the current backlog ratio, and therefore the infrastructure assets, in a satisfactory condition. As illustrated by *Table 3*, below, under Option 2, rates would increase by 43.5 per cent in 2024-2025.

Table 3 Average annual rates, Option 2: One-year SRV

Rating Category	Average Rate 2023-24	Average Rate Cumulative		Average Annual Increase	
		2024-25	2025-26	2024-25	2025-26
Residential	\$1,161.00	\$1,666.00	\$1,708.00	\$505.00	\$274.00
Business	\$5,300.00	\$7,606.00	\$7,796.00	\$2,306.00	\$1,248.00
Farmland	\$2,543.00	\$3,649.00	\$3,740.00	\$1,106.00	\$599.99

1.3.3 SRV Option 2: Two-year SRV

Under Option 3, Council would introduce a two-year SRV of 25.5 per cent (inclusive of rate peg) in the first year and 20.5 per cent (inclusive of rate peg) in the second year, to be permanently retained in the rate base. As with the SRV proposed under Option 2; if implemented, this SRV would enable Council to generate a modest surplus and subsequently meet its asset upgrade and renewal requirements and maintain the current backlog ratio, and therefore the infrastructure assets, in a satisfactory condition. As illustrated by *Table 4*, below; under Option 3, rates would increase by 25.5 per cent in 2024-2025 and 20.5 per cent in 2025-2026.

Table 4 Average annual rates, Option 3: Two-year SRV

Rating Category	Average Rate 2023-24	Average Rate Cumulative		Average Annual Increase	
		2024-25	2025-26	2024-25	2025-26
Residential	\$1,161.00	\$1,457.00	\$1,756.00	\$296.00	\$298.00
Business	\$5,300.00	\$6,652.00	\$8,016.00	\$1,352.00	\$1,358.00
Farmland	\$2,543.00	\$3,191.00	\$3,845.00	\$648.00	\$651.00



2 Engagement approach

2.1 Engagement purpose and objectives

The purpose of the engagement was to ensure that the Goulburn Mulwaree community was adequately informed about the need for Council to pursue an SRV, and the options being considered, and the resulting impacts on service levels, and consult the community on the three (3) options under consideration, including the two (2) proposed SRV options detailed in Council's LTFP.

Specific objectives of the engagement included:

- to present the proposed SRV to the Goulburn Mulwaree community
- to identify the impact of the proposed SRV on the average and minimum rates across each rating category
- to seek community feedback on the revised LTFP that was endorsed for public exhibition on 19 September 2023
- to communicate to the Goulburn Mulwaree community the timeline and process for any potential SRV application
- to gather and consider the Goulburn Mulwaree community's feedback to inform Council's final decision on whether and how to proceed in making application to IPART for an SRV.

2.2 Engagement framework

A Community Engagement Action Plan ("the action plan") was developed to guide Council's engagement with the Goulburn Mulwaree community. The action plan clearly set out the tools and methods to be used in engaging with the community on the proposed SRV, including how engagement opportunities would be communicated and the ways in which members of the community could provide feedback.

The engagement was designed to comply with Council's seven (7) core engagement principles, as set out in its Community Engagement Strategy:

1. Inclusiveness and diversity
2. Openness, respect and accountability
3. Leadership
4. Purpose
5. Information sharing
6. Feedback and evaluation
7. Resourcing and timing.

Council's Community Engagement Strategy can be accessed via <https://www.goulburn.nsw.gov.au/files/assets/public/v/1/templateimages/community-engagement-strategy-version-1.1.pdf>.



2.3 Engagement levels and methods

The Public Participation Spectrum developed by the International Association for Public Participation and reproduced in *Figure 2*, below, illustrates the different levels of participation that defines the public’s role in an engagement process. Noting the aims and objectives of the engagement, Council designed the engagement process to align with the **Inform** and **Consult** levels.

Figure 5 IAP2 Public Participation Spectrum

		INCREASING IMPACT ON THE DECISION				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
	PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

As detailed in *Table 5*, below, engagement was carried out using three (3) channels, namely a submission, drop-in information sessions and self-initiated feedback.

Table 5 Engagement tools

Engagement tool	Summary	Engagements
Submissions	Submissions were facilitated via Council’s website for the duration of the engagement, allowing respondents to provide feedback on whether they supported an SRV and identify their preferred SRV option. In total, 1,855 people completed a submission. A copy of the submission is included as <i>Appendix A</i> .	1,855
Drop-in information sessions	Drop-in information sessions were held across the Goulburn Mulwaree Local Government Area to provide members of the community with the opportunity to discuss the proposed SRV and learn more about the SRV options. Eleven (11) sessions were held across the Goulburn Mulwaree Local Government Area between Monday, 25 September and Tuesday, 10 October 2023. In total, 455 people attended a drop-in information session, comprising 447 adults and eight (8) children.	455
Self-initiated feedback	In addition to the survey, Council received self-initiated feedback in the form of emails to Council concerning the proposed SRV application. In total, nine (9) items of self-initiated feedback were received. All members of the community who submitted self-initiated feedback were invited to complete the online submission.	9



2.4 Engagement promotion

Given the significance of the engagement and the likely impact of a proposed SRV on ratepayers throughout the Goulburn Mulwaree Local Government Area; a wide range of communication tools were utilised to raise awareness of the need for an SRV.

Council sought to promote the engagement and avenues through which members of the community could contribute to the process and provide feedback for Council’s consideration, prior to a final decision being made in relation to making application to IPART for an SRV.

The awareness and engagement strategy was promoted extensively via a combination of Council and third-party channels.

Table 6 Engagement promotion

Mechanism	Description	Reach
Advertisements - Print	Information regarding the engagement appeared in the regular <i>Goulburn Mulwaree Council News</i> advertisements placed in the <i>Goulburn Post</i> . Advertisements appeared in the following editions of the <i>Goulburn Post</i> : <ul style="list-style-type: none"> – 27 September 2023 – 04 October 2023 – 11 October 2023 – 18 October 2023 – 25 October 2023 – 01 November 2023 The collated advertisements are included at <i>Appendix B</i> .	Readers of the <i>Goulburn Post</i> .
Advertisements – Radio	Radio advertisements ran from 21 September 2023 through to 30 October 2023 on local radio stations, <i>Eagle FM93.5 Southern Tablelands</i> and <i>2GN Goulburn</i> . Advertisements were placed across breakfast, morning, afternoon and drive times. Full details of all advertisements, including date, time and duration of each advertisement, is included at <i>Appendix C</i> .	Listeners of <i>Eagle FM93.5 Southern Tablelands</i> and <i>GNFM Goulburn</i> .
Facebook posts	Over the engagement period, seven (7) posts were published to Council’s Facebook page to raise awareness of the need for an SRV, promote opportunities to participate in the engagement, and advise members of the public on how they could access further information in relation to the proposal and provide feedback on the proposal. Further information, including specific posts and individual reach and engagement metrics, is included at <i>Appendix D</i> .	Reach: 4,028 Engagement:1,020
Flyer (Letter from Mayor)	Council produced a flyer, in the form of a letter from Council’s Mayor, advising members of the community about the proposed SRV and engagement process. The flyer was distributed to 13,722 properties.	13,722 properties



Mechanism	Description	Reach
	The flyer is included at <i>Appendix E</i> .	
Media interviews	<p>Council’s Mayor is interviewed on local radio stations <i>Eagle FM 93.5 Southern Tablelands</i>, <i>RAM FM 103.3 Community Radio</i>, and <i>GNFM Goulburn</i>.</p> <p>During the engagement, the Mayor spoke about the proposed SRV and encouraged members of the community to learn more about, and provide feedback on, the proposed SRV.</p>	<p>Listeners of <i>Eagle FM 93.5 Southern Tablelands</i>, <i>RAM FM 103.3 Community Radio</i>, and <i>GNFM Goulburn</i>.</p>
Media releases	<p>Council prepared and distributed two (2) media releases to promote the engagement period:</p> <ul style="list-style-type: none"> – Additional drop-in session for Special Rate Variation (29 September 2023): Advising of additional community drop-in information session being scheduled, as well as details of various community drop-in information sessions and availability of further background information and resources from Council’s website. – Special Rate Variation (19 September 2023): Advising of Council resolution to undertake community engagement on a proposed SRV, as well as details of various community drop-in information sessions and availability of further background information and resources from Council’s website. 	All regional media
Newsletter	<p>Council produced a newsletter informing members of the community of the need for an SRV; the options under consideration; how the proposed SRV revenue would be spent; and how ratepayers would be impacted by the proposed SRV.</p> <p>The newsletter was published to Council’s website, with printed copies made available from Council’s Civic Centre and Goulburn Mulwaree Library, as well as Marulan Hall, Parkesbourne Hall and Windellama Hall.</p> <p>Copies were also distributed at all community drop-in information sessions. The newsletter is included at <i>Appendix F</i>.</p>	
Website	<p>A dedicated page was published to Council’s website for duration of the engagement and served as the central point of information and resources relating to the proposed SRV options.</p> <p>This page allowed members of the community to:</p> <ul style="list-style-type: none"> – Understand Council’s financial situation and the need for an SRV – Learn more about the three (3) options, including two (2) SRV scenarios – Access various publications and information resources, including the SRV Background Paper, Financial Sustainability and SRV Assessment, LTFP and Council Improvement Plan – Learn more about the engagement process, including the dates, times and locations of the community drop-in information sessions – View responses to Frequently Asked Questions (FAQs) – Provide feedback and complete the survey. 	<p>Views: 5,481</p> <p>Users: 3,459</p>



3 Engagement findings

3.1 Submission results

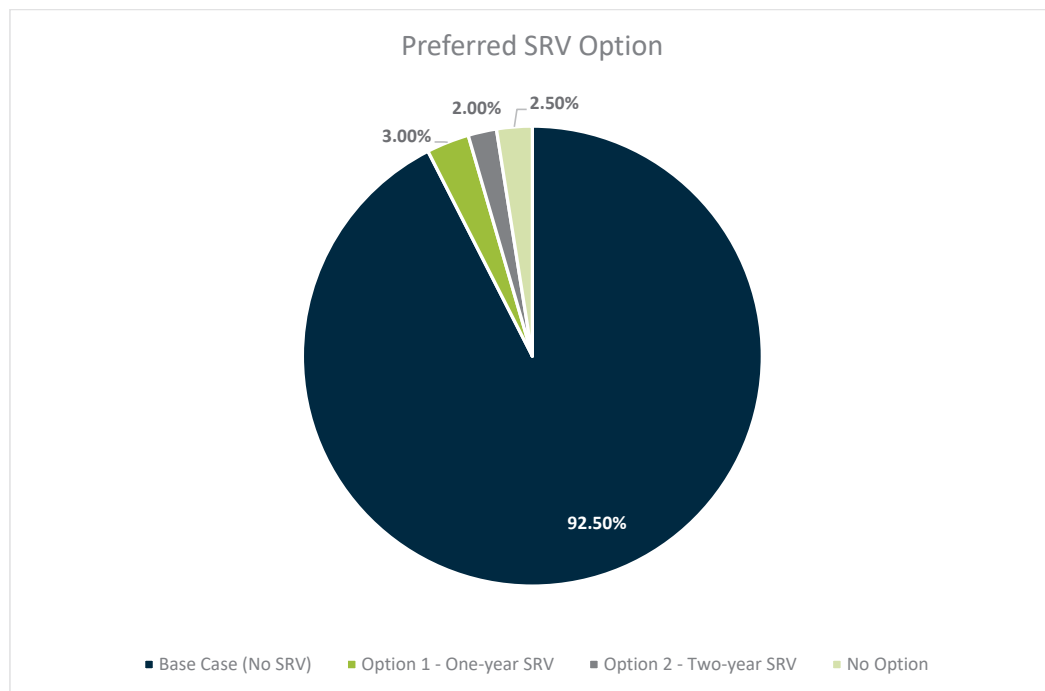
An online submission was facilitated to understand community awareness of the need for the proposed SRV, as well as public sentiment towards the three (3) options proposed by Council, including two (2) SRV scenarios.

Submissions were open for the duration of the engagement period.

As illustrated by *Figure 6*, below, respondents overwhelmingly opposed an SRV, with 1,717 respondents (representing 92.5 per cent) identifying the Base Case (No SRV) as their preferred option. In contrast, 56 respondents (representing 3.0 per cent) selected Option 1 (One-year SRV) as their preferred option, with 39 respondents (representing 2.0 per cent) nominating Option 2 (Two-year SRV) as their preferred option.

Forty-six (46) respondents (representing 2.5 per cent) did not identify a preferred option.

Figure 6 Preferred SRV Option





4 Key themes and issues

Data handling and analysis was carried out by Morrison Low. Open-ended responses were read and then coded by theme. Where open-ended responses have raised more than one issue, they have been coded to multiple issues. Further information on how responses have been coded is included at *Appendix G*.

4.1 Affordability and hardship

Approximately 30.9 per cent of respondents raised affordability and hardship as an issue, indicating that the proposed SRV scenarios are unaffordable.

Response

- Prior to commencing community engagement on a proposed SRV, Council commissioned a Capacity to Pay assessment, which explored the potential impact of an SRV on the Goulburn Mulwaree community, and considered the relative wealth, financial capacity and financial vulnerability of the community. This assessment, which is available from Council's website, indicates community capacity to pay for the proposed SRV.
- Council's *Hardship Policy* provides a framework for those ratepayers experiencing genuine financial hardship to seek relief and enter payment arrangement plans. This policy is available from Council's website.

4.2 Cost of Living pressures

Approximately 26.2 per cent of respondents cited current cost of living pressures, including rising inflation and interest rates, as a reason for their opposition to a proposed SRV.

Response

- As with any other business, Council is also dealing with the impacts of the highly volatile inflationary environment. Costs are increasing faster than revenue growth, and this has placed greater stress on Council's budget and financial position.
- Goulburn Mulwaree Council is one of the very few local councils in NSW to have never applied for an SRV, and has deferred seeking an SRV for as long as possible. While Council has worked hard to identify and realise internal cost savings and efficiency improvements, the organisation's average operating deficit for the 10-year forecast period is estimated to total \$10.7 million per annum. This is not sustainable.
- As noted above, Council's *Hardship Policy* provides a framework for those ratepayers who are experiencing genuine financial hardship to enter into hardship arrangements. This policy is available from Council's website.



4.3 Council efficiencies and cost savings

Approximately 29.3 per cent of respondents suggested that Council needs to achieve further operational efficiencies, productivity improvements and cost savings prior to seeking an SRV.

Response

- Council has achieved significant progress in containing internal costs, reducing waste and achieving operational efficiencies. Through identifying and implementing 44 individual cost saving and efficiency initiatives, Council has achieved savings of approximately \$1.179 million per year.
- Going forward, Council has identified further improvement initiatives that will be implemented as soon as practicable, which will provide a further annual net benefit of \$1.4 million per year, with one-off implementation costs of \$1.7 million. While Council will continue to investigate and achieve cost saving opportunities; cost savings alone will not be sufficient to ensure Council's ongoing financial sustainability.
- Council's general fund has insufficient funds to maintain service levels or asset renewals at the levels required by the Goulburn Mulwaree community. If Council does not implement an SRV, it will not be able to adequately fund infrastructure renewals, which will result in the degrading of community infrastructure.

4.4 Extent or timing of proposed SRV

The extent of the proposed SRV was cited as an issue by approximately 12.0 per cent of respondents. Some respondents understood the need for an SRV, but believed the extent proposed was too significant. Some respondents questioned the timing of the SRV, suggesting that it was not appropriate to pursue an SRV in the current 2023/2024 year.

Response:

- When compared to similar regional town/city councils (OLG Group 4), Goulburn Mulwaree Council's current average rates for residential and farmland sit well below the average and median levels and towards the bottom end of the range for comparable councils. For business, it sits below the average level of comparable councils. If the proposed SRV is implemented, Council's average rates will move towards the upper end of comparable councils, with residential rates estimated to rank 5th overall, farmland rates 7th overall, and business rates 3rd overall.
- As noted above, Goulburn Mulwaree Council is one of the few local councils in NSW that has not previously applied for an SRV. However, with the local community growing and Council's financial position deteriorating, it is not possible for Council to delay pursuing an SRV any longer. If an SRV is not implemented, then Council will not be able to maintain current service levels or meet asset renewals at the levels required by the local community.

4.5 Service levels and major projects review

Approximately 9.6 per cent of respondents indicated that Council should review and potentially reduce service levels, or reconsider strategic priorities and major projects, before seeking an SRV.

**Response:**

- Council's strategic priorities are drawn from the Community Strategic Plan ("CSP"), which has been developed via extensive engagement with the Goulburn Mulwaree community and other stakeholders. Council's other Integrated Planning and Reporting ("IP&R") documents, including the Delivery Program, Resourcing Strategy and Operational Plan, outline the services, programs and projects Council will undertake to deliver the community's priorities identified via the CSP, as well as the resources required to deliver them. As with the CSP, all other IP&R documents are developed via a community consultation process, with community feedback sought prior to adoption.
- Council has a statutory responsibility under the Local Government Act 1993 to manage assets responsibility so that current and future local community needs can be met in an affordable way. In making its decisions, Council must also consider the long-term and cumulative effects of actions – and inaction – on future generations. As noted above, Council is generating insufficient funds to meet asset renewal requirements, and without an SRV, community infrastructure would continue to decline to unacceptable levels.
- The Goulburn Mulwaree community is growing, and that growth is projected to continue into the future. The proposed SRV will enable Council to allocate additional funding for service and infrastructure improvements so that this growth can be facilitated, including increased asset renewal spends of approximately \$6 million per annum from 2024/25 and onwards for roads, stormwater and buildings, as well as increased resources for the maintenance of parks and sports field facilities.

4.6 Social and economic impact

Approximately 7.8 per cent of respondents expressed concerns around the perceived social and economic impact of the proposed SRV. Some respondents suggested that homeowners may need to sell their homes and some residents may need to relocate from the Goulburn Mulwaree region, which in turn would impact local businesses.

Response:

- As noted above, Council commissioned a Capacity to Pay assessment prior to commencing community engagement. This assessment revealed that, when compared with similar regional town/city councils (OLG Group 4), Goulburn Mulwaree has current average residential rates that are below the average of comparison councils. If the preferred SRV option (Scenario 2) is implemented, Council's average residential, farmland and business rates will be estimated to rank 5th, 7th and 3rd, respectively, of comparable councils.



5 Next steps

We appreciate the high degree of public interest in Council's proposed SRV application and thank all members of the Goulburn Mulwaree community who took the opportunity to learn more about the proposed SRV, attend one of the drop-in information sessions, and provide feedback.

At the commencement of the engagement period, Council published a page on its website providing further information on the proposed SRV. As noted previously, various information resources and materials – including background documents and responses to Frequently Asked Questions - were made available to ratepayers and other members of the community via the website. Council will continue to update its website to reflect current, up-to-date information on the progress and status of the proposed SRV application.

Council will further consider the proposed SRV at its Ordinary Meeting scheduled to be held Tuesday, 21 November 2023. The business paper for that meeting, as well as the subsequent minutes, will be made available from Council's website.

Should Council proceed in applying to IPART for an SRV, it will need to prepare and submit an application to IPART by 05 February 2024. After this deadline, IPART will publish the application (if any) and accompanying materials to its website and invite public submissions from members of the community via a three-week consultation period, commencing in February 2024 and concluding March 2024. IPART will review and consider all submissions it receives, prior to releasing its final decision in May 2024.

Further information on the SRV process, including how IPART assesses SRV applications, is available from IPART's website at www.ipart.nsw.gov.au.



Appendices

Appendix A: Survey

Special Rate Variation Submission

Submitted on

Receipt number

Related form version

Name	<Name>
Phone Number	<Phone number>
Address	<Residential address>
Email Address	<Email address>
From the scenarios above, what is your preferred option?	<Select option - Base Case, Option 1, Option 2>
Please provide your feedback (max 500 words)	<Message - maximum 500 words>



Appendix B: Advertisements (Print)

Goulburn Post (27 September 2023)



Goulburn Mulwaree Council News
www.goulburn.nsw.gov.au | (02) 4823 4444

LIKE US ON
 FACEBOOK!



SPECIAL RATE VARIATION

Council is considering applying for a Special Rate Variation and will be undertaking a series of drop-in sessions where residents can speak with a Goulburn Mulwaree Councillor to better understand what this will mean to them.

Council's drop-in sessions will be held at the following locations:

- Windellama Hall on Wednesday 27 September from 4pm – 7pm
- Parkesbourne Uniting Church Hall on Thursday 28 September from 12pm – 3pm
- Middle Arm Fire Shed on Thursday 28 September from 4pm – 7pm
- Goulburn Square outside Priceline Pharmacy on Friday 29 September from 2pm – 5pm
- Bungonia Progress Hall on Wednesday 4 October from 4pm – 7pm
- Towrang Community Hall on Thursday 5 October from 4pm – 7pm
- Goulburn Marketplace on Friday 6 October from 2pm – 5pm
- Goulburn Chamber of Commerce Wednesday 11 October at 7.30am
- Marulan Chamber of Commerce on Tuesday 26 September from 6pm – 7pm

If you are unable to attend one of the drop-in sessions, or would like more information on the Special Rate Variation it can be found on Council's website: <https://www.goulburn.nsw.gov.au/Council/Public-Exhibition-Notices/Special-Rate-Variation> or scan the QR Code



FESTIVAL OF REGIONAL THEATRE

Get ready to celebrate an amazing weekend of regional excellence. Festival of Regional Theatre is back this October long weekend and it's jam packed with brilliant performances.

Visit: www.goulburnpac.com.au for more information



DEVELOPMENT PROPOSALS

DA/0054/2324

Subject land: 121 Goldsmith Street GOULBURN NSW 2580
Proposal: Change of use dwelling to health consulting rooms. Alterations and additions to the building. Demolition of rear garage.

Applicant: D McIntyre

Consent Authority: Goulburn Mulwaree Council

Submissions due: 3 October 2023

DA/0384/1920

Subject land: Lot 5 DP 1273996 Parish Bungonia 365 The Lookdown Road BUNGONIA NSW 2580

Proposal: Single Storey 7 bedroom dwelling with pool

Applicant: Nadine K Drafting & Design Pty Ltd

Consent Authority: Goulburn Mulwaree Council

Integrated Development Approvals: National Parks and Wildlife Act 1974

Submissions due: 10 October 2023

DA/0251/2223

Subject land: Lot 17 DP 1016235 82 Maclura Drive MARULAN NSW 2579

Proposal: Continuing use of unauthorised flood mitigation works and proposed additional flood mitigation works at 82 Maclura Drive, Marulan

Applicant: P F Mooney

Consent Authority: Goulburn Mulwaree Council

Integrated Development Approvals: Water Management Act 2000

Submissions due: 24 October 2023

All information is available on Council's website under 'On Exhibition.' Please address any submissions to:

Goulburn Mulwaree Council, Reference: Please use DA/MOD number.

POSITIONS VACANT

- Performing Arts Centre Manager
- Business Manager Technical Services
- Casual Fitness Instructor (Aquatic & Leisure Centre)
- Casual Learn to Swim Instructor (Aquatic & Leisure Centre)

Goulburn Post (04 October 2023)



Goulburn Mulwaree Council News
www.goulburn.nsw.gov.au | (02) 4823 4444

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SPECIAL RATE VARIATION

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Council's drop-in sessions will be held at the following locations:

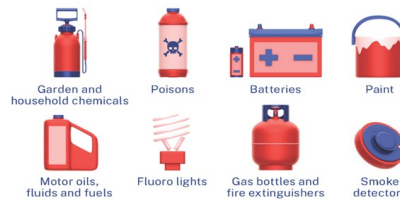
- Bungonia Progress Hall on Wednesday 4 October from 4pm – 7pm
- Towrang Community Hall on Thursday 5 October from 4pm – 7pm
- Goulburn Marketplace on Friday 6 October from 2pm – 5pm
- Goulburn Community Centre on Tuesday 10 October 10am—5pm
- Goulburn Chamber of Commerce Wednesday on 11 October at 7.30am

If you are unable to attend one of the drop-in sessions, or would like more information on the Special Rate Variation it can be found on Council's website: <https://www.goulburn.nsw.gov.au/Council/Public-Exhibition-Notices/Special-Rate-Variation> or scan the QR Code.



Goulburn. It's time for a Household Chemical CleanOut

You can drop off for free:



Only household quantities accepted (20L or 20kg), except paint and household batteries. Up to 100L (in 20L containers) of paint and up to 10kg of household batteries accepted.

Your next local event:
 • Saturday 4 November 2023, 1pm - 4pm
 • Goulburn Recreation Area (Gate 6)
 47 Braidwood Road, Goulburn
www.cleanout.com.au



Brought to you by the NSW Environment Protection Authority, supported by Paintback, the national product stewardship scheme for unwanted paint and packaging.



Marulan. It's time for a Household Chemical CleanOut

You can drop off for free:



Only household quantities accepted (20L or 20kg), except paint and household batteries. Up to 100L (in 20L containers) of paint and up to 10kg of household batteries accepted.

Your next local event:
 • Sunday 5 November 2023, 8am - 11am
 • Marulan Waste Management Centre
 Wilson Drive, Marulan
www.cleanout.com.au



Brought to you by the NSW Environment Protection Authority, supported by Paintback, the national product stewardship scheme for unwanted paint and packaging.



DEVELOPMENT PROPOSALS

DA/0251/2223

Subject land: Lot 17 DP 1016235 82 Maclura Drive MARULAN NSW 2579

Proposal: Continuing use of unauthorised flood mitigation works and proposed additional flood mitigation works at 82 Maclura Drive, Marulan

Applicant: P F Mooney

Consent Authority: Goulburn Mulwaree Council

Integrated Development Approvals: Water Management Act 2000

Submissions due: 24 October 2023

All information is available on Council's website under 'On Exhibition.' Please address any submissions to:

Goulburn Mulwaree Council, Reference: Please use DA/MOD number.

POSITIONS VACANT

- Cemetery Worker
- Head Swimming Coach
- Casual Fitness Instructor (Aquatic & Leisure Centre)
- Casual Learn to Swim Instructor (Aquatic & Leisure Centre)



Goulburn Post, 11 October 2023



Goulburn Mulwaree Council News
www.goulburn.nsw.gov.au | (02) 4823 4444

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SPECIAL RATE VARIATION

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Your next local event:
 • Saturday 4 November 2023, 1pm - 4pm
 • Goulburn Recreation Area (Gate 6)
 47 Braidwood Road, Goulburn
www.cleanout.com.au



Brought to you by the NSW Environment Protection Authority, supported by Paintback, the national product stewardship scheme for unwanted paint and packaging.



Marulan. It's time for a Household Chemical CleanOut

You can drop off for free:



Only household quantities accepted (20L or 20kg), except paint and household batteries. Up to 100L (in 20L containers) of paint and up to 10kg of household batteries accepted.

Your next local event:
 • Sunday 5 November 2023, 8am - 11am
 • Marulan Waste Management Centre
 Wilson Drive, Marulan
www.cleanout.com.au



Brought to you by the NSW Environment Protection Authority, supported by Paintback, the national product stewardship scheme for unwanted paint and packaging.



DEVELOPMENT PROPOSALS

DA/0251/2223

Subject land: Lot 17 DP 1016235 82 Maclura Drive MARULAN NSW 2579

Proposal: Continuing use of unauthorised flood mitigation works and proposed additional flood mitigation works at 82 Maclura Drive, Marulan

Applicant: P F Mooney

Consent Authority: Goulburn Mulwaree Council

Integrated Development Approvals: Water Management Act 2000

Submissions due: 24 October 2023

All information is available on Council's website under 'On Exhibition.' Please address any submissions to:

Goulburn Mulwaree Council, Reference: Please use DA/MOD number.

POSITIONS VACANT

- Casual Fitness Instructor (Aquatic & Leisure Centre)
- Casual Learn to Swim Instructor (Aquatic & Leisure Centre)



Goulburn Post (18 October 2023)



Goulburn Mulwaree Council News

www.goulburn.nsw.gov.au | (02) 4823 4444

LIKE US ON
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Marulan. It's time for a Household Chemical CleanOut

You can drop off for free:

Garden and household chemicals

Poisons

Batteries

Paint

Motor oils, fluids and fuels

Fluoro lights

Gas bottles and fire extinguishers

Smoke detectors

Only household quantities accepted (20L or 20kg), except paint and household batteries. Up to 100L (in 20L containers) of paint and up to 10kg of household batteries accepted.

Your next local event:

- 📅 Sunday 5 November 2023, 8am - 11am
- 📍 Marulan Waste Management Centre, Wilson Drive, Marulan
- 🌐 www.cleanout.com.au



Brought to you by the NSW Environment Protection Authority, supported by Paintback, the national product stewardship scheme for unwanted paint and packaging.



DEVELOPMENT PROPOSALS

DA/0251/2223

Subject land: Lot 17 DP 1016235 82 Maclura Drive MARULAN NSW 2579

Proposal: Continuing use of unauthorised flood mitigation works and proposed additional flood mitigation works at 82 Maclura Drive, Marulan

Applicant: P F Mooney

Consent Authority: Goulburn Mulwaree Council

Integrated Development Approvals: Water Management Act 2000

Submissions due: 24 October 2023

All information is available on Council's website under 'On Exhibition.' Please address any submissions to:
Goulburn Mulwaree Council, Reference: Please use DA/MOD

POSITIONS VACANT

- Senior Building Surveyor
- Casual Fitness Instructor (Aquatic & Leisure Centre)
- Casual Learn to Swim Instructor (Aquatic & Leisure Centre)

Goulburn. It's time for a Household Chemical CleanOut

You can drop off for free:

Garden and household chemicals

Poisons

Batteries

Paint

Motor oils, fluids and fuels

Fluoro lights

Gas bottles and fire extinguishers

Smoke detectors

Only household quantities accepted (20L or 20kg), except paint and household batteries. Up to 100L (in 20L containers) of paint and up to 10kg of household batteries accepted.

Your next local event:

- 📅 Saturday 4 November 2023, 1pm - 4pm
- 📍 Goulburn Recreation Area (Gate 6), 47 Braidwood Road, Goulburn
- 🌐 www.cleanout.com.au



Brought to you by the NSW Environment Protection Authority, supported by Paintback, the national product stewardship scheme for unwanted paint and packaging.




SPECIAL RATE VARIATION

At its meeting held on the 19 September 2023 Council endorsed the undertaking of community consultation on a potential application to the Independent Pricing and Regulatory Tribunal (IPART) for a proposed permanent Special Rate Variation (SRV) of either a one year SRV of 43.5% in 2024-25 (including the forecasted rate peg of 3.5 per cent) or a two year SRV of 25.5% in 2024-25 (including the forecasted rate peg of 3.5 per cent) and 20.5 per cent in 2025-26 (including the forecasted rate peg of 2.5 per cent), representing a cumulative Special Rate Variation of 51.2 per cent over two years. These proposed increases would apply to the minimum rates in Council's rating structure.

Council's Long-Term Financial Plan, adopted in November 2022 indicated the need for Council to consider a permanent special rate variation (SRV) to ensure its ongoing financial sustainability. For Council to be financially sustainable in the long term it must achieve at least a break-even result in its general fund. If Council does not get to that position, it will not be able to undertake timely renewals of essential infrastructure like roads, bridges, sporting fields, playgrounds, and community facilities.

For more information on the Special Rate Variation and to view a table that shows what your rates will increase to under the two proposed options visit Council's website: <https://www.goulburn.nsw.gov.au/Council/Public-Exhibition-Notices/Special-Rate-Variation> or scan the QR Code.



Goulburn Post, 25 October 2023



Goulburn Mulwaree Council News

www.goulburn.nsw.gov.au | (02) 4823 4444

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REQUEST FOR TENDER

GPAC Grid Floor - 2324T0005

Goulburn Mulwaree Council is seeking tenders from suitably qualified companies to undertake a design and construct contract for the installation of a grid floor at level four of the fly tower within the Goulburn Performing Arts Centre.

Tender documents are free and only available from, and responses are to be submitted at, the TenderLink website www.tenderlink.com/goulburn. If required, please complete the free registration process at the above website.

All enquiries are to be submitted via the Tenderlink forum.

Tenders close promptly at 2pm on Tuesday, 28 November 2023

DEVELOPMENT PROPOSALS

DA/0102/2324
Subject land: Lot 3 Sec 55 DP 758468 28 Addison Street GOULBURN NSW 2580
Proposal: Multi Dwelling Housing and associated infrastructure
Applicant: V R R S Jata
Consent Authority: Goulburn Mulwaree Council
Submissions due: 7 November 2023
DA/0136/2122
Subject land: Lot 23 in DP1053904 35 Bonnett Drive GOULBURN NSW 2580
Proposal: 8 Lot Residential Subdivision
Applicant: Redfern Fresh Pty Ltd ACN 167 764 776
Consent Authority: Goulburn Mulwaree Council
Submissions due: 23 November 2023
 All information is available on Council's website under 'On Exhibition.' Please address any submissions to:
Goulburn Mulwaree Council, Reference: Please use DA/MOD number.

POSITIONS VACANT

- Senior Building Surveyor
- Casual Fitness Instructor (Aquatic & Leisure Centre)
- Casual Learn to Swim Instructor (Aquatic & Leisure Centre)

REVISED COUNCIL POLICY

Council, at its meeting on 17 October 2023, considered the Revised Unreasonable Conduct by Customers Policy and resolved to place it on public exhibition and if no objections are received be adopted.

Copies of the Policy are available on Council's website under Public Exhibition & Notices.

Submissions on the policy are invited and will be received up to close of business on Tuesday 14 November 2023. For submissions to be considered, they must be addressed to Council's Business Manager Governance with the subject line: Submission – [Name of Policy]

Email to: council@goulburn.nsw.gov.au


Please note submissions cannot be kept confidential and may be included in a Council report. For more details, please call Council's Business Manager Governance on 4823 4444.

PUBLIC NOTICE ADOPTION OF POLICY

Notice is hereby given the Child Safe Policy and Risk Management Policy have been adopted by Council and will take effect from 18 October 2023. Further information can be found on the Council's and enquiries can be directed to Council's Governance Unit on 4823 4444.

SPECIAL RATE VARIATION

For more information on the proposed Special Rate Variation visit Council's website or scan the below QR Code. If you do not have access to the internet and would like to provide feedback, paper versions of the feedback form are available in the Customer Service area of Council or at the Library.



FREE WASTE WEEKEND


BULKY HOUSEHOLD GENERAL WASTE

Goulburn Mulwaree residents can dispose of up to 2m3 of bulky household general waste (such as household furniture, garden organics, cardboard and clean steel) per property, free of charge at Council's waste centres.

Conditions apply for free disposal.

7AM TO 4PM
SAT 4 & SUN 5
NOV 2023

LOOK OUT FOR




"JOE RIDER"

MOTORCYCLE AWARENESS


October is Motorcycle Awareness Month.

Spot JOE RIDER in the pink vest around Goulburn between October 26th - 30th, 2023.

Scan the QR Code below to report your sighting and go into the draw to win one of 5 x Breakdown Kits.



SCAN ME!



SCAN ME!

Goulburn Post, 01 November 2023



Goulburn Mulwaree Council News

www.goulburn.nsw.gov.au | (02) 4823 4444

LIKE US ON
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Marulan. It's time for a Household Chemical CleanOut

You can drop off for free:

Garden and household chemicals

Poisons

Batteries

Paint

Motor oils, fluids and fuels

Fluoro lights

Gas bottles and fire extinguishers

Smoke detectors

Only household quantities accepted (20L or 20kg), except paint and household batteries. Up to 100L (in 20L containers) of paint and up to 10kg of household batteries accepted.

Your next local event:

- 📅 Sunday 5 November 2023, 8am - 11am
- 📍 Marulan Waste Management Centre, Wilson Drive, Marulan
- 🌐 www.cleanout.com.au



Brought to you by the NSW Environment Protection Authority, supported by Paintback, the national product stewardship scheme for unwanted paint and packaging.



Goulburn. It's time for a Household Chemical CleanOut

You can drop off for free:

Garden and household chemicals

Poisons

Batteries

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Fluoro lights

Gas bottles and fire extinguishers

Smoke detectors

Only household quantities accepted (20L or 20kg), except paint and household batteries. Up to 100L (in 20L containers) of paint and up to 10kg of household batteries accepted.

Your next local event:

- 📅 Saturday 4 November 2023, 1pm - 4pm
- 📍 Goulburn Recreation Area (Gate 6), 47 Braidwood Road, Goulburn
- 🌐 www.cleanout.com.au



Brought to you by the NSW Environment Protection Authority, supported by Paintback, the national product stewardship scheme for unwanted paint and packaging.



DEVELOPMENT PROPOSALS

DA/0102/2324
Subject land: Lot 3 Sec 55 DP 758468 28 Addison Street GOULBURN NSW 2580
Proposal: Multi Dwelling Housing and associated infrastructure
Applicant: V R R S Jata
Consent Authority: Goulburn Mulwaree Council
Submissions due: 7 November 2023

DA/0136/2122
Subject land: Lot 23 in DP1053904 35 Bonnett Drive GOULBURN NSW 2580
Proposal: 8 Lot Residential Subdivision
Applicant: Redfern Fresh Pty Ltd ACN 167 764 776
Consent Authority: Goulburn Mulwaree Council
Submissions due: 23 November 2023

DA/0073/1920
Subject land: Lot 2 DP 1099324 30B Sloane Street GOULBURN NSW 2580
Proposal: 14 Lot Residential Subdivision
Applicant: B.J Maas, F.A Maas & J.M Maas
Consent Authority: Goulburn Mulwaree Council
Submissions due: 23 November 2023

DA/0099/2324
Subject land: Lot 51 DP 14352 130 Deccan Street GOULBURN NSW 2580
Proposal: Demolition of existing dwelling and construction of centre based childcare facility for 120 children
Applicant: G Andary
Consent Authority: Goulburn Mulwaree Council
Submissions due: 27 November 2023

All information is available on Council's website under 'On Exhibition.' Please address any submissions to:
Goulburn Mulwaree Council, Reference: Please use DA/MOD number.

FREE WASTE WEEKEND

BULKY HOUSEHOLD GENERAL WASTE

Goulburn Mulwaree residents can dispose of up to 2m3 of bulky household general waste (such as household furniture, garden organics, cardboard and clean steel) per property, free of charge at Council's waste centres.



Conditions apply for free disposal.

7AM TO 4PM
SAT 4 & SUN 5
NOV 2023

PICTURES and POPCORN in the Park

SATURDAY 4TH NOVEMBER

BELMORE PARK
ACTIVITIES AND ENTERTAINMENT FROM 12PM






POSITIONS VACANT

- Education Officer (Goulburn Regional Art Gallery)
- Youth Services CSE Program Facilitator (Fixed Term)
- Casual Fitness Instructor (Aquatic & Leisure Centre)
- Casual Learn to Swim Instructor (Aquatic & Leisure Centre)

SPECIAL RATE VARIATION

For more information on the proposed Special Rate Variation visit Council's website or scan the QR Code. If you do not have access to the internet and would like to provide feedback, paper versions of the feedback form are available in the Customer Service area of Council or at the Library.





Appendix C: Advertisements (Radio)



Pre Time Spot Details

Printed: 06/10/2023 at 09:21

Advertiser Goulburn Mulwaree Council
 Account Goulburn Mulwaree Council
 Contract 33344
 Description Goulburn Mulwaree Council - Sept/Oct 2023
 Sales Rep [REDACTED]

Sched Time	Station Name	Spot Classification	Day Part Name	Dur	Media	Automation Code
Thursday 21/09/2023						
05:55:00	Eagle FM	General	Breakfast	30	GMC-SRV-210923-30B	225039
05:55:00	Eagle FM	General	Breakfast	15	GMC-SRV-210923-15B	225040
07:25:00	Eagle FM	General	Breakfast	30	GMC-SRV-210923-30B	225039
07:25:00	Eagle FM	General	Breakfast	15	GMC-SRV-210923-15B	225040
10:45:00	Eagle FM	General	Morning	30	GMC-SRV-210923-30B	225039
10:45:00	Eagle FM	General	Morning	15	GMC-SRV-210923-15B	225040
11:55:00	Eagle FM	General	Morning	30	GMC-SRV-210923-30B	225039
11:55:00	Eagle FM	General	Morning	15	GMC-SRV-210923-15B	225040
12:45:00	Eagle FM	General	Afternoon	30	GMC-SRV-210923-30B	225039
12:45:00	Eagle FM	General	Afternoon	15	GMC-SRV-210923-15B	225040
13:45:00	Eagle FM	General	Afternoon	30	GMC-SRV-210923-30B	225039
13:45:00	Eagle FM	General	Afternoon	15	GMC-SRV-210923-15B	225040
15:55:00	Eagle FM	General	Drive	30	GMC-SRV-210923-30B	225039
15:55:00	Eagle FM	General	Drive	15	GMC-SRV-210923-15B	225040
18:35:00	Eagle FM	General	Drive	30	GMC-SRV-210923-30B	225039
18:35:00	Eagle FM	General	Drive	15	GMC-SRV-210923-15B	225040
06:45:00	GNFM	General	Breakfast	30	GMC-SRV-210923-30B	225039

Please Note: The placement times and key numbers above are correct at the time of publication. Actual time your commercials will air may vary due to late log and programming changes.

Thursday 21/09/2023

06:45:00	GNFM	General	Breakfast	15	GMC-SRV-210923-15B	225040
08:55:00	GNFM	General	Breakfast	30	GMC-SRV-210923-30B	225039
08:55:00	GNFM	General	Breakfast	15	GMC-SRV-210923-15B	225040
09:55:00	GNFM	General	Morning	30	GMC-SRV-210923-30B	225039
09:55:00	GNFM	General	Morning	15	GMC-SRV-210923-15B	225040
11:45:00	GNFM	General	Morning	30	GMC-SRV-210923-30B	225039
11:45:00	GNFM	General	Morning	15	GMC-SRV-210923-15B	225040
12:57:00	GNFM	General	Afternoon	30	GMC-SRV-210923-30B	225039
12:57:00	GNFM	General	Afternoon	15	GMC-SRV-210923-15B	225040
14:45:00	GNFM	General	Afternoon	30	GMC-SRV-210923-30B	225039
14:45:00	GNFM	General	Afternoon	15	GMC-SRV-210923-15B	225040
16:57:00	GNFM	General	Drive	30	GMC-SRV-210923-30B	225039
16:57:00	GNFM	General	Drive	15	GMC-SRV-210923-15B	225040
17:57:00	GNFM	General	Drive	30	GMC-SRV-210923-30B	225039
17:57:00	GNFM	General	Drive	15	GMC-SRV-210923-15B	225040

Friday 22/09/2023

05:30:00	Eagle FM	General	Breakfast	30	GMC-SRV-210923-30B	225039
05:30:00	Eagle FM	General	Breakfast	15	GMC-SRV-210923-15B	225040
08:15:00	Eagle FM	General	Breakfast	30	GMC-SRV-210923-30B	225039
08:15:00	Eagle FM	General	Breakfast	15	GMC-SRV-210923-15B	225040
09:15:00	Eagle FM	General	Morning	30	GMC-SRV-210923-30B	225039
09:15:00	Eagle FM	General	Morning	15	GMC-SRV-210923-15B	225040
11:35:00	Eagle FM	General	Morning	30	GMC-SRV-210923-30B	225039
11:35:00	Eagle FM	General	Morning	15	GMC-SRV-210923-15B	225040
13:45:00	Eagle FM	General	Afternoon	30	GMC-SRV-210923-30B	225039
13:45:00	Eagle FM	General	Afternoon	15	GMC-SRV-210923-15B	225040
14:55:00	Eagle FM	General	Afternoon	30	GMC-SRV-210923-30B	225039
14:55:00	Eagle FM	General	Afternoon	15	GMC-SRV-210923-15B	225040
17:45:00	Eagle FM	General	Drive	30	GMC-SRV-210923-30B	225039
17:45:00	Eagle FM	General	Drive	15	GMC-SRV-210923-15B	225040
18:35:00	Eagle FM	General	Drive	30	GMC-SRV-210923-30B	225039

Please Note: The placement times and key numbers above are correct at the time of publication. Actual time your commercials will air may vary due to late log and programming changes.

Friday 22/09/2023

18:35:00	Eagle FM	General	Drive	15	GMC-SRV-210923-15B	225040
07:45:00	GNFM	General	Breakfast	30	GMC-SRV-210923-30B	225039
07:45:00	GNFM	General	Breakfast	15	GMC-SRV-210923-15B	225040
08:55:00	GNFM	General	Breakfast	30	GMC-SRV-210923-30B	225039
08:55:00	GNFM	General	Breakfast	15	GMC-SRV-210923-15B	225040
10:15:00	GNFM	General	Morning	30	GMC-SRV-210923-30B	225039
10:15:00	GNFM	General	Morning	15	GMC-SRV-210923-15B	225040
11:55:00	GNFM	General	Morning	30	GMC-SRV-210923-30B	225039
11:55:00	GNFM	General	Morning	15	GMC-SRV-210923-15B	225040
12:57:00	GNFM	General	Afternoon	30	GMC-SRV-210923-30B	225039
12:57:00	GNFM	General	Afternoon	15	GMC-SRV-210923-15B	225040
13:35:00	GNFM	General	Afternoon	30	GMC-SRV-210923-30B	225039
13:35:00	GNFM	General	Afternoon	15	GMC-SRV-210923-15B	225040
16:57:00	GNFM	General	Drive	30	GMC-SRV-210923-30B	225039
16:57:00	GNFM	General	Drive	15	GMC-SRV-210923-15B	225040
18:57:00	GNFM	General	Drive	30	GMC-SRV-210923-30B	225039
18:57:00	GNFM	General	Drive	15	GMC-SRV-210923-15B	225040

Saturday 23/09/2023

00:30:00	Eagle FM	General	Bonus	30	GMC-SRV-210923-30B	225039
00:30:00	Eagle FM	General	Bonus	15	GMC-SRV-210923-15B	225040
01:30:00	Eagle FM	General	Bonus	30	GMC-SRV-210923-30B	225039
01:30:00	Eagle FM	General	Bonus	15	GMC-SRV-210923-15B	225040
04:30:00	Eagle FM	General	Bonus	30	GMC-SRV-210923-30B	225039
04:30:00	Eagle FM	General	Bonus	15	GMC-SRV-210923-15B	225040
22:30:00	Eagle FM	General	Bonus	30	GMC-SRV-210923-30B	225039
22:30:00	Eagle FM	General	Bonus	15	GMC-SRV-210923-15B	225040
23:30:00	Eagle FM	General	Bonus	30	GMC-SRV-210923-30B	225039
23:30:00	Eagle FM	General	Bonus	15	GMC-SRV-210923-15B	225040
01:57:00	GNFM	General	Bonus	30	GMC-SRV-210923-30B	225039
01:57:00	GNFM	General	Bonus	15	GMC-SRV-210923-15B	225040

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Saturday 23/09/2023

04:57:00	GNFM	General	Bonus	30	GMC-SRV-210923-30B	225039
04:57:00	GNFM	General	Bonus	15	GMC-SRV-210923-15B	225040
21:35:00	GNFM	General	Bonus	30	GMC-SRV-210923-30B	225039
21:35:00	GNFM	General	Bonus	15	GMC-SRV-210923-15B	225040
22:35:00	GNFM	General	Bonus	30	GMC-SRV-210923-30B	225039
22:35:00	GNFM	General	Bonus	15	GMC-SRV-210923-15B	225040
23:35:00	GNFM	General	Bonus	30	GMC-SRV-210923-30B	225039
23:35:00	GNFM	General	Bonus	15	GMC-SRV-210923-15B	225040

Sunday 24/09/2023

00:30:00	Eagle FM	General	Bonus	30	GMC-SRV-210923-30B	225039
00:30:00	Eagle FM	General	Bonus	15	GMC-SRV-210923-15B	225040
01:30:00	Eagle FM	General	Bonus	30	GMC-SRV-210923-30B	225039
01:30:00	Eagle FM	General	Bonus	15	GMC-SRV-210923-15B	225040
21:30:00	Eagle FM	General	Bonus	30	GMC-SRV-210923-30B	225039
21:30:00	Eagle FM	General	Bonus	15	GMC-SRV-210923-15B	225040
22:30:00	Eagle FM	General	Bonus	30	GMC-SRV-210923-30B	225039
22:30:00	Eagle FM	General	Bonus	15	GMC-SRV-210923-15B	225040
23:30:00	Eagle FM	General	Bonus	30	GMC-SRV-210923-30B	225039
23:30:00	Eagle FM	General	Bonus	15	GMC-SRV-210923-15B	225040
00:57:00	GNFM	General	Bonus	30	GMC-SRV-210923-30B	225039
00:57:00	GNFM	General	Bonus	15	GMC-SRV-210923-15B	225040
20:57:00	GNFM	General	Bonus	30	GMC-SRV-210923-30B	225039
20:57:00	GNFM	General	Bonus	15	GMC-SRV-210923-15B	225040
21:57:00	GNFM	General	Bonus	30	GMC-SRV-210923-30B	225039
21:57:00	GNFM	General	Bonus	15	GMC-SRV-210923-15B	225040
22:35:00	GNFM	General	Bonus	30	GMC-SRV-210923-30B	225039
22:35:00	GNFM	General	Bonus	15	GMC-SRV-210923-15B	225040
23:57:00	GNFM	General	Bonus	30	GMC-SRV-210923-30B	225039
23:57:00	GNFM	General	Bonus	15	GMC-SRV-210923-15B	225040

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Monday 25/09/2023

05:55:00	Eagle FM	General	Breakfast	30	GMC-SRV-250923-30B	225041
05:55:00	Eagle FM	General	Breakfast	15	GMC-SRV-210923-15B	225040
07:25:00	Eagle FM	General	Breakfast	30	GMC-SRV-250923-30B	225041
07:25:00	Eagle FM	General	Breakfast	15	GMC-SRV-210923-15B	225040
09:55:00	Eagle FM	General	Morning	30	GMC-SRV-250923-30B	225041
09:55:00	Eagle FM	General	Morning	15	GMC-SRV-210923-15B	225040
10:55:00	Eagle FM	General	Morning	30	GMC-SRV-250923-30B	225041
10:55:00	Eagle FM	General	Morning	15	GMC-SRV-210923-15B	225040
12:45:00	Eagle FM	General	Afternoon	30	GMC-SRV-250923-30B	225041
12:45:00	Eagle FM	General	Afternoon	15	GMC-SRV-210923-15B	225040
14:35:00	Eagle FM	General	Afternoon	30	GMC-SRV-250923-30B	225041
14:35:00	Eagle FM	General	Afternoon	15	GMC-SRV-210923-15B	225040
16:35:00	Eagle FM	General	Drive	30	GMC-SRV-250923-30B	225041
16:35:00	Eagle FM	General	Drive	15	GMC-SRV-210923-15B	225040
17:45:00	Eagle FM	General	Drive	30	GMC-SRV-250923-30B	225041
17:45:00	Eagle FM	General	Drive	15	GMC-SRV-210923-15B	225040
06:15:00	GNFM	General	Breakfast	30	GMC-SRV-250923-30B	225041
06:15:00	GNFM	General	Breakfast	15	GMC-SRV-210923-15B	225040
08:55:00	GNFM	General	Breakfast	30	GMC-SRV-250923-30B	225041
08:55:00	GNFM	General	Breakfast	15	GMC-SRV-210923-15B	225040
10:30:00	GNFM	General	Morning	30	GMC-SRV-250923-30B	225041
10:30:00	GNFM	General	Morning	15	GMC-SRV-210923-15B	225040
11:45:00	GNFM	General	Morning	30	GMC-SRV-250923-30B	225041
11:45:00	GNFM	General	Morning	15	GMC-SRV-210923-15B	225040
13:45:00	GNFM	General	Afternoon	30	GMC-SRV-250923-30B	225041
13:45:00	GNFM	General	Afternoon	15	GMC-SRV-210923-15B	225040
14:35:00	GNFM	General	Afternoon	30	GMC-SRV-250923-30B	225041
14:35:00	GNFM	General	Afternoon	15	GMC-SRV-210923-15B	225040
16:57:00	GNFM	General	Drive	30	GMC-SRV-250923-30B	225041
16:57:00	GNFM	General	Drive	15	GMC-SRV-210923-15B	225040
17:45:00	GNFM	General	Drive	30	GMC-SRV-250923-30B	225041
17:45:00	GNFM	General	Drive	15	GMC-SRV-210923-15B	225040

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Tuesday 26/09/2023

05:55:00	Eagle FM	General	Breakfast	30	GMC-SRV-250923-30B	225041
05:55:00	Eagle FM	General	Breakfast	15	GMC-SRV-210923-15B	225040
07:55:00	Eagle FM	General	Breakfast	30	GMC-SRV-250923-30B	225041
07:55:00	Eagle FM	General	Breakfast	15	GMC-SRV-210923-15B	225040
10:35:00	Eagle FM	General	Morning	30	GMC-SRV-250923-30B	225041
10:35:00	Eagle FM	General	Morning	15	GMC-SRV-210923-15B	225040
11:45:00	Eagle FM	General	Morning	30	GMC-SRV-250923-30B	225041
11:45:00	Eagle FM	General	Morning	15	GMC-SRV-210923-15B	225040
13:35:00	Eagle FM	General	Afternoon	30	GMC-SRV-250923-30B	225041
13:35:00	Eagle FM	General	Afternoon	15	GMC-SRV-210923-15B	225040
14:35:00	Eagle FM	General	Afternoon	30	GMC-SRV-250923-30B	225041
14:35:00	Eagle FM	General	Afternoon	15	GMC-SRV-210923-15B	225040
15:45:00	Eagle FM	General	Drive	30	GMC-SRV-250923-30B	225041
15:45:00	Eagle FM	General	Drive	15	GMC-SRV-210923-15B	225040
17:55:00	Eagle FM	General	Drive	30	GMC-SRV-250923-30B	225041
17:55:00	Eagle FM	General	Drive	15	GMC-SRV-210923-15B	225040
05:45:00	GNFM	General	Breakfast	30	GMC-SRV-250923-30B	225041
05:45:00	GNFM	General	Breakfast	15	GMC-SRV-210923-15B	225040
07:25:00	GNFM	General	Breakfast	30	GMC-SRV-250923-30B	225041
07:25:00	GNFM	General	Breakfast	15	GMC-SRV-210923-15B	225040
10:15:00	GNFM	General	Morning	30	GMC-SRV-250923-30B	225041
10:15:00	GNFM	General	Morning	15	GMC-SRV-210923-15B	225040
11:55:00	GNFM	General	Morning	30	GMC-SRV-250923-30B	225041
11:55:00	GNFM	General	Morning	15	GMC-SRV-210923-15B	225040
12:35:00	GNFM	General	Afternoon	30	GMC-SRV-250923-30B	225041
12:35:00	GNFM	General	Afternoon	15	GMC-SRV-210923-15B	225040
13:57:00	GNFM	General	Afternoon	30	GMC-SRV-250923-30B	225041
13:57:00	GNFM	General	Afternoon	15	GMC-SRV-210923-15B	225040
16:57:00	GNFM	General	Drive	30	GMC-SRV-250923-30B	225041
16:57:00	GNFM	General	Drive	15	GMC-SRV-210923-15B	225040
18:35:00	GNFM	General	Drive	30	GMC-SRV-250923-30B	225041
18:35:00	GNFM	General	Drive	15	GMC-SRV-210923-15B	225040

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Wednesday 27/09/2023

05:30:00	Eagle FM	General	Breakfast	30	GMC-SRV-250923-30B	225041
05:30:00	Eagle FM	General	Breakfast	15	GMC-SRV-210923-15B	225040
08:25:00	Eagle FM	General	Breakfast	30	GMC-SRV-250923-30B	225041
08:25:00	Eagle FM	General	Breakfast	15	GMC-SRV-210923-15B	225040
09:25:00	Eagle FM	General	Morning	30	GMC-SRV-250923-30B	225041
09:25:00	Eagle FM	General	Morning	15	GMC-SRV-210923-15B	225040
11:55:00	Eagle FM	General	Morning	30	GMC-SRV-250923-30B	225041
11:55:00	Eagle FM	General	Morning	15	GMC-SRV-210923-15B	225040
12:35:00	Eagle FM	General	Afternoon	30	GMC-SRV-250923-30B	225041
12:35:00	Eagle FM	General	Afternoon	15	GMC-SRV-210923-15B	225040
13:35:00	Eagle FM	General	Afternoon	30	GMC-SRV-250923-30B	225041
13:35:00	Eagle FM	General	Afternoon	15	GMC-SRV-210923-15B	225040
15:35:00	Eagle FM	General	Drive	30	GMC-SRV-250923-30B	225041
15:35:00	Eagle FM	General	Drive	15	GMC-SRV-210923-15B	225040
18:35:00	Eagle FM	General	Drive	30	GMC-SRV-250923-30B	225041
18:35:00	Eagle FM	General	Drive	15	GMC-SRV-210923-15B	225040
05:45:00	GNFM	General	Breakfast	30	GMC-SRV-250923-30B	225041
05:45:00	GNFM	General	Breakfast	15	GMC-SRV-210923-15B	225040
08:15:00	GNFM	General	Breakfast	30	GMC-SRV-250923-30B	225041
08:15:00	GNFM	General	Breakfast	15	GMC-SRV-210923-15B	225040
11:15:00	GNFM	General	Morning	30	GMC-SRV-250923-30B	225041
11:15:00	GNFM	General	Morning	15	GMC-SRV-210923-15B	225040
11:55:00	GNFM	General	Morning	30	GMC-SRV-250923-30B	225041
11:55:00	GNFM	General	Morning	15	GMC-SRV-210923-15B	225040
13:45:00	GNFM	General	Afternoon	30	GMC-SRV-250923-30B	225041
13:45:00	GNFM	General	Afternoon	15	GMC-SRV-210923-15B	225040
14:45:00	GNFM	General	Afternoon	30	GMC-SRV-250923-30B	225041
14:45:00	GNFM	General	Afternoon	15	GMC-SRV-210923-15B	225040
17:45:00	GNFM	General	Drive	30	GMC-SRV-250923-30B	225041
17:45:00	GNFM	General	Drive	15	GMC-SRV-210923-15B	225040
18:35:00	GNFM	General	Drive	30	GMC-SRV-250923-30B	225041

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Wednesday 27/09/2023

18:35:00	GNFM	General	Drive	15	GMC-SRV-210923-15B	225040
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Thursday 28/09/2023

06:15:00	Eagle FM	General	Breakfast	30	GMC-SRV-250923-30B	225041
06:15:00	Eagle FM	General	Breakfast	15	GMC-SRV-210923-15B	225040
07:15:00	Eagle FM	General	Breakfast	30	GMC-SRV-250923-30B	225041
07:15:00	Eagle FM	General	Breakfast	15	GMC-SRV-210923-15B	225040
10:55:00	Eagle FM	General	Morning	30	GMC-SRV-250923-30B	225041
10:55:00	Eagle FM	General	Morning	15	GMC-SRV-210923-15B	225040
11:55:00	Eagle FM	General	Morning	30	GMC-SRV-250923-30B	225041
11:55:00	Eagle FM	General	Morning	15	GMC-SRV-210923-15B	225040
13:55:00	Eagle FM	General	Afternoon	30	GMC-SRV-250923-30B	225041
13:55:00	Eagle FM	General	Afternoon	15	GMC-SRV-210923-15B	225040
14:55:00	Eagle FM	General	Afternoon	30	GMC-SRV-250923-30B	225041
14:55:00	Eagle FM	General	Afternoon	15	GMC-SRV-210923-15B	225040
17:55:00	Eagle FM	General	Drive	30	GMC-SRV-250923-30B	225041
17:55:00	Eagle FM	General	Drive	15	GMC-SRV-210923-15B	225040
18:45:00	Eagle FM	General	Drive	30	GMC-SRV-250923-30B	225041
18:45:00	Eagle FM	General	Drive	15	GMC-SRV-210923-15B	225040
06:15:00	GNFM	General	Breakfast	30	GMC-SRV-250923-30B	225041
06:15:00	GNFM	General	Breakfast	15	GMC-SRV-210923-15B	225040
07:15:00	GNFM	General	Breakfast	30	GMC-SRV-250923-30B	225041
07:15:00	GNFM	General	Breakfast	15	GMC-SRV-210923-15B	225040
10:55:00	GNFM	General	Morning	30	GMC-SRV-250923-30B	225041
10:55:00	GNFM	General	Morning	15	GMC-SRV-210923-15B	225040
11:55:00	GNFM	General	Morning	30	GMC-SRV-250923-30B	225041
11:55:00	GNFM	General	Morning	15	GMC-SRV-210923-15B	225040
12:57:00	GNFM	General	Afternoon	30	GMC-SRV-250923-30B	225041
12:57:00	GNFM	General	Afternoon	15	GMC-SRV-210923-15B	225040
13:35:00	GNFM	General	Afternoon	30	GMC-SRV-250923-30B	225041
13:35:00	GNFM	General	Afternoon	15	GMC-SRV-210923-15B	225040
16:45:00	GNFM	General	Drive	30	GMC-SRV-250923-30B	225041

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Thursday 28/09/2023

16:45:00	GNFM	General	Drive	15	GMC-SRV-210923-15B	225040
18:35:00	GNFM	General	Drive	30	GMC-SRV-250923-30B	225041
18:35:00	GNFM	General	Drive	15	GMC-SRV-210923-15B	225040

Friday 29/09/2023

06:45:00	Eagle FM	General	Breakfast	30	GMC-SRV-250923-30B	225041
06:45:00	Eagle FM	General	Breakfast	15	GMC-SRV-210923-15B	225040
08:15:00	Eagle FM	General	Breakfast	30	GMC-SRV-250923-30B	225041
08:15:00	Eagle FM	General	Breakfast	15	GMC-SRV-210923-15B	225040
10:35:00	Eagle FM	General	Morning	30	GMC-SRV-250923-30B	225041
10:35:00	Eagle FM	General	Morning	15	GMC-SRV-210923-15B	225040
11:45:00	Eagle FM	General	Morning	30	GMC-SRV-250923-30B	225041
11:45:00	Eagle FM	General	Morning	15	GMC-SRV-210923-15B	225040
12:45:00	Eagle FM	General	Afternoon	30	GMC-SRV-250923-30B	225041
12:45:00	Eagle FM	General	Afternoon	15	GMC-SRV-210923-15B	225040
13:55:00	Eagle FM	General	Afternoon	30	GMC-SRV-250923-30B	225041
13:55:00	Eagle FM	General	Afternoon	15	GMC-SRV-210923-15B	225040
17:35:00	Eagle FM	General	Drive	30	GMC-SRV-250923-30B	225041
17:35:00	Eagle FM	General	Drive	15	GMC-SRV-210923-15B	225040
18:45:00	Eagle FM	General	Drive	30	GMC-SRV-250923-30B	225041
18:45:00	Eagle FM	General	Drive	15	GMC-SRV-210923-15B	225040
06:45:00	GNFM	General	Breakfast	30	GMC-SRV-250923-30B	225041
06:45:00	GNFM	General	Breakfast	15	GMC-SRV-210923-15B	225040
07:45:00	GNFM	General	Breakfast	30	GMC-SRV-250923-30B	225041
07:45:00	GNFM	General	Breakfast	15	GMC-SRV-210923-15B	225040
10:30:00	GNFM	General	Morning	30	GMC-SRV-250923-30B	225041
10:30:00	GNFM	General	Morning	15	GMC-SRV-210923-15B	225040
11:55:00	GNFM	General	Morning	30	GMC-SRV-250923-30B	225041
11:55:00	GNFM	General	Morning	15	GMC-SRV-210923-15B	225040
13:45:00	GNFM	General	Afternoon	30	GMC-SRV-250923-30B	225041
13:45:00	GNFM	General	Afternoon	15	GMC-SRV-210923-15B	225040
14:45:00	GNFM	General	Afternoon	30	GMC-SRV-250923-30B	225041

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Friday 29/09/2023

14:45:00	GNFM	General	Afternoon	15	GMC-SRV-210923-15B	225040
17:57:00	GNFM	General	Drive	30	GMC-SRV-250923-30B	225041
17:57:00	GNFM	General	Drive	15	GMC-SRV-210923-15B	225040
18:57:00	GNFM	General	Drive	30	GMC-SRV-250923-30B	225041
18:57:00	GNFM	General	Drive	15	GMC-SRV-210923-15B	225040

Saturday 30/09/2023

04:55:00	Eagle FM	General	Bonus	30	GMC-SRV-300923-30B	225042
04:55:00	Eagle FM	General	Bonus	15	GMC-SRV-210923-15B	225040
20:55:00	Eagle FM	General	Bonus	30	GMC-SRV-300923-30B	225042
20:55:00	Eagle FM	General	Bonus	15	GMC-SRV-210923-15B	225040
21:55:00	Eagle FM	General	Bonus	30	GMC-SRV-300923-30B	225042
21:55:00	Eagle FM	General	Bonus	15	GMC-SRV-210923-15B	225040
22:55:00	Eagle FM	General	Bonus	30	GMC-SRV-300923-30B	225042
22:55:00	Eagle FM	General	Bonus	15	GMC-SRV-210923-15B	225040
23:55:00	Eagle FM	General	Bonus	30	GMC-SRV-300923-30B	225042
23:55:00	Eagle FM	General	Bonus	15	GMC-SRV-210923-15B	225040
03:35:00	GNFM	General	Bonus	30	GMC-SRV-300923-30B	225042
03:35:00	GNFM	General	Bonus	15	GMC-SRV-210923-15B	225040
20:57:00	GNFM	General	Bonus	30	GMC-SRV-300923-30B	225042
20:57:00	GNFM	General	Bonus	15	GMC-SRV-210923-15B	225040
21:57:00	GNFM	General	Bonus	30	GMC-SRV-300923-30B	225042
21:57:00	GNFM	General	Bonus	15	GMC-SRV-210923-15B	225040
22:57:00	GNFM	General	Bonus	30	GMC-SRV-300923-30B	225042
22:57:00	GNFM	General	Bonus	15	GMC-SRV-210923-15B	225040
23:35:00	GNFM	General	Bonus	30	GMC-SRV-300923-30B	225042
23:35:00	GNFM	General	Bonus	15	GMC-SRV-210923-15B	225040

Sunday 01/10/2023

01:55:00	Eagle FM	General	Bonus	30	GMC-SRV-300923-30B	225042
01:55:00	Eagle FM	General	Bonus	15	GMC-SRV-210923-15B	225040
04:55:00	Eagle FM	General	Bonus	30	GMC-SRV-300923-30B	225042

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Sunday 01/10/2023

04:55:00	Eagle FM	General	Bonus	15	GMC-SRV-210923-15B	225040
20:30:00	Eagle FM	General	Bonus	30	GMC-SRV-300923-30B	225042
20:30:00	Eagle FM	General	Bonus	15	GMC-SRV-210923-15B	225040
21:30:00	Eagle FM	General	Bonus	30	GMC-SRV-300923-30B	225042
21:30:00	Eagle FM	General	Bonus	15	GMC-SRV-210923-15B	225040
22:30:00	Eagle FM	General	Bonus	30	GMC-SRV-300923-30B	225042
22:30:00	Eagle FM	General	Bonus	15	GMC-SRV-210923-15B	225040
00:57:00	GNFM	General	Bonus	30	GMC-SRV-300923-30B	225042
00:57:00	GNFM	General	Bonus	15	GMC-SRV-210923-15B	225040
19:35:00	GNFM	General	Bonus	30	GMC-SRV-300923-30B	225042
19:35:00	GNFM	General	Bonus	15	GMC-SRV-210923-15B	225040
20:35:00	GNFM	General	Bonus	30	GMC-SRV-300923-30B	225042
20:35:00	GNFM	General	Bonus	15	GMC-SRV-210923-15B	225040
21:35:00	GNFM	General	Bonus	30	GMC-SRV-300923-30B	225042
21:35:00	GNFM	General	Bonus	15	GMC-SRV-210923-15B	225040
23:57:00	GNFM	General	Bonus	30	GMC-SRV-300923-30B	225042
23:57:00	GNFM	General	Bonus	15	GMC-SRV-210923-15B	225040

Monday 02/10/2023

06:25:00	Eagle FM	General	Breakfast	30	GMC-SRV-021023-30B	225043
06:25:00	Eagle FM	General	Breakfast	15	GMC-SRV-210923-15B	225040
07:45:00	Eagle FM	General	Breakfast	30	GMC-SRV-021023-30B	225043
07:45:00	Eagle FM	General	Breakfast	15	GMC-SRV-210923-15B	225040
09:45:00	Eagle FM	General	Morning	30	GMC-SRV-021023-30B	225043
09:45:00	Eagle FM	General	Morning	15	GMC-SRV-210923-15B	225040
11:35:00	Eagle FM	General	Morning	30	GMC-SRV-021023-30B	225043
11:35:00	Eagle FM	General	Morning	15	GMC-SRV-210923-15B	225040
16:35:00	Eagle FM	General	Drive	30	GMC-SRV-021023-30B	225043
16:35:00	Eagle FM	General	Drive	15	GMC-SRV-210923-15B	225040
18:35:00	Eagle FM	General	Drive	30	GMC-SRV-021023-30B	225043
18:35:00	Eagle FM	General	Drive	15	GMC-SRV-210923-15B	225040

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Monday 02/10/2023

06:15:00	GNFM	General	Breakfast	30	GMC-SRV-021023-30B	225043
06:15:00	GNFM	General	Breakfast	15	GMC-SRV-210923-15B	225040
08:25:00	GNFM	General	Breakfast	30	GMC-SRV-021023-30B	225043
08:25:00	GNFM	General	Breakfast	15	GMC-SRV-210923-15B	225040
09:55:00	GNFM	General	Morning	30	GMC-SRV-021023-30B	225043
09:55:00	GNFM	General	Morning	15	GMC-SRV-210923-15B	225040
11:30:00	GNFM	General	Morning	30	GMC-SRV-021023-30B	225043
11:30:00	GNFM	General	Morning	15	GMC-SRV-210923-15B	225040
15:57:00	GNFM	General	Drive	30	GMC-SRV-021023-30B	225043
15:57:00	GNFM	General	Drive	15	GMC-SRV-210923-15B	225040
16:57:00	GNFM	General	Drive	30	GMC-SRV-021023-30B	225043
16:57:00	GNFM	General	Drive	15	GMC-SRV-210923-15B	225040

Wednesday 04/10/2023

09:25:00	Eagle FM	General	Morning	30	GMC-0410-30	225365
09:25:00	Eagle FM	General	Morning	15	GMC-SRV-210923-15B	225040
11:35:00	Eagle FM	General	Morning	30	GMC-0410-30	225365
11:35:00	Eagle FM	General	Morning	15	GMC-SRV-210923-15B	225040
12:35:00	Eagle FM	General	Afternoon	30	GMC-0410-30	225365
12:35:00	Eagle FM	General	Afternoon	15	GMC-SRV-210923-15B	225040
13:45:00	Eagle FM	General	Afternoon	30	GMC-0410-30	225365
13:45:00	Eagle FM	General	Afternoon	15	GMC-SRV-210923-15B	225040
17:55:00	Eagle FM	General	Drive	30	GMC-0410-30	225365
17:55:00	Eagle FM	General	Drive	15	GMC-SRV-210923-15B	225040
18:35:00	Eagle FM	General	Drive	30	GMC-0410-30	225365
18:35:00	Eagle FM	General	Drive	15	GMC-SRV-210923-15B	225040
10:30:00	GNFM	General	Morning	30	GMC-0410-30	225365
10:30:00	GNFM	General	Morning	15	GMC-SRV-210923-15B	225040
11:30:00	GNFM	General	Morning	30	GMC-0410-30	225365
11:30:00	GNFM	General	Morning	15	GMC-SRV-210923-15B	225040
13:45:00	GNFM	General	Afternoon	30	GMC-0410-30	225365
13:45:00	GNFM	General	Afternoon	15	GMC-SRV-210923-15B	225040

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Wednesday 04/10/2023

14:45:00	GNFM	General	Afternoon	30	GMC-0410-30	225365
14:45:00	GNFM	General	Afternoon	15	GMC-SRV-210923-15B	225040
17:45:00	GNFM	General	Drive	30	GMC-0410-30	225365
17:45:00	GNFM	General	Drive	15	GMC-SRV-210923-15B	225040
18:35:00	GNFM	General	Drive	30	GMC-0410-30	225365
18:35:00	GNFM	General	Drive	15	GMC-SRV-210923-15B	225040

Friday 06/10/2023

06:25:00	Eagle FM	General	Breakfast	30	GMC-0410-30	225365
06:25:00	Eagle FM	General	Breakfast	15	GMC-SRV-210923-15B	225040
07:55:00	Eagle FM	General	Breakfast	30	GMC-0410-30	225365
07:55:00	Eagle FM	General	Breakfast	15	GMC-SRV-210923-15B	225040
09:15:00	Eagle FM	General	Morning	30	GMC-0410-30	225365
09:15:00	Eagle FM	General	Morning	15	GMC-SRV-210923-15B	225040
11:55:00	Eagle FM	General	Morning	30	GMC-0410-30	225365
11:55:00	Eagle FM	General	Morning	15	GMC-SRV-210923-15B	225040
12:55:00	Eagle FM	General	Afternoon	30	GMC-0410-30	225365
12:55:00	Eagle FM	General	Afternoon	15	GMC-SRV-210923-15B	225040
14:35:00	Eagle FM	General	Afternoon	30	GMC-0410-30	225365
14:35:00	Eagle FM	General	Afternoon	15	GMC-SRV-210923-15B	225040
19:45:00	Eagle FM	General	Bonus	30	GMC-0410-30	225365
19:45:00	Eagle FM	General	Bonus	15	GMC-SRV-210923-15B	225040
20:30:00	Eagle FM	General	Bonus	30	GMC-0410-30	225365
20:30:00	Eagle FM	General	Bonus	15	GMC-SRV-210923-15B	225040
07:15:00	GNFM	General	Breakfast	30	GMC-0410-30	225365
07:15:00	GNFM	General	Breakfast	15	GMC-SRV-210923-15B	225040
07:55:00	GNFM	General	Breakfast	30	GMC-0410-30	225365
07:55:00	GNFM	General	Breakfast	15	GMC-SRV-210923-15B	225040
10:15:00	GNFM	General	Morning	30	GMC-0410-30	225365
10:15:00	GNFM	General	Morning	15	GMC-SRV-210923-15B	225040
10:30:00	GNFM	General	Bonus	30	GMC-0410-30	225365
10:30:00	GNFM	General	Bonus	15	GMC-SRV-210923-15B	225040

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Friday 06/10/2023

11:45:00	GNFM	General	Morning	30	GMC-0410-30	225365
11:45:00	GNFM	General	Morning	15	GMC-SRV-210923-15B	225040
13:35:00	GNFM	General	Afternoon	30	GMC-0410-30	225365
13:35:00	GNFM	General	Afternoon	15	GMC-SRV-210923-15B	225040
14:35:00	GNFM	General	Afternoon	30	GMC-0410-30	225365
14:35:00	GNFM	General	Afternoon	15	GMC-SRV-210923-15B	225040
23:57:00	GNFM	General	Bonus	30	GMC-0410-30	225365
23:57:00	GNFM	General	Bonus	15	GMC-SRV-210923-15B	225040

Tuesday 10/10/2023

02:55:00	Eagle FM	General	Bonus	30		
02:55:00	Eagle FM	General	Bonus	15		
04:55:00	Eagle FM	General	Bonus	30		
04:55:00	Eagle FM	General	Bonus	15		
07:25:00	Eagle FM	General	Breakfast	30		
07:25:00	Eagle FM	General	Breakfast	15		
08:45:00	Eagle FM	General	Breakfast	30		
08:45:00	Eagle FM	General	Breakfast	15		
09:25:00	Eagle FM	General	Morning	30		
09:25:00	Eagle FM	General	Morning	15		
11:45:00	Eagle FM	General	Morning	30		
11:45:00	Eagle FM	General	Morning	15		
12:55:00	Eagle FM	General	Afternoon	30		
12:55:00	Eagle FM	General	Afternoon	15		
13:45:00	Eagle FM	General	Afternoon	30		
13:45:00	Eagle FM	General	Afternoon	15		
15:55:00	Eagle FM	General	Drive	30		
15:55:00	Eagle FM	General	Drive	15		
17:55:00	Eagle FM	General	Drive	30		
17:55:00	Eagle FM	General	Drive	15		
19:45:00	Eagle FM	General	Bonus	30		
19:45:00	Eagle FM	General	Bonus	15		

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Tuesday 10/10/2023

06:15:00	GNFM	General	Breakfast	30
06:15:00	GNFM	General	Breakfast	15
07:45:00	GNFM	General	Breakfast	30
07:45:00	GNFM	General	Breakfast	15
09:15:00	GNFM	General	Morning	30
09:15:00	GNFM	General	Morning	15
11:55:00	GNFM	General	Morning	30
11:55:00	GNFM	General	Morning	15
13:35:00	GNFM	General	Afternoon	30
13:35:00	GNFM	General	Afternoon	15
14:45:00	GNFM	General	Afternoon	30
14:45:00	GNFM	General	Afternoon	15
17:57:00	GNFM	General	Drive	30
17:57:00	GNFM	General	Drive	15
18:35:00	GNFM	General	Drive	30
18:35:00	GNFM	General	Drive	15
19:35:00	GNFM	General	Bonus	30
19:35:00	GNFM	General	Bonus	15
20:35:00	GNFM	General	Bonus	30
20:35:00	GNFM	General	Bonus	15
21:35:00	GNFM	General	Bonus	30
21:35:00	GNFM	General	Bonus	15

Thursday 12/10/2023

01:30:00	Eagle FM	General	Bonus	30
01:30:00	Eagle FM	General	Bonus	15
02:30:00	Eagle FM	General	Bonus	30
02:30:00	Eagle FM	General	Bonus	15
03:30:00	Eagle FM	General	Bonus	30
03:30:00	Eagle FM	General	Bonus	15
06:45:00	Eagle FM	General	Breakfast	30
06:45:00	Eagle FM	General	Breakfast	15

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Thursday 12/10/2023

08:45:00	Eagle FM	General	Breakfast	30
08:45:00	Eagle FM	General	Breakfast	15
10:35:00	Eagle FM	General	Morning	30
10:35:00	Eagle FM	General	Morning	15
11:55:00	Eagle FM	General	Morning	30
11:55:00	Eagle FM	General	Morning	15
13:35:00	Eagle FM	General	Afternoon	30
13:35:00	Eagle FM	General	Afternoon	15
14:35:00	Eagle FM	General	Afternoon	30
14:35:00	Eagle FM	General	Afternoon	15
17:35:00	Eagle FM	General	Drive	30
17:35:00	Eagle FM	General	Drive	15
18:35:00	Eagle FM	General	Drive	30
18:35:00	Eagle FM	General	Drive	15
19:45:00	Eagle FM	General	Bonus	30
19:45:00	Eagle FM	General	Bonus	15
20:30:00	Eagle FM	General	Bonus	30
20:30:00	Eagle FM	General	Bonus	15
00:35:00	GNFM	General	Bonus	30
00:35:00	GNFM	General	Bonus	15
05:45:00	GNFM	General	Breakfast	30
05:45:00	GNFM	General	Breakfast	15
07:45:00	GNFM	General	Breakfast	30
07:45:00	GNFM	General	Breakfast	15
10:30:00	GNFM	General	Morning	30
10:30:00	GNFM	General	Morning	15
11:15:00	GNFM	General	Morning	30
11:15:00	GNFM	General	Morning	15
13:57:00	GNFM	General	Afternoon	30
13:57:00	GNFM	General	Afternoon	15
14:57:00	GNFM	General	Afternoon	30
14:57:00	GNFM	General	Afternoon	15

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Thursday 12/10/2023

15:45:00	GNFM	General	Drive	30
15:45:00	GNFM	General	Drive	15
16:45:00	GNFM	General	Drive	30
16:45:00	GNFM	General	Drive	15
19:57:00	GNFM	General	Bonus	30
19:57:00	GNFM	General	Bonus	15
21:35:00	GNFM	General	Bonus	30
21:35:00	GNFM	General	Bonus	15
22:35:00	GNFM	General	Bonus	30
22:35:00	GNFM	General	Bonus	15
23:35:00	GNFM	General	Bonus	30
23:35:00	GNFM	General	Bonus	15

Monday 16/10/2023

05:30:00	Eagle FM	General	Breakfast	30
05:30:00	Eagle FM	General	Breakfast	15
06:55:00	Eagle FM	General	Breakfast	30
06:55:00	Eagle FM	General	Breakfast	15
12:45:00	Eagle FM	General	Afternoon	30
12:45:00	Eagle FM	General	Afternoon	15
14:45:00	Eagle FM	General	Afternoon	30
14:45:00	Eagle FM	General	Afternoon	15
19:30:00	Eagle FM	General	Bonus	30
19:30:00	Eagle FM	General	Bonus	15
20:30:00	Eagle FM	General	Bonus	30
20:30:00	Eagle FM	General	Bonus	15
07:25:00	GNFM	General	Breakfast	30
07:25:00	GNFM	General	Breakfast	15
08:55:00	GNFM	General	Breakfast	30
08:55:00	GNFM	General	Breakfast	15
12:45:00	GNFM	General	Afternoon	30
12:45:00	GNFM	General	Afternoon	15

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Monday 16/10/2023

14:35:00	GNFM	General	Afternoon	30
14:35:00	GNFM	General	Afternoon	15
19:35:00	GNFM	General	Bonus	30
19:35:00	GNFM	General	Bonus	15
20:35:00	GNFM	General	Bonus	30
20:35:00	GNFM	General	Bonus	15

Tuesday 17/10/2023

09:45:00	Eagle FM	General	Morning	30
09:45:00	Eagle FM	General	Morning	15
10:55:00	Eagle FM	General	Morning	30
10:55:00	Eagle FM	General	Morning	15
17:45:00	Eagle FM	General	Drive	30
17:45:00	Eagle FM	General	Drive	15
18:35:00	Eagle FM	General	Drive	30
18:35:00	Eagle FM	General	Drive	15
21:55:00	Eagle FM	General	Bonus	30
21:55:00	Eagle FM	General	Bonus	15
22:55:00	Eagle FM	General	Bonus	30
22:55:00	Eagle FM	General	Bonus	15
10:30:00	GNFM	General	Morning	30
10:30:00	GNFM	General	Morning	15
11:30:00	GNFM	General	Morning	30
11:30:00	GNFM	General	Morning	15
15:57:00	GNFM	General	Drive	30
15:57:00	GNFM	General	Drive	15
18:35:00	GNFM	General	Drive	30
18:35:00	GNFM	General	Drive	15
19:35:00	GNFM	General	Bonus	30
19:35:00	GNFM	General	Bonus	15
20:35:00	GNFM	General	Bonus	30
20:35:00	GNFM	General	Bonus	15

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Wednesday 18/10/2023

06:55:00	Eagle FM	General	Breakfast	30
06:55:00	Eagle FM	General	Breakfast	15
07:45:00	Eagle FM	General	Breakfast	30
07:45:00	Eagle FM	General	Breakfast	15
12:55:00	Eagle FM	General	Afternoon	30
12:55:00	Eagle FM	General	Afternoon	15
13:45:00	Eagle FM	General	Afternoon	30
13:45:00	Eagle FM	General	Afternoon	15
19:55:00	Eagle FM	General	Bonus	30
19:55:00	Eagle FM	General	Bonus	15
20:45:00	Eagle FM	General	Bonus	30
20:45:00	Eagle FM	General	Bonus	15
06:55:00	GNFM	General	Breakfast	30
06:55:00	GNFM	General	Breakfast	15
07:45:00	GNFM	General	Breakfast	30
07:45:00	GNFM	General	Breakfast	15
13:45:00	GNFM	General	Afternoon	30
13:45:00	GNFM	General	Afternoon	15
14:45:00	GNFM	General	Afternoon	30
14:45:00	GNFM	General	Afternoon	15
19:57:00	GNFM	General	Bonus	30
19:57:00	GNFM	General	Bonus	15
21:35:00	GNFM	General	Bonus	30
21:35:00	GNFM	General	Bonus	15

Thursday 19/10/2023

01:55:00	Eagle FM	General	Bonus	30
01:55:00	Eagle FM	General	Bonus	15
02:55:00	Eagle FM	General	Bonus	30
02:55:00	Eagle FM	General	Bonus	15
03:55:00	Eagle FM	General	Bonus	30

Please Note: The placement times and key numbers above are correct at the time of publication. Actual time your commercials will air may vary due to late log and programming changes.

Thursday 19/10/2023

03:55:00	Eagle FM	General	Bonus	15
10:55:00	Eagle FM	General	Morning	30
10:55:00	Eagle FM	General	Morning	15
11:55:00	Eagle FM	General	Morning	30
11:55:00	Eagle FM	General	Morning	15
17:55:00	Eagle FM	General	Drive	30
17:55:00	Eagle FM	General	Drive	15
18:35:00	Eagle FM	General	Drive	30
18:35:00	Eagle FM	General	Drive	15
09:55:00	GNFM	General	Morning	30
09:55:00	GNFM	General	Morning	15
11:55:00	GNFM	General	Morning	30
11:55:00	GNFM	General	Morning	15
15:57:00	GNFM	General	Drive	30
15:57:00	GNFM	General	Drive	15
18:57:00	GNFM	General	Drive	30
18:57:00	GNFM	General	Drive	15
19:57:00	GNFM	General	Bonus	30
19:57:00	GNFM	General	Bonus	15
20:35:00	GNFM	General	Bonus	30
20:35:00	GNFM	General	Bonus	15
21:35:00	GNFM	General	Bonus	30
21:35:00	GNFM	General	Bonus	15

Friday 20/10/2023

05:55:00	Eagle FM	General	Breakfast	30
05:55:00	Eagle FM	General	Breakfast	15
07:15:00	Eagle FM	General	Breakfast	30
07:15:00	Eagle FM	General	Breakfast	15
12:45:00	Eagle FM	General	Afternoon	30
12:45:00	Eagle FM	General	Afternoon	15
14:35:00	Eagle FM	General	Afternoon	30

Please Note: The placement times and key numbers above are correct at the time of publication. Actual time your commercials will air may vary due to late log and programming changes.

Friday 20/10/2023

14:35:00	Eagle FM	General	Afternoon	15
06:55:00	GNFM	General	Breakfast	30
06:55:00	GNFM	General	Breakfast	15
08:55:00	GNFM	General	Breakfast	30
08:55:00	GNFM	General	Breakfast	15
12:57:00	GNFM	General	Afternoon	30
12:57:00	GNFM	General	Afternoon	15
14:45:00	GNFM	General	Afternoon	30
14:45:00	GNFM	General	Afternoon	15

Monday 23/10/2023

03:30:00	Eagle FM	General	Bonus	30
03:30:00	Eagle FM	General	Bonus	15
06:45:00	Eagle FM	General	Breakfast	30
06:45:00	Eagle FM	General	Breakfast	15
07:25:00	Eagle FM	General	Breakfast	30
07:25:00	Eagle FM	General	Breakfast	15
09:25:00	Eagle FM	General	Morning	30
09:25:00	Eagle FM	General	Morning	15
11:55:00	Eagle FM	General	Morning	30
11:55:00	Eagle FM	General	Morning	15
16:55:00	Eagle FM	General	Drive	30
16:55:00	Eagle FM	General	Drive	15
17:55:00	Eagle FM	General	Drive	30
17:55:00	Eagle FM	General	Drive	15
19:30:00	Eagle FM	General	Bonus	30
19:30:00	Eagle FM	General	Bonus	15
20:30:00	Eagle FM	General	Bonus	30
20:30:00	Eagle FM	General	Bonus	15
05:57:00	GNFM	General	Breakfast	30
05:57:00	GNFM	General	Breakfast	15

Please Note: The placement times and key numbers above are correct at the time of publication. Actual time your commercials will air may vary due to late log and programming changes.

Monday 23/10/2023

08:55:00	GNFM	General	Breakfast	30
08:55:00	GNFM	General	Breakfast	15
10:55:00	GNFM	General	Morning	30
10:55:00	GNFM	General	Morning	15
11:55:00	GNFM	General	Morning	30
11:55:00	GNFM	General	Morning	15
16:35:00	GNFM	General	Drive	30
16:35:00	GNFM	General	Drive	15
17:57:00	GNFM	General	Drive	30
17:57:00	GNFM	General	Drive	15
19:35:00	GNFM	General	Bonus	30
19:35:00	GNFM	General	Bonus	15
20:35:00	GNFM	General	Bonus	30
20:35:00	GNFM	General	Bonus	15
21:35:00	GNFM	General	Bonus	30
21:35:00	GNFM	General	Bonus	15

Tuesday 24/10/2023

00:30:00	Eagle FM	General	Bonus	30
00:30:00	Eagle FM	General	Bonus	15
10:35:00	Eagle FM	General	Morning	30
10:35:00	Eagle FM	General	Morning	15
11:35:00	Eagle FM	General	Morning	30
11:35:00	Eagle FM	General	Morning	15
13:45:00	Eagle FM	General	Afternoon	30
13:45:00	Eagle FM	General	Afternoon	15
14:45:00	Eagle FM	General	Afternoon	30
14:45:00	Eagle FM	General	Afternoon	15
16:55:00	Eagle FM	General	Drive	30
16:55:00	Eagle FM	General	Drive	15
18:35:00	Eagle FM	General	Drive	30
18:35:00	Eagle FM	General	Drive	15

Please Note: The placement times and key numbers above are correct at the time of publication. Actual time your commercials will air may vary due to late log and programming changes.

Tuesday 24/10/2023

19:45:00	Eagle FM	General	Bonus	30
19:45:00	Eagle FM	General	Bonus	15
10:30:00	GNFM	General	Morning	30
10:30:00	GNFM	General	Morning	15
11:55:00	GNFM	General	Morning	30
11:55:00	GNFM	General	Morning	15
13:35:00	GNFM	General	Afternoon	30
13:35:00	GNFM	General	Afternoon	15
14:45:00	GNFM	General	Afternoon	30
14:45:00	GNFM	General	Afternoon	15
17:45:00	GNFM	General	Drive	30
17:45:00	GNFM	General	Drive	15
18:35:00	GNFM	General	Drive	30
18:35:00	GNFM	General	Drive	15
19:35:00	GNFM	General	Bonus	30
19:35:00	GNFM	General	Bonus	15
20:35:00	GNFM	General	Bonus	30
20:35:00	GNFM	General	Bonus	15

Wednesday 25/10/2023

05:30:00	Eagle FM	General	Breakfast	30
05:30:00	Eagle FM	General	Breakfast	15
08:25:00	Eagle FM	General	Breakfast	30
08:25:00	Eagle FM	General	Breakfast	15
09:25:00	Eagle FM	General	Morning	30
09:25:00	Eagle FM	General	Morning	15
10:45:00	Eagle FM	General	Morning	30
10:45:00	Eagle FM	General	Morning	15
12:35:00	Eagle FM	General	Afternoon	30
12:35:00	Eagle FM	General	Afternoon	15
13:35:00	Eagle FM	General	Afternoon	30
13:35:00	Eagle FM	General	Afternoon	15

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Wednesday 25/10/2023

19:45:00	Eagle FM	General	Bonus	30
19:45:00	Eagle FM	General	Bonus	15
20:45:00	Eagle FM	General	Bonus	30
20:45:00	Eagle FM	General	Bonus	15
21:55:00	Eagle FM	General	Bonus	30
21:55:00	Eagle FM	General	Bonus	15
00:35:00	GNFM	General	Bonus	30
00:35:00	GNFM	General	Bonus	15
06:15:00	GNFM	General	Breakfast	30
06:15:00	GNFM	General	Breakfast	15
07:45:00	GNFM	General	Breakfast	30
07:45:00	GNFM	General	Breakfast	15
10:15:00	GNFM	General	Morning	30
10:15:00	GNFM	General	Morning	15
11:30:00	GNFM	General	Morning	30
11:30:00	GNFM	General	Morning	15
13:57:00	GNFM	General	Afternoon	30
13:57:00	GNFM	General	Afternoon	15
14:45:00	GNFM	General	Afternoon	30
14:45:00	GNFM	General	Afternoon	15
19:35:00	GNFM	General	Bonus	30
19:35:00	GNFM	General	Bonus	15
20:35:00	GNFM	General	Bonus	30
20:35:00	GNFM	General	Bonus	15

Thursday 26/10/2023

00:30:00	Eagle FM	General	Bonus	30
00:30:00	Eagle FM	General	Bonus	15
03:55:00	Eagle FM	General	Bonus	30
03:55:00	Eagle FM	General	Bonus	15
10:35:00	Eagle FM	General	Morning	30
10:35:00	Eagle FM	General	Morning	15

Please Note: The placement times and key numbers above are correct at the time of publication. Actual time your commercials will air may vary due to late log and programming changes.

Thursday 26/10/2023

11:45:00	Eagle FM	General	Morning	30
11:45:00	Eagle FM	General	Morning	15
12:55:00	Eagle FM	General	Afternoon	30
12:55:00	Eagle FM	General	Afternoon	15
13:45:00	Eagle FM	General	Afternoon	30
13:45:00	Eagle FM	General	Afternoon	15
17:45:00	Eagle FM	General	Drive	30
17:45:00	Eagle FM	General	Drive	15
18:35:00	Eagle FM	General	Drive	30
18:35:00	Eagle FM	General	Drive	15
19:45:00	Eagle FM	General	Bonus	30
19:45:00	Eagle FM	General	Bonus	15
09:30:00	GNFM	General	Morning	30
09:30:00	GNFM	General	Morning	15
11:55:00	GNFM	General	Morning	30
11:55:00	GNFM	General	Morning	15
13:35:00	GNFM	General	Afternoon	30
13:35:00	GNFM	General	Afternoon	15
14:35:00	GNFM	General	Afternoon	30
14:35:00	GNFM	General	Afternoon	15
16:45:00	GNFM	General	Drive	30
16:45:00	GNFM	General	Drive	15
18:57:00	GNFM	General	Drive	30
18:57:00	GNFM	General	Drive	15
19:57:00	GNFM	General	Bonus	30
19:57:00	GNFM	General	Bonus	15
20:35:00	GNFM	General	Bonus	30
20:35:00	GNFM	General	Bonus	15
22:35:00	GNFM	General	Bonus	30
22:35:00	GNFM	General	Bonus	15

Please Note: The placement times and key numbers above are correct at the time of publication. Actual time your commercials will air may vary due to late log and programming changes.



Friday 27/10/2023

06:25:00	Eagle FM	General	Breakfast	30
06:25:00	Eagle FM	General	Breakfast	15
07:45:00	Eagle FM	General	Breakfast	30
07:45:00	Eagle FM	General	Breakfast	15
09:55:00	Eagle FM	General	Morning	30
09:55:00	Eagle FM	General	Morning	15
10:45:00	Eagle FM	General	Morning	30
10:45:00	Eagle FM	General	Morning	15
13:55:00	Eagle FM	General	Afternoon	30
13:55:00	Eagle FM	General	Afternoon	15
14:35:00	Eagle FM	General	Afternoon	30
14:35:00	Eagle FM	General	Afternoon	15
05:45:00	GNFM	General	Breakfast	30
05:45:00	GNFM	General	Breakfast	15
08:55:00	GNFM	General	Breakfast	30
08:55:00	GNFM	General	Breakfast	15
10:15:00	GNFM	General	Morning	30
10:15:00	GNFM	General	Morning	15
10:55:00	GNFM	General	Morning	30
10:55:00	GNFM	General	Morning	15
12:57:00	GNFM	General	Afternoon	30
12:57:00	GNFM	General	Afternoon	15
14:35:00	GNFM	General	Afternoon	30
14:35:00	GNFM	General	Afternoon	15



Please Note: The placement times and key numbers above are correct at the time of publication. Actual time your commercials will air may vary due to late log and programming changes.




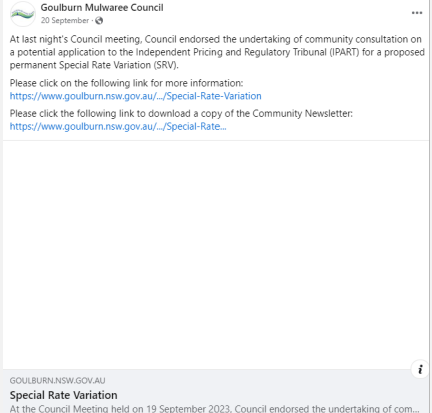
Appendix D: Facebook posts

Date	Description	Post	Engagement
29 September 2023	Advising completion of independent financial assessment and organisational improvement plan to achieve savings, prior to development of SRV options, including link to view the presentation by Morrison Low Consultants.		<p>Reach: 390 Engagement: 15</p>
29 September 2023	Advising inclusion of additional drop-in information sessions and encouraging members of the community to attend, and providing link to schedule of drop-in information sessions.		<p>Reach: 488 Engagement: 21</p>



Date	Description	Post	Engagement
28 September 2023	Advising publication of a community newsletter informing members of the community of how the proposed SRV will impact ratepayers, including link to access the newsletter.		<p>Reach: 392 Engagement: 24</p>
27 September 2023	Advising that further information in relation to the proposed SRV could be accessed from Council's website.		<p>Reach: 2,243 Engagement: 786</p>



Date	Description	Post	Engagement
26 September 2023	Advising details of planned community drop-in sessions, including link to full schedule of sessions.		<p>Reach: 646 Engagement: 137</p>
20 September 2023	Advising of Council resolution to undertake community consultation on potential SRV application, including links to further information on proposed SRV and community newsletter.		<p>Reach: 449 Engagement: 37</p>



Appendix E: Flyer (Letter from Mayor)



OFFICE OF THE MAYOR
 Mayor Peter Walker

Goulburn Mulwaree Council
 Locked Bag 22
 Goulburn NSW 2580
 t (02) 4823 4444
 e council@goulburn.nsw.gov.au
 www.goulburn.nsw.gov.au

20 September 2023

[Click and type Name]

[Click and type Title]

[Click and type Postal Address]

[Click here and type City] [Click here and type State] [Click and type Postcode]

Dear Resident,

Goulburn Mulwaree Council’s Proposed Special Rate Variation

Goulburn Mulwaree Council’s Long-Term Financial Plan, adopted in November 2022 indicated the need for Council to consider a permanent special rate variation (SRV) to ensure its ongoing financial sustainability. For Council to be financially sustainable in the long term it must achieve at least a break-even result in its general fund.

An SRV allows a council to increase its general income above the rate peg, under the provisions of the Local Government Act 1993 (NSW). SRVs can be for one or several years and can be temporary or permanently retained in the rates base.

If Council does not get to that position, it will not be able to undertake timely renewals of essential infrastructure like roads, bridges, sporting fields, playgrounds, and community facilities. They would deteriorate and could potentially fail.

Each year, councils wishing to apply for an SRV, apply to the Independent Pricing and Regulatory Tribunal (IPART) in February. The applications are assessed against criteria listed in the Office of Local Government’s Guidelines. These include undertaking long term financial planning, ensuring community awareness of the need and extent of the proposed increase in rates, and consideration of the impact on ratepayers and the community’s capacity and willingness to pay. In addition, councils must meet criteria related to productivity improvements.

As part of the process to clarify the need for an SRV Council engaged Morrison Low to undertake an independent financial review. Those findings are available on Council’s website. At the Council Meeting held on Tuesday 19 September 2023, Council voted to start a conversation with the community about a potential special rate variation.

Council voted to take 2 special rate variation options to the community, plus the status quo, or base case which relies on the rate peg set by IPART each year.

Scenarios	2024-25	2025-26	Cumulative
Base Case – Rate Peg*	3.5%	2.5%	6.1% (over two years)
Option 1 – One – year SRV (including rate peg)	43.5%	2.5%	47.1% (over two years)
Option 2 – Two – year SRV (including rate peg)	25.5%	20.5%	51.2% (over two years)

Note: Cumulative amounts are expressed as required by IPART and are projected to the end year of the SRV.
 *% increase assumed as yet to be announced.

Council will be undertaking a series of drop-in sessions where residents can speak with a Goulburn Mulwaree Councillor to better understand what this will mean to them. Council strongly encourages residents to attend one of these sessions.

Council’s drop-in sessions will be held at the following locations:

Village & Location	Date	Time
Tarago Tarago Town Hall	Monday 25 September 2023	4pm to 7pm
Tallong Tallong hall	Tuesday 26 September 2023	12noon to 3pm
Marulan Marulan Hall	Tuesday 26 September 2023	4pm to 7pm
Windellama Windellama Hall	Wednesday 27 September 2023	4pm to 7pm
Parkesbourne Uniting Church Hall	Thursday 28 September 2023	12noon to 3pm
Middle Arm Middle Arm Fire Shed	Thursday 28 September 2023	4pm to 7pm
Goulburn Square Outside Priceline	Friday 29 September 2023	2pm to 5pm
Bungonia Bungonia Progress Hall	Wednesday 4 October 2023	4pm to 7pm
Towrang Towrang Community Hall	Thursday 5 October 2023	4pm to 7pm
Goulburn Market Place Opposite Woolworths	Friday 6 October 2023	2pm to 5pm
Mayor and CEO to undertake consultation with other key groups:		
Goulburn Chamber of Commerce Monthly Meeting	Wednesday 11 October 2023	7.30am
Marulan Chamber of Commerce	Tuesday 26 September 2023	6pm – 7pm

If you are unable to attend one of the drop- in sessions, or would like more information on the Special Rate Variation it can be found on Council’s website on the homepage or by searching: <https://www.goulburn.nsw.gov.au/Council/Public-Exhibition-Notices/Special-Rate-Variation>

Regards



Cr Peter Walker
Mayor Goulburn Mulwaree Council



Appendix F: Newsletter



Special Rate Variation Proposal

How did we get here?

Under the rate peg set by the State Government, Goulburn Mulwaree Council is delivering infrastructure and services to meet the demands of a growing population. This has, however, become increasingly challenging in recent years. A truly volatile inflationary environment, the COVID pandemic, and recent weather events have increased Council’s costs faster than revenue growth, causing extreme budgetary pressure. Costs are out-stripping revenue, resulting in Operating Deficits. Council has used cash reserves and reduced infrastructure renewal and maintenance to ensure balanced budgets, and sourced other income opportunities. Goulburn Mulwaree Council’s (‘Council’) Long-Term Financial Plan (LTFP), adopted in November 2022 indicated the need for Council to consider a permanent special rate variation (SRV) to ensure its ongoing financial sustainability. Council has now committed to exploring the option of an SRV application. Council has not previously sought an SRV.

Where we are up to in the process?

As part of the process to clarify the need for an SRV Council engaged Morrison Low to undertake an independent financial review. Those findings are available on Council’s website. At the Council Meeting held on Tuesday 19 September 2023, Council voted to start a conversation with the community about a potential special rate variation.

What is being proposed?

Council voted to take 2 special rate variation options to the community, plus the status quo, or base case which relies on the rate peg set by IPART each year.

If endorsed this increase will be permanent.

Scenarios	2024-25	2025-26	Cumulative
Base Case - Rate Peg*	3.5%	2.5%	6.1% (over two years)
Option 1 - One - year SRV (including rate peg)	43.5%	2.5%	47.1% (over two years)
Option 2 - Two - year SRV (including rate peg)	25.5%	20.5%	51.2% (over two years)

Note: Cumulative amounts are expressed as required by IPART and only go the end year of the SRV. Black excludes rate peg percentage.
 * % increase assumed as yet to be announced.

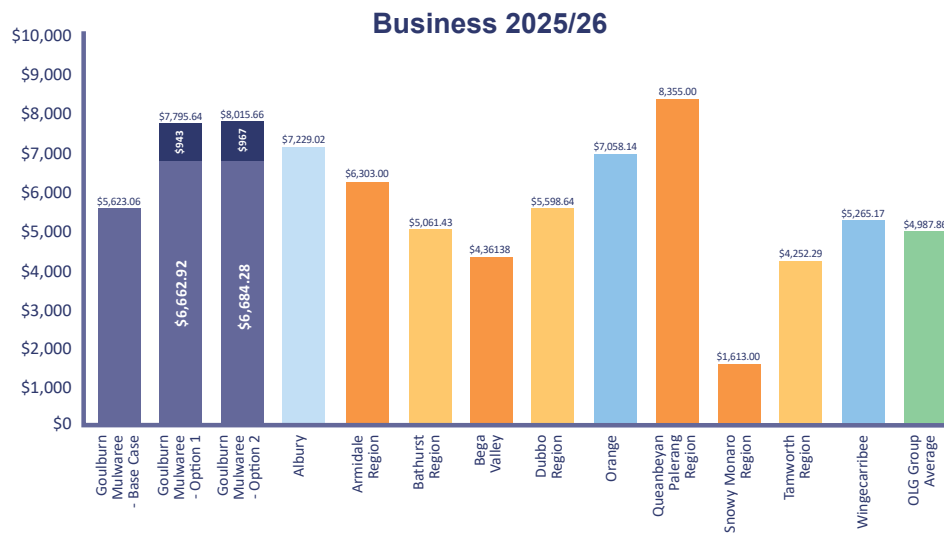
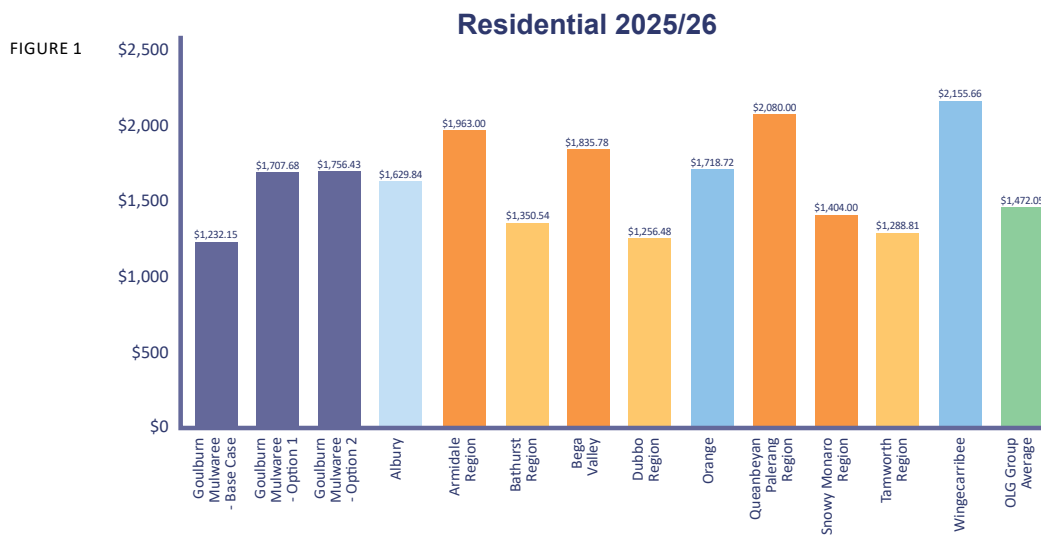
What will change on my rates notice?

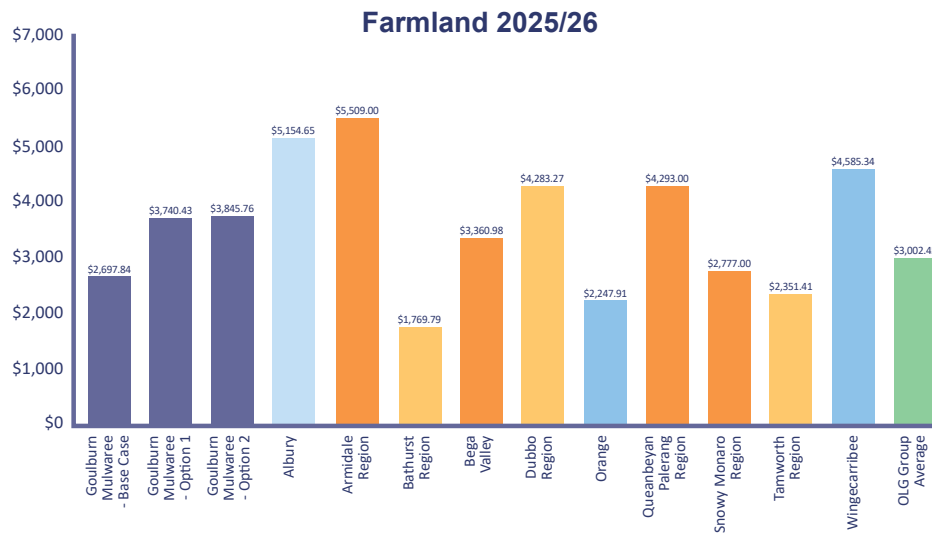
The SRV applies to the general rate charge. This is the base rate and land value (or ad valorem) charge on your rates notice. It does not apply to garbage or general waste, sewerage, stormwater, or water charges.

The impact on an individual's rates will be different depending on the unimproved land value of their property.

How do our rates compare with similar Councils?

The Office of Local Government groups similar Councils for comparison purposes. Goulburn Mulwaree Council is in Group 4 with 25 other Regional Town or City Councils. This group of Councils represents a diverse cross section of geographies and communities across New South Wales, including Albury, Dubbo, Bathurst, Orange and Queanbeyan-Palerang, as well as coastal Councils including Byron, Ballina and Eurobodalla.





What will the Goulburn Mulwaree SRV be spent on?

Council relies on what the residents of the Goulburn Mulwaree Local Government Area want it to spend money on in terms of services and infrastructure.

The proposed special rate variation will enable Council to:

- ▶ Increase maintenance of Council’s Road network
- ▶ Invest in cyber security upgrades for Council’s technology systems
- ▶ Adequately resource the Community Facilities team to maintain and manage Council’s parks and open spaces
- ▶ Deliver current services and maintain assets to the community
- ▶ Ensuring financial sustainability in the longer-term
- ▶ Fast-track renewals to improve infrastructure.

What has Council already done to save money?

Council undertakes regular reviews to ensure that it is containing costs and implementing efficiency gains, so that it can provide value for money to its community. Council has found savings of approximately \$1.179 million per year through implementing 44 initiatives, including the introduction of LED lighting, energy audit savings, haulage route reviews, and improved administration and operational processes. Going forward, Council has identified further improvement initiatives that it will implement as soon as practical providing a further annual net benefit of \$1.4 million per year, with one-off implementation costs of \$1.7 million. Some of these initiatives include review of strategic asset management, continual review of lighting emissions, ongoing audit of energy commitments, and use of technology to its full capacity.

Council will continue to investigate cost saving opportunities; however, cost savings alone will not be sufficient to ensure Councils future financial sustainability

If your rates don't go up what will happen

Council will need to consider options like decreasing spending in some areas or reducing levels of service provisions. This could mean mowing a park less often, less road maintenance or changing hours of operation at some facilities. If Council cannot increase its rates revenue through an SRV, it will need to cut its operating costs by around \$10.7 million per year and not adequately fund its asset renewal.

Where else does Council get its funding from?

Rates make up approximately 40 percent of Council's current income. Around 25 percent of our income comes from fees and charges (e.g., water usage, waste management, venue hire fees, inspection fees, development application fees etc.); We also receive a range of grant funding. This funding is often linked to projects like upgrading a road or to help Council build a new facility like the Goulburn Performing Arts Centre. Grant funding makes up almost 35 percent of Council income, however, is variable and is project specific. Council also receives funding from other sources like fines, land sales, developer contributions and interest.

How will the special rate rise affect you?

Goulburn Mulwaree Council has 9 rating categories, so the effect will depend on where you live and the value of your property. The proposed rate rise only applies to the general rate charge. It does not apply to garbage or general waste, sewerage, stormwater, or water charges.

The diagrams below show the impact of each option on the average residential rate. All rate increase figures include the rate peg and are permanent.

SRV impact on average rates

Residential SRV Options	2023-24	2024-25	2025-26	Two-year increase (including rate peg)	Weekly increase (including rate peg)
Base Case	\$1,161.45	\$1,202.10	\$1,232.15	\$70.70	\$1.36
Option 1	\$1,161.45	\$1,666.03	\$1,707.68	\$546.23	\$10.50
Option 2	\$1,161.45	\$1,445.05	\$1,756.43	\$594.98	\$11.42

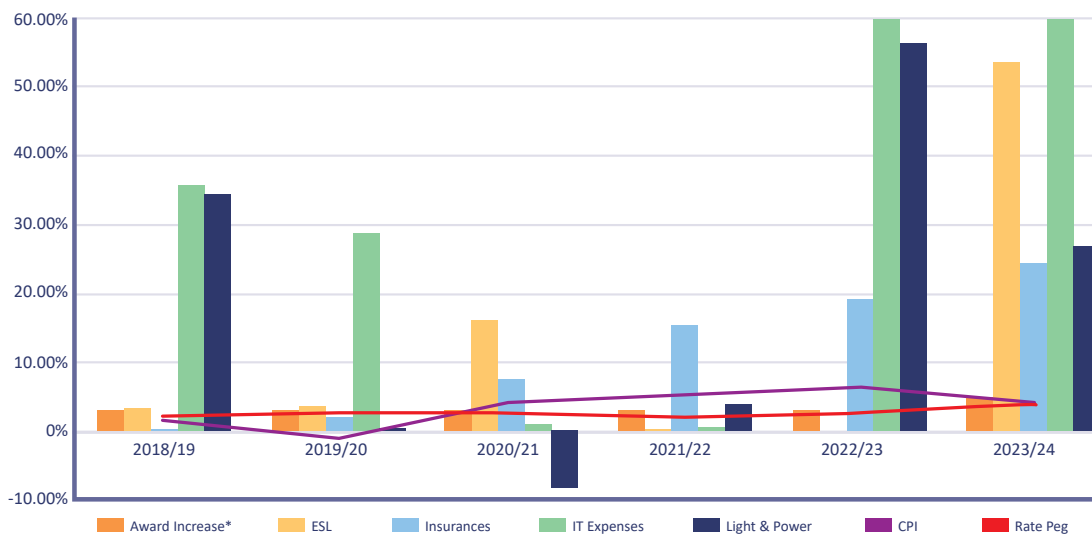
Business SRV Options	2023-24	2024-25	2025-26	Two-year increase (including rate peg)	Weekly increase (including rate peg)
Base Case	\$5,300.40	\$5,485.91	\$5,623.06	\$322.66	\$6.20
Option 1	\$5,300.40	\$7,605.50	\$7,795.64	\$2,495.24	\$47.99
Option 2	\$5,300.40	\$6,651.50	\$8,015.06	\$2,715.26	\$52.22

Farmland SRV Options	2023-24	2024-25	2025-26	Two-year increase (including rate peg)	Weekly increase (including rate peg)
Base Case	\$2,543.03	\$2,632.04	\$2,697.84	\$154.81	\$2.98
Option 1	\$2,543.03	\$3,649.21	\$3,740.43	\$1,197.40	\$23.03
Option 2	\$2,543.03	\$3,191.46	\$3,845.76	\$1,302.73	\$25.05

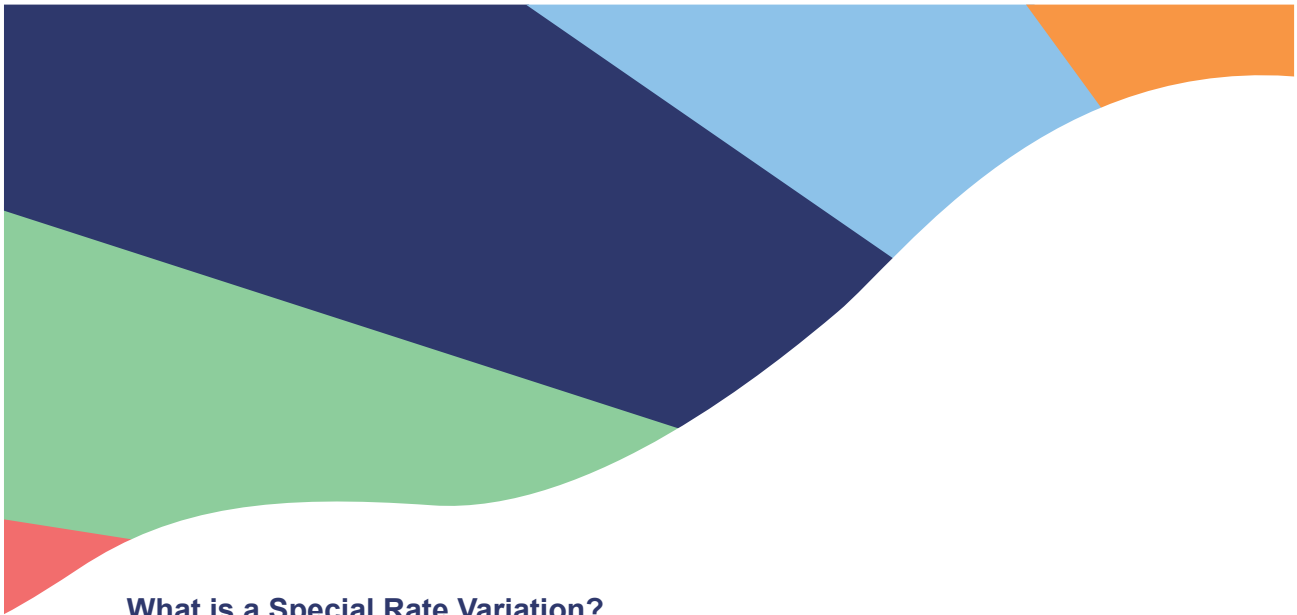


Rate pegging has not matched Council’s operating expenses over the last six years. This can be demonstrated by the visual below.

Percentage increase in expenses v Rate Pegging 2018/19 – 2023/24



	Increase (\$'000)	Increase (%)	Average Increase (\$'000)	Average Increase (%)
ESL	404	92.66%	67	15.44%
Insurances	1,002	89.46%	167	14.91%
IT Expenses	985	569.36%	164	94.89%
Light & Power	1,641	156.29%	274	26.05%
Depreciation	13,884	114.59%	2,314	19.10%
Increase in expenses	17,916	120.28%	2,986	20.05%
Rates	4,710	24.76%	785	4.13%



What is a Special Rate Variation?

The Independent Pricing and Regulatory Tribunal (IPART) sets the amount Councils can increase rates by each year, which is called the rate peg. A special rate variation is a request by a Council to IPART to increase rates by more than the rate peg amount. A special rate variation can be for a single or multiple years. It can also be temporary or permanently retained in the rates base. To apply for a special rate variation Council needs to follow a process set out by IPART and formally apply for the variation and show how Council has met all of the criteria in the application guidelines

What if I cannot afford for rates to increase?

In assessing Council’s application, IPART will consider the ability of ratepayers to pay their rates. Council has a Hardship Policy in place which provides a framework for ratepayers experiencing genuine hardship for assistance with the payment of their rates and charges. More information about Council’s hardship assistance can be found on Council’s website: [https://www.goulburn.nsw.gov.au/Council/Policies?dlv_OC%20CL%20Public%20DocLib%20Global=\(pageindex=3\)](https://www.goulburn.nsw.gov.au/Council/Policies?dlv_OC%20CL%20Public%20DocLib%20Global=(pageindex=3)) Council also has pensioner concessions in place if you are eligible. More information is available from Council’s Rates team or on its website: [https://www.goulburn.nsw.gov.au/Council/Policies?dlv_OC%20CL%20Public%20DocLib%20Global=\(pageindex=5\)](https://www.goulburn.nsw.gov.au/Council/Policies?dlv_OC%20CL%20Public%20DocLib%20Global=(pageindex=5))

How can I find out more and provide feedback?

Council is seeking the community’s view on the proposed SRV. More information on the proposal is available on Council’s website or we encourage you to attend one of the community drop-in information sessions. Send us your views by completing the online submission form, complete a form available in Council’s Customer Service area and Library, or email srvfeedback@goulburn.nsw.gov.au Keep an eye on Council’s website, its social media page and in local media for more details about these drop-in sessions. Feedback from the community will be gathered up until 5pm on 3rd November 2023.

What happens next?

After Council has considered the community feedback it will meet again to consider whether or not to advise IPART that an application will be prepared and submitted to request a special rate variation. This meeting will be held on 21 November 2023. IPART will conduct its own consultation, with public submissions likely to be sought in March 2024, before they make their determination in May 2024.

If approved, the SRV will be included in rates from 1 July 2024. IPART has not announced the timelines for this year’s application process, so some dates are approximate, based on previous years.





Appendix G: Open-ended submission response coding guide

Coded theme	Example comments
Affordability and hardship	<ul style="list-style-type: none"> - Anything higher than the Base Case puts undue pressure on already stressed households - People will not be able to afford it. - As a pensioner, I struggle to pay my bills now. I would have no way of paying a 50% increase. - Simply won't be able to afford the increase with my current circumstances.
Cost of living pressures	<ul style="list-style-type: none"> - With the cost of living rising, the less of a rate rise will be better for the locals of Goulburn. - It's ridiculous to even consider putting the rates up with everything else going up in the world, how are people meant to survive? - People are already at breaking point with the cost of living.
Council efficiencies and cost savings	<ul style="list-style-type: none"> - Just like the rest of the community, Council must live within its means. - Council should sell all surplus or minimally used land and assets such as the old Bourke Street depot, which is only utilised by a handle of special interest groups. - You should look at your own budgets internally before going to the ratepayers for these increases. - Council needs to fix their internal cost waste. Look at top-heavy wage issued and wastage on using over-priced contractors.
Extent or timing of proposed SRV	<ul style="list-style-type: none"> - The increases in the special variations are too high and harsh. - The increases are not in line with CPI. - It is not reasonable to expect that we can afford such a large increase in such a short timeframe. - I do not believe such a drastic change is needed at this time.
Service levels and major projects review	<ul style="list-style-type: none"> - Sell the GPAC to a private company who can run it more efficiently and put a greater focus on basic (expected) Council services. - No more "special" projects that we cannot afford (how much is GPAC costing?). Do we really need a rail trail while people will be losing their homes? - Stop putting pot plans in parking sports and charts and tables where they aren't needed or required, and you may have enough money to do something the community actually wants and cares about. - How about not putting humps at the Bourke Street school, humps in front of all the other schools and stupid planter boxes in our car parks and save the money for other things needing to be done.







Coded theme	Example comments
<p>Social and economic impact</p>	<ul style="list-style-type: none"> - Is Council trying to force people out of the area or into poverty? - Goulburn will suffer and its residents will have people over-crowding the public housing system in the area, moving to other towns or worse homeless altogether. - The SRV can worsen the housing crisis in Goulburn by deterring investors away from the region. - So many struggling financially already and you will be the reason for a spike in homelessness. It's not just home owners, renters will be affected to as rent is increased to cover rates.

16.2 CORPORATE & COMMUNITY SERVICES POLICY REVIEW

Author: Business Manager Governance

Authoriser: Aaron Johansson, Chief Executive Officer

Attachments: 1. **Hardship Policy V1.0.23 for Business Paper 20231121.pdf**  
 2. **Pensioner Rebate Policy V1.0.23 for Business Paper 20231121.pdf**
 

Link to Community Strategic Plan:	25. Our Civic Leadership CL1 Effect resourceful and respectful leadership and attentive representation of the community.
Cost to Council:	If adopted, the provisions contained within the Pensioner Rebate Policy in relation to the discretionary rebate will cost Council approximately \$200,000 per annum.
Use of Reserve Funds:	Nil

RECOMMENDATION

That

1. The report from the Business Manager Governance on the Corporate & Community Services Policy Review be received.
2. Council places the following revised policies on public exhibition until 12 January 2024 and, if no submissions are received, they be adopted as Council’s policies:
 - (i) Pensioner Rebate Policy
 - (ii) Hardship Policy
3. Any submissions received are to be considered and reported to Council prior to final adoption of the policy(s).

BACKGROUND

This report presents two (2) of the Corporate & Community Services Directorate policies that have been reviewed in light of the proposed Special Rate Variation (SRV) application. These policies are:

- Pensioner Rebate Policy
- Hardship Policy

REPORT

The following policies have been reviewed with the following changes:

Pensioner Rebate Policy

- Provision added to provide a discretionary pensioner rebate of up to \$100 per year of the General Rates with the same conditions to apply as for the legislated rebate in terms of timing of their application to accounts, pro-rata rebate based on percentage of owners who are eligible pensioners and the ability to back date the discretionary pensioner rebate
- The appropriate option will need to be selected based upon Council’s decision on an SRV option
- Minor corrections to existing section of the Policy.

Hardship Policy

A section added to the policy to deal with potential hardships caused by the SRV Provisions includes:

- Arrangements able to be made to clear the outstanding debt over a three-year period. Any arrangement should be in the form of regular fortnightly/monthly payments, preferably through a direct debit arrangement or through Centrepay
- The amount of regular payments being reviewed annually to ensure that the three-year repayment can be achieved
- While the arrangement is being adhered to, interest will not accrue on the outstanding debt from the date the hardship arrangement is accepted.

It is recommended that these policies be placed on exhibition for more than the mandatory 28 days due to the Christmas/New Year period. As a result, submissions will be received up to and including 12 January 2024.



Hardship Policy



GOULBURN MULWAREE COUNCIL HARDSHIP POLICY

POLICY OBJECTIVE

To provide assistance to ratepayers suffering substantial financial hardship with the payment of their rates, water, and annual charges.

LEGISLATIVE PROVISIONS

Local Government Act 1993 Section 601

POLICY STATEMENT

Ratepayers who cannot pay their rates, water and sewer charges for reason of financial hardship can apply to Council for assistance. Ratepayers are required to complete a hardship application. Where a property has more than one legal owner, all legal owners as stated on the property are required to complete a hardship application and all owners will need to satisfy all hardship requirements.

Each individual case will be considered on its merits by Council staff.

- Council staff will review the application and recommend to the Chief Executive Officer any offer of assistance having regard to the circumstances of the ratepayer.
- The Chief Executive Officer can approve the recommendation.
- The Ratepayer will be informed of the decision in writing. If the ratepayer is not satisfied with the outcome a request can be made to Council in writing to review the outcome in Closed Session at the next available Council meeting.
- After Council reviews the application and makes a decision the ratepayer has no further right to appeal or enter into any further arrangements until the debt is paid in full.
- Should a ratepayer default on the approved/agreed hardship repayment plan without notifying Council, legal action will commence or a water flow limiting device (where applicable) will be placed on the water meter without further notice.

Rates and Charges (current and future charges)

Nominated Officers of Council can enter into the following payment arrangements.

- Hardship due to a revaluation - rates that increase by more than 15% can be deferred interest free until the second quarter of the following financial year. This will require the owner, as a minimum, to pay instalment amounts equivalent to the previous financial year. Under the provisions of the Local Government Act 1993, this form of hardship relief is only available in the year immediately following the revaluation.
- Pensioners suffering hardship not due to a revaluation - arrangements can be made to clear debt over a maximum period of 3 years.
- All other ratepayers suffering hardship not due to a revaluation - arrangement can be made to clear debt over a maximum period of 2 years.

Special Rate Variation Provisions

To address potential hardship caused by the special rate variation, nominated officers of Council can enter into the following payment arrangements during the implementation period of the SRV.

- Arrangements can be made to clear the debt over a three-year period. Any arrangement should be in the form of regular fortnightly/monthly payments, preferably through a direct debit arrangement or through Centrepay
- The amount of regular payments will be reviewed annually to ensure that the three-year repayment can be achieved



**GOULBURN MULWAREE COUNCIL
HARDSHIP POLICY**

- While the arrangement is being adhered to, interest will not accrue on the outstanding debt (interest will only cease to accrue from the date the Hardship Application is accepted and will not be backdated)

Water and Sewer Charges (current and future charges)

- Pensioners suffering hardship - arrangements can be made to clear debt over a maximum period of 3 years.
- All other ratepayers suffering hardship - arrangements can be made to clear debt over a maximum period of 2 years.

Clarification: Clear debt means the account will have a zero balance at the end of the agreed timeframe.

- Interest will continue to accrue on all overdue notices. The criteria for assessment will be, but is not limited to, the following:
- The amount of any rate increase caused by a revaluation when compared to the average rate increase for the rate category.
- Income from all sources.
- Expenses from all sources.
- Reason for financial hardship.
- Length of occupancy.
- Repayment history.
- Previous defaults and arrangements.
- High water accounts due to water leakage, unexplained water use, or equipment failure.

Version	Council Meeting Date	Resolution	Adoption Date	Effective From
1	23 June 2009	09/369	23 June 2009	23 June 2009
2	15 March 2011	11/73	15 March 2011	15 March 2011
3	21 May 2013	13/179	21 May 2013	5 July 2013
4	17 June 2014	14/287	17 June 2014	22 August 2014
5	16 May 2017	17/163	16 May 2017	16 June 2017
6	2 August 2022	2022/261	2 August 2022	30 August 2022

All policies can be reviewed or revoked by resolution of Council at anytime.

DIRECTORATE: Corporate & Community Services

BUSINESS UNIT: Finance



Pensioner Rebate Policy



**GOULBURN MULWAREE COUNCIL
PENSIONER REBATE POLICY**

POLICY OBJECTIVE

The objective of this policy is to deal with enquiries regarding Pensioner concession for eligible cardholders.

LEGISLATIVE PROVISIONS

Local Government Act 1993 Section 575

POLICY STATEMENT

Council will apply the pensioner rebate to those eligible ratepayers to a level equivalent to the amount of rebate as prescribed by the *Local Government Act 1993*.

Council will grant a pensioner rebate from the first eligible full quarter within the current financial year following receipt of the application.

Council staff may on a case by case basis review and back date an eligible pensioner rebate for up to 3 years prior. This backdate is in addition to applying the rebate for the current financial year.

Discretionary Pensioner Rebate (General Fund)

To assist in meeting the potential increase in rates from the special rate variation (SRV) Council will introduce a discretionary pensioner rebate on top of the amount as prescribed by the *Local Government Act 1993*, as follows:

[DELETE ONE OF THE FOLLOWING PENDING COUNCIL RESOLUTION]

Should Council select Option 1 (1 Year SRV)

2024/25 and beyond	\$100 per year
--------------------	----------------

Should Council Select another option (2 years or more)

2024/25	\$75.00
2025/26 and beyond	\$100.00 per year

As in the case of the pensioner rebate, the discretionary pensioner rebate will be applied to the property on the basis of the percentage of owner(s) of the property who are eligible pensioners (for example, if one of two owners are an eligible pensioner, 50% of the discretionary pensioner rebate will be applied to the property).

Council will grant the discretionary pensioner rebate from the first eligible full quarter within the current financial year following receipt of the application. Council staff may on a case by case basis review and back date an eligible discretionary pensioner rebate for up to 3 years prior but no further back than 2024/25. This backdate is in addition to applying the discretionary rebate for the current financial year.



**GOULBURN MULWAREE COUNCIL
PENSIONER REBATE POLICY**

Version	Council Meeting Date	Resolution	Adoption Date	Effective From
1	17 June 2008	08/364		
2	21 June 2011	11/220	17 August 2011	17 August 2011
3	21 May 2013	13/179	21 May 2013	5 July 2013
4	16 May 2017	17/159	16 May 2017	16 June 2017
5	2 August 2022	2022/261	2 August 2022	30 August 2022

All policies can be reviewed or revoked by resolution of Council at anytime.

DIRECTORATE: Corporate & Community Services

BUSINESS UNIT: Finance

16.3 MONTHLY FINANCIAL REPORT

Author: Business Manager Finance & Customer Service
 Director Corporate & Community Services

Authoriser: Aaron Johansson, Chief Executive Officer

Attachments: 1. Monthly Financial Report [↓](#) 

Link to Community Strategic Plan:	25. Our Civic Leadership CL1 Effect resourceful and respectful leadership and attentive representation of the community.
Cost to Council:	Nil
Use of Reserve Funds:	Nil

RECOMMENDATION

That the report by the Director Corporate & Community Services on the Monthly Financial Report be received.

BACKGROUND

To provide details on Council’s actual income and expenditure compared to the estimate of Council’s income and expenditure.

This report is made in compliance with the requirements of the *Local Government (General) Regulation 2005 – Reg 202 (a)*, relating to Council's responsible accounting officer to maintain a system for budgetary control.

REPORT

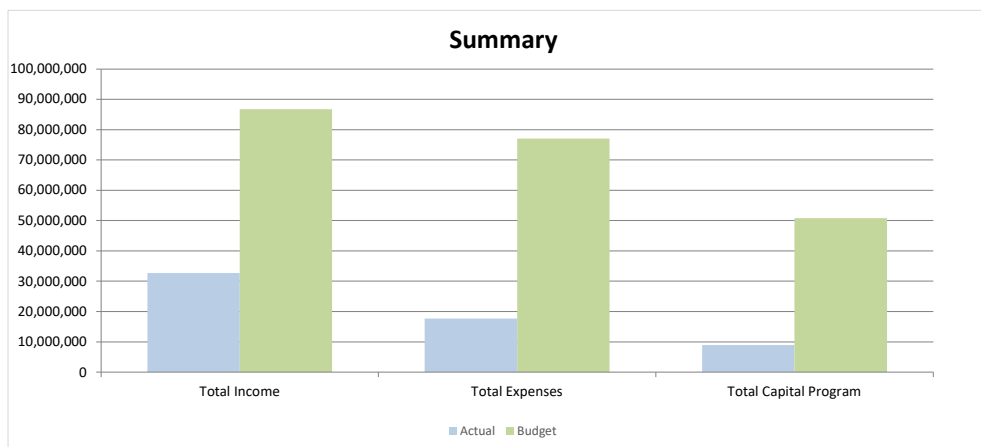
The Attachment includes the Capital Expenditure Year-to-Date Reports by Directorate along with reports comparing Council’s year-to-date income and expenditure against the annual budget for each of the funds for the 2023/24 financial year.



Council Summary Report by Fund for 2023/24
for YTD Period Ending October

Date Report Run: 07-Nov-2023

Description	Original Budget 24PJOB	Actual YTD	PJ Commit	Works Commit	Total Actual YTD	Current Budget 24PJCO	\$ Variance	% of Time:	% of Budget
								35%	
Income									
Rates & Annual Charges	24,061,340	<u>23,938,967</u>	0	0	23,938,967	24,061,340	122,372		99%
User Charges & Fees	8,931,836	<u>3,373,615</u>	0	0	3,373,615	8,931,836	5,558,221		38%
Interest & Investment Revenue	785,000	<u>91,461</u>	0	0	91,461	785,000	693,539		12%
Other Revenues	1,567,761	<u>631,211</u>	0	0	631,211	1,567,761	936,550		40%
Operating Grants & Contributions	11,878,327	<u>2,187,145</u>	0	0	2,187,145	11,909,327	9,722,182		18%
Internal Income	21,643,853	<u>0</u>	0	0	0	22,103,496	22,103,496		0%
Total Income	68,868,116	30,222,399	0	0	30,222,399	69,358,759	39,136,361		44%
Expense									
Employee costs	27,255,573	<u>9,006,857</u>	922	2,153	9,009,932	27,242,086	18,232,154		33%
Materials & Contracts	17,055,491	<u>8,055,397</u>	1,181,045	3,338,883	12,575,325	17,212,524	4,637,199		73%
Borrowing Costs	748,024	<u>202,187</u>	0	0	202,187	748,024	545,837		27%
Depreciation & Impairment	17,412,649	<u>0</u>	0	0	0	17,412,649	17,412,649		0%
Other Expenses	1,463,718	<u>383,694</u>	0	0	383,694	1,463,718	1,080,024		26%
Internal Expenses	13,010,975	<u>29,667</u>	0	0	29,667	13,010,975	12,981,308		0%
Total Expense	76,946,429	17,677,802	1,181,967	3,341,035	22,200,805	77,089,975	54,889,170		29%
Operating Surplus/(Deficit) before Capita	-8,078,312	12,544,596	-1,181,967	-3,341,035	8,021,594	-7,731,215	-15,752,809		-104%
Capital Income									
Capital Grants & Contributions	26,024,444	2,483,722	0	0	2,483,722	26,782,259	24,298,537		9%
Operating Surplus/(Deficit) after Capita	17,946,132	15,028,318	-1,181,967	-3,341,035	10,505,316	19,051,044	8,545,728		55%
Non Cash									
Depreciation & Impairment	17,412,649	0	0	0	0	17,412,649	17,412,649		0%
Total Non Cash	17,412,649	0	0	0	0	17,412,649	0		0%
Investing Fund Flows									
Capital Works	-45,897,278	<u>-8,969,723</u>	-3,070	-19,931,464	-28,904,257	-50,887,671	-21,983,414		57%
Asset Sales	640,000	<u>163,579</u>	0	0	163,579	640,000	476,421		26%
Total Investing Fund Flows	-45,257,278	-8,806,143	-3,070	-19,931,464	-28,740,678	-50,247,671	-21,506,994		57%
Financing Fund Flows									
Loan Principal	-1,816,872	<u>-559,185</u>	0	0	-559,185	-1,816,872	-1,257,687		31%
Proceeds from Borrowings	4,000,000	<u>0</u>	0	0	0	4,000,000	4,000,000		0%
Total Financing Fund Flows	2,183,128	-559,185	0	0	-559,185	2,183,128	2,742,313		-26%
Net Inc/(Dec) in Funds before Transfers	-7,715,370	5,662,990	-1,185,037	-23,272,500	-18,794,546	-11,600,851	7,193,695		162%
Reserve Movements									
Transfers to Internal Reserves	191,583	<u>-73,412</u>	0	0	-73,412	200,613	274,025		-37%
Transfers to Developer Contributions	-2,819,500	<u>-418,945</u>	0	0	-418,945	-2,819,500	-2,400,555		15%
Transfers from Internal Reserves	5,119,834	<u>0</u>	0	0	0	7,168,588	7,168,588		0%
Transfers from Developer Contributions	2,033,321	<u>0</u>	0	0	0	2,631,290	2,631,290		0%
Transfers from Other External Reserves	3,287,285	<u>1</u>	0	0	1	4,677,066	4,677,065		0%
Total Reserve Movements	7,812,523	-492,356	0	0	-492,356	11,858,057	12,350,413		-4%
Net Inc/(Dec) in Unrestricted Funds	97,153	5,170,634	-1,185,037	-23,272,500	-19,286,903	257,206	19,544,108		-7499%

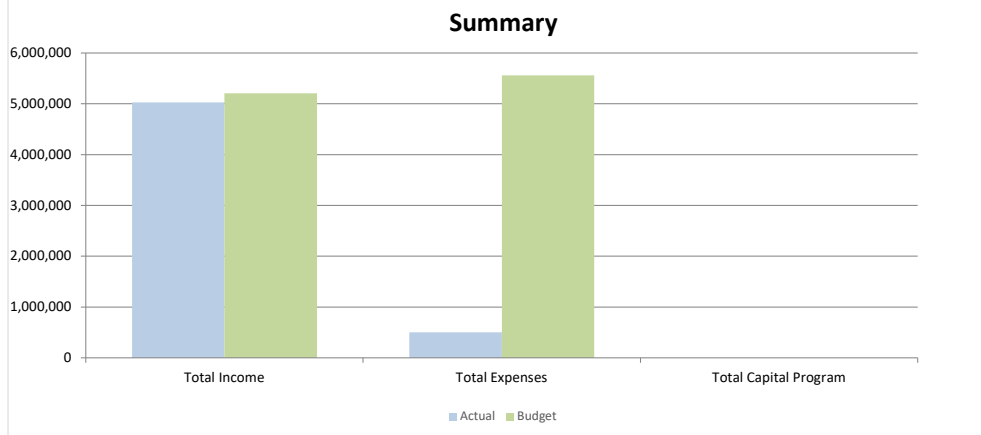




Council Summary Report by Fund for 2023/24
for YTD Period Ending October

Date Report Run: 07-Nov-2023

Description	Original Budget 24PJOB	Actual YTD	PJ Commit	Works Commit	Total Actual YTD	Current Budget 24PJCO	% of Time:	
							\$ Variance	35%
Income								
Rates & Annual Charges	5,073,679	5,070,850	0	0	5,070,850	5,073,679	2,830	100%
Interest & Investment Revenue	95,000	-59,074	0	0	-59,074	95,000	154,074	-62%
Other Revenues	38,059	15,368	0	0	15,368	38,059	22,690	40%
Total Income	5,206,738	5,027,144	0	0	5,027,144	5,206,738	179,594	97%
Expense								
Employee costs	994,908	257,744	0	0	257,744	994,908	737,164	26%
Materials & Contracts	1,028,455	243,790	0	61,112	304,902	1,033,105	728,202	30%
Depreciation & Impairment	753	0	0	0	0	753	753	0%
Internal Expenses	3,073,656	0	0	0	0	3,533,299	3,533,299	0%
Total Expense	5,097,772	501,535	0	61,112	562,647	5,562,065	4,999,418	10%
Operating Surplus/(Deficit) before Capi	108,966	4,525,610	0	-61,112	4,464,498	-355,327	-4,819,824	-1256%
Capital Income								
Operating Surplus/(Deficit) after Capite	108,966	4,525,610	0	-61,112	4,464,498	-355,327	-4,819,824	-1256%
Non Cash								
Depreciation & Impairment	753	0	0	0	0	753	753	0%
Total Non Cash	753	0	0	0	0	753	0	0%
Investing Fund Flows								
Capital Works	0	0	0	0	0	0	0	0%
Asset Sales	0	0	0	0	0	0	0	0%
Total Investing Fund Flows	0	0	0	0	0	0	0	0%
Financing Fund Flows								
Total Financing Fund Flows	0	0	0	0	0	0	0	0%
Net Inc/(Dec) in Funds before Transfers	109,719	4,525,610	0	-61,112	4,464,498	-354,574	-4,819,071	-1259%
Reserve Movements								
Transfers from Other External Reserves	75,000	0	0	0	0	79,650	79,650	0%
Total Reserve Movements	75,000	0	0	0	0	79,650	79,650	0%
Net Inc/(Dec) in Unrestricted Funds	184,719	4,525,610	0	-61,112	4,464,498	-274,924	-4,739,421	-1624%

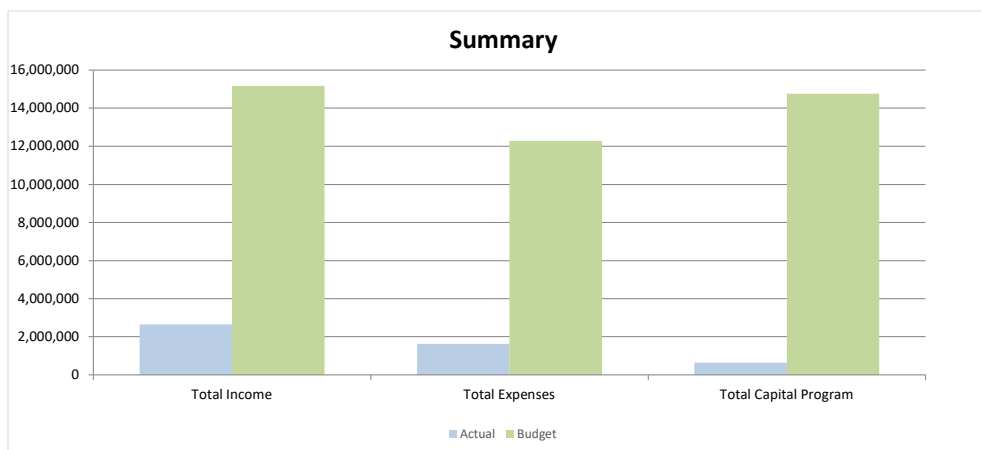




Council Summary Report by Fund for 2023/24
for YTD Period Ending October

Date Report Run: 07-Nov-2023

Description	Original Budget 24PJOB	Actual YTD	PJ Commit	Works Commit	Total Actual YTD	Current Budget 24PJCO	\$ Variance	% of Time:
								35%
Income								
Rates & Annual Charges	2,891,921	707,022	0	0	707,022	2,891,921	2,184,899	24%
User Charges & Fees	8,168,463	1,846,942	0	0	1,846,942	8,168,463	6,321,521	23%
Interest & Investment Revenue	965,000	-221,543	0	0	-221,543	965,000	1,186,543	-23%
Other Revenues	107,827	118,026	0	0	118,026	107,827	-10,199	109%
Operating Grants & Contributions	45,240	0	0	0	0	45,240	45,240	0%
Total Income	12,178,451	2,450,447	0	0	2,450,447	12,178,451	9,728,004	20%
Expense								
Employee costs	2,056,578	871,026	0	0	871,026	2,056,578	1,185,553	42%
Materials & Contracts	3,815,960	622,583	5,562	453,667	1,081,813	3,768,909	2,687,097	29%
Borrowing Costs	762,226	134,121	0	0	134,121	762,226	628,105	18%
Depreciation & Impairment	2,993,171	0	0	0	0	2,993,171	2,993,171	0%
Internal Expenses	2,698,408	0	0	0	0	2,698,408	2,698,408	0%
Total Expense	12,326,343	1,627,730	5,562	453,667	2,086,960	12,279,293	10,192,333	17%
Operating Surplus/(Deficit) before Capi	-147,892	822,717	-5,562	-453,667	363,487	-100,842	-464,329	-360%
Capital Income								
Capital Grants & Contributions	684,050	197,455	0	0	197,455	637,000	439,545	31%
Operating Surplus/(Deficit) after Capite	536,158	1,020,172	-5,562	-453,667	560,943	536,158	-24,784	105%
Non Cash								
Depreciation & Impairment	2,993,171	0	0	0	0	2,993,171	2,993,171	0%
Total Non Cash	2,993,171	0	0	0	0	2,993,171	0	0%
Investing Fund Flows								
Capital Works	-14,194,786	-637,480	0	-1,030,816	-1,668,295	-14,753,618	-13,085,323	11%
Asset Sales	0	0	0	0	0	0	0	0%
Total Investing Fund Flows	-14,194,786	-637,480	0	-1,030,816	-1,668,295	-14,753,618	-13,085,323	11%
Financing Fund Flows								
Loan Principal	-432,227	-153,138	0	0	-153,138	-432,227	-279,089	35%
Total Financing Fund Flows	-432,227	-153,138	0	0	-153,138	-432,227	-279,089	35%
Net Inc/(Dec) in Funds before Transfers	-11,097,684	229,554	-5,562	-1,484,483	-1,260,491	-11,656,515	-10,396,024	11%
Reserve Movements								
Transfers to Developer Contributions	-402,000	-95,616	0	0	-95,616	-402,000	-306,384	24%
Transfers from Internal Reserves	260,000	0	0	0	0	260,000	260,000	0%
Transfers from Developer Contributions	2,201,365	0	0	0	0	2,201,365	2,201,365	0%
Transfers from Other External Reserves	7,847,656	0	0	0	0	8,406,488	8,406,488	0%
Total Reserve Movements	9,907,021	-95,616	0	0	-95,616	10,465,853	10,561,469	-1%
Net Inc/(Dec) in Unrestricted Funds	-1,190,663	133,938	-5,562	-1,484,483	-1,356,107	-1,190,662	165,445	114%

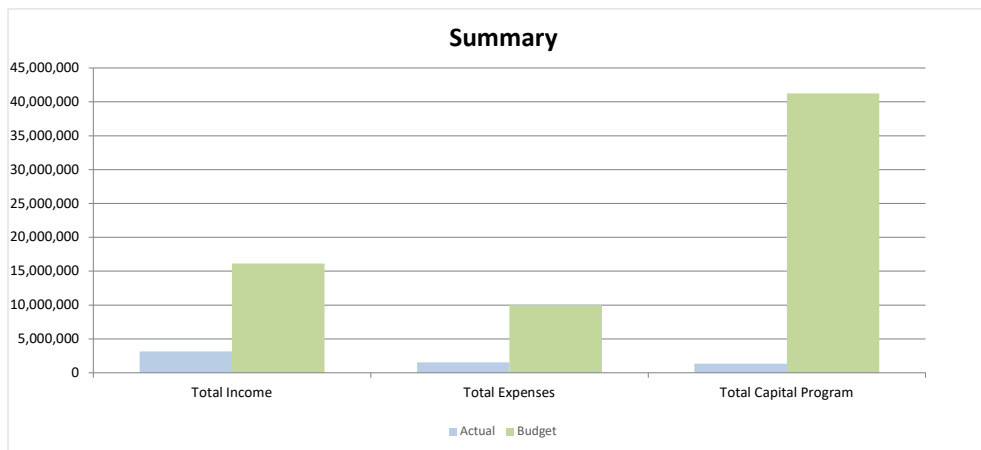




Council Summary Report by Fund for 2023/24
for YTD Period Ending October

Date Report Run: 07-Nov-2023

Description	Original Budget 24PJOB	Actual YTD	PJ Commit	Works Commit	Total Actual YTD	Current Budget 24PJCO	\$ Variance	% of Time: 35%	
								% of Budget	
Income									
Rates & Annual Charges	10,614,022	2,657,496	0	0	2,657,496	10,614,022	7,956,526		25%
User Charges & Fees	2,105,167	602,073	0	0	602,073	2,105,167	1,503,094		29%
Interest & Investment Revenue	1,120,000	-400,436	0	0	-400,436	1,120,000	1,520,436		-36%
Other Revenues	14,742	40,338	0	0	40,338	14,742	-25,596		274%
Total Income	13,853,931	2,899,471	0	0	2,899,471	13,853,931	10,954,460		21%
Expense									
Employee costs	2,091,595	553,986	0	0	553,986	2,091,595	1,537,609		26%
Materials & Contracts	3,454,735	956,767	5,562	1,312,610	2,274,939	3,454,735	1,179,796		66%
Borrowing Costs	84,157	12,505	0	0	12,505	84,157	71,652		15%
Depreciation & Impairment	2,274,422	0	0	0	0	2,274,422	2,274,422		0%
Other Expenses	0	2,700	0	0	2,700	0	-2,700		0%
Internal Expenses	2,107,993	0	0	0	0	2,107,993	2,107,993		0%
Total Expense	10,012,902	1,525,958	5,562	1,312,610	2,844,130	10,012,902	7,168,772		28%
Operating Surplus/(Deficit) before Capi	3,841,029	1,373,514	-5,562	-1,312,610	55,341	3,841,029	3,785,687		1%
Capital Income									
Capital Grants & Contributions	12,965,452	270,912	0	0	270,912	13,764,047	13,493,135		2%
Operating Surplus/(Deficit) after Capite	16,806,481	1,644,425	-5,562	-1,312,610	326,253	17,605,076	17,278,822		2%
Non Cash									
Depreciation & Impairment	2,274,422	0	0	0	0	2,274,422	2,274,422		0%
Total Non Cash	2,274,422	0	0	0	0	2,274,422	0		0%
Investing Fund Flows									
Capital Works	-39,062,795	-1,355,489	0	-755,591	-2,111,080	-41,240,026	-39,128,946		5%
Asset Sales	0	0	0	0	0	0	0		0%
Total Investing Fund Flows	-39,062,795	-1,355,489	0	-755,591	-2,111,080	-41,240,026	-39,128,946		5%
Financing Fund Flows									
Loan Principal	-33,609	-35,339	0	0	-35,339	-33,609	1,730		105%
Total Financing Fund Flows	-33,609	-35,339	0	0	-35,339	-33,609	1,730		105%
Net Inc/(Dec) in Funds before Transfers	-20,015,501	253,598	-5,562	-2,068,201	-1,820,166	-21,394,137	-19,573,971		9%
Reserve Movements									
Transfers to Developer Contributions	-530,000	-156,130	0	0	-156,130	-530,000	-373,870		29%
Transfers from Developer Contributions	3,428,152	0	0	0	0	3,892,477	3,892,477		0%
Transfers from Other External Reserves	32,968,265	0	0	0	0	34,178,573	34,178,573		0%
Total Reserve Movements	35,866,417	-156,130	0	0	-156,130	37,541,050	37,697,180		0%
Net Inc/(Dec) in Unrestricted Funds	15,850,916	97,468	-5,562	-2,068,201	-1,976,296	16,146,913	18,123,209		-12%

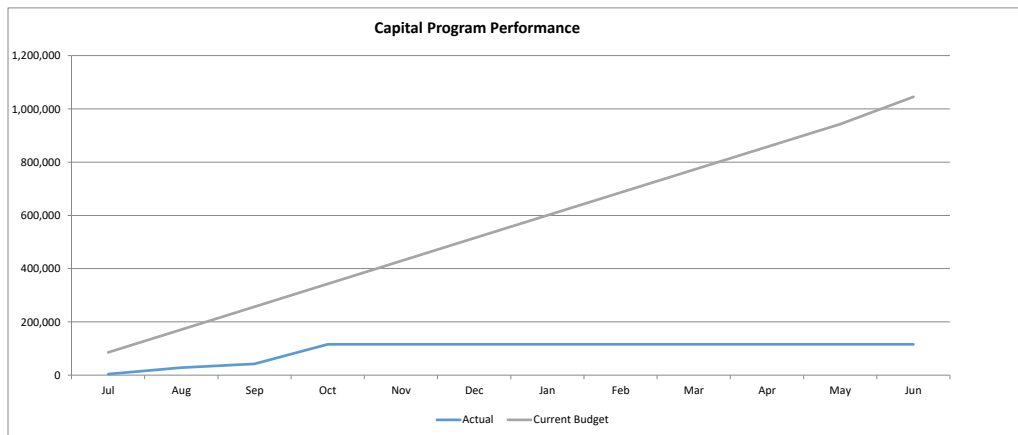




Corporate and Community Services Capital Report by Business Unit for 2023/24
for YTD Period Ending October

Date Report Run: 01-Nov-2023

Description	Renewal %	Original Budget 24PJ08	Actual YTD	PJ Commit	Works Commit	Total Actual YTD	Current Budget 24PJQ1	\$ Variance	% of Budget		Status	Comments
									36%	% of Budget		
140 - Innovation & Technology												
IT Renewal Assets	Renewal 100%	420,000	26,956	0	126,589	153,546	420,000	266,454	37%	37%	On time, on budget	
Contingency	Renewal 0%	50,000	0	0	0	0	50,000	50,000	0%	0%	Not due to commence	
56 Clinton St IT Upgrade	Renewal 100%	71,000	0	0	0	0	71,000	71,000	0%	0%	Not due to commence	
		541,000	26,956	0	126,589	153,546	541,000	387,454	28%	28%		
180 - Marketing & Culture												
VIC Replacement Assets	Renewal 100%	30,000	0	0	0	0	30,000	30,000	0%	0%	Not due to commence	
Book Resources Gbn Library	Renewal 100%	125,000	34,802	0	85,754	120,556	125,000	4,444	96%	96%	On time, on budget	Annual resource allocation for the full financial year
Art Gallery Acquisitions	Renewal 0%	10,000	0	0	0	0	10,000	10,000	0%	0%	Not due to commence	
Public Art and Street Art	Renewal 0%	25,000	0	0	759	759	25,000	24,241	3%	3%	On time, on budget	
Art Gallery - P&E Renewal	Renewal 100%	9,000	4,292	0	0	4,292	9,000	4,708	48%	48%	On time, on budget	
Museum Capital Works - Renewal	Renewal 100%	15,000	0	0	0	0	24,723	24,723	0%	0%	Not due to commence	
St Clair Museum Restoration Works (G)	Renewal 100%	0	152	0	0	152	0	-152	0%	0%	On time, on budget	To be updated quarterly review
Collection Conservation/Framing	Renewal 0%	5,000	322	0	0	322	5,000	4,678	6%	6%	On time, on budget	
GRAG - New Gallery Development	Renewal 0%	106,956	100,045	0	8,694	108,739	115,056	6,317	95%	95%	On time, on budget	Grant funded project, nearing completion.
St Clair Villa - Stage 2 Rising Damp	Renewal 100%	294,686	0	0	0	0	294,686	294,686	0%	0%	Not due to commence	Tender to be issued mid November
22-24 Rocky Hill Tower Memorial Conservation Project	Renewal 100%	0	0	0	0	0	132,250	132,250	0%	0%	Not due to commence	Early preparations underway
Rocky Hill Panel Replacement - Insurance	Renewal 0%	0	0	0	97,855	97,855	97,855	0	100%	100%	On time, on budget	Insurance claim. Early preparations underway with contractor.
Waterworks Boiler Repairs	Renewal 100%	0	0	0	34,266	34,266	0	-34,266	0%	0%	On time, on budget	Emergency repairs subject to insurance claim. Claim in the process of being lodged.
		620,642	139,612	0	227,328	366,940	868,570	501,630	42%	42%		
270 - Property & Community Services												
GPAC Capital Upgrades/Plant & Equipment	Renewal 0%	20,000	8,179	3,070	3,937	15,186	20,000	4,814	76%	76%	On time, on budget	
Creative Capital Funding - GPAC (G)	Renewal 0%	0	-1,335	0	0	-1,335	0	1,335	0%	0%	Quarterly review, carryover required	Unexpended grant funding to be included in future QBR
		20,000	6,845	3,070	3,937	13,852	20,000	6,148	69%	69%		
Total Capital Program		1,181,642	173,413	3,070	357,855	534,338	1,429,570	895,232	0%	0%		

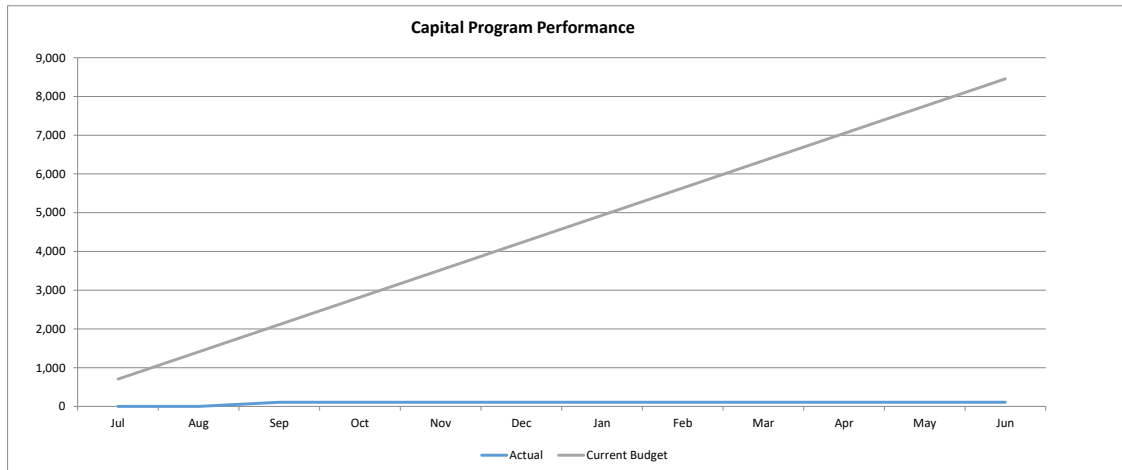




Planning & Environment Capital Report by Business Unit for 2023/24
for YTD Period Ending October

Date Report Run: 01-Nov-2023

Description	Renewal %	Original Budget 24PJOB	Actual YTD	PJ Commit	Works Commit	Total Actual YTD	Current Budget 24PJQ1	\$ Variance	% of Time: 35%		Status	Comments
									% of Budget	% of Budget		
190 - Environment & Health												
CAF Renewal Assets	Renewal 100%	10,000	0	0	0	0	10,000	10,000		0%	Not commenced	
Animal Shelter Upgrade (LRC13)	Renewal 0%	0	161	0	0	161	2,683	2,522		6%	On time, on budget	
		10,000	161	0	0	161	12,683	12,522		1%		
Total Capital Program		10,000	161	0	0	161	12,683	12,522		0%		





Utilities Capital Report by Business Unit for 2023/24
for YTD Period Ending October

Date Report Run: 01-Nov-2023

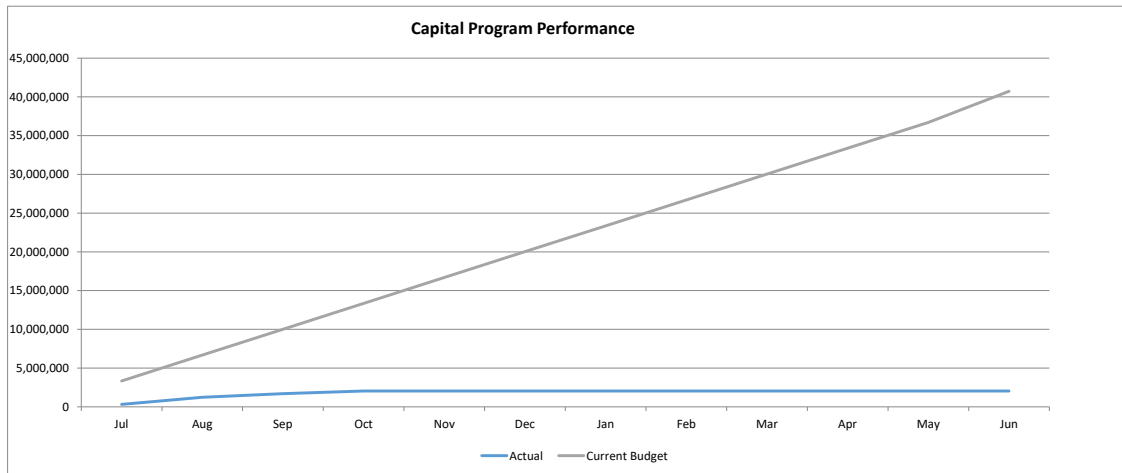
Description	Renewal %	Original Budget 24PJ0B	Actual YTD	PJ Commit	Works Commit	Total Actual YTD	Current Budget 24PJQ1	\$ Variance	% of Time: 36%		Status	Comments
									% of Budget			
240 - Waste Management												
Environmental Improvement Works Goulburn	Renewal 100%	145,000	415	0	21,350	21,765	181,599	159,834	12%		On time, on budget	Works to commence
Environmental Improvement Works Marulan	Renewal 100%	5,000	0	0	0	0	174,125	174,125	0%		On time, on budget	
Replacement Bins & Lifters	Renewal 100%	30,000	0	0	0	0	96,000	96,000	0%		Not due to commence	
Tarago WMC Improvements - Amenities CO	Renewal 100%	0	-152	0	0	-152	0	152	0%		On time, on budget	
Goulburn WMC Drilling Mud Facilities	Renewal 0%	1,830,595	0	0	0	0	1,830,595	1,830,595	0%		Not due to commence	
Goulburn WMC Improvements - New	Renewal 0%	0	1,371,061	0	3,350,680	4,721,741	2,768,380	-1,953,361	171%		Quarterly review, carryover required	
Commercial Waste Tubs - Renew	Renewal 100%	35,000	0	0	3,950	3,950	35,000	31,050	11%		On time, on budget	
Commercial Waste Tubs - New	Renewal 0%	5,000	0	0	0	0	5,000	5,000	0%		On time, on budget	
Tarago WMC Improvements	Renewal 100%	5,000	0	0	0	0	5,000	5,000	0%		Not commenced	
		2,055,595	1,371,324	0	3,375,980	4,747,304	5,095,699	348,395	93%			
250 - Water Services												
Goulburn WTP Raw Water Augmentation	Renewal 0%	5,627,130	11,458	0	69,783	81,241	5,627,130	5,545,889	1%		On time, on budget	Works to commence
Goulburn Reticulation Renewal	Renewal 100%	1,000,000	201,808	0	798,192	1,000,000	1,000,000	0	100%		On time, on budget	
Water Connections - Private Works	Renewal 100%	235,000	16,709	0	1,209	17,918	235,000	217,082	8%		On time, on budget	
Water Meter Replacement	Renewal 100%	60,000	27,657	0	0	27,657	60,000	32,343	46%		On time, on budget	
Marulan WTP Renewal	Renewal 100%	5,247,656	77,401	0	154,134	231,535	5,438,501	5,206,966	4%		On time, on budget	
Marulan PS Pontoon Design & Replacement/Sandbasing of Bank	Renewal 100%	0	0	0	0	0	339,734	339,734	0%		On time, on budget	
Bradfordville Main Relocation	Renewal 100%	1,000,000	0	0	0	0	1,000,000	1,000,000	0%		Not Commenced	
Lab Equipment Renewal	Renewal 100%	20,000	3,317	0	0	3,317	20,000	16,683	17%		On time, on budget	
Water Treatment Security	Renewal 100%	0	0	0	0	0	28,253	28,253	0%		On time, on budget	
Asset Renewals - Dams	Renewal 100%	0	1,368	0	0	1,368	0	-1,368	0%		On time, on budget	
Asset Renewals - Goulburn Water Treatment Plant	Renewal 100%	130,000	0	0	0	0	130,000	130,000	0%		On time, on budget	
Asset Renewals - Marulan Water Treatment Plant	Renewal 100%	10,000	0	0	0	0	10,000	10,000	0%		On time, on budget	
Goulburn WTP Clarifiers Rehabilitation	Renewal 100%	350,000	0	0	136,828	136,828	350,000	213,172	39%		On time, on budget	
Rossi - Sooley Pipeline Valves	Renewal 100%	385,000	0	0	0	0	385,000	385,000	0%		On time, on budget	
Treated Water Chlorine Analysis	Renewal 0%	100,000	0	0	0	0	100,000	100,000	0%		On time, on budget	
Water Distribution Plant & Equipment	Renewal 0%	30,000	7,939	0	9,356	17,295	30,000	12,705	58%		On time, on budget	
		14,194,786	347,658	0	1,169,502	1,517,160	14,753,618	13,236,458	10%			
260 - Waste Water Services												
Marulan Pump Station Improvements	Renewal 100%	937,446	362,098	0	262,364	624,462	704,168	79,706	89%		On time, on budget	Works to commence
Goulburn Mains Rehabilitation	Renewal 100%	1,000,000	205,181	0	485,709	690,891	1,000,000	309,109	69%		On time, on budget	
Sewer Connections - Private Works	Renewal 100%	90,000	0	0	909	909	90,000	89,091	1%		On time, on budget	
Marulan WWTP - Renewal	Renewal 100%	16,954,147	48,680	0	22,648	71,328	17,133,800	17,062,472	0%		On time, on budget	
STWRIS Stage 2 Reuse Irrigation Scheme (G)	Renewal 0%	0	251,073	0	35,233	286,306	253,031	-33,275	113%		On time, expected to be overspent	
Nth Gbn PS Rising Main-Capacity & Storage	Renewal 100%	200,000	0	0	0	0	491,201	491,201	0%		Not Commenced	
SN Growing Local Economies Common St (G)	Renewal 0%	0	303,539	0	0	303,539	775,510	471,971	39%		On time, on budget	
Rec Area Sewer Pump Station Construction	Renewal 100%	0	0	0	17,595	17,595	182,077	164,482	10%		On time, on budget	
Sewer Distribution Plant & Equipment	Renewal 0%	10,000	0	0	0	0	10,000	10,000	0%		On time, on budget	
May St SPS Upgrade	Renewal 100%	700,000	0	0	0	0	795,370	795,370	0%		On time, on budget	
MIn CED Decommission Project	Renewal 100%	3,000,000	0	0	0	0	3,000,000	3,000,000	0%		On time, on budget	
Goulburn WWTP Security	Renewal 0%	0	0	0	0	0	43,076	43,076	0%		On time, on budget	
WWTP Lab Equipment	Renewal 100%	20,000	0	0	0	0	20,000	20,000	0%		On time, on budget	
Dewatering Processing Equipment Goulburn	Renewal 0%	690,000	0	0	0	0	690,000	690,000	0%		On time, on budget	
Asset Renewals - Goulburn Sewer Pump Stations	Renewal 100%	25,000	0	0	0	0	25,000	25,000	0%		On time, on budget	
Asset Renewals - Marulan Sewer Pump Stations	Renewal 100%	20,000	0	0	0	0	20,000	20,000	0%		On time, on budget	
Kenmore Hospital PS Power	Renewal 0%	0	2,250	0	10,791	13,041	190,591	177,550	7%		On time, on budget	



Utilities Capital Report by Business Unit for 2023/24
for YTD Period Ending October

Date Report Run: 01-Nov-2023

Description	Renewal %	Original Budget 24PJOB	Actual YTD	PJ Commit	Works Commit	Total Actual YTD	Current Budget 24PJQ1	\$ Variance	% of Time: 36%		Status	Comments
									% of Budget	% of Budget		
Asset Renewals - Goulburn Waste Water Treatment Plant	Renewal 100%	125,000	0	0	0	0	125,000	125,000	0%	0%	On time, on budget	Standing project number for any urgent replacement of assets
Asset Renewals - Marulan Waste Water Treatment Plant	Renewal 100%	25,000	0	0	0	0	25,000	25,000	0%	0%	On time, on budget	
The Avenue Repair Works	Renewal 0%	450,502	0	0	0	0	450,502	450,502	0%	0%	On time, on budget	
Goulburn WWTP Extension	Renewal 0%	14,815,700	0	0	133,089	133,089	15,215,700	15,082,611	1%	1%	On time, on budget	
		39,062,795	1,172,821	0	968,338	2,141,159	41,240,026	39,098,867	5%	5%		
Total Capital Program		55,313,176	2,891,803	0	5,513,820	8,405,623	61,089,343	52,683,720	0%	0%		





Operations Capital Report by Business Unit for 2023/24
for YTD Period Ending October

Date Report Run: 01-Nov-2023

Description	Renewal %	Original Budget 24PJ0B	Actual YTD	PJ Commit	Works Commit	Total Actual YTD	Current Budget 24PJQ1	\$ Variance	% of Time: 36%		Status	Comments
									% of Budget	% of Budget		
200 - Projects												
Performing Arts Centre (G)	Renewal 0%	0	9	0	0	9	0	-9	0%	0%	Completed	
18-22 North Gbn Employment Precinct and Roundabout 1	Renewal 0%	4,462,971	1,186,650	0	3,387,696	4,574,346	5,785,140	1,210,794	79%	0%	On time, expected to be overspent	Awaiting delivery of substation on site.
Towrang Road Bridge Replacement	Renewal 100%	0	500	0	0	500	69,434	68,934	1%	1%	Completed	Awaiting land acquisition
Hockey Redevelopment - New Amenities (G)	Renewal 0%	400,000	978,386	0	250,064	1,228,450	400,000	-828,450	307%	307%	Quarterly review, carryover required	To be completed in Q2
Hockey Redevelopment - Existing Amenities Refurb (G)	Renewal 100%	200,000	151,621	0	77,320	228,940	200,000	-28,940	114%	114%	Quarterly review, carryover required	Occupancy Certificate issued
Wollondilly Walking Track - Cemetery St (G)	Renewal 0%	650,000	429,185	0	274,953	704,138	742,748	38,610	95%	95%	On time, on budget	
RHL Mogo Road - Hi Quality S94	Renewal 100%	0	7,704	0	0	7,704	104,231	96,527	7%	7%	Completed	
Shared Path - Mulwaree High to Middle Arm (G)	Renewal 0%	0	32,700	0	0	32,700	10,421	-22,279	314%	314%	Completed	Land acquisition complete, project closed
Upgrade Zebra Crossing - Fitzroy St (G)	Renewal 0%	0	2,140	0	0	2,140	0	-2,140	0%	0%	Completed	
Bradfordville School Footpaths (G)	Renewal 0%	0	2,675	0	0	2,675	0	-2,675	0%	0%	Completed	
Kinghorne/Albert Roundabout - Blackspot (G)	Renewal 50%	520,339	146,326	0	378,942	525,268	562,542	37,274	93%	93%	On time, on budget	Construction underway. Gas relocation has caused delays.
Jerrara Road Upgrade - Blackspot (G)	Renewal 50%	0	1,840	0	5,796	7,636	146,539	138,903	5%	5%	Quarterly review, carryover required	
Deccan Street Rehabilitation - FLR (G)	Renewal 100%	329,818	23,055	0	22,881	45,936	943,542	897,606	5%	5%	On time, on budget	Contract Awarded.
BLER - Tallong Village Project - Capital	Renewal 0%	0	2,691	0	0	2,691	0	-2,691	0%	0%	Quarterly review, carryover required	
BLER - Tarago Village Projects - Capital	Renewal 0%	0	587	0	0	587	0	-587	0%	0%	Quarterly review, carryover required	
Mayfield Road Bridge Replacement	Renewal 100%	2,138,000	1,749	0	18,585	20,334	2,116,078	2,095,744	1%	1%	On time, on budget	
North Park Pavillion - LRCI/RSFF (G)	Renewal 0%	0	63,898	0	0	63,898	0	-63,898	0%	0%	Quarterly review, carryover required	
Carr Confoy Netball Court Resurfacing - SCCF (G)	Renewal 100%	699,998	8,449	0	1,237,529	1,245,978	692,214	-553,764	180%	180%	On time, on budget	Awaiting Grant funding allocation
Bradley Street Drainage Upgrade Works	Renewal 100%	1,240,000	522,793	0	0	522,793	1,162,519	639,726	45%	45%	Completed	
Bourke St Wombat Crossing (G)	Renewal 0%	0	24,269	0	0	24,269	0	-24,269	0%	0%	Completed	
Playground - Tony Onions Park - Everyone Can Play (G)	Renewal 10%	0	14,232	0	0	14,232	15,683	1,451	91%	91%	Completed	
Cullulla Road Causeway Renewal S 94	Renewal 100%	0	19,519	0	0	19,519	0	-19,519	0%	0%	Quarterly review, carryover required	
BMX Track Upgrade	Renewal 100%	0	101,902	0	6,000	107,902	86,452	-21,450	125%	125%	Completed	
Carr Confoy Pavillion (G)	Renewal 50%	7,350,854	56,570	0	61,191	117,761	7,368,009	7,250,248	2%	2%	On time, on budget	
21-22 Jerrara-Oallen Ford Road Rehabilitation	Renewal 100%	0	10,865	0	11,731	22,596	518,563	495,967	4%	4%	Completed	
Streets as shared spaces	Renewal 0%	0	27,869	0	0	27,869	16,102	-11,767	173%	173%	Quarterly review, carryover required	
Riverside Park Pump Track Project	Renewal 0%	0	23,088	0	20,771	43,859	46,414	2,555	94%	94%	Completed	
GMC Emergency Operations Centre	Renewal 0%	489,320	42,255	0	3,410,087	3,452,342	489,320	-2,963,022	706%	706%	On time, on budget	Total expenditure includes the commitment for the award of the D&C Contract
Goulburn Waterworks - Access Inclusion RTAF	Renewal 50%	0	0	0	0	0	0	0	0%	0%	Completed	
Riverside Park Amenities & Park Infrastructure	Renewal 100%	139,575	30,559	0	6,327	36,886	71,565	34,679	52%	52%	Completed	Toilet block operational. Investigating conncion pathway between pump track to playground.
Carr Confoy Netball Courts Lighting Upgrade	Renewal 100%	286,800	0	0	198,396	198,396	286,800	88,404	69%	69%	On time, on budget	
22/23 Marulan Soccer Fields Lighting/Drainage Upgrade	Renewal 100%	423,852	2,738	0	199,145	201,883	423,852	221,969	48%	48%	On time, on budget	To commence in Q2
22/23 Eastgrove Shared Pathway	Renewal 100%	2,015,000	542	0	0	542	2,050,442	2,049,900	0%	0%	On time, on budget	
22/23 Prell Oval Amenities Block	Renewal 100%	219,776	570	0	217,089	217,659	207,218	-10,441	105%	105%	On time, on budget	
South Goulburn Shared Pathway	Renewal 80%	2,756,900	0	0	0	0	0	0	0%	0%	0%	To be updated quarterly budget review
Range Rd Causeway	Renewal 100%	636,714	0	0	0	0	6,192	6,192	0%	0%	0%	To be updated quarterly budget review
23/24 Range Rd Causeway Replacement	Renewal 100%	0	23,977	0	1,903	25,879	637,078	611,199	4%	4%	On time, on budget	
Future Grant Funded Projects - Project Management	Renewal 0%	1,000,000	0	0	0	0	1,000,000	1,000,000	0%	0%	0%	
Tarago Village Projects (Veolia Host Fee)	Renewal 100%	150,000	0	0	0	0	150,000	150,000	0%	0%	Quarterly review, carryover required	
		26,109,917	3,941,914	0	9,786,407	13,728,321	26,309,098	12,580,777	52%	52%		
210 - Operations												
Gravel Resheeting	Renewal 100%	500,000	382,513	0	129,668	512,182	644,775	132,593	79%	79%	On time, on budget	
Guardrails - Sealed Rural - Local	Renewal 100%	160,000	0	0	0	0	160,000	160,000	0%	0%	Not due to commence	
RHL Collector Rd - Veolia Sec94	Renewal 100%	300,000	14,003	0	0	14,003	300,000	285,997	5%	5%	On time, on budget	



Operations Capital Report by Business Unit for 2023/24
for YTD Period Ending October

Date Report Run: 01-Nov-2023

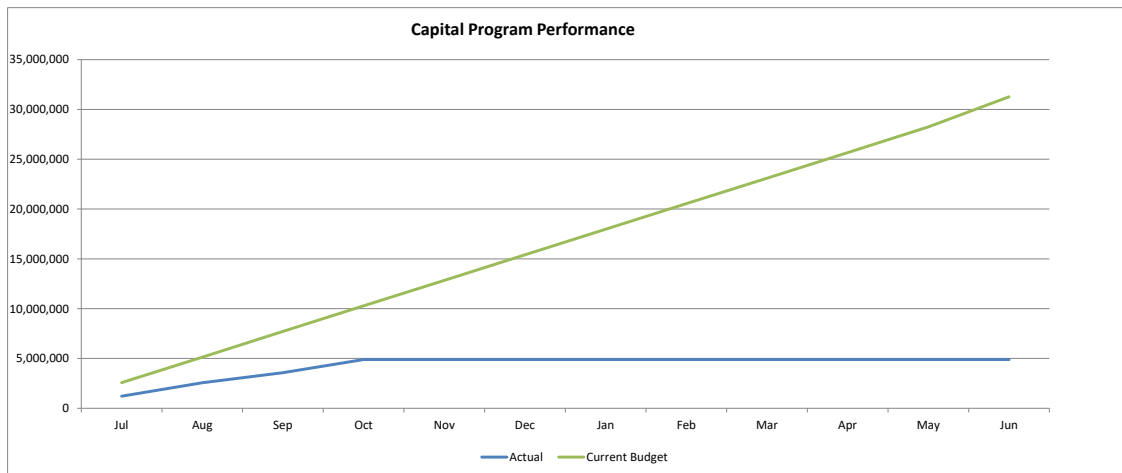
Description	Renewal %	Original Budget 24PJ0B	Actual YTD	PJ Commit	Works Commit	Total Actual YTD	Current Budget 24PJQ1	\$ Variance	% of Time: 36%		Status	Comments
									% of Budget	% of Budget		
Rural Resealing	Renewal 100%	157,584	884	0	0	884	157,584	156,700	1%	1%	On time, on budget	
Urban Resealing	Renewal 100%	430,000	0	0	15,586	15,586	430,000	414,414	4%	4%	Not due to commence	
St Lighting and Traffic facilities	Renewal 0%	25,000	1,086	0	0	1,086	25,000	23,914	4%	4%	On time, on budget	
Light Fleet Replacements	Renewal 0%	720,626	366,338	0	221,425	587,762	720,626	132,864	82%	82%	On time, on budget	
Minor Plant Replacements	Renewal 0%	79,498	12,400	0	0	12,400	79,498	67,098	16%	16%	On time, on budget	
Heavy Fleet Replacements	Renewal 0%	4,695,901	125,200	0	1,877,124	2,002,324	4,695,901	2,693,577	43%	43%	On time, on budget	
Footpath Replacement	Renewal 100%	150,000	0	0	0	0	229,479	229,479	0%	0%	Not due to commence	
REGIONAL ROAD BLOCK GRANT - Future years (G)	Renewal 100%	425,000	0	0	0	0	425,000	425,000	0%	0%	Quarterly review, carryover required	To be allocated to the Highland Way Project
Hetherington St Depot Workshop Renewal	Renewal 100%	0	0	0	35,196	35,196	0	-35,196	0%	0%	Completed	Commitment to be closed out
Bus Shelters - New	Renewal 0%	25,000	0	0	0	0	25,000	25,000	0%	0%	Not due to commence	To commence in Q3
RHL Brayton Rd - Gunlake Sec 94	Renewal 100%	0	139	0	0	139	0	-139	0%	0%	Quarterly review, carryover required	
Urban Road Rehabilitation	Renewal 100%	0	0	0	9,240	9,240	0	-9,240	0%	0%	Completed	Commitment to be closed
Gravel Pit Rehab/Improvements	Renewal 50%	20,000	4,893	0	0	4,893	20,000	15,107	24%	24%	On time, on budget	Reactive project
Kerb & Gutter Replacement	Renewal 100%	150,000	10,405	0	0	10,405	159,103	148,698	7%	7%	On time, on budget	
Drainage General Rural	Renewal 0%	0	0	0	0	0	94,908	94,908	0%	0%	Not due to commence	In Design phase
SRP Auburn St Pedestrian Safety (G)	Renewal 0%	0	17,422	0	0	17,422	0	-17,422	0%	0%	Quarterly review, carryover required	
Windellama Road - Fixing Local Rds (G)	Renewal 90%	0	163,385	0	19,074	182,459	0	-182,459	0%	0%	Quarterly review, carryover required	
Village Footpaths - LRCI3 (G)	Renewal 0%	0	122,314	0	84,481	206,794	148,250	-58,544	139%	139%	Quarterly review, carryover required	
Middle Arm Road Rehabilitation 22/23	Renewal 100%	0	0	0	0	0	159,976	159,976	0%	0%	Quarterly review, carryover required	
Highland Way - RRBG/RRRP 22/23	Renewal 100%	0	46,380	0	0	46,380	0	-46,380	0%	0%	Quarterly review, carryover required	To commence in Q3
Garroorigang Stormwater Improvements	Renewal 100%	0	220,699	0	0	220,699	227,780	7,081	97%	97%	Completed	
Urban Stormwater Drainage Upgrade	Renewal 50%	0	72,487	0	33,474	105,961	0	-105,961	0%	0%	Quarterly review, carryover required	To be completed in Q2
Clinton Street Upgrades (Hume St to Deccan St)	Renewal 100%	0	0	0	0	0	158,182	158,182	0%	0%		
Recreation Area Drainage Improvements	Renewal 10%	0	2,420	0	0	2,420	3,000	580	81%	81%	On time, on budget	
Run-o-Waters Second Access	Renewal 0%	2,000,000	0	0	0	0	2,000,000	2,000,000	0%	0%	Not due to commence	
Currawang Road Rehab	Renewal 100%	0	21,360	0	0	21,360	154,098	132,738	14%	14%	Quarterly review, carryover required	To commence in Q3
FLR Windellama Rd Rehabilitation Stage 5	Renewal 100%	4,159,500	123,203	0	61,610	184,813	4,159,500	3,974,687	4%	4%	Quarterly review, carryover required	Design and pavement work in progress
22/23 CBD/ South Goulburn Connection Pathway	Renewal 0%	0	262	0	0	262	2,756,900	2,756,638	0%	0%	On time, on budget	
Urban Road Rehabilitation - LRCI4	Renewal 100%	273,442	0	0	0	0	273,442	273,442	0%	0%	Not due to commence	
Rural Roads Rehabilitation - LRCI4	Renewal 100%	345,000	0	0	0	0	345,000	345,000	0%	0%	Quarterly review, carryover required	Budget to be allocated to Middle Arm Rd and Currawang Rd
23/24 West Goulburn Freight Route-Clinton Street Upgrade	Renewal 10%	0	32,365	0	0	32,365	0	-32,365	0%	0%	Quarterly review, carryover required	
22/23 Goulburn Mulwaree Pothole Repairs & Heavy Patching	Renewal 40%	0	1,424,182	0	824,905	2,249,087	0	-2,249,087	0%	0%	Quarterly review, carryover required	To be completed in Q2
220 - Community Facilities		14,616,551	3,164,340	0	3,311,783	6,476,123	18,553,002	12,076,880	35%	35%		
Outdoor/Indoor Ancillary Area Renewals	Renewal 100%	20,000	12,800	0	0	12,800	20,000	7,200	64%	64%	On time, on budget	
Plant & Equipment - Aquatic Centre	Renewal 100%	20,000	31,875	0	0	31,875	26,475	-5,400	120%	120%	On time, on budget	
Recreation Area Improvements	Renewal 100%	25,000	5,616	0	11,017	16,633	25,000	8,367	67%	67%	On time, on budget	
Belmore Park Improvements	Renewal 100%	69,750	6,530	0	10,525	17,055	69,750	52,695	24%	24%	On time, on budget	
CBD Asset Renewals	Renewal 100%	33,823	0	0	0	0	33,823	33,823	0%	0%	On time, on budget	
Memorial Gardens Beams	Renewal 0%	25,000	0	0	0	0	25,000	25,000	0%	0%	Not due to commence	
Building Asset Replacement	Renewal 100%	70,000	18,506	0	0	18,506	70,000	51,494	26%	26%	Quarterly review, carryover required	
Civic Centre Furniture & Fittings	Renewal 100%	30,000	9,911	0	0	9,911	30,000	20,089	33%	33%	On time, on budget	
Other Parks/Reserves Replacements	Renewal 100%	20,000	77	0	0	77	8,519	8,442	1%	1%	On time, on budget	
City Wide Creek Bed Improvements	Renewal 100%	40,000	48	0	0	48	0	-48	0%	0%	Not commenced	Budget transferred to Wollondilly River Rejuvenation Project
Civic Centre Renewal - Air Conditioner	Renewal 100%	140,000	3,200	0	0	3,200	140,000	136,800	2%	2%	On time, on budget	
City Entrances	Renewal 100%	20,000	0	0	0	0	20,000	20,000	0%	0%	Not due to commence	To commence Q4
Active Recreation Facilities Renewal Future Years	Renewal 100%	50,000	12,646	0	31,762	44,408	58,472	14,064	76%	76%	On time, on budget	
Hetherington Street Depot Improvements	Renewal 100%	100,000	0	0	0	0	100,000	100,000	0%	0%	Not due to commence	



Operations Capital Report by Business Unit for 2023/24
for YTD Period Ending October

Date Report Run: 01-Nov-2023

Description	Renewal %	Original Budget 24PJOB	Actual YTD	PJ Commit	Works Commit	Total Actual YTD	Current Budget 24PJQ1	\$ Variance	% of Time: 36%		Status	Comments
									% of Budget			
Copford Reach Improvements	Renewal 0%	200,650	2,325	0	72,165	74,490	198,200	123,710	38%		On time, on budget	Awaiting Grant funding outcomes
Wollondilly Walking Track Amenities Block (G)	Renewal 0%	0	0	0	0	0	195	195	0%		Not due to commence	
Cemetery Signage Upgrades	Renewal 0%	10,000	0	0	9,036	9,036	10,000	964	90%		On time, on budget	
Marulan Pre-School Asbestos Removal	Renewal 100%	49,050	0	0	0	0	49,050	49,050	0%		Not due to commence	
Wollondilly River Rejuvenation Project	Renewal 50%	0	42,532	0	21,655	64,187	87,191	23,004	74%		Quarterly review, carryover required	
Bladwell Park Infrastructure Upgrade	Renewal 100%	290,300	12,344	0	0	12,344	290,300	277,956	4%		Quarterly review, carryover required	
Ross Whitaker Basketball Pavilion Female Facilities Upgrade	Renewal 100%	0	0	0	0	0	19,601	19,601	0%		On time, on budget	Contract Awarded
Japanese Garden Enhancement Stage 2	Renewal 50%	700,000	33,366	0	31,335	64,701	717,129	652,428	9%		Late, expected to be on budget	Works to Commence in Q3
22-25 Eastgrove Sth Sports Field Improved drainage	Renewal 50%	0	315	0	0	315	0	-315	0%		Quarterly review, carryover required	Initial investigation underway
Carr Confoy Cricket Patches & Practice Fac Refurb	Renewal 100%	0	40,417	0	0	40,417	27,000	-13,417	150%		Quarterly review, carryover required	
Gbn Mul High Blackberry Eradication - Equipment Cap	Renewal 0%	0	0	0	52,808	52,808	0	-52,808	0%		Quarterly review, carryover required	
230 - Asset & Design		1,913,573	232,507	0	240,304	472,811	2,025,705	1,552,894	23%			
Survey Equipment	Renewal 100%	10,000	265	0	5,116	5,380	10,000	4,620	54%		On time, on budget	
		10,000	265	0	5,116	5,380	10,000	4,620	54%			
Total Capital Program		42,650,041	7,339,025	0	13,343,610	20,682,635	46,897,805	26,215,170	0%			



16.4 STATEMENT OF INVESTMENTS & BANK BALANCES

Author: Business Manager Finance & Customer Service
 Director Corporate & Community Services

Authoriser: Aaron Johansson, Chief Executive Officer

Attachments: 1. Statement of Investments & Bank Balances  

Link to Community Strategic Plan:	25. Our Civic Leadership CL1 Effect resourceful and respectful leadership and attentive representation of the community.
Cost to Council:	Nil
Use of Reserve Funds:	Nil

RECOMMENDATION

That the report on the Statement of Investments and Bank Balances be noted.

BACKGROUND

To report on the Investment Performance and Bank Balances as at 2 November 2023.

REPORT

1. Monthly Investment Performance Indicators

Attached are the Investment Performance Indicators which compares Council’s portfolio against the Investment Policies Term Mix and Benchmark Interest Rates Performance indicators. Also attached is Council’s Investment Portfolio. Please note all interest rates and market values quoted in the Investment Portfolio Attachment are based on the latest available data.

Please note there is now one area where Council’s portfolio is outside of policy:

Benchmark Interest Rate Performance – with the recent and ongoing increases to the official cash rate, the 90-day BBSW has also increased significantly. There only 2 investments coming in under the benchmark of the 12 month average 90 day BBSW rate which are 2 2 year Term Deposits maturing early in 2024. The weighted average interest rate of our current portfolio is 4.28% which is well above the current benchmark of 3.60%

2. Statement of Investments and Bank Balances

The amount of investments and bank balances reported to Council as at the end of September 2023 was \$128,617,005 meaning that this month’s balance of \$126,126,417 equates to a decrease of \$2,490,588 in investments and cash held.

The following table outlines the reasons for this decrease.

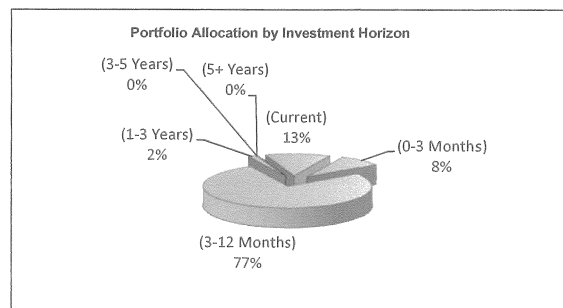
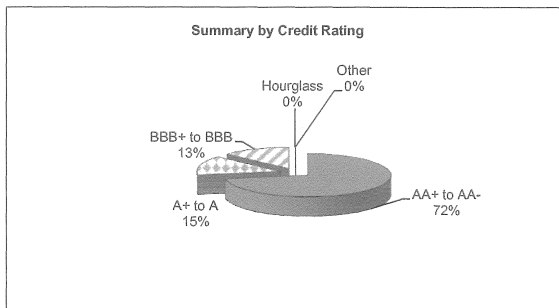
Receipts		
Rates & Water Receipts	1,816,754	
Financial Assistance Grant		
Sundry Debtors	1,486,295	
Grants & Contributions Received	930,496	
Loan borrowing received		
Other Income (including interest)	2,241,252	
Total Receipts		6,474,796
Payments		
Salaries and Wages	2,147,572	
Payments to Creditors	6,817,812	
Total Payments		8,965,384
Increase/(Decrease) in Cash & Investments		-2,490,588

Performance Indicators - Investments and Interest Earned - As at 2 November 2023

Diversification & Credit Risk							
Rating	Long Term Ratings	Short Term Rating	Long Term	Short Term	Total	Total %	Max
Scale	(Standard & Poors)	(Standard & Poors)	Actual	Actual	Actual	Actual	
1	AA+ to AA-	A1+	0	89,572,010	89,572,010	72.19%	100%
2	A+ to A	A1	0	18,000,000	18,000,000	14.51%	100%
3	BBB+ to BBB	A2	0	16,500,000	16,500,000	13.30%	30%
4	Hourglass		0	0	0	0.00%	0%
5	Other		0	0	0	0.00%	5%
			0	124,072,010	124,072,010	100.00%	
1	Within Policy Guidelines						
2	Within Policy Guidelines						
3	Within Policy Guidelines						
4	Within Policy Guidelines						
5	Within Policy Guidelines						

Portfolio - Term Mix					
		Actual	Actual %	Maximum	
A	At Call	(Current)	15,572,009.93	12.55%	100.00%
B	Working Capital	(0-3 Months)	10,500,000.00	8.46%	90.00%
C	Short Term	(3-12 Months)	96,000,000.00	77.37%	80.00%
D	Medium Term	(1-3 Years)	2,000,000.00	1.61%	30.00%
E	Medium To Long Term	(3-5 Years)	-	0.00%	30.00%
F	Long Term	(5+ Years)	-	0.00%	0.00%
			124,072,010		
A	Within Policy Guidelines				
B	Within Policy Guidelines				
C	Within Policy Guidelines				
D	Within Policy Guidelines				
E	Within Policy Guidelines				
F	Within Policy Guidelines				

Benchmark Interest Rates Performance				
1	Benchmark Rate - Average for 2022/23			
	Benchmark Rate -Average for 2022/2023			3.6019%
	Portfolio Over Benchmark		73,477,500	67.72%
	Portfolio under Benchmark		35,022,500	32.28%
	Total		108,500,000	
	Excludes At Call		15,572,010	
	Total including At Call		124,072,010	
2	Average Benchmark Rate for Financial Year			
	Benchmark - 90 Day BBSW Average for July 2023			4.3064%
	Benchmark - 90 Day BBSW Average for August 2023			4.1616%
	Benchmark - 90 Day BBSW Average for September 2022			4.1301%
	Benchmark - 90 Day BBSW Average for October 2022			4.2015%
	Benchmark - 90 Day BBSW Average for November 2022			3.6670%
	Benchmark - 90 Day BBSW Average for December 2022			3.1604%
	Benchmark - 90 Day BBSW Average for January 2022			3.3161%
	Benchmark - 90 Day BBSW Average for February 2022			3.4591%
	Benchmark - 90 Day BBSW Average for March 2022			3.6643%
	Benchmark - 90 Day BBSW Average for April 2022			3.6672%
	Benchmark - 90 Day BBSW Average for May 2022			3.8897%
	Benchmark - 90 Day BBSW Average for June 2022			1.5993%
	Average Benchmark Rate for Financial Year to Date			3.6019%



Statement of Investment and Bank Balances as at 2 November 2023

Description	Maturity Date	Investment Type	Rating	Current Interest Rate	Amount Invested
Common Bank - Cash Management Account		AC	A1+	0.10%	15,572,010
Commonwealth Bank 732 Day Term Deposit - Curve Rolled From Inv0790	26/02/2024	TD	A1+	1.70%	4,000,000
Commonwealth Bank 733 Day TD - Curve	19/03/2024	TD	A1	2.02%	2,000,000
Commonwealth Bank 365 Day TD - Curve	16/11/2023	TD	A1+	4.28%	5,000,000
Commonwealth Bank 365D TD - IAM	7/12/2023	TD	A2	4.60%	2,500,000
Commonwealth Bank 367 Day TD - Income AM	11/12/2023	TD	A2	4.35%	2,000,000
Commonwealth Bank of Australia 364 Day TD - Curve	19/01/2024	TD	A1	4.45%	1,000,000
Commonwealth Bank of Australia 365 Day TD - Curve	2/02/2024	TD	A1	4.55%	2,000,000
Commonwealth Bank 365D TD - Curve	15/02/2024	TD	A2	5.00%	1,000,000
Commonwealth Bank of Australia 365 Day TD - CBA Rolled from 0796	16/02/2024	TD	A1+	4.90%	10,000,000
Commonwealth Bank 365 Day TD - IAM Rolled from INV0797	22/02/2024	TD	A1	4.95%	2,000,000
Commonwealth Bank of Australia 364 Day TD - Curve	1/03/2024	TD	A1	4.98%	1,000,000
Commonwealth Bank of Australia 365D TD	6/03/2024	TD	A1+	4.82%	10,000,000
Commonwealth Bank of Australia 365 Day TD - Curve	15/03/2024	TD	A2	4.75%	3,000,000
Commonwealth Bank 365 Day TD - Curve	28/03/2024	TD	A1	4.70%	3,000,000
Commonwealth Bank 365D TD - Curve	18/04/2024	TD	A2	4.80%	3,000,000
Commonwealth Bank of Australia 365 Day TD - Curve	17/05/2024	TD	A1	4.93%	3,000,000
Commonwealth Bank of Australia 365 Day TD - CBA	7/06/2024	TD	A1+	5.40%	15,000,000
Commonwealth Bank of Australia 3654 Day TD - CBA	3/06/2024	TD	A1+	5.00%	10,000,000
Commonwealth Bank of Queensland 364 Day TD - Curve	21/06/2024	TD	A2	5.55%	2,000,000
Commonwealth Bank 365 Day TD	27/06/2024	TD	A1+	5.38%	5,000,000
Commonwealth Bank of Australia 365 Day TD - CBA	28/06/2024	TD	A1+	5.45%	10,000,000
Commonwealth Bank of Australia 365 Day TD - Curve	24/07/2024	TD	A2	5.65%	3,000,000
Commonwealth Bank of Australia 365 Day TD - CBA	8/08/2024	TD	A1+	5.52%	5,000,000
Commonwealth Bank of Australia 728 Day TD - Curve	25/09/2025	TD	A1	5.35%	2,000,000
Commonwealth Bank of Australia 365 Day TD - IAM	22/10/2024	TD	A1	5.35%	2,000,000
Total Investments Held					124,072,010

Total Investments Held	\$	124,072,010
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1,129,491.88

18,375.50

Balance as per Passbook-Commonwealth Bank

Outstanding deposits

Unpresented cheques as per Cash Book-Commonwealth Bank	4,184.30	1,143,683.08
Trust Fund		910,723.80
<hr/>		
Total Cash & Investments @ 2/11/2023		126,126,416.81

16.5 MINUTES OF THE RAY HARVEY SPORTS FOUNDATION COMMITTEE MEETING HELD ON 30 OCTOBER 2023

Author: Business Manager Community Facilities
Director Operations

Authoriser: Aaron Johansson, Chief Executive Officer

Attachments: 1. Minutes of the Ray Harvey Sports Foundation Committee Meeting held on 30 October 2023

RECOMMENDATION

That the report from the Director Operations in regards to the Ray Harvey Sports Foundation Committee minutes from Monday 30 October 2023 be received.

REPORT

Please find attached the minutes of the Ray Harvey Sports Foundation Committee from its meeting 30 October 2023 . There were no issues from this committee that require a Council endorsement.



OUR VISION & VALUES ONE TEAM DELIVERING WITH

P R I D E

Passion | Respect | Innovation | Dedication | Excellence

OUR MISSION TO BE EASY TO DO BUSINESS WITH

MINUTES

Ray Harvey Sports Foundation Committee Meeting

30 October 2023

Councillor

Councillor

Councillor

Community Representative

Community Representative

Community Representative

Cr Michael Prevedello

Cr Carol James

Cr Steve Ruddell

Mrs Margaret O'Neill OAM

Mr Conway Bogg

Mr Michael O'Neill

Order Of Business

1 Apologies 4

2 Late Items / Urgent Business 4

3 Disclosure of Interests 4

4 Confirmation of Minutes 4

 4.1 Minutes of the Ray Harvey Sports Foundation Committee Meeting held on 24
 April 2023 4

5 Items for Consideration 5

 5.1 Ray Harvey Sports Foundation Grant Applications Round 1 2023/2024 5

**MINUTES OF GOULBURN MULWAREE COUNCIL
RAY HARVEY SPORTS FOUNDATION COMMITTEE MEETING
HELD AT THE COUNCIL CHAMBERS, CIVIC CENTRE, 184 - 194 BOURKE STREET,
GOULBURN
ON MONDAY, 30 OCTOBER 2023 AT 6.30PM**

PRESENT: Mr Conway Bogg, Mr Michael O'Neill, Mr Robert Hughes - Goulburn Mulwaree Council, Cr Peter Walker, Cr Michael Prevedello, Cr Steven Ruddell, Cr Carol James OAM, Cr Margaret O'Neill OAM

IN ATTENDANCE:

Mrs Kayleen Pagett – Goulburn Mulwaree Council Administration Officer

1 APOLOGIES

Nil

2 LATE ITEMS / URGENT BUSINESS

Nil

3 DISCLOSURE OF INTERESTS

Nil

4 CONFIRMATION OF MINUTES

4.1 MINUTES OF THE RAY HARVEY SPORTS FOUNDATION COMMITTEE MEETING HELD ON 24 APRIL 2023

COMMITTEE RESOLUTION 2023/6

Moved: Cr Carol James OAM

Seconded: Cr Michael Prevedello

That the Ray Harvey Sports Foundation Committee minutes from Monday 24 April 2023 be confirmed.

CARRIED

5 ITEMS FOR CONSIDERATION**5.1 RAY HARVEY SPORTS FOUNDATION GRANT APPLICATIONS ROUND 1 2023/2024****COMMITTEE RESOLUTION 2023/7****Moved: Mr Conway Bogg****Seconded: Mr Michael O'Neill****That**

1. The report from on Ray Harvey Sports Foundation Grant Applications – Round 1 2023/24 be received.
2. The Ray Harvey Sports Foundation Committee allocate funds to the successful applicants outlined in the table below:

Name	Sport	Funding
Ruby McIntosh	Hockey	\$250.00
Sid McPherson	Hockey	\$250.00
Claire Nichols	Hockey	\$250.00
Charlotte Owen	Hockey	\$250.00
Cameron Schultz	Hockey	\$200.00
Tegan Schultz	Hockey	\$200.00
Airlee Sheil	Hockey	\$200.00
Eamon Sheil	Hockey	\$200.00
Jordan Sturgiss	Lawn Bowls	\$250.00
Marli McKellar	Rugby 7's	\$250.00
Holly Doggett	Soccer	\$300.00
Stella Rose Douglas	Swimming/Athletics	\$200.00
Jackson Schultz	Swimming	\$200.00
Total		\$3,000.00

3. The cheque presentation for successful applicants be held at 5.15pm before the Ordinary Meeting of Council Tuesday 19 December 2023, subject to approval of minutes at the 21 November 2023. Ordinary Meeting of Council.
4. Council writes to any unsuccessful applicants thanking for their application and advising why they were unsuccessful.

CARRIED

6 ACTION LIST FROM THIS MEETING

Officer	Task	Due
Council	2024 marks the 40 year anniversary of the Ray Harvey Foundation. Council to investigate: <ul style="list-style-type: none"> • The hosting of an anniversary dinner to mark the 40 year anniversary. • Compile a list of all recipients from the Ray Harvey Foundation across the 40 years. 	11/30/2023
Council	Seek sponsorship for the 40 year anniversary of Ray Harvey Foundation.	15/12/2023
Council	Ray Harvey Sports Council Charter to be redistributed to members for review and discussion at the next meeting of the Ray Harvey Sports Foundation..	Next meeting

The Meeting closed at 5.57pm.





The minutes of this meeting were confirmed at the Ray Harvey Sports Foundation Committee Meeting held on.

.....
Mrs Margaret O'Neill OAM
CHAIRPERSON

16.6 COUNCIL'S OPERATIONAL UPDATE - OCTOBER 2023

Author: Chief Executive Officer

Authoriser: Aaron Johansson, Chief Executive Officer

- Attachments:**
1. **Planning & Environment Directorate Report** [↓](#) 
 2. **Corporate & Community Services Directorate Report** [↓](#) 
 3. **Utilities Directorate Report** [↓](#) 
 4. **Operations Directorate Report** [↓](#) 

Link to Community Strategic Plan:	25. Our Civic Leadership CL1 Effect resourceful and respectful leadership and attentive representation of the community.
Cost to Council:	Nil
Use of Reserve Funds:	Nil

RECOMMENDATION

That the report from the Chief Executive Officer on the Council’s Operational Update for October 2023 be received and noted.

BACKGROUND

The purpose of this report is to provide a monthly update on Council’s operational activities.

REPORT

Please find attached the monthly report on Council’s operational activities for the month of October 2023.



Planning & Environment – October 2023



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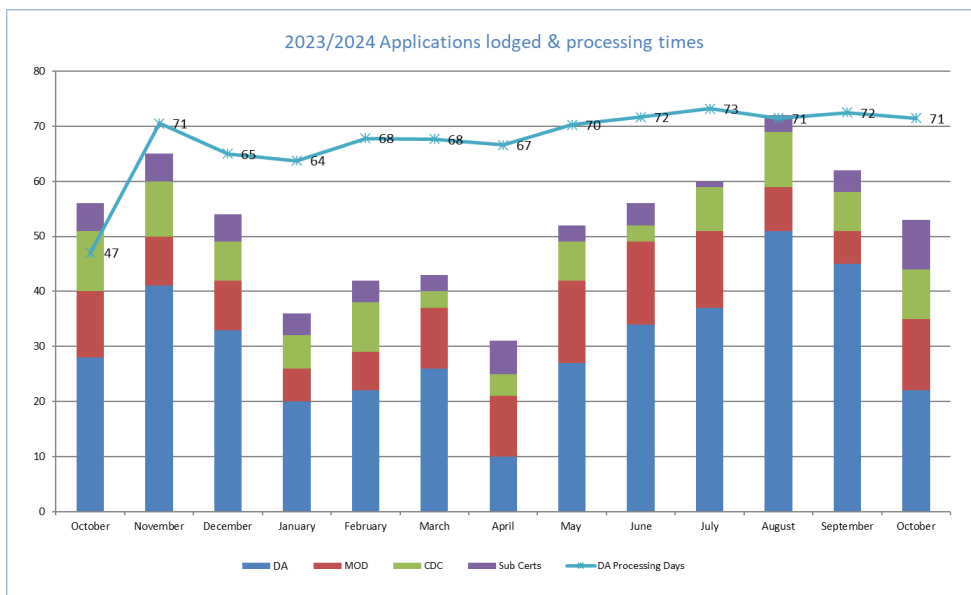
1 Planning & Development

1.1 Overview of Development Applications

	New Applications Lodged	Applications Determined
DA's	22	20
Modifications	13	9
Reviews	0	0
CDC's	9	8
Subdivision Certificates	9	0
Total	53	37
Total cost of new development for the month:		\$41,806,875
Cumulative total (Financial year):		\$827,432,720
Of Note:		
<ul style="list-style-type: none"> DA/0164/2324 – Proposed Child Care Centre, 66 Dalley Street, Goulburn (\$2,610,300) MODDA/0028/2324 - Modification to carpark layout, driveway layout, the roof, exterior doors and windows, 121-129 George Street, Marulan (\$6,999,520) DA/0153/2324 - Light Industrial Building (Factory Units) with one tenancy used as a take away food/drink premises, 13 Wilson Drive, Marulan (\$3,480,610) DA/0163/2324 - Demolition of existing structures, tree removal and the construction of an industrial complex containing 26 industrial units, 18 storage units and a take away food and drink premises, 2B Sloane Street, Goulburn (\$11,720,150) 		

In addition to the above, 6 applications submitted via on the online portal 3 were returned/rejected/withdrawn as insufficient information was supplied for the application to be able to be formally accepted.

1.2 Applications received and processing times



1.3 Regional Projects requiring Southern Region Planning Panel approval

Nil.

1.4 State Significant Development

Project	Description	Status
Goulburn Poultry Processing	Mixed Use Development	Assessment
Woodlawn Advanced Energy Recovery Centre Project	Construction and operation of an energy recovery facility with a capacity to thermally treat up to 380,000 tpa of residual municipal solid waste and commercial & industrial waste and to generate approximately 39 MW of electrical energy	Response to Submissions
Gundry Solar Farm	400MW Solar Farm with Battery Energy Storage (961 Windellama Road, Gundry)	Prepare EIS
Merino Solar Farm	450MW Solar Farm with Battery Energy Storage Southern Site – frontage to Braidwood Road and Painters Lane Southern Site – access potentially from Windellama Road/Gundry Lane or alternatively Braidwood Road	Prepare EIS
Wattle Creek Solar Farm	The Project Area is approximately 6,200 hectares (ha) and is proposed to include both solar and battery energy storage facilities, with project-related infrastructure proposed to occupy approximately 1,680 ha across all proposed technologies.	Input to SEARs
Wattle Creek Battery Energy Storage System	The Battery Energy Storage System (BESS) includes the installation, operation, maintenance and decommissioning of a large-scale BESS facility, ancillary infrastructure and temporary facilities within the broader Wattle Creek Energy Hub.	Input to SEARs

2 Strategic Planning

Priority	Project	Relationship to LSPS or Other Strategies	Progress
1.	Goulburn Mulwaree Development Control Plan (DCP) 2009 (Comprehensive Review to create Goulburn Mulwaree DCP 2020/21)	<ul style="list-style-type: none"> • LSPS – short term action. • Urban and Fringe Housing Strategy – urban release areas. • CBD Renewal Strategy under preparation. 	A large body of work on the CBD has commenced with some general chapters prepared. Some delays being experienced due to staffing and addressing changes to local planning coming from the State.
2.	Goulburn Floodplain Risk Management Study and Plan Includes: LEP amendment (to remove flood mapping from LEP) Adopt flood policy and amend DCP	<ul style="list-style-type: none"> • LSPS Short term action • NSW DPIE Grant funded (includes milestones for timing). • Legislated changes to flood planning necessitate updating LEP and DCP provisions. 	Completed.
3.	CBD Renewal Study (incorporate Car Parking*, signage, FSR, height limits, residential provisions and relevant LEP/DCP amendments) <i>*UFHS Action, *CBD Car Parking Study & Action Plan</i>	<ul style="list-style-type: none"> • LSPS – short term action. • Urban and Fringe Housing Strategy – CBD actions and residential LEP/DCP provision review actions. 	Councillor Briefing held in October 2023 on CBD Renewal and Entertainment and Evening Economy. CBD modelling under way and grant application made for economic feasibility testing of proposed controls. Flood Working Party meeting between October to November involving staff, SES and DPE (Flood Team) to discuss planning proposals and flooding including the CBD.
4.	Marulan Floodplain Management Study and Plan	<ul style="list-style-type: none"> • LSPS – short term action. • Urban and Fringe Housing Strategy – urban release areas. • Organisational significance for infrastructure planning. • NSW DPIE Grant funded (includes milestones for timing). 	The Flood Study has been completed. Work has commenced on the next phase which is the Floodplain Risk Management Study and Plan.
5.	Biodiversity Strategy	<ul style="list-style-type: none"> • LSPS – short term action. • Urban and Fringe Housing Strategy – urban release areas. • Required for Resource Lands Strategy • Villages Strategy 	Yet to commence.

Priority	Project	Relationship to LSPS or Other Strategies	Progress
6.	Bushfire Strategy	<ul style="list-style-type: none"> • LSPS – short term action. • Grant from NSW DPE provides 2/3 funding. • Urban and Fringe Housing Strategy – urban release areas. • Required for Villages Strategy 	Final draft submitted to go to a Councillor Briefing session in February 2023 .
7.	Recreational Needs Strategy	<ul style="list-style-type: none"> • LSPS – short term action. 	Review of previous draft has commenced.
8.	Villages Strategy	<ul style="list-style-type: none"> • LSPS – medium term action (as other work required before this • strategy to provide baseline data) 	Tarago Village Housing Strategy adopted . Prior to further village strategies commencing, the Strategic Bushfire Study is required. This project is currently underway.
9.	South Goulburn Tree Management Plan - Review	<ul style="list-style-type: none"> • Council resolution to undertake a review of this Plan was adopted in late 2021 and a review is underway. 	Completed.
10.	Local Approvals Policy (LAP)	<ul style="list-style-type: none"> • Aspects of this Policy are more urgent so it may be rolled out in stages to reflect this. Currently there is a need to provide a policy direction on connection to water/sewer services where available which may be required as a first step. • Other sections of the policy may require subsequent amendments based on staff resources. 	A LAP relating to water/sewer approval activities in urban areas that require approval and DCP amendment was adopted by Council on 19 July 2022 .
11.	Updated Employment Lands Strategy (to include rural land and extractive industries).	<ul style="list-style-type: none"> • LSPS – medium term action (for ELS) and short term for Agriculture and Resource Lands Strategy. • Pending Economic Development Strategy (LSPS medium term action). 	Council has been waiting on NSW Dept. Primary Industries (Ag) State Significant Agricultural Land Mapping and Important Agricultural Land Mapping which has not been produced as yet. Considering the above it is considered that given a review of the Employment Lands Strategy is also due, this strategy should be extended to cover rural land due to it also being employment land associated with agriculture, extractive industries, tourism etc.
12.	Rural Living Handbook Update	<ul style="list-style-type: none"> • Council initiative. 	Initial review has commenced – review subject to staff availability.

2.1 Planning Proposals

Planning proposals are the mechanism by which *Goulburn Mulwaree LEP 2009* can be amended. Of the Planning Proposals listed below the majority are initiated by Council as a result of the recommendations of various strategies such as the Urban and Fringe Housing Strategy or the *Employment Lands Strategy*. Some Planning Proposals are initiated by a proponent such as a land holder or stakeholder.

Proposal No.	Location	Proposal	Progress
REZ/0001/1718	Mistful Park	Rezone land from E4 Environmental Living to R2 Low Density Residential	DPIE has advised that the Planning Proposal needs to be amended to incorporate further biodiversity assessment prior to re-submission for a Gateway determination. The proponent has been advised of this outcome. Biodiversity assessment for the site cannot commence until spring 2021. No assessment has been submitted as yet. On hold.
REZ/0002/1819	Goulburn Motorcycle and Speedway Club	Rezone land from RU6 Transition to RE2 Private Recreation	The Planning Proposal has been prepared and pre-Gateway consultation has been undertaken with Water NSW. Water NSW has raised issues with the suitability of the site in relation to water quality. These issues are being investigated by Council and the Motor Cycle Club. On hold.
REZ/0002/2122	Goulburn WTP	Rezone to SP2 - Infrastructure	Utilities has explored other options for the expansion of the Goulburn Drinking Water Treatment Plant and advised that a rezoning is required. The process has recommenced (as of late July 2023), and a PP is being prepared for consultation.
REZ/0003/2122	Allfarthing 2 Brisbane Grove Road	Rezone land to R5 large Lot Residential with 2ha min lot size as per Urban and Fringe Housing Strategy	NSW DPE has issued a Gateway determination to proceed and State agency consultation has commenced. A flood impact risk assessment is currently being prepared by the proponent following NSW DPE (Flooding) feedback.
REZ/0004/2122	137 Brisbane Grove Road	Rezone land to R5 large Lot Residential with 2ha min lot size as per Urban and Fringe Housing Strategy	NSW DPE has issued a Gateway determination to proceed and State agency has commenced. A flood impact risk assessment is currently being prepared by the proponent following NSW DPE (Flooding) feedback.
REZ/0005/2122	Mountain Ash Road	Rezone land to R5 large Lot Residential	A flood risk impact assessment has been submitted (September 2023) and has been referred to NSW DPE (flooding) for comment prior to referral to DPE for a Gateway determination.
REZ/0006/2122	292 Rosemont Rd and 46 Mountain Ash Road	Rezone land to R5 large Lot Residential	Gateway determination from NSW DPE was not issued and will required to be resubmitted once a flood risk impact assessment has been undertaken.
REZ/0007/2122	515 Crookwell Road, Kingsdale	Rezone land to R5 large Lot Residential	Reported to Council in September with a draft Planning Proposal document being prepared for initial consultation with Water NSW pre – Gateway. Proponent is currently working through TfNSW feedback

Proposal No.	Location	Proposal	Progress
REZ/0001/2223	407 & 457 Crookwell Road, Kingsdale	Rezoning land to part R2 Low Density Residential, Part R5 Large Lot Residential and RE1 Public Recreation.	Councillor briefing presented on 27 June, report to Council presented 20 July. A draft Planning proposal is being prepared for pre-Gateway consultation pending the submission of additional items identified in the Council Report. Proponent is currently working through TfNSW feedback
REZ/0001/2324	44 Middle Arm Road, Goulburn	Rezoning land to R2 Low Density Residential.	Preliminary assessment is underway. Councillor briefing session anticipated for October 2023 .
REZ/0002/2324	Part 129 Marys Mount Road and 110 – 118 Middle Arm Road	Adjust zone boundaries of RU6 Transition, R2 Low Density Residential and introduce a C3 Environmental Management Zone over biodiversity avoided areas.	Lodged September – preliminary assessment is underway.
REZ/0003/2324	69 Gorman Rd, Goulburn	Rezoning/amend MLS to permit additional rural residential lot.	Lodged October – preliminary assessment is underway.

2.2 Planning and Related Legislative Updates

It is noted that no significant amendments have been made in the month to 31 October to planning legislation (in relation to the Goulburn Mulwaree local government area) or to the *Goulburn Mulwaree Local Environmental Plan 2009*. The following various amendments to the NSW Environmental Planning and Assessment Act, Regulations or State Environmental Planning Policies have been made or placed on exhibition.

- *Explanation of Intended Effect - Proposing an exempt and complying development framework for cemeteries.*

NSW DPE is proposing a new exempt and complying development framework for maintenance and other minor works within existing cemeteries.

The new framework would be introduced through an amendment to the *State Environmental Planning Policy (Transport and Infrastructure) 2021*.

The proposed framework can be viewed in an explanation of intended effect on exhibition for public feedback until Sunday 19 November 2023.

Cemeteries are critical social infrastructure. However, unlike other forms of social infrastructure, like schools and hospitals, there are no streamlined pathways tailored to support the ongoing operation of cemeteries.

Undertaking maintenance and other minor ancillary works is essential to cemeteries remaining operational and in the best possible condition. The proposed framework would allow minor works needed to operate and maintain cemeteries to be completed more efficiently without the need for a development application.

Minor works include:

- accessible entrances
- ash gardens
- construction of small buildings and structures
- decks, terraces, and pergolas
- demolition
- driveways, hardstand, and carparks
- earthworks

- fencing
- landscaping and landscape structures
- minor building alterations and additions such as painting, cladding, repair, and replacement of building fabric
- rainwater tanks
- sheds, maintenance facilities and carports
- signage
- vaults, crypts, sculptures, artwork and columbarium.

The proposed changes provide clearer direction on an area which to date has not really been clearly articulated in planning controls. Councils as public authorities have a bit more latitude in terms of matters requiring consent in Council cemeteries. These changes will be of more benefit to private cemeteries as they clarify an appropriate planning pathway for minor forms of development. At this stage Council staff are not proposing to make a submission on this matter.

- Explanation of Intended Effect – Amendments to the *SEPP (Exempt and Complying Development Codes) 2008* for outdoor dining on private land and at registered clubs; and *Standard Instrument – Principle Local Environmental Plan 2006* to include a new floor space bonus clause for new developments to include music venues.

The NSW Government is proposing a simple planning pathway for registered clubs and food and drink premises to set up outdoor dining on private land such as laneways, bowling greens and open spaces.

The proposed changes will fulfil the Government's election commitment to make outdoor dining permanently available across NSW.

The planning changes will allow registered clubs and food and drink premises to use adjacent private land for outdoor dining through a complying development pathway, rather than having to submit a development application.

The temporary exempt development pathway introduced during the Covid crisis is due to end on 31 December 2023. The proposed complying development pathway will provide a permanent solution that gives businesses and communities certainty about where outdoor dining can take place. To date the temporary Covid exemptions have not caused any problems and Council staff are supportive of the changes.

The Government has also proposed changes to encourage new music venues by offering floor space and density bonuses for developments that include venues.

An optional model clause is proposed to be included in the Standard Instrument Local Environmental Plan. This will allow councils to set the bonus floor space amounts and locations, informed by their strategic planning processes and consultation with their community. Council staff are reviewing these reforms considering proposed changes to the CBD (which may make the adoption of such a clause unnecessary in the local context).

An explanation of intended effect (EIE) outlining the proposed changes is on exhibition for public feedback until Thursday 16 November 2023.

3 Environment & Health



3.1 Adoptions for the month

New Adoption display in Civic Centre Foyer



Animal Shelter dog size board for adoption photos. This will give people an indication of the size of the animal.



3.2 Biosecurity Weeds Update

Monitoring of Illegal Online Plant Trading for the LGA continues, on a regular basis, these latest sales were found in neighbouring Council Areas.

Although not a huge issue for GMC now with only random trading being found, it is still an area that’s requires regular surveillance.

Online plant sites include, Facebook various local sites including Market Place, Gumtree with the search being Goulburn City which takes in the surrounding localities within the LGA, eBay with search parameters being within 10 km’s of post code 2580, which also includes surrounding Councils.

Researchers for the University of Adelaide have sounded the alarm bells after finding a booming online business of invasive plants that pose a serious biosecurity threat to Australia’s biodiversity.

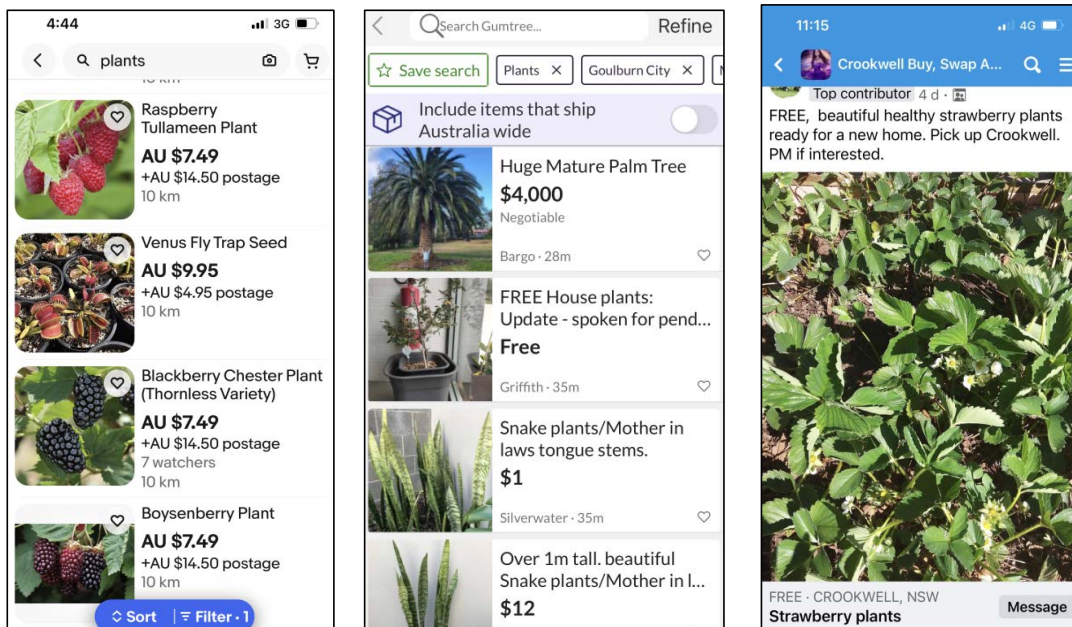
According to Jacob Maher, a PhD candidate and research assistant for the University of Adelaide has found potentially damaging online sales freely available for Australians to purchase across the country.

Past monitoring has yielded illegal importation of medicinal plants although not a high risk as it was a refined herbal tea, the product was withdrawn from sale and destroyed and referred to Dept of Primary Industries, which also involved Australian Customs and Border Security Dept.

More recent online sales have resulted in plants being seized from store premises with plants being disposed of at Council’s waste facility.

Due to the increased online activity Council’s procedures for plant seizures have now been reviewed and updated.

Whilst none of the plants shown below are restricted, these screenshots demonstrate how prevalent and easily plants can be traded online.





Corporate & Community Services

Directorate Report

October 2023

PRIDE

Passion Respect Innovation Dedication Excellence

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Corporate & Community Services

1. Innovation & Technology

Listed below are some of the projects/activities currently underway in Innovation & Technology:

- Work continues with the deployment of Office 365, and the migration of the council email system to Microsoft Cloud.
- A review of Artificial Intelligence systems and how it may impact council has started. Executive training has been held, and draft procedures are in development.
- Several cyber security reports have been received from Cyber NSW and ACSC (Australian Cyber Security Centre). These are being actioned where required.

2. Finance

Finance activities currently underway include:

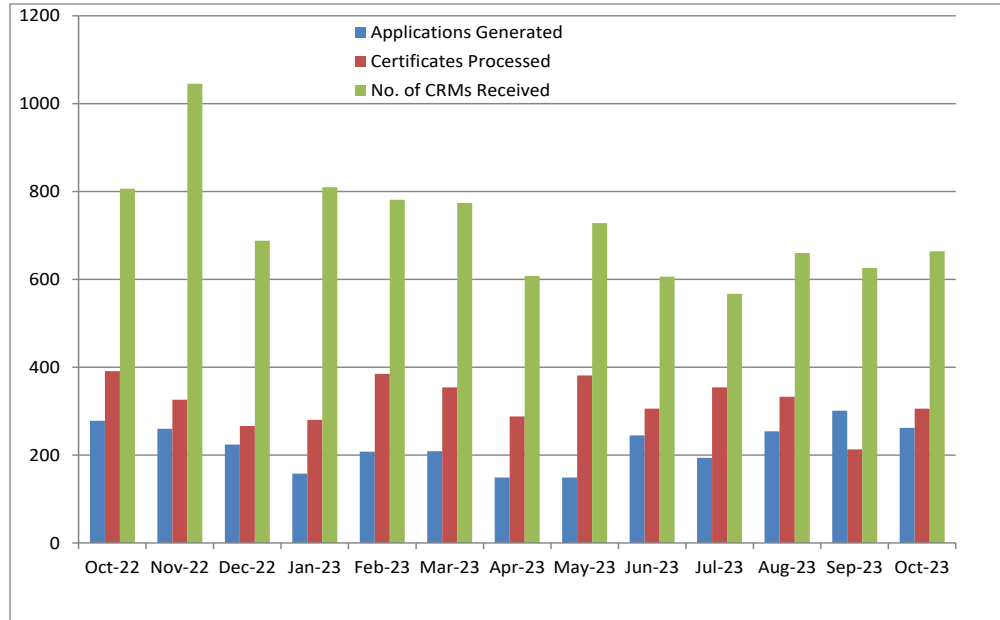
- Audit ongoing, should be finalised by end of November 2023.
- Budget preparations are underway. Capital budgets and salaries have been sent to Senior staff for review.
- Legal action and debt recovery processes are in progress as per Council's Debt Recovery and Hardship Policies.
- Procurement training continues for relevant Council staff members and the processes are being reviewed with regards to the changes to Legislation.

Corporate & Community Services

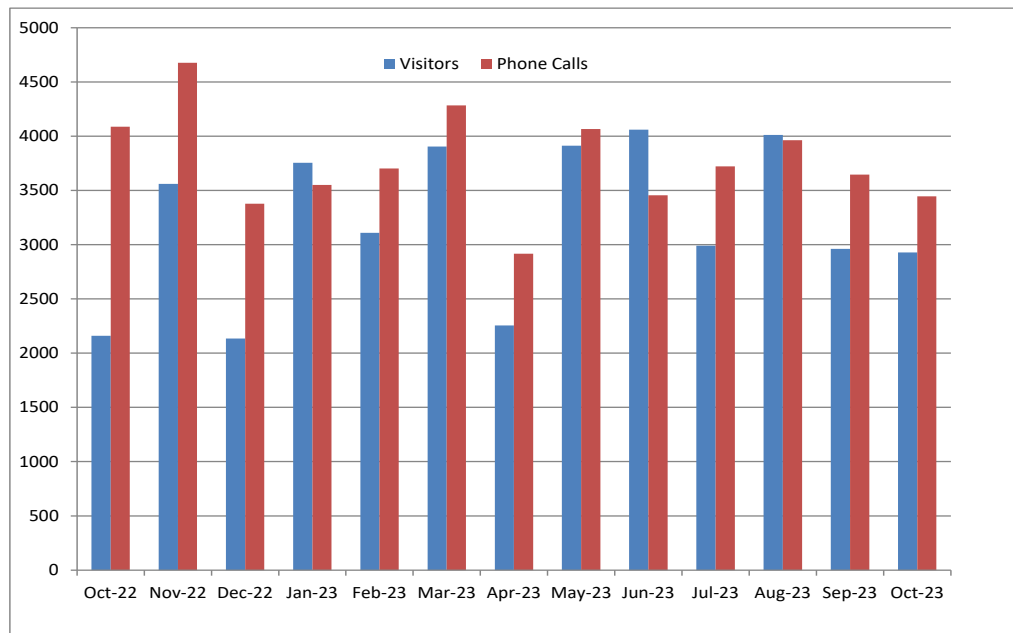
3. Customer Service

Customer Service statistics for the month of October 2023 are detailed in the graphs below:

Productivity – October 2023



Visitors & Phone Calls – October 2023



Corporate & Community Services

4. Property & Community Services

4.1 Property Services

The Property & Community Services Business Unit is responsible for providing a broad range of property management services, Goulburn Performing Arts Centre (GPAC) shows and events, and community services programs and activities. The following pages provide a summary on the status of some property dealings, happenings at GPAC, and community services programs during October 2023.

Property Acquisitions

- **Parcels of Crown Land at Towrang (New Towrang Bridge & Road Works)**
 - NSW Aboriginal Land Council (NSW ALC) and Pejar Local Aboriginal Land Council (PLALC) provided written confirmation of a partial withdrawal of an Aboriginal Land Claim over one of the Crown Reserves relating to this project.
 - Compulsory acquisition of all parcels of Crown Land now underway.
- **Second Access Run-O-Waters, Goulburn**
 - In-principal written acceptance of compensation offered received from one landowner affected by this project.
 - Further consultation continues with other affected landowners.
- **Access Road to 632 Taralga Road, Tarlo**
 - All documentation prepared to support a Possessory Title Application lodged with NSW LRS for an old access road (i.e. forms part of Volume 470 Folio 88) joining Taralga Road to Council's land at Lot 2 DP 1043955.
 - This dealing required to satisfy legal access requirements for Council and its lessees.
 - Dealing not yet finalised but nearing completion.

Easement Acquisitions

- Majority of current easement negotiations finalised and registered with various property owners for public infrastructure projects e.g. sewerage, water, stormwater.
- Correspondence forwarded to Transgrid notifying them of Council's resolution at September Council Meeting re; easement over Pejar Dam for HumeLink Project. Awaiting receipt of documentation from Transgrid.

Leases & Licences

- **56 Clinton Street, Goulburn (including Workspace Goulburn)**
 - Workspace Goulburn bookings continue for casual hire of Meeting Rooms, Events Space and Hot Desks.
 - All Workspace Goulburn lease renewals up to date.
 - Negotiations finalised with Property NSW re; exercising Option to Renew lease for a further 5 years, commencing 1 October 2023. Awaiting execution of new lease.
- **2 Bourke Street, Goulburn**
 - CPI reviews completed on all 'not-for-profit' leasing arrangements for storage purposes.
 - New binding lease agreements to be prepared for Goulburn U3A, Goulburn & District Art Society Inc. and Goulburn Gem & Lapidary Society Inc. but not registered until Change of Use DA is approved and buildings brought up to minimum BCA requirements.
 - Initial meeting held with relevant staff in terms of preparation of a Change of Use Development Application, including engagement of consultant to undertake the necessary reports required for the Change of Use Development Application. This will include obtaining estimates for all essential works to bring current buildings up to the BCA with a further report to be provided to Council.

Corporate & Community Services

- **Various Locations Throughout LGA**
Ongoing enquiries for leasing opportunities at other Council properties.

Road Closure Applications

- **Unformed Road Reserve off Braidwood Road, Tarago**
 - Two Road Reserves now closed and new titles registered in Council’s name.
 - Plan of Consolidation to be prepared to include new titles and surrounding Council owned parcels of land for lodgement with NSW LRS.
 - New title (when created) to be sold in accordance with previous Council resolution to advertise EoI. Awaiting receipt of new title.
- **Encroachment of Part 2 Sloane Street at Cnr Sloane St / Finlay Road, Goulburn**
 - Plan of Easement to Drain Water 3 wide & Road Closure under *Roads Act 1993* and s88B registered with NSW LRS.
 - Applicant required to pay compensation to Council prior to registering new title (for former road reserve area) in their name as the registered owner of 2 Sloane Street.
 - Delayed settlement scheduled on or before 19 January 2024.

Crown Land Enquiries

The Property Services team continue to receive a diverse range of enquiries in relation to Crown Reserves and Crown Roads. These enquiries often trigger research, consultation with other sections of Council and providing detailed responses to applicants.

Plans of Management

- **Carr Confoy Sportsground & Park**
 - PoM adopted by Council on 20 June 2023.
- **Generic Sportsgrounds Plan of Management**
 - Draft PoM includes Hudson Park, Cookbundoon Sporting Fields, North Park and 2 x sports grounds at Marulan nearing completion.
 - Preparations well underway with view of submitting draft PoM to Council by end of first quarter of 2024 before placing on exhibition.
- **Belmore Park**
 - Preparations well underway with view of submitting draft PoM to Council by end of first quarter of 2024 before placing on exhibition.
- **Generic Cemeteries**
 - Preparations to commence in 2024 /2025, subject to funding and staff resources.
- **Generic Bushland Reserves**
 - Preparations to commence in 2024 /2025, subject to funding and staff resources.

Corporate & Community Services

Property Addressing, Property Attributes and Integration of new Subdivisions in Property & Rating System**• Property Addressing**

The Property Services team continues to work closely with the Design & Asset Management and Planning & Development Business Units to resolve Urban and Rural Addressing anomalies and streamline Addressing Procedures. The team oversees the following functions;

- Customer Service - attending to ongoing enquiries, anomalies and oversights (i.e. for new and old subdivision approvals).
- Liaising with the private sector and government agencies to assist with correct property addressing associated with new developments to align with the NSW Addressing Guidelines.
- Land Attribute Updates - attending to ongoing land attribute update requests and ensuring accuracy of s10.7 certificates for conveyancing and development applications.
- Integration of New Subdivision Data - Information updated to Council's Property & Rating System and feeding into GIS updates.
- Ongoing review of addressing upon receipt of Supplementary Valuations received from the NSW Valuer General and ensuring Council's data integrity is up to date.
- Gazette Notification of Roads - Publishing notices in NSW Government Gazette for old and new roads identified on registered Plans of Subdivision.

Corporate & Community Services

4.2 Goulburn Performing Arts Centre (GPAC)

October 2023 brought GPAC into its 19th month of operation. The current venue management is shared between the Venue Coordinator and Technical Coordinator taking turns in the Acting PAC Manager role until a new PAC Manager is recruited.

The venue hosted over 2,000 visitations in October, across a total of 13 performances, 2 production meetings, and 1 non-commercial function. GPAC was also visited by 2 members from the Nowra Players who were interested in looking at the auditorium seating and theatre.

Suitable safety hand grabrails were selected from a supplier and order issued for supply / installation of grabrails to 11 rows of seating in the auditorium in mid-November. This will enable our elderly patrons' easier access to seating in the higher rows.

MARKETING

GPAC had an increase of 1,500 subscribers for Mailchimp e-newsletters this month. Facebook boosted posts and adds resumed running, meaning that a greater reach to activate our audience is restored.

FESTIVAL OF REGIONAL THEATRE

October began with the second annual Festival of Regional Theatre (FORT). This included two action packed days of the short play competition One Act Wonders. Sixty amateur performers from Moruya, Young, Hilltops, Southern Highlands, Nowra, and Goulburn performed on the GPAC stage. Prizes were awarded for Best Production, Best Original Script, Best Production – Junior Section, Best Director, Best Actor – Open, and Best Actor – Junior. A Late Night Supper club Stage Fright ein Kabarett was also enjoyed in the Meeting Place. This show was enthusiastically attended by a large contingent of One Act Wonders participants from the Milton Follies Amateur Theatre Company based in Nowra.

SEASON PERFORMANCES

Bangarra Dance Theatre bought Waru Journey of a Small Turtle to GPAC, which included one public performance and two school performances. The schools' shows were held during school hours allowing local schools to engage with GPAC and bring their students to the show. Those two performances alone allowed GPAC to welcome a total of 399 local students, some of which may not have the means to attend a performance outside of school.

COMMERCIAL SHOWS

Two diverse shows of Soweto Gospel Choir and One Night in Memphis were enjoyed by patrons. Both shows were close to sold out.

COUNCIL SHOWS

Goulburn Mulwaree Library in collaboration with Lieder Theatre bought Mighty Playwrights to GPAC for its second year. Original plays written by 6 young playwrights aged 10 – 12 were staged. There were two schools shows with 254 students able to attend, and three public performances.

NON-COMMERCIAL FUNCTION

The CWA held a High Tea fundraiser to buy an ultrasound machine for the hospital that packed out the Meeting Place. Scones with jam and cream, triangle sandwiches, and acoustic music performed by a local young musician were on offer.

Corporate & Community Services

STATISTICS

OCTOBER 2023			
EVENT NAME	DATE	EVENT TYPE	ATTEND
One Act Wonders	1 - 2/10/23	Season	250
Late Night Supper Club	1/10/2023	Season	44
Soweto Gospel Choir	5/10/23	Commercial	363
Mighty Playwrights	12 – 14/10/23	Council	656
One Night in Memphis	21/10/23	Commercial	387
Waru	24-25/10/23	Season	522
CWA High Tea Fundraiser	28/10/23	Non-commercial	75
		Sub-total Performance	2,297
OTHER ACTIVITIES		Number	Attendance
Nowra Players visit	13/10/23	2	2
		Sub-total Other	2
TOTAL OCT 2023			2,299



Image of Jaiyanna Khalil being presented with Best Actor – Junior award by One Act Wonder Judges Mark Bradbury (Sponsor of One Act Wonders) and former PAC Manager - Raina Savage.

Corporate & Community Services

4.3 Community Services

Community Services include Neighbour Aid, Leisure Link and Youth Services. The delivery of these services would not be possible without the wonderful assistance received from our volunteers. A summary of activities undertaken by the Youth Services, Neighbour Aid and Leisure Link teams is included in this report.

The month began with our Youth Services team delivering the final week of Spring School Holiday Program activities. Participants enjoyed a team sports day held at Veolia Arena, a trip to Jamberoo Water Park, a Lilac City Cinema afternoon, and a Community Centre Challenge Day. The holiday program was a great success, providing a total of 200 participant spaces to local youth across the 2-week period. We are very grateful to the NSW Government for its assistance to deliver such an exciting program of activities via funding through the School Holiday Activation Grant Program.

Our Connect, Support, Empower, (CSE) grant funded Youth Program is tracking along nicely with 23 participants currently supported through case coordination. There are 3 specific group-based activity programs within this initiative, and many participants are also achieving identified outcomes through referrals into our mainstream Youth Service programs. CSE Facilitators have continued to work hard building strong industry links to best support these local youth.

Our term 4 'How to Human' term-based program is up and running and is focusing on summer fun and getting outdoors. Throughout October our young people have participated in fishing, soccer, and basketball at the Rage Cage in Victoria Park. This program aims to connect youth with likeminded peers, and to assist them to build their own skills and confidence in forming respectful relationships and friendships with others.

The Paperback Café in the library is currently full with all participants being keen to serve customers. It is hoped that the formal training component of this program will be delivered by TAFE in December.



Enjoying the School Holidays

Corporate & Community Services



Working together on Challenge Day



'How to Human' Tuesday Afternoons

Throughout October our Neighbour Aid team has continued to provide ongoing valuable one-on-one support to clients needing assistance to attend appointments and to maintain their independence. In addition to these individualised supports, there has been a range of exciting small and large group activities for our seniors to enjoy.

This month the combined Tuesday men's 'Menz Biz' and ladies' 'Meaningful Meanderings' groups met up at Trappers Bakery and the Tatts Hotel for lunch and conversation.

Our regular Monday, Wednesday and Thursday Community Centre and Brewer Centre activity groups came together each week for a nutritious lunch and fellowship. Some seniors choose to just have a chat with friends, others play cards, some Rummy O and others knit. There were 2 hairdresser visits this month

Corporate & Community Services

so even a free haircut was an option. The Aqua Aerobics and Community Garden groups came together each Friday, and our Tuesday Games Group finished off the month with a very spooky Halloween themed games day.

On 12 October the team took a group of 25 seniors from Goulburn and Marulan to Mittagong for shopping and lunch at the RSL Club. It was a nice opportunity to enjoy a sunny bus ride and to potter around some shops that a not available here in Goulburn. On 30 October our Monday Seniors took part in an Anti-Scam session facilitated by BDCU staff. It was extremely worthwhile and very informative. We have more planned for other groups throughout November.



Becoming Scam Wise

As the result of the resignation of our Leisure Link Coordinator effective 6 October, no activities were delivered this month.

The Community Services team continues to be very proud of the amazing support services they provide and the huge difference they make to the Goulburn Mulwaree community.

Corporate & Community Services

5.1 Marketing & Events

Marketing & Public Relations

- Social Media Results Achieved:

Goulburn Australia Facebook	September	October	Variance	
No. of Posts	15	16	+1	+7%
Post Reach	62,534	35,455	-27,079	-43%
Post Interactions		904		
No. of Stories	3	10	+7	+233%
Story Reach	724	6139	+5,415	+748%
Story Interactions		40		
Goulburn Australia Instagram	September	October	Variance	
No. of Posts	13	15	+2	+15%
Post Reach	8,770	9,878	+1,108	+13%
Post Interactions		634		
No. of Stories	8	9	+1	+13%
Story Reach	2,674	2,663	-11	-0.4%
Story Interactions		20		
100 th Anniversary of the Australian Grand Prix in Goulburn Facebook	September	October	Variance	
No. of Posts	3	0	-3	0
Post Reach	5,800	0	-5,800	0
Pictures and Popcorn – in the Park Event Page		October		
No. of Posts		28		
Post Reach		363		
Responses		774		
Ad Campaign Reach		17,067		

Weekly What's On (EDM)	September	October	Variance	
Distributed	6	4	-2	-33%
Subscribers (average)	623	645	+22	+4%
Open Rate (average)	42.9%	45.1%	+2.2%	+5%

- The November 'Monthly What's On' EDM was distributed on Wednesday 1 November. Sent to 1,000 subscribers and receiving a 34.2% open rate as of Friday 3 November.
- Wrote and distributed five Media Releases:
 - Goulburn Farmers Market
 - Pictures and Popcorn – in the Park Makes a Spooky Return
 - Model T Ford Club Celebrate 50th Anniversary
 - Convoy For Kids Rolling For a Reason
 - Goulburn Welcomes AOGKF National Gasshuku and Championships
- Wrote an Editorial for the Canberra Weekly First Home Buyers Guide.
- The ongoing digital campaign running with News Corp Australia, focussing on the four pillars – Visit, Live, Work and Invest – of the Goulburn Australia brand continues to receive excellent results. Campaign performance from 1 October – 31 October 2023 is below:
 - Social Media advertisements have received 157,135 impressions, CTR of 1.10% and 1,731 people have clicked on our advertisements during this period.

Corporate & Community Services

- The ongoing Goulburn Australia Google Ads campaign focussing on all four brand pillars has also received great results. From 1 – 30 October 2023, Goulburn Australia Google Ads received 1,557 clicks, 9,753 impressions, and 445 conversions.
- Worked with our Graphic Designer on the creation of:
 - A half-page advertisement for the Canberra Times First Home Buyers Special Feature.
 - Pictures and Popcorn – in the Park marketing material including poster, flyer, email footer, corflute signs, and social media graphics.
 - A full-page print advertisement, digital display banners and EDM feature in Australian Traveller’s 100th edition.
 - A half-page print advertisement, digital display advertisement and e-newsletter advertisement in Caravanning Australia Magazine which will be published in December.



Full page print ad: Australian Traveller



Half page print ad: Canberra Times First Home Buyers Feature

Groups and Filming

- A filming permit was issued to ABC Network X Fremantle Media to film a small clip of Tony Armstrong Extraordinary Things on the corner of Bungendore Road and Collector Road for an episode opening.
- The table below indicates booked tours for the remainder of 2023, to date:

Date	Group Name	Tour Type
Sun. 19 November 2023	Travelabout Tours	Guided City Tour
Wed. 22 November 2023	Kiama Scenic Tours	Guided City Tour

Corporate & Community Services

Events and Conferences

- **Steampunk Victoriana Fair (14-15 October)** – Detailed event components managed by the Marketing & Events team included budget management, food stallholders, traffic management, ticketing, safety and overall event logistics.
- **Hockey NSW State Indoor Championships – Women (27-29 October)** – 19 teams from around NSW including South Coast, South West, East and Northern Beaches of Sydney, Manning Valley, Parkes, Nepean, Bathurst, Orange, Central Coast and Southern Highlands, competed in two divisions over three days. The economic benefit from hosting this event is estimated to be over \$300,000.
- **Goulburn Farmers Market (28 October)** – This event was supported under Council's Event Development Funding Policy – Tourism Stream. The first event was a huge success with over 1,500 people coming through including some from Sydney who said they will come back next month. Many stallholders sold out and vendors were very happy. Unfortunately, four vendors didn't turn up, two of whom were vegetable sellers so that was a pity as this was an area that would have sold well, as many expected to find more fresh grown produce. The market will be held monthly on the last Saturday of the month up to and including March 2024 at this stage.



Goulburn Farmers Market

Corporate & Community Services

- Pictures and Popcorn – in the Park (4 November)** – Working on the program of events including the production of the event program (see below). Collaboration with Hume Con to incorporate Buskout, also local theatre companies for their upcoming performances. Liaison with Community Facilities team for set-up of event and all logistics and kids’ activities contractors. Distribution of corflute signage and flyers to all schools, posters in CBD. Radio interview on 93.5 Eagle FM and GNFM in lead up to event.



- Goulburn 100th Anniversary of Motorcycle Grand Prix (21-23 June 2024)** – Attended monthly meeting, collated and distributed minutes and booked meeting room for next meeting in November.
- 2024 LGNSW Water Management Conference (23-25 July 2024)** – Liaison with organiser regarding meeting in Goulburn to do a familiarisation of venue in regard to planning and site visit locations etc.
- Event Development Fund** – Approved the Railway Women’s Bowling Club’s application for the Annual Rose Tournament from 20-23 February 2024.
- Festival of Small Halls (12 January 2024)** – We have just been allocated the date for hosting this event. It is much earlier than usual due to the tour not starting in Tasmania.
- Australia Day** – The committee have decided to have Carol James OAM as our Ambassador for 2024. Applied and was successful with our grant application through the National Australia Day Council. Met onsite in Victoria Park with committee to discuss site plan. Also met separately with members of the Goulburn Inclusion Forum with their clients to discuss making the venue more accessible. Nominations are open until 14 December for Citizen, Youth Citizen, Sports person, Junior Sports person, and Event of the Year.
- 2024 Canberra Judo International Open (17-18 February 2024)** – This event is new to Goulburn and will be supported under the Event Development Funding Policy – Sports Tourism stream. It will be held at the Goulburn Recreation Area.

Corporate & Community Services

Upcoming events supported by Council:

Date	Name	Location
3-5 Nov	Hockey NSW Indoor State Championships (Open Men)	Goulburn Recreation Area
4 Nov	Pictures and Popcorn – in the Park	Belmore Park
17-19 Nov	AOFGK National Gasshuku and Championships	Goulburn Recreation Area
25 Nov	Goulburn Farmers Market Fourth Saturday of month (until March)	Goulburn Recreation Area
1-3 Dec	Hockey NSW Indoor State Championships (U18 Girls)	Goulburn Recreation Area
8-10 Dec	Hockey NSW Indoor State Championships (U18 Boys)	Goulburn Recreation Area
17 Dec	Christmas in the Park	Belmore Park
12 Jan	Festival of Small Halls	St Saviour’s Cathedral Hall
26 Jan	Australia Day	Victoria Park
2-4 Feb	Hockey NSW Indoor State Championships (Masters Women)	Goulburn Recreation Area
17-18 Feb	2024 Canberra Judo International Open	Goulburn Recreation Area
20-23 Feb	Annual Rose Tournament (Men and Women)	Goulburn Railway Bowling Club

Visitor Services

- The printed Calendar of Events for November was developed and distributed to local businesses, Council sites and on display in the VIC. It is also downloadable from www.goulburnaustralia.com.au.
- 64 event listings were created on the Goulburn Australia website throughout October 2023, with November set to be very busy with local events.
- The Goulburn Australia website witnessed a 2.85% decrease in visitation when comparing UEVS’s from October to September 2023. For context 12,582 total UEVS’s were witnessed in October 2023.
- The website witnessed a decrease year-on-year when comparing UEVS’s from October 2023 to 2022. October 2023 had decrease of 4.55% when compared to 2022.
- Coordinated a community consultation session for the Southern Tablelands Tourism Signage Strategy.
- Below are some of the recent quotes taken from our VIC Guest Book:
 - *Amanda was very helpful, couldn’t be happier. Yarralumla ACT*
 - *Great Service, Great Centre, Great Town, Thank you – Woolami VIC*
 - *Excellent service and information – Gunnedah NSW*

POSTCODES COLLECTED AT VIC	Oct 2023			
Local Residents	81			
New South Wales	217			
Victoria	105			
Queensland	65			
South Australia	15			
Northern Territory	0			
Australian Capital Territory	34			
Western Australia	8			
Tasmania	19			
Overseas/International	28			
WALK-IN VISITORS DOOR STATISTICS – October	2022	2023	VARIANCE	
Month to date Walk-in Visitors	3,468	3,241	-227	- 6.5%
Year to date Walk-in Visitors	27,315	28,466	+1,151	+ 4.0%

Corporate & Community Services

5.2 Museums

Volunteer News

Rocky Hill Volunteers



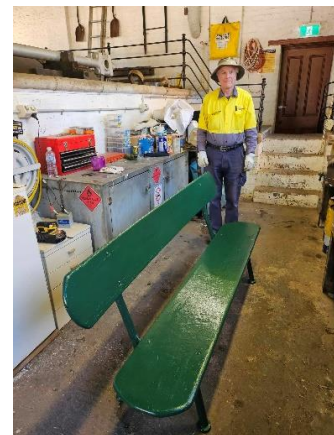
Pete, Neil & Ken have been hard at work in the garden and grounds and keeping the area free of litter. Judy and Gwen have completed the huge task of boxing and placing the Laffin collection into compactus storage. The research collection of WW1 John Laffin is comprised of thousands of maps, photographs, letters, and other documents. Carol has been working on the equally huge task of cataloguing the Ayling collection and has recently completed Box 1.



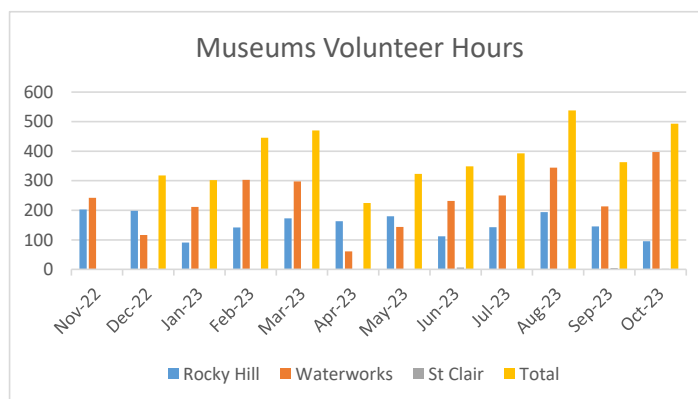
Waterworks volunteers

Waterworks volunteers once again wholeheartedly supported the Steampunk Victoriana Fair, contributing 88 hours on that weekend alone assisting with the steaming of the Appleby. I Love Goulburn volunteers also contributed 43 hours in the lead-up to ensure the garden was looking fabulous for the event.

Ian has completed the restoration on the first of the benches located outside the Pumphouse and it looks brilliant.



Congratulations to I Love Goulburn garden volunteers for placing equal first in the Lilac City Festival Garden Competition. Well deserved as they devote many, many hours to the care of the Waterworks gardens.



Corporate & Community Services

Rocky Hill

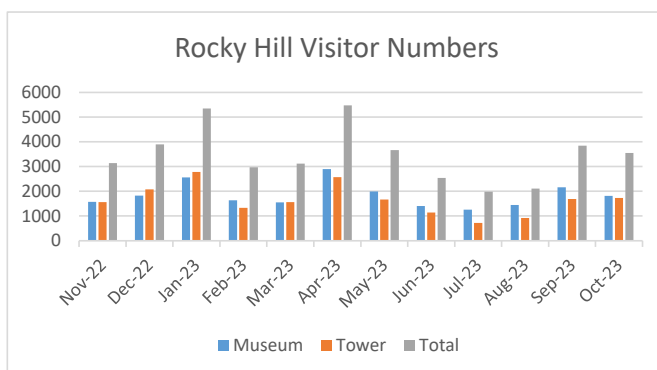
Successful Grant Application

Rocky Hill has been successful in obtaining a grant through Museums & Galleries which will fund the production of a virtual tour of the Memorial Tower, which will be available on-site and online. This will increase accessibility for those who may otherwise not be able to tour the Tower, and during times when it will be closed for upcoming restoration work. It also ensures further collection and site preservation for future generations.

Rocky Hill Visitor Numbers

October at Rocky Hill kicked off with a very busy long weekend and has continued quite steadily throughout the month. More people seem to be coming into the Museum and not just visiting the Tower. We had one booked tour this month, being a VIC Guided City Tour of 27 people from Port Stephens. We also welcomed one unbooked visit from a car club, and multiple members of a caravan club staying in Goulburn over a weekend.

We saw international visitors from Canada, England & the UK, Fiji, Germany, Nepal, Singapore, Korea, New Zealand, Indonesia, and Japan. We also had visitors from all states except the NT. For the first time, a visitor noted ChatGPT as how they learned about the museum.



Rocky Hill Visitor Book Comments October 2023

Visiting From (state or country)	Comments
NSW	<i>I love this place it's amazing, I have to come back again next time</i>
Delhi, India	<i>Beautiful display of history. Thank you!</i>
Not specified	<i>We will return to explore with more time because it was very well presented, informative and enjoyable. Thankyou</i>
NSW	<i>Excellent presentation for all the brave men and women</i>
New Zealand	<i>Very interesting and also sad</i>
QLD	<i>Fantastic, I enjoyed the WW2 footage</i>
Not specified	<i>Peace is not free, lest we forget</i>
QLD	<i>Interesting reading. Enjoy looking at the display</i>
Not specified	<i>A very interesting reminder of the past and the difficulties faced by many</i>
VIC	<i>Peaceful and serene</i>
Not specified	<i>There has been a passion to commemorate those who went to war</i>
NSW	<i>Thank you to those who made this possible</i>

Corporate & Community Services

Goulburn Historic Waterworks

Steampunk Victoriana Fair

Now in its 9th year the Steampunk Victoriana Fair was held on the 14th & 15th of October. Approximately 2,500 people enjoyed this year's spectacle. Our main attraction was The Enchanted Trove, who entertained young and old alike with a troupe of fairies, pirates, and real mermaids - extremely popular with both kids and grown-ups! As always, we were impressed by the incredible detail lavished into outfits and the grand costume parade was a highlight, along with the incredible range of eclectic musical performances over the weekend.



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Model T Fords 50th Anniversary Visit

On Monday October 30th we welcomed the Model T Ford Club Australia (NSW) to the Waterworks as part of a four-day celebration of their 50th Anniversary. Their visit to the Waterworks provided an opportunity for the public to view these unique vehicles while club members enjoyed a tour of the Pumphouse museum.



Waterworks Visitor Numbers

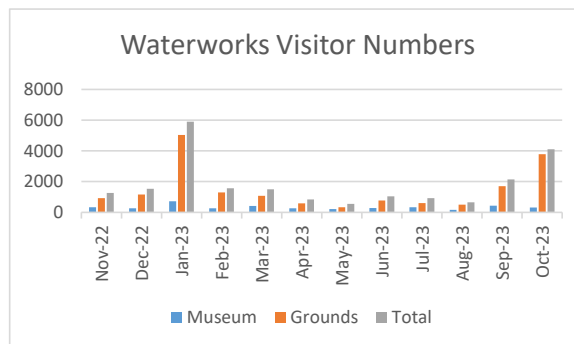
This month featured the Steampunk Victoria Fair which brought 2500 people to the Waterworks over the weekend of the 14th/15th of October, including 822 people through the Pumphouse.

Apart from that visitors have been steady and coming from all States except the NT. As the weather gets warmer, we are seeing people increasingly spending time in the grounds, with the path proving popular for people walking and on bikes.

We welcomed international visitors from Singapore, Germany, Canada, the USA and New Zealand. Wikicamps is becoming a common way people are finding the museum and is based on other travellers' recommendations which says a lot for the positive experience visitors receive.

Three booked tours this month, with both tour and site booking increasing as the weather gets warmer. Booked tours:

- 21/1- MX5 Car Club NSW 16 ppl
- 23/10 Ryde Eastwood Leagues Travel Club 10ppl
- 30/10 Model T Ford Club Australia (NSW) 33ppl



Waterworks Visitor Book Comments October 2023

Visiting From (state or country)	Comments
VIC	<i>Bryan was very insightful. Amazing part of history here</i>
ACT	<i>So impressed with the engineering, thanks Bryan for your knowledge</i>
New Zealand	<i>Fantastic guide, thank you Mark</i>
NSW	<i>Thank you to Mark for sharing your knowledge and passion for the Waterworks and steam machinery. Thoroughly enjoyed.</i>
SA	<i>A marvellous thing, thank you</i>
VIC	<i>What an extraordinary exhibit-all explained magnificently by Bryan</i>
Not specified	<i>Mark was unbelievable. His knowledge & enthusiasm was OTT Thank you</i>
QLD	<i>Very interesting and informative. Thank you, Michelle,</i>
VIC	<i>Fabulous old machinery. A credit to the people who maintain it</i>
ACT	<i>Love the passion and the care put in</i>
"Down the road"	<i>Awesome! We are very lucky to have this here</i>

Corporate & Community Services

St Clair Villa***Re-opening for one weekend in November***

Following the completion of the first stage of major conservation works, we are pleased to re-opening St Clair Villa and Coach House for one weekend only.

In conjunction with History Goulburn, the long-term tenants of the building, Council will re-open St Clair on the weekend of 18-19 November. Closed since 2017, this will be a chance for the community to visit for the first time or acquaint themselves with this important 1840s State Heritage Listed property at 318 Sloane Street Goulburn.

During the stage one conservation works, \$1.26M has been invested by Council and the NSW Government to undertake major structural and remediation works, including critical repairs, new roof and drainage, subfloor ventilation, asbestos removal, mould, and moisture remediation works, access, fire, electrical upgrades throughout and more.

All rooms will be open for viewing the ongoing conservation of this important State Heritage Listed site. In ten rooms there will be just a few key items from History Goulburn's substantial collection of Goulburn district objects that will reflect on aspects of Goulburn's rich history.

St Clair will be open 10am to 4pm both days for visitors and the community to enjoy.

St Clair Conservation update

Tender preparations are underway for the Stage Two works at St Clair Villa, to address salt attack and rising damp remediation. The tender report is expected to come to Council in December/January to appoint a successful contractor.

Corporate & Community Services

5.3 Library

Monthly Statistics

Activity	August 2023	September 2023	October 2023
Loans and renewals main library and web	10,083	8982	8743
Loans and renewals eBook, eAudio, eMagazine	3003	2775	2711
TOTAL loans and renewals	13,086	11,757	11,454
New physical collection items received	431	622	360
New electronic collection items received	358	672	414
TOTAL new collection items received	789	1294	774
Visitors	7778	6789	6661
Public computer sessions	755	531	681
New members	128	91	80
Local studies enquiries	31	29	25
Children’s programs attendance	1115	844	1777
Adult’s programs attendance	440	258	334
Social media reach (Facebook & Instagram)	11,299	57,287	50,149

Thanks and Feedback

“We are so lucky in Goulburn to have a wonderful library that offers activities to various age groups, plus adults. Thank you.”

“We had such a wonderful time at the events the library held these holidays. Michelle and team go above and beyond. We are so lucky to have such passionate staff. Thank you.”

“Another great event put on by our local library. Thanks to all the amazing staff for organising this awesome night. And thanks of course to Chris Hammer for sharing his time with us.”

“Always amazing events run by Goulburn Mulwaree Library!”

“Mighty Playwrights is a great concept, and wonderful to see it gaining traction. How great to see the ability of young people, along with the experience of the mentors, take their ideas to a new level and be able to present it on stage. Great work, and a wonderful experience for our young up and coming playwrights, actors, and talented youngsters. You rock!!”

Library Activities

- The Library celebrated Goulburn’s Lilac Time Festival over the long weekend, with a craft stall in Belmore Park. Hundreds of hand-made lilacs were created and could be spotted throughout the park over the whole weekend. The Library also participated in the Lilac Fairy Hunt and donated costume materials for the Lilac Parade.



Corporate & Community Services

- The Library enjoyed the school holidays in October, with two fun special story time sessions celebrating 5 years of Bluey and a Mad Hatter's Tea Party. Both events were lots of fun and included some fantastic craft activities.



- The Library's term 3 programs early childhood and after school programs have commenced, including our regular rhyme time, giggle and wiggle, story time, and tell me a story programs for babies and toddlers, and our peer reading and bookworms programs for primary students. In October we also celebrated Halloween with a spooky Halloween craftathon complete with creepy crafts and mysterious magic tricks.



- Library staff have been supported by work experience placements from Right To Work and a local high school in October. Our work experience students undertake a range of library tasks and activities including assisting with kids and adults programs, and events, providing customer service, processing new library materials, and shelving returned library materials. The Library is always happy to welcome work experience students to the team.
- In October we welcomed bestselling Australian author, Chris Hammer, for an author talk on his latest novel, along with fashion stylist Jane Fleming for a spring fling clothes swap and fitting session. Both events were very well attended, with over 80 people participating.

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- Library staff underwent user acceptance testing for an upcoming major upgrade to our library management system, Spydus. The upgrade will be completed in early November and will enable staff to implement several efficiency improvements as well as increased customer satisfaction when interacting with our online catalogue and website.
- The Library's local studies staff gave a presentation on our oral history program at the Royal Australian Historical Society conference in Wagga.
- The Library welcomed authors Kate and Jol Temple for a school only author talk, as part of our new outreach and education activities. Over 50 children from local primary schools attended the very engaging and energetic talk.



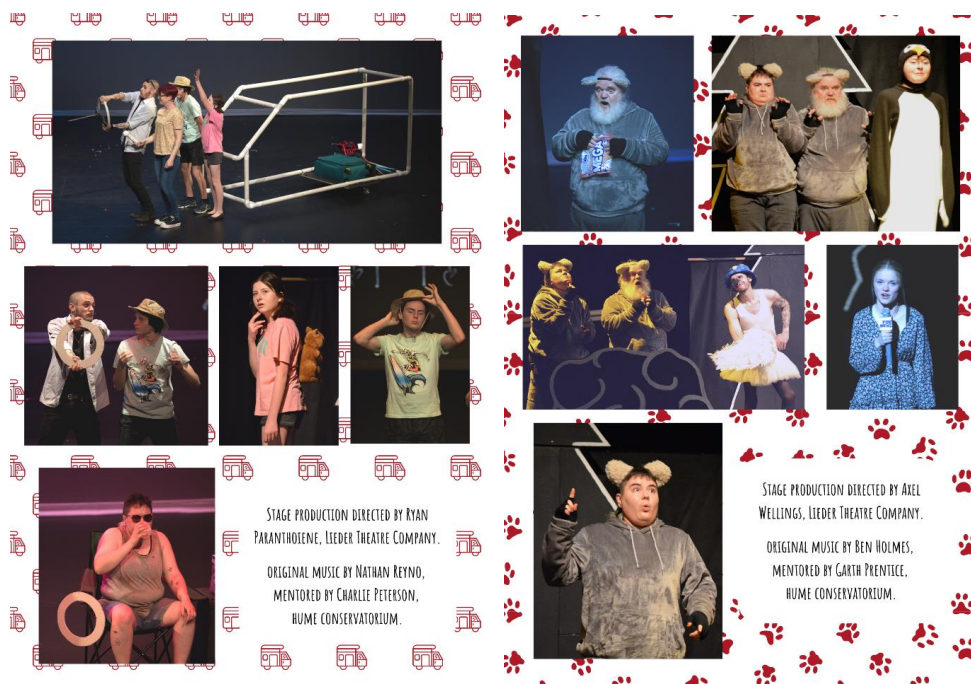
- Library staff are currently in the process of updating the Collection Development and Membership and Access Policies. The updates are arising from an increased need to ensure that all collection management and complaints handling processes align with the core library values stated by the State Library of NSW, Australian Library and Information Association, and NSW Public Libraries Association. The updates are being undertaken in collaboration with our partner library at Upper Lachlan Shire Council.
- A small office space in the Library has been refurbished to create additional storage space and better access for our volunteers.

Corporate & Community Services

Mighty Playwrights

Mighty Playwrights 2023 concluded in spectacular style in October with performances of the completed scripts at Goulburn Performing Arts Centre.

254 students from local primary schools saw the performances at two school matinees, and over 400 community members saw the public performances.



Feedback from audience members included:

“Well done everyone! This amazing project has created so many opportunities for young people. Opportunities for them to develop their voices, to be heard, to create, to share, and collaborate. It’s fabulous! Huge congratulations to everyone involved.”

“This is an amazing collaboration for young people in writing, performing, directing, and music design. It made my heart melt with the beauty of young people’s voices.”

“Congratulations to everyone involved. Every play was fabulous. I loved them all.”

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The 2023 book of scripts will be published in November, along with the upload of the professionally filmed performances, and a follow up survey assessing the first four years of the program is underway. Library staff would like to acknowledge the generosity and support of our many partners and community members who make Mighty Playwrights possible. We are extremely proud of this whole-of-community program, bringing hundreds of people together to celebrate writing, reading, community participation, and our young people.



5.4 Art Gallery

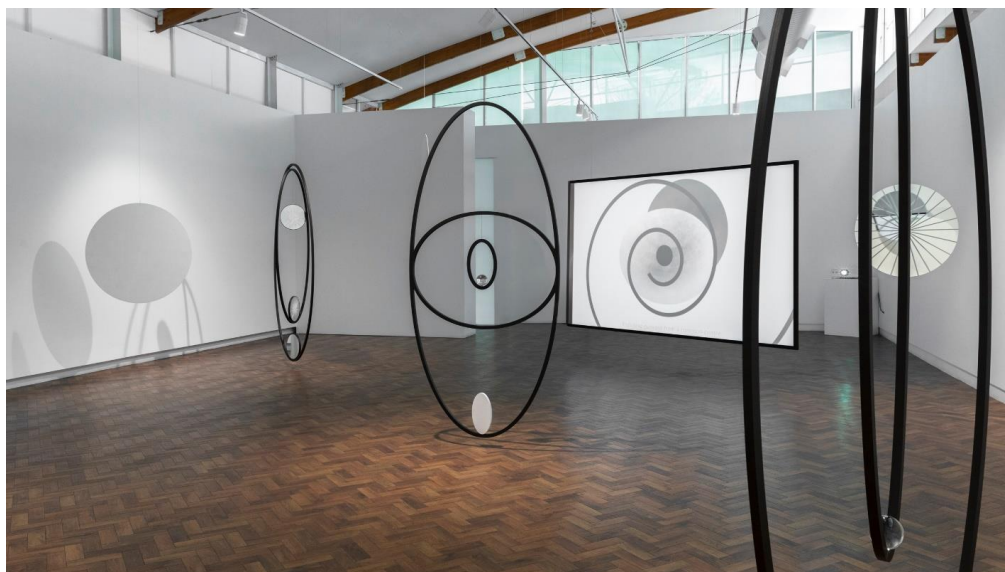


Image credit: Installation view, Gallery 1, Lisa Sammut, *Radial Sign*, 2023. Photograph: Silversalt Photography.

HIGHLIGHTS

- The Gallery has supported 49 artists in 2023 to date.
- Instagram is now at 4,933 followers.
- Following successful renovations, the Gallery reopened on 6 October with the inaugural exhibition of highlights from the collection. During this period, the Gallery transformed an underutilised space into ‘Gallery 3’, building new walls and installing a new lighting track amongst other upgrades. It was closed to the public from 7 August-6 October to undertake this work. This is the biggest addition to the Gallery’s exhibition space since 1990 and will allow the Gallery to display more works than ever before. Proudly funded by the NSW Government in association with Goulburn Mulwaree Council.
- The Gallery held an engaging artist floor talk with exhibiting artist Lisa Sammut which was well attended.
- The Gallery is hosting a new series of Life Drawing with local artist Anthea da Silva. This has been met with great enthusiasm from emerging to experienced artists.
- The Gallery is currently undertaking a rigorous ‘Expression of Interest’ process for an upcoming major public art opportunity at Tarlo Street Bridge. Stage 1 saw a large volume of high-quality applications from artists living and working across Australia. Stage 2 is currently being finalised.
- Gallery Program and Exhibitions Coordinator was supported by the Library’s Adults Program Coordinator to facilitate an abstract expressionist painting workshop in collaboration with the Library’s program Q Space – a dedicated safe space for Goulburn’s local queer youth and allies. The program featured works from the Gallery’s permanent collection as inspiration.

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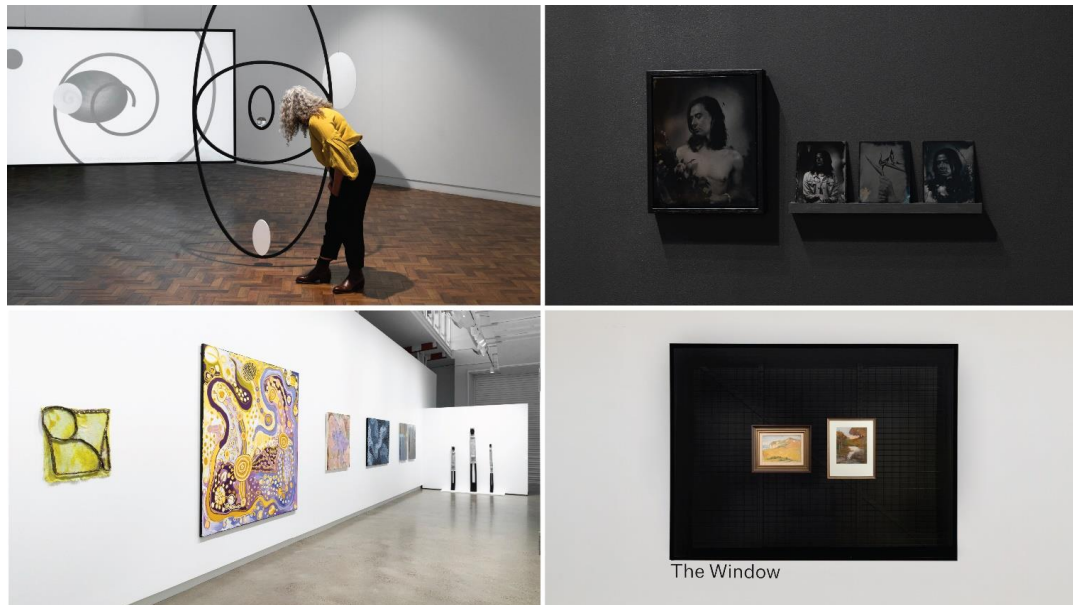


Image Credit: Installation view Gallery 1, Lisa Sammut, *Radial Sign*, 2023. Photograph by Silversalt Photography. Installation view Gallery 2, Prue Hazelgrove, *The way You are.*, featuring Prue Hazelgrove, *Jesse she/her III, The way You are.*; *Jesse she/her I, The way You are.*; *Strelitzia reginae, The way You are.*; *Jesse she/her II, The way You are.*, 2023, tintype, courtesy of the artist. Photograph by Silversalt Photography. Installation view Gallery 3, *Highlights from the Permanent Collection* featuring Teelah George, *A Hard Capture*, 2019, towel, oil paint, bronze, cotton twine; Sharon Adamson, *Wanampi Tjukurpa*, 2019, acrylic on linen, purchased 2019; Dionisia Salas, *To Fall in Spring*, 2022, Oil on Canvas; Anyupa Stevens, *Ngura - Country*, 2021, acrylic on Belgian Linen, purchased 2021; Janet Laurence, *What Happens in Glass 1*, 2008, Duraclear on mirror; Janet Laurence, *What Happens in Glass 2*, 2008, Duraclear on mirror; Serena Bonson, *Warraburnburn*, Cottonwood (Bombas Ceiba) with Ochre Pigment and PVA glue, purchased 2021. Photograph by Silversalt Photography. Installation view, *The Window* curated by Kerry McInnis, featuring Roy de Maistre, *Hillside at Terrigal*, 1916, oil on canvas. Collection Goulburn Regional Art Gallery. Acquired through the Doctor Charles Moffitt Bequest 1956; JJ Hilder, *Creek Scene*, 1904, watercolour on paper. Collection Goulburn Regional Art Gallery. Acquired through the Doctor Charles Moffitt Bequest 1956. Photograph by Silversalt Photography.

UPCOMING EXHIBITIONS 1 December 2023 – 6 January 2024

- Suspended Moment
- Sophia Dacy-Cole in Gallery 2
- The Window curated by Andrew Moss

PUBLIC PROGRAMS

06/10/2023	Opening Lisa Sammut <i>Radial Sign</i> , Prue Hazelgrove <i>The way You are.</i> , Highlights from the Collection and <i>The window</i> curated by Kerry McInnis
13/10/2023	Lisa Sammut Artist Talk
27/10/2023	Gallery Director Curator Talk
27/10/2023	STARTS Mobile Office

PERMANENT COLLECTION

Cultural Gifts Program donation of artwork by contemporary artist Maria Fernanda Cardoso has been approved. Cultural Gifts Program paperwork has also been submitted for donations of artworks by Arlo Mountford, Rodney Pople and Ildiko Kovacs, all awaiting processing and outcome.

Corporate & Community Services

EDUCATION

6 October	Education Kit published for Lisa Sammut: <i>Radial Sign</i>
10 October	Art Teenies
11, 12, 13 October	Afternoon Art Club
12 October	Drop in and Draw Life Drawing
17 October	Art Teenies
18, 19, 20 October	Afternoon Art Club
19 October	Drop in and Draw Life Drawing
24 October	Art Teenies
25 October	School tour- Tallong Public School
25, 26, 27 October	Afternoon Art Club
26 October	Drop in and Draw Life Drawing
31 October	Art Teenies

CHILDREN PROGRAMS

Art Teenies

Art Teenies is a free Gallery program which is delivered every Tuesday morning during exhibitions catering for under 5 year olds and their parent. The sessions have been well attended in October, and have responded to the major exhibition by Lisa Sammut: *Radial Sign* through story, song and making. Practical activities this month have included painting ceramic plates and creating kaleidoscopes.

The Gallery has initiated another early childhood program ‘Look Baby’ for babies birth- 1 and their parent or carer. The two sessions filled within hours of opening for bookings and will be delivered in November.

Afternoon Art Club

Afternoon Art Club is a nine-week program which is delivered during school terms on Wednesdays and Thursdays for Primary School aged children and Fridays for High School students. Workshops in early term 4 have been working on creating soft sculpture aliens in response to Lisa Sammut’s major exhibition *Radial Sign* which looks at cosmic forces and forms. The high school students are learning drypoint etching techniques and are commencing work on their project, where they are given autonomy in choosing subject, concept and materials for making.

ADULT WORKSHOPS

Drop in and Draw

The Gallery’s Thursday afternoon session of sketching for adults in the Studio was held for three weeks in October and was inspired by Lisa Sammut’s exhibition *Radial Sign* and included a visit to Australian Native Bonsai in Goulburn where participants were able to sketch an array of native plants in an outdoor setting.

Life Drawing

The Gallery hosted three sold out Life Drawing sessions for adults on Thursday evenings from 5:30-7:30 with local artist Anthea da Silva.

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Image: Afternoon Art Club participants showing their Alien sculptures inspired by Lisa Sammut's exhibition *Radial Signs*

Tours

The Gallery hosted a tour and artmaking activity for 18 Tallong Public School students in years 4-6 with their teacher on Wednesday 25 October.



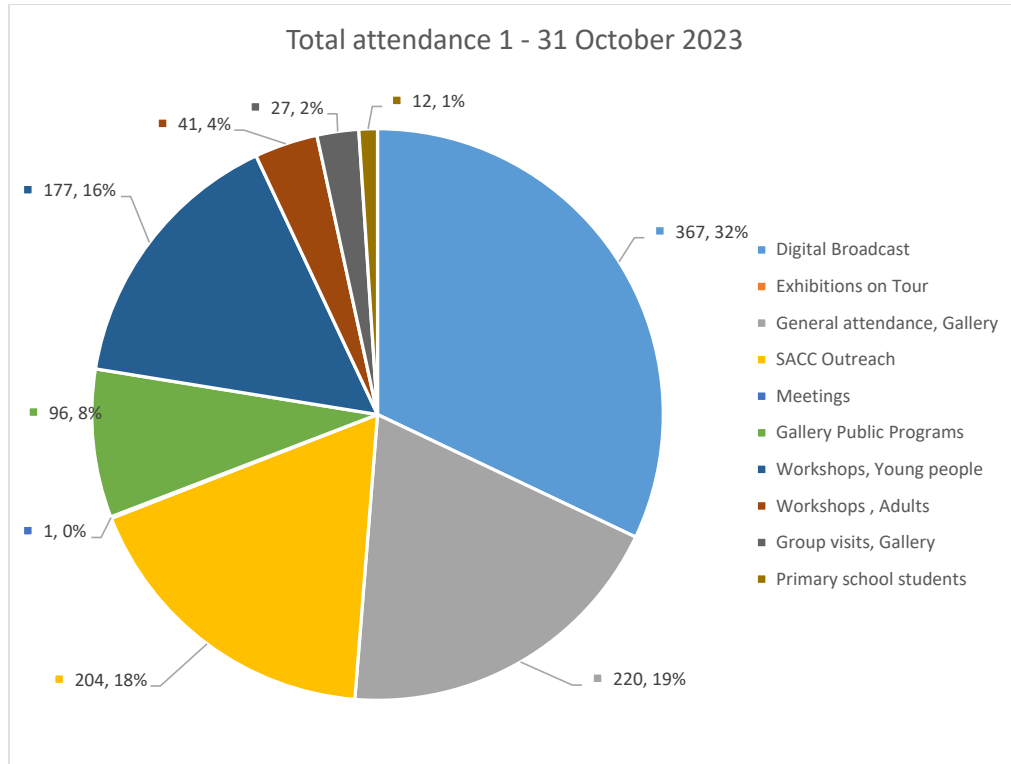
Image: Tallong Public School visiting Lisa Sammut's exhibition *Radial Signs*.

Schools as Community Centres (SaCC)

Outreach Playgroups have had visits this month from Tresillian nurses, have explored works in Lisa Sammut's exhibition 'Radial Sign', and created and used an obstacle course, and created Halloween watercolour resistance paintings.

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ATTENDANCE:
1 – 31 October (closed for construction works 7 August– 6 October)

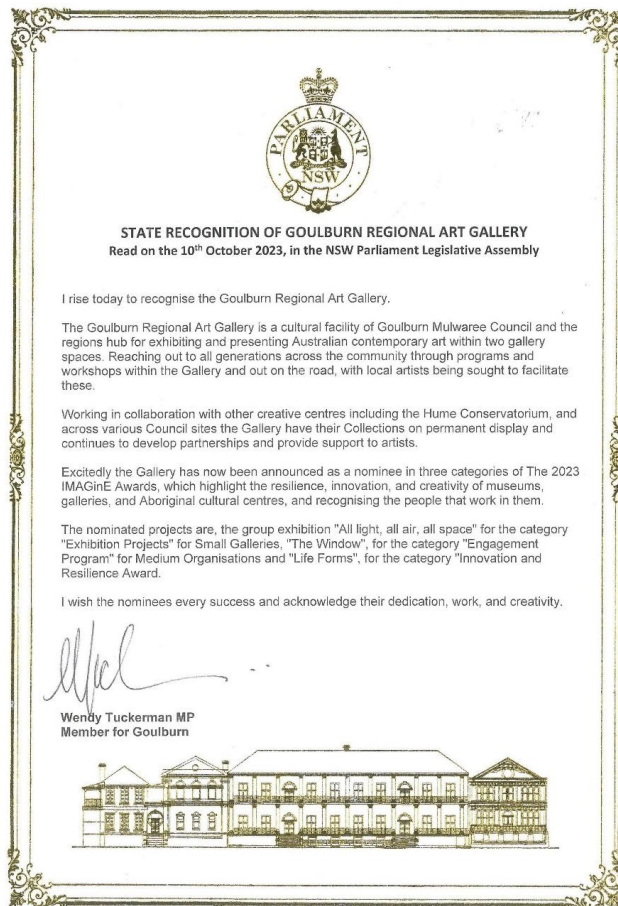


FEEDBACK

- 'Interesting exhibits – so varied in medium and style'.*
- 'Amazing, magnificent, awe-inspiring - it is everything – The Universe'.*
- 'Respectful gallery space. 'Window' combination commentary/time excellent. Exciting work.*
- 'Mesmerising and meditative. Brilliant work!!.*
- 'A beautiful Gallery, I'll have to come back again'.*
- 'My favourite of all the Public artworks we have in Goulburn'.*
- 'Oh, I love this, how cool'.*
- 'Thank you to the wonderful people at [@goulburnregionalartgallery](#) for your support bringing the show together and [@absolutely_ianhavi](#) & [@d.greenhalgh](#) for your help in the studio ❤️. This project was also supported by [@artsact](#)'.*
- 'So fortunate to have stumbled on this talk! Wonderful exhibition'.*

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Goulburn Regional Art Gallery staff were thrilled to receive the below recognition from Wendy Tuckerman MP, Member for Goulburn. Thank you to Minister Tuckerman for her ongoing support.





GOULBURN MULWAREE COUNCIL

Utilities Directorate Report



October 2023

One Team Delivering With
Passion Respect Innovation Dedication Excellence



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1.0 Water Services Operational Performance

1.1 Water Performance

1.1.1 Goulburn Storages

The following table shows the status of the water storages as of 31 October 2023:

Storage	Capacity (ML)	Depth (m) TWL	Volume		Estimated Dead Storage		Usable Storage	
			(ML)	(%)	(ML)	(%)	(ML)	(%)
Pejar	9000	-0.059	8915	99	90	1	8742	98.1
Sooley	6250	-0.547	5397	86	300	5	4360	80.8
Rossi	330	-0.05	321	97	100	30	212	66.1
Total	15580		14633	93.9	490	3.1	14143	90.8

1.1.2 Consumption

October 2023:

Location	Total Consumption (ML)	Daily Average (ML)
Goulburn	292	9.73
Marulan	8.7	0.29

1.1.3 Water Quality

Raw Water Quality

Raw water quality remained relatively unchanged in both Goulburn and Marulan during October 2023.

Reticulated Water Quality

Some critical aesthetic drinking water results taken from samples in the reticulation system in October 2023:

Parameter	Unit	Guideline Value Aesthetic	Guideline Value Health	Goulburn Drinking Water Quality	Marulan Drinking Water Quality
Colour (true)	HU	15	N/A	2	5
Iron	mg/L	0.3	N/A	0	0.04
Manganese	mg/L	0.1	0.5	0.010	0.0189
pH		6.5-8.5	N/A	7.62	8.07
Turbidity	NTU	5	N/A	0.3	0.6
Hardness	mg/L	200	N/A	149	191
Aluminum	mg/L	0.2	N/A	0.040	*

*Aluminium result not received from laboratory at time of report

2.0 Wastewater Performance

2.1.1 Wastewater Volume Treated Goulburn

October 2023:

Treated Effluent	Volume (ML)
Total wastewater inflow	185.71
Irrigation and onsite reuse	32.51
River discharge (Screening and UV treatment only)	0.00
River discharge (Full treatment)	153.21

2.1.2 Effluent Quality

October 2023:



Parameter	Unit	90 Percentile Concentration Licence Limit	Goulburn Effluent Quality
pH		6.5-8.5	8.03
Suspended solids	mg/L	10	2
Ammonia	mg/L	2	0
Total nitrogen	mg/L	10	3.1
Total phosphorus	mg/L	2	0.36
Oil and Grease	mg/L	2	0
BOD	mg/L	10	0

3.0 Major Projects

3.1 Re-Use Scheme Irrigation Construction

The project comprises of a distribution system incorporating new and existing pipelines, new or upgraded irrigation systems at seven sites, including, pump stations, storage tanks, and telemetry system to allow central monitoring and control of the irrigation systems. Irrigation sites included are Hudson Oval, North Park, Victoria Park, Carr Confoy, East Grove South, Recreation Area, and Goulburn District Racetrack.

Project Program

Project Item	Status/Comments
<p>Construction of Irrigation fields, reticulation, WWTP modification, and communications</p>	<ul style="list-style-type: none"> • Construction complete. • Working through final section 60 approval prior to commissioning.
<p>Budget</p>	<ul style="list-style-type: none"> • Overall Project: \$11,558,719.81 (Ex GST)
	

3.2 Re-Use Goulburn Upgrade

Description

Construction commenced in November 2021 at the Waste Management Centre. The Construction consists of the following:



- New Re-use Hub building
- New Resource Recovery Shed
- New site office facilities & education centre
- Additional weighbridge
- New operational vehicle wash bay
- New rainwater and leachate management systems
- Upgraded site utilities.
- Upgraded stormwater network.

Project Item	Status/Comments
Construction	<p>Project Status</p> <ul style="list-style-type: none"> • Kerb and gutter underway • Steel erection of main building ongoing • Inground utilities complete. • Reuse Hub cladding, fitout, electrical and plumbing underway. • Weighbridge commissioning underway. • Generator installation commenced. • Pavement preparation for roads underway • Fitout on office and education centre commenced. • Gravel tank pad construction for wash bay commenced • Streetlight installation commenced <p>Works Expected for Next Two Months</p> <ul style="list-style-type: none"> • Kerb and gutter complete • Pavements complete • Weighbridge complete • Landscape complete • Asphalt complete • Erection of steel on main building complete • Plumbing complete • Reuse hub car park complete. • Electrical, mechanical, CCTV complete. • Installation of tipping bins complete.



Goulburn Mulwaree Utilities

<p style="text-align: center;">Budget</p>	<ul style="list-style-type: none"> • Total spent post Lloyd Administration \$2,041,513.57
<p style="text-align: center;">Delays</p>	<ul style="list-style-type: none"> • Wet weather delays on construction • Ground conditions, waste excavation • Principal contractor going into administration. • Significant structural steel delays
	

3.3 Capital Works – Water Infrastructure

Project Item	Status/Comments
<p>Construction</p>	<p>The Fitzroy St water main replacement work is ongoing and will be completed on weekends and during the school holidays. Works will then move to:</p> <ul style="list-style-type: none"> • Bradfordville water main diversion • Clifford Street • Hume Street
<p>Budget</p>	<ul style="list-style-type: none"> • Contract Value: \$1,000,000.00
<p>Delays</p>	<ul style="list-style-type: none"> • No Delays
	

3.4 Capital Works – Sewer Infrastructure

Project Item	Status/Comments
<p>Construction</p>	<p>Insituform has commenced the sewer relining work for the 23/24 financial year (Remaining condition 4&5). 2.3km of relining has been completed.</p>
<p>Budget</p>	<ul style="list-style-type: none"> Contract Value: \$1,000,000
<p>Delays</p>	<ul style="list-style-type: none"> Nil
	

3.5 Goulburn St SPS Upgrade Marulan

Project Item	Status/Comments
<p align="center">Construction</p>	<p>Keane Civil have installed required new gravity sewer mains from existing infrastructure to the new SPS, these will be cutover once new SPS is tested and commissioned.</p> <p>Project is on track to be cut over by end of November.</p>
<p align="center">Budget</p>	<ul style="list-style-type: none"> Contract Value: \$942,881.50
<p align="center">Delays</p>	<p>Electrical work has experienced a delay which has slowed the program.</p>



4.0 Goulburn Waste Management Centre Streams Received

October 2023

Product	Number/Tonnes
Mattress	65
Clean Fill	1010.32
Food / Garden Organics (self-haul to centre)	7.56
Mixed Waste	87.5
Asbestos	9.86
Metal	14.70
Green Waste Collections (Council)	290.51
Commercial Waste Collections (Council)	288.90
Domestic Waste Collections (Council)	488.76
Large Street Sweeper (Council)	69.52
Residual Waste from Endeavour Industries (waste collected in recycling bins and not recycled)	58.90

Operations Departmental Report

October 2023



Hockey Facility



One team delivering with **P**assion **R**espect **I**nnovation **D**edication **E**xcellence

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1. Operations Service Response Status

During October, we received 216 new service response requests from the community.

Operations Service Response Status – October 2023					
Work Group	Primary Group	New Requests	Completed Requests	% Completed	YTD % Completed
Community Facilities	Buildings	10	8	80%	92%
Community Facilities	Cemeteries	1	1	100%	100%
Community Facilities	Parks & Assets	31	21	68%	92%
Parks & Gardens	Parks & Assets	24	20	83%	89%
Parks & Gardens	Trees	55	47	85%	95%
Works	All	95	82	86%	95%
October 2023 Total		216	179	83%	94%

Incomplete tasks are those that were received at the end of the month and placed on maintenance scheduled.

2. Planned Works

Planned works that may impact the community in Q2 are listed below.

Planned Works – Q2		
Location	Date	Description of works
Windellama Road Stage 5	Oct – Dec 2023	Pavement Rehabilitation works
Zone 17 Rural Roads	November 2023	Maintenance Grading
Deccan and Clinton Street	Nov – Dec 2023	Asphalt Pavement Repair
Bullamalita Road	Nov – Dec 2023	Rural Road Rehabilitation
Carrick Road	Nov – Dec 2023	Rural Road Rehabilitation
Red Hills Road	Nov – Dec 2023	Rural Road Rehabilitation
Old Tallong Road	Nov – Dec 2023	Rural Road Rehabilitation
Highland Way	Nov – Dec 2023	Rural Road Rehabilitation
Warrima Close	Nov – Dec 2023	Rural Road Rehabilitation
Chinaman’s Lane	Nov – Dec 2023	Rural Road Rehabilitation
Cullulla Road	Nov – Dec 2023	Rural Road Rehabilitation
Rural Road Rehabilitation Program Roads as above	Nov – Dec 2023	Rural Line Marking

Dates may vary due to weather, availability of crews and any urgent works requirements.

3. Community Facilities

3.1 Operational

Maintenance of the hockey fields was completed in October, which included the washing of the sand, repairs to the surface and brushing to stand the fibres back up. The aim of the work is to extend the life of the playing surface.



Goulburn Regional Hockey Fields - Grooming

Staff commenced planting annuals in Belmore Park for the summer show, plants selected include Dahlia's, Petunias, Salivas and Snapdragons. This show will be at its peak for Christmas Carols in Belmore Park.



Belmore Park – Annual Flower Planting

Cemeteries – 10 burials during October 2023. This brings the total to 127 across Council's managed sites for the calendar year.

Cemetery	October 2023		YTD Interments	
	Body Interments	Ashes Interments	Body Interments	Ashes Interments
General	4	4	53	43
St Patrick's	2	0	31	0
Tarago	0	0	0	0
Tallong	0	0	0	0
TOTAL	6	4	84	43

Vandalism – The following table is a summary cost of vandalism that has occurred in the LGA from October 2023. The table indicates the monthly cost to repair incurred damage, which includes materials and labour costs.

Month	Cost
July 2023	\$3,400
August 2023	\$4,250
September 2023	\$4,900
October 2023	\$6,900
Rolling Annual Cost	\$19,450
Rolling Annual Average Monthly Cost	\$4,863

3.2 Aquatic Centre

The outdoor 50m pool was opened to the public during October. The photo below shows the outcome from the light adjustment and the quality of the water.



Outdoor 50m Pool

Maintenance has been undertaken on the indoor plant rooms heating system due to a drop in water temperature. Feedback from the regular users has been positive since the repairs have been completed.



Indoor Plant Room – Boilers

Term 4 of the Learn to Swim Program has commenced with better than expected numbers. The centre has been decorated throughout in a jungle theme to enhance the Learn to Swim Program for participants.



GALC Entrance – Jungle Theme

4. Works

4.1 Maintenance Grading

The following roads were graded in October 2023.

Maintenance Grading October 2023	
<ul style="list-style-type: none"> Rotherwood Road Mayfield Road 	<ul style="list-style-type: none"> Sandy Point Road Silver Stream Road

4.2 Operational Work

Completed projects

- Sloane Street/ Finlay Road – Line marking
- Windellama Road – Heavy patching
- Brisbane Grove Road – Heavy patching
- Currawang Road – Heavy patching
- Brayton Road – Heavy patching
- Ambrose Road – Heavy patching
- Canyonleigh Road – Vegetation clearing
- Park Street – Footpath repairs
- Rotherwood Road - Maintenance grading
- Sandy Point Road - Maintenance grading
- Mayfield Road - Maintenance grading
- Silver Stream Road - Maintenance grading
- Zone 16 Rural Roads – Assessed for Maintenance grading, nil required

Projects underway

- Windellama Road Stage 5 – Road Rehabilitation
- Windellama Road – Shove Repairs
- Zone 17 Rural Roads – Assessment and Maintenance Grading as required
- Denneys Pit – Winning and Crushing



Sloane Street/Finlay Road - Line Marking

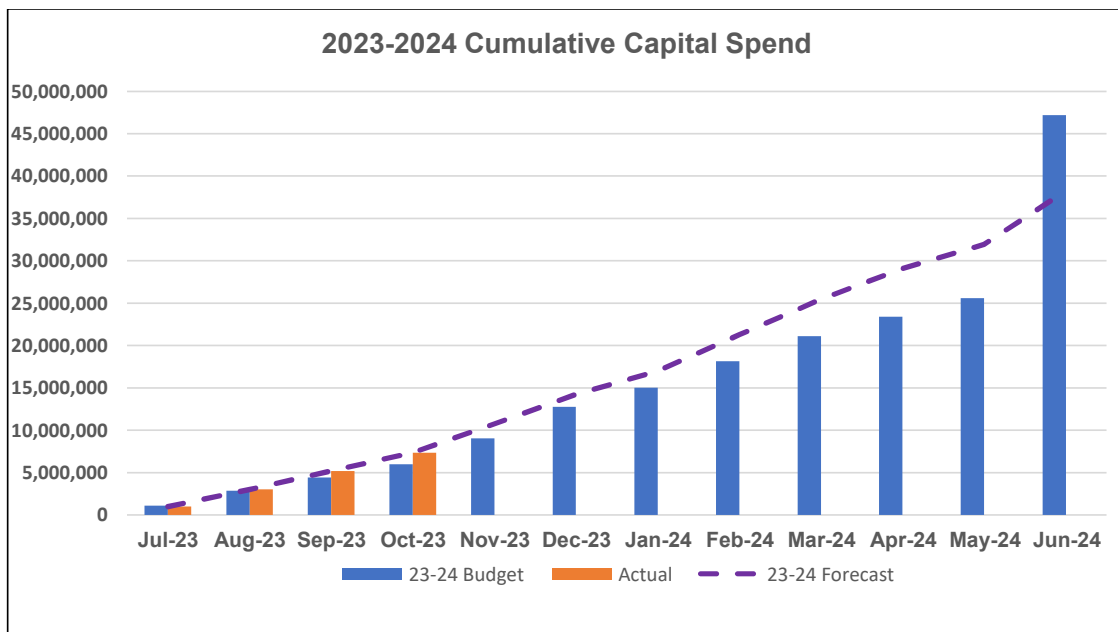
5. Capital Works

The Capital Works Program is derived from the Goulburn Mulwaree Council Operational Plan. Additional grant projects will be included in the program as funding is made available. The Departmental Capital Works Program for 2023-24, including carry-overs and recent grant approvals, is \$43,450,257.

Financial Performance

The delivery of the Capital Works Program is currently tracking over the baseline budget, the year-to-date expenditure on the Program was \$7,339,280.

Graph indicating cumulative 2023-24 capital expenditure v capital works program budget.



The graph shows a variance between the Budget and the Forecast. Some projects in the current budget are multiyear projects and budgets are adjusted through quarterly reviews as needed.

The information provided in the following reports provides ITD budgets and expenditure for multiyear projects:

Project		Windellama Road - Fixing Local Roads	
Budget:	\$5,566,902		
Expenditure to date:	\$5,460,546		
Funding Partners	TfNSW Fixing Local Roads Roads to Recovery GMC		
Key Dates	Commence construction	August 2021	
	Complete construction	October 2023	
Project forecast to be completed within budget?	Yes		
Project forecast to be completed on time?	Yes		
Delays experienced during the month	Nil		
Issues to report	Nil		
Works Completed last month	Pavement rehabilitation of remaining 200m section near Painter Lane intersection is completed. Batter work to commence near Reader road.		
Next month	<ul style="list-style-type: none"> Shoulder widening work near Readers Road on South bound lane. Line Marking on completed 200m section. 		




Painters lane Intersection – Bitumen Sealed

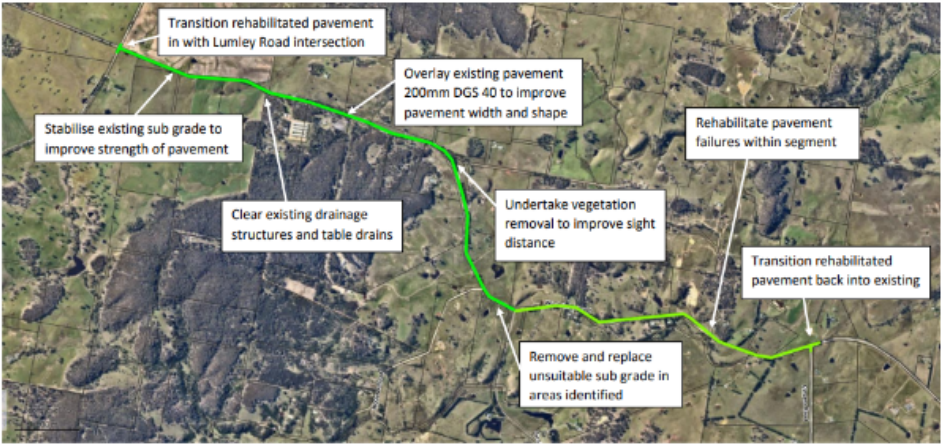


Reader Road – Bulk Earthworks

Project	Windellama Road Stage 5- Fixing Local Roads	
Budget:	\$4,204,068	
Expenditure to date:	\$167,771	
Funding Partners	TfNSW Fixing Local Roads Roads to Recovery	
Key Dates	Grant Funding Signed	1 March 2023
	Commence construction	October 2023
	Construction Completed	February 2025
Project forecast to be completed within budget?	Yes	
Project forecast to be completed on time?	Yes	
Delays experienced during the month	Nil	
Issues to report	Nil	
Works Completed last month	<ul style="list-style-type: none"> • Drainage and formation work completed on Section 5A. • Subgrade works in progress 	
Next month	Continue with subgrade works and gravel overlay to commence.	



Fixing Local Roads Round 4
Windellama Road – Lumley Road to Eloura Lane 6.75km

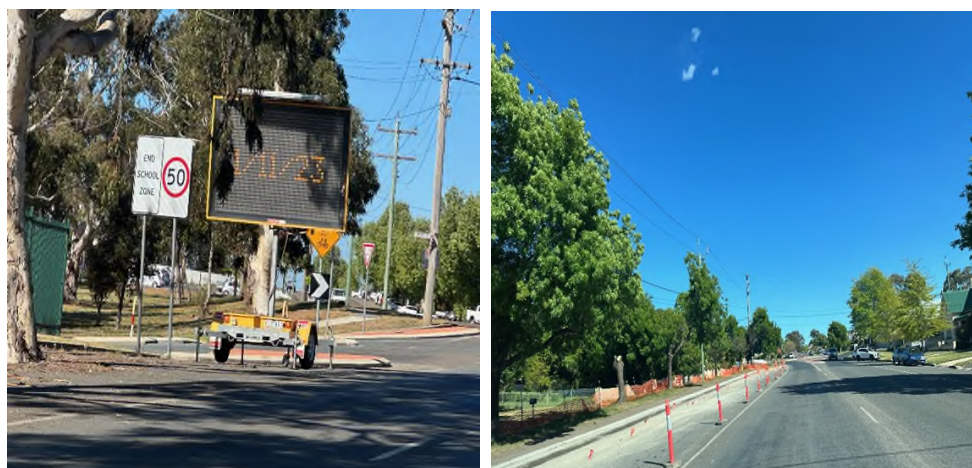


Windellama Road Stage 5 - Proposed works

Projects	Gravel Resheeting Program	
Budget:	\$644,775	
Expenditure to date:	\$382,514	
Funding Partners	GMC Reserve	
Key Dates	Commence construction	July 2023
	Construction Completed	July 2024
Project forecast to be completed within budget?	Yes	
Project forecast to be completed on time?	Yes	
Delays experienced during the month.	Nil	
Issues to report	Nil	
Works Completed last month	Nil	
Next month	Focus on Windellama Road	

Project	Jerrara Road – Black Spot	
Budget:	\$1,771,000	
Expenditure to date:	\$45,674	
Funding Partners	Australian Government Black Spot	
Key Dates	RFT released	TBA
	Commence construction	TBA
	Complete construction	TBA
Project forecast to be completed within budget?	Yes	
Project forecast to be completed on time?	No, an extension of time is to be sought.	
Delays experienced during the month	Geotech report delayed due to staffing issues on providers side	
Issues to report	Council will seek further quotations	
Works Completed last month	Administrative works	
Next month	Source another Geotech report and request an EOI	

Project		West Goulburn Freight Route - Clinton Street Upgrade and Deccan Street Rehabilitation	
Budget:	\$5,072,585 (Total budget for both projects, including grant funding, which will be brought forward during quarterly review)		
Expenditure to date	\$208,846		
Funding Partners	Heavy Vehicle Safety and Productivity Program Fixing Local Roads Program Local Roads and Community Infrastructure Grant GMC		
Funding body dates	Commence construction	23 November 2023	
	Construction Completed	23 November 2024	
Project forecast to be completed within budget?	Yes		
Project forecast to be completed on time?	Yes		
Delays experienced during the month	Nil		
Issues to report	Investigating viability of roundabout at Clinton and Deccan Streets.		
Works Completed last month	<ul style="list-style-type: none"> • Contract awarded for Asphalt Course (AC) works. • Kerb and gutter work underway on Clinton Street. 		
Next month	<ul style="list-style-type: none"> • Complete Kerb and gutter works. • Commence AC works 		



Deccan Street and Clinton Street – VMS placed, Kerb and Gutter works on Clinton Street

Project	Wollondilly River Walking Track-Cemetery Street to Josephs Gate	
Budget:	\$ 2,250,000	
Expenditure to date:	\$ 1,936,437	
Funding Partners	Bushfire Local Economic Recovery Fund	
Funding body dates	Construction Commenced	May 2021
	Complete Construction	March 2024
Project forecast to be completed within budget?	No. Reviewing budget and scope of works with funding body.	
Project forecast to be completed on time?	Nil	
Delays experienced during the month	Ongoing issues relating to land acquisition.	
Issues to report	Ongoing matters relating to land acquisition.	
Works Completed last month	<ul style="list-style-type: none"> • River crossing connection to existing northern stretch complete. • Foundations for retaining wall complete. 	
Next month	<ul style="list-style-type: none"> • Continue negotiations regarding land acquisition. • Installation of handrails • Completion of retaining wall 	



Wollondilly River Walking Track

Project	Hockey Centre Redevelopment	
Budget:	\$1,941,156 Project budget to be assessed at quarterly review	
Expenditure to date	\$2,471,163	
Funding Partners	Growing Local Economies	
Funding body key dates	Construction	September 2022
	Grant Completion Date	November 2023
Project forecast to be completed within budget?	Project forecasted to be completed within revised budget.	
Project forecast to be completed on time?	Current forecast completion for site works is mid-late November	
Delays experienced during the month	Nil – Contractor working to current Construction Program.	
Issues to report	Nil	
Works Completed last month	<ul style="list-style-type: none"> • Preliminary landscaping works • Blockwork to ramps completed 	
Next month	<ul style="list-style-type: none"> • Handrail fabrication and installation • Maintenance of landscaping • Maintenance trades for new building 	



Hockey Centre Amenities Block – Current progress

Project	Mayfield Road Bridge Replacement	
Budget:	\$2,288,000	
Expenditure to date	\$76,735	
Funding Partners	Bridges Renewal Fixing Country bridges	
Funding body key dates	Commence construction	February 2024 & May 2024
	Complete Construction	February 2025 & May 2025
Project forecast to be completed within budget?	Yes	
Project forecast to be completed on time?	Yes	
Delays experienced during the month	Nil	
Issues to report	Nil	
Works Completed last month	<ul style="list-style-type: none"> • Contractor engaged to complete concept design. • Developing tender documents and preliminary works 	
Next month	<ul style="list-style-type: none"> • Continuing with concept design development. • Finalise procurement documents and other preliminary works. 	



Mayfield Road Bridge – Closed with diversions in place.

Project		Emergency Operations Centre/SES and GMC Training Room	
Budget:	\$3,932,268		
Expenditure to date	\$84,471		
Funding Partners	Black Summer Bushfire Recovery Grant		
Funding body key dates	Commence Construction	August 2023	
	Grant Completion	March 2024	
Project forecast to be completed within budget?	Yes, Contract awarded within approved budget		
Project forecast to be completed on time?	Currently programmed for completion in May 2024.		
Delays experienced during the month	Nil		
Issues to report	Partnering agreement and subsequent signing of funding deed agreement is not finalised between SES and GMC		
Works Completed last month	<ul style="list-style-type: none"> Tender evaluated and contract awarded. Site office and storage container delivered to site. Initial contractor meeting held. 		
Next month	<ul style="list-style-type: none"> Soil turning. Submission of detailed design documentation from Contractor. Contractor to finalise site specific documentation prior to commencement of works. 		



Emergency Operation Centre – Site shed and storage container

Project	Urban Stormwater Drainage	
Budget:	\$1,003,997 Project budget to be assessed at quarterly review.	
Expenditure to date	\$1,076,484	
Funding body key dates	Commence construction	January 2023
	Complete construction	December 2023
Project forecast to be completed within budget?	No	
Project forecast to be completed on time?	No. Estimated completion by December 2023.	
Delays experienced during the month	Relocation of gas services	
Issues to report	Gas relocation agreement has been finalised. Work will commence in November 2023.	
Works Completed last month	Site cleaning and maintenance of site.	
Next month	Complete relocation of gas services and finalisation of project.	



Faithfull Street - Stormwater works

Project	Eastgrove and South Goulburn Pathways	
Budget:	\$2,085,000	
Expenditure to date	\$35,100	
Funding Partners	Get NSW Active	
Funding body key dates	Commence construction	March 2023
	Construction Completed	Feb 2024 & Feb 2025
Project forecast to be completed within budget?	Yes	
Project forecast to be completed on time?	No. Extension of time to be applied for through funding body	
Delays experienced during the month	Delays with design development and methodology around delivery.	
Issues to report	Procurement for design and construction delayed due to responses not meeting initial estimates for works.	
Works Completed last month	Initial procurement for design reviewed and rejected.	
Next month	Commence procurement for construction.	



Eastgrove Pathway – Current Condition

Project	Netball Courts Resurfacing and Lighting Upgrade	
Budget:	\$699,998	
Expenditure to date	\$16,233	
Funding Partners	Stronger Country Communities Round 4 Stronger Country Communities Round 5	
Funding body key dates	Commence construction	October 2023
	Complete Construction	August 2024
Project forecast to be completed within budget?	Yes	
Project forecast to be completed on time?	Yes	
Delays experienced during the month	Nil	
Issues to report	Nil	
Works Completed last month	Nil	
Next month	Ordering of materials – works to commence post end of Netball season.	



Netball Court – Current condition

Project:	North Goulburn Employment Precinct	
Budget:	\$10,133,630	
Expenditure to date:	\$5,535,140	
Funding Partners	Growing Local Economies Targeted Road Safety Works Program GMC contribution	
Funding body key dates	Commence construction	October 2022
	Complete construction (Grant milestone)	June 2024
Project forecast to be completed within budget?	Yes, noting there is a risk of over expenditure due to latent ground conditions.	
Project forecast to be completed on time?	An extension of time has been applied for through the funding body with a new completion date June 2024.	
Delays experienced during the month	Yes	
Issues to report	Now awaiting delivery of electrical substation to site.	
Works Completed last month	No work undertaken last month	
Next month	Preliminary works for installation of electrical substation to be completed.	



Common Street – Substation retaining wall

Project	Kinghorne Street Roundabout – Blackspot	
Budget:	\$584,797	
Expenditure to date:	\$168,581	
Funding Partners	Australian Government Black Spot Funding	
Funding body dates	Commence construction	August 2023
	Construction Complete	December 2023
Project forecast to be completed within budget?	Yes	
Project forecast to be completed on time?	Yes	
Delays experienced during the month	Unexpected discovery of underground services. Works ceased until resolved with asset owner.	
Issues to report	Unexpected discovery of underground services.	
Works Completed last month	No work undertaken last month due to unexpected discovery of underground services	
Next month	Re-commence construction after gas line relocation.	



Kinghorne Street worksite

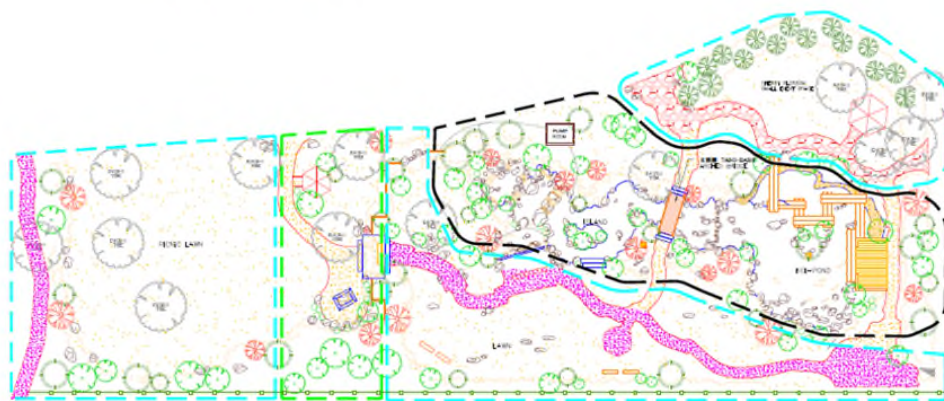
Project	Carr Confoy Amenities	
Budget:	\$7,368,009	
Expenditure to date	\$289,416	
Funding Partners	Multi-Sport	
Funding body key dates	Commence construction	January 2024
	Complete construction	June 2025
Project forecast to be completed within budget?	Yes	
Project forecast to be completed on time?	Yes	
Delays experienced during the month	EOT for return of Tender responses - now close 7 th November	
Issues to report	Nil	
Works Completed last month	Release of RFT – extension time granted to tender applicants	
Next month	Return of RFT documents and evaluation	



Carr Confoy Amenities - Pre-Tender Design

Project	Japanese Gardens	
Budget:	\$900,000	
Expenditure to date	\$216,237	
Funding Partners	BBRF	
Funding body key dates	Commence construction	TBA
	Complete construction	December 2024
Project forecast to be completed within budget?	Yes	
Project forecast to be completed on time?	Yes – an extension of time has been approved by the funding body to December 2024.	
Delays experienced during the month	Nil	
Issues to report	Nil	
Works Completed last month	<ul style="list-style-type: none"> • Identification of service delivery method based on Council resolution. • Initial sourcing of material. 	
Next month	<ul style="list-style-type: none"> • Finalise procurement of materials and contractors • Finalise program of works for inhouse delivery. • Commence site establishment. 	

STAGE 1 (COMPLETED) ■■■■■
STAGE 2 ■■■■■
STAGE 3 ■■■■■



Japanese Garden - Concept Design

Project		Natural Disaster – Disaster Funding Arrangements				
Budget	\$22.5 Million					
Expenditure to date	\$14.8 Million					
Funding Partners	Natural Disaster Funding Arrangements Enacted					
Funding body key dates	EVENT	Month of Event	Completion Date	Completion status		
	AGRN 871	Dec-19	30-Sep-23	100%		
	AGRN 898	Feb-20	30-Sep-23	100%		
	AGRN 923	Aug-20	31-Mar-24	80%		
	AGRN 960	Mar-21	31-Mar-24	45%		
	AGRN 987	Dec-21	30-Jun-24	30%		
	AGRN 1001	Jan-22	31-Mar-25	15%		
	AGRN 1012	Mar-22	30-Jun-24	30%		
	AGRN 1034	Oct-22	30-Jun-25	2%		
Project forecast to be completed within budget	EVENT	NDFA ALLOCATION	SPEND	COMMITMENTS	CLAIMS	
	AGRN 871	\$ 1,399,175.00	\$ 949,923.00	\$ 30,402.00	\$ 837,951.83	
	AGRN 898	\$ 5,928,408.00	\$ 5,285,353.00	\$ 36,684.00	\$ 5,212,707.76	
	AGRN 923	\$ 7,855,557.00	\$ 6,127,910.00	\$ 305,559.00	\$ 6,086,031.17	
	AGRN 960	\$ 1,021,891.00	\$ 446,058.00	\$ 17,355.00	\$ 489,531.39	
	AGRN 987	\$ 1,777,812.00	\$ 696,050.00	\$ 123,577.00	\$ 812,712.63	
	AGRN 1001	\$ 3,802,382.00	\$ 836,375.00	\$ 707,950.00	\$ 736,130.66	
	AGRN 1012	\$ 842,597.00	\$ 320,530.00	\$ 134,020.00	\$ 327,301.67	
	AGRN 1034	\$ 68,699.00	\$ 94,890.00	\$ 93,950.00	\$ 68,699.02	
	Total	\$ 22,696,521.00	\$ 14,757,089.00	\$ 1,449,497.00	\$ 14,571,066.13	
Project forecast to be completed on time	Yes, with approved variations to timelines.					
Delays experienced during the month	Nil delays					
Issues to report	Nil Issues					
Works Completed last Month	<ul style="list-style-type: none"> Transport NSW issued the funding letter for Natural Disaster Event AGRN 1034, providing \$3,169,710.00 in funding. Works were completed on Lumley, Sawpit, Lookdown and Range Roads. 					
Next month	<ul style="list-style-type: none"> Works are continuing Brayton and Oallen Ford Rds. Works will commence on Ambrose Rd, Jaromin Creek Rd and Red Hills Rd. Works will hopefully commence on Mountain Ash and Wollumbi Rd in November in readiness for the Christmas Period. Working on finalising several RFQ's for various roads. Working on finalising events AGRN 871 & 898 which are required to be closed 31st October 2023. 					

17 CLOSED SESSION

Council must resolve to move into Closed Session to deal with any items under s10 *Local Government Act 1993*.

There were no closed session reports for determination.

18 CONCLUSION OF THE MEETING

The Mayor will close the meeting.