

LAKE  
MACQUARIE  
CITY



# DRAFT RESOURCING STRATEGY

2025-2035

# ACKNOWLEDGEMENT OF COUNTRY

*Lake Macquarie City Council dhumaan Awabakala ngarrakal yalawaa, yalawan, yalawanan.*

Lake Macquarie City Council acknowledges the Awabakal people and Elders past, present and future.

*Dhumaan ngayin ngarrakalu kirraanan barayidin.*

We remember and respect the Ancestors who cared for and nurtured this Country.

*Ngarrakalumba yuludaka bibayilin barayida baaduka.*

It is in their footsteps that we travel these lands and waters.

Wording by the Aboriginal Reference Group and translated by Miromaa Aboriginal Language and Technology Centre.





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# MESSAGE FROM THE CEO





It is my pleasure to share with you our draft Resourcing Strategy 2025-2035.

While our Community Strategic Plan, Delivery Program and Operational Plan outline our vision and what we need to do to get there, our Resourcing Strategy details the funding, materials and skills that Council will draw on to help us achieve the actions, goals and vision for the city.

We are committed to transparent and sustainable management of our resources, whether it's Council's finances, the people who carry out our work, asset management and planning, vehicles and machinery, or our digital assets.

You will find individual strategies relating to all these resources detailed in this document.

Like the Community Strategic Plan, the Resourcing Strategy has a 10-year duration and is reviewed every four years to ensure that our resources remain aligned with the delivery of our collective vision for the city.

The Resourcing Strategy also includes reporting schedules for the sub-strategies within it, ensuring accountability and transparency.

Council manages all these resources on behalf of our community, a responsibility we take seriously.

I am pleased to present this strategy to you.

***CEO Morven Cameron***

# ABOUT OUR STRATEGY

The Lake Macquarie City Council Resourcing Strategy supports the Community Strategic Plan 2025-2035, the Delivery Program 2025-2029, and annual operational plans. While the Community Strategic Plan describes the long-term goals of our community, the Resourcing Strategy outlines a range of operational strategies, and highlights how we will apply our resources to achieve Council's strategic goals.

The Resourcing Strategy is the critical link between the Community Strategic Plan and the Delivery Program, detailing the resources needed to implement the strategies. Relevant actions from this Resourcing Strategy can be found in annual operational plans.

In accordance with the Office of Local Government requirements, the Long-Term Financial Plan and the Asset Management Strategy and Plans must cover a minimum period of 10 years. The timeline for the Workforce Management Strategy must align with the Delivery Program, which is why it is prepared as a four-year plan.



## **Integrated Planning and Reporting Framework**

The NSW Local Government Integrated Planning and Reporting Framework acknowledges most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, education and employment, and reliable infrastructure. The difference lies in how each community responds to these needs.

The framework has been developed with the understanding that council plans and policies should not exist in isolation – they are interconnected. It allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future.

Lake Macquarie City Council's strategic direction and day-to-day planning are guided by our Integrated Planning and Reporting Framework. The elements of this framework are reviewed and adopted by the elected Council.

## 10-year Community Strategic Plan

The central document in the framework is our 10-year Community Strategic Plan, which is reviewed at the beginning of each new Council term. Council initiates, develops and maintains this plan on behalf of, and with input from, the community. It identifies the community's main priorities for the future and how they can be achieved, given the issues and pressures that may affect the community and the resources available.

The four goals identified by the Lake Macquarie community in 2024 are the drivers for the Community Strategic Plan. These goals align Council's strategy with its long-term, mid-term and annual planning and reporting.

## Resourcing Strategy

The Resourcing Strategy details the money, assets and people we will need over the long-term to achieve the community's goals as identified in the Community Strategic Plan. The Resourcing Strategy is also reviewed at the beginning of each new Council term.

## Four-year Delivery Program

The Delivery Program is a plan that covers the term of an elected Council. To create the program, we look at the Community Strategic Plan and the Resourcing Strategy and ask what we can achieve over the coming term for each of our community's

goals to bring us closer to the community's vision. It is reviewed annually to ensure our long-term planning is responsive to change and remains consistent with current and future community needs.

## One-year Operational Plan

The Operational Plan outlines the actions we will take during the year to achieve the Delivery Program strategies under each goal and how these actions will be funded. Our organisational departments are responsible for delivering the Operational Plan and report their progress quarterly to the elected Council.

## Community Engagement Strategy, including Community Participation Plan

Community engagement, and the feedback people provide, influences every part of what we do, including our day-to-day activities and overarching goals and strategies. We ask for community input around the plans and strategies that make up our Integrated Planning and Reporting Framework, as well as individual projects and initiatives.

Our engagement approach can vary depending on the need and impact of the project. We are committed to providing best practice engagement

based on our principles of engagement and guided by the International Association for Public Participation, as well as planning legislation and the *Local Government Act 1993*.

## Monitoring and reporting

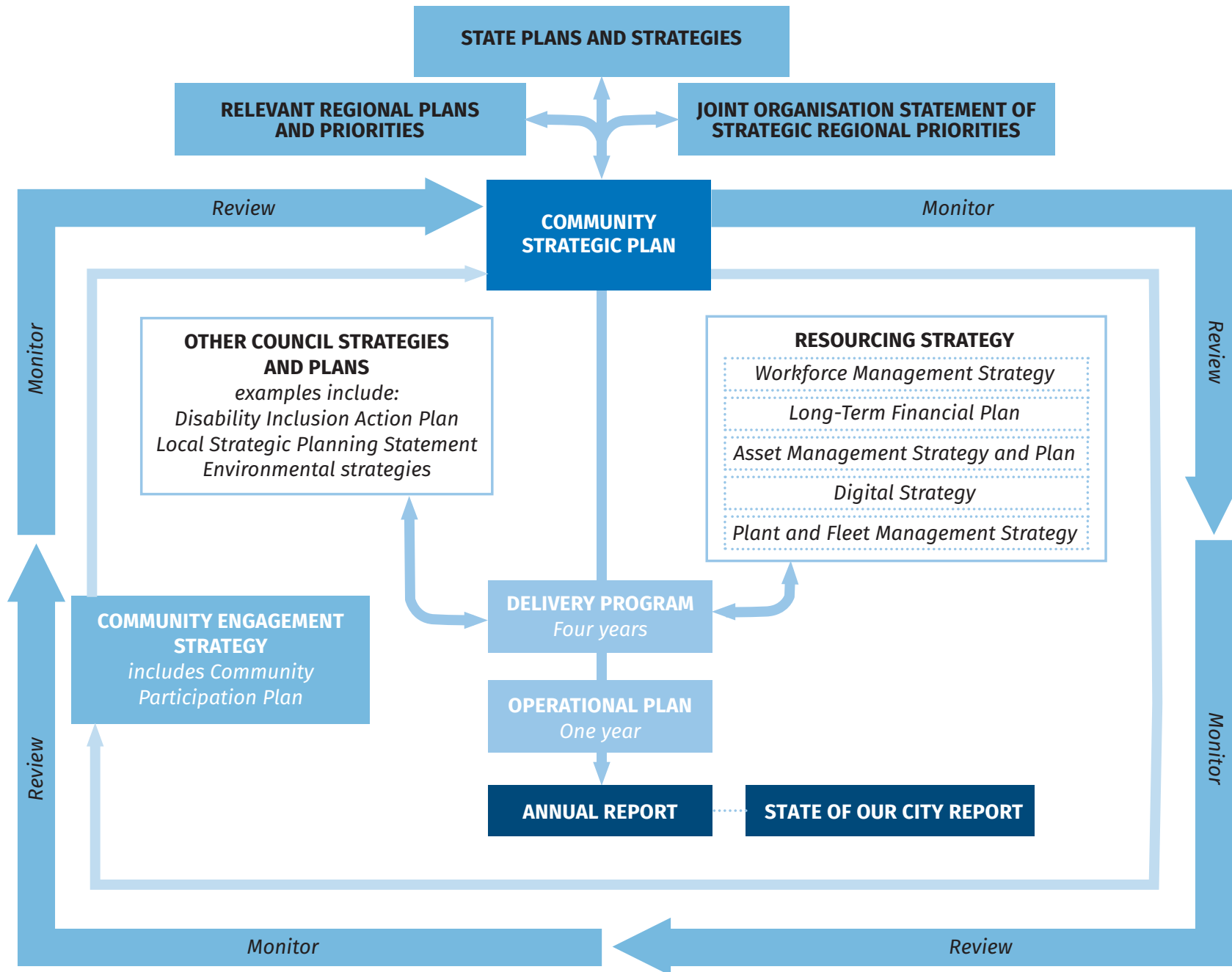
The Community Strategic Plan and Resourcing Strategy are reviewed every four years in line with the Local Government election cycle.

The Delivery Program and Operational Plan are reviewed annually to ensure Council's long-term planning is consistent with the current and future needs of the community.

In addition to our Annual Report, we report four times each year on progress towards our Delivery Program and current annual Operational Plan.

**All these elements of our Integrated Planning and Reporting Framework, including quarterly and annual reports, are available at [lakemac.com.au](http://lakemac.com.au).**





# OVERVIEW OF THE SUB-STRATEGIES

The Resourcing Strategy contains five sub-strategies:



## LONG-TERM FINANCIAL PLAN 2025-2035

The Long-Term Financial Plan is a 10-year rolling plan that informs decision-making and demonstrates how the objectives of the Community Strategic Plan and commitments of the Delivery Program and Operational Plan will be resourced and funded. It includes the financial implications of asset management and workforce planning, and outlines Council's ability to deliver cost-effective services to our community into the future, with a focus on financial sustainability.



## WORKFORCE MANAGEMENT STRATEGY 2025-2029

Our Workforce Management Strategy provides a framework to shape our organisation and guide people-related decision making, priorities and investment. The priorities in the strategy will ensure we develop the capacity and the capability of our workforce and achieve Council's strategic goals and objectives.





Image credit: Simon Whitbread

## **ASSET MANAGEMENT STRATEGY 2025-2035**

Council is the custodian of more than \$4 billion of infrastructure, community, operational and commercial assets, including roads, drains, footpaths, community facilities, recreational facilities, parks, buildings, works depots and holiday parks.

The Asset Management Strategy includes an Asset Management Policy and an Asset Management Plan (published as a separate attachment). The Asset Management Plan covers our 13 asset categories:

- road pavements (surfaces)
- roadside assets
- footpaths and shared pathways
- stormwater drainage
- natural assets
- retaining walls
- bridges
- community buildings
- commercial and investment
- operational buildings
- recreation and community assets
- swim centres
- holiday parks.

## **PLANT AND FLEET MANAGEMENT STRATEGY 2025-2029**

The Plant and Fleet Management Strategy ensures the ongoing ownership and operation of more than 1600 plant and fleet assets continue to meet the evolving needs of the organisation and support the efficient delivery of our community's priorities.

## **DIGITAL STRATEGY 2025-2029**

The Digital Strategy is a vision for transformation. By harnessing our digital resources, including corporate information systems, websites, data and voice networks, data centres and devices, we are creating smarter, more connected and more efficient ways to serve both our organisation and the community. Through innovation and strategic investment, we are unlocking new opportunities, driving progress and shaping a future where technology empowers people and enhances lives.

# LONG-TERM FINANCIAL PLAN

2025-2035



Council's Long-Term Financial Plan (LTFP) combines the financial implications arising from the Community Strategic Plan, Delivery Program and the annual Operational Plan to ensure all items in these plans are achievable and sustainable over the next ten years.

The LTFP combines Council's current financial state with future actions, including the ongoing delivery of services, facilities and infrastructure, while ensuring financial sustainability for the long-term financial health of Council.

This plan provides a 10-year projection of income, expenses, capital works, cash, assets and liabilities.

The goal of Council's LTFP is to update and maintain a long-term financial forecast for Council and the community that ensures the affordability of delivering expected works and services, and ensure enough financial resources are assigned to the appropriate maintenance and renewal of our significant asset base. This is done within the framework of financial sustainability.

Projections for a 10-year financial plan require a number of assumptions to be made for the future movements of key financial inputs and how this will impact Council's forecast financial position. These assumptions will be monitored periodically throughout the forecast period, to ensure changes to the assumptions are reviewed and amended as necessary.

# OUR FINANCE GOALS

Our goals for this Resourcing Strategy term include:



## FINANCIAL SUSTAINABILITY

The aim of financial sustainability practices are to ensure Council is able to deliver acceptable, affordable and ongoing services to the community, while also ensuring Council can continue to provide these services over the longer term.



## CONTINUOUS IMPROVEMENT

Council will engage in a review of current practices and generate efficiencies through technology, education and training to improve services to the community and increase visibility of financial information.



## RISK MANAGEMENT

Embed Council's risk management frameworks and strategies into the financial planning approach in our forecasting and analysis of results.

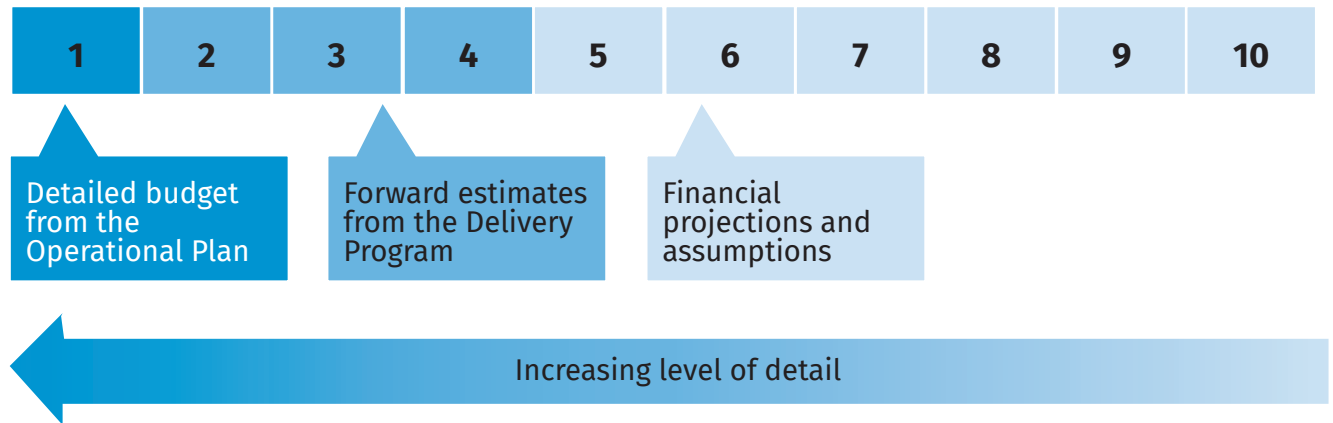
## Understanding the Long-Term Financial Plan

Financial modelling undertaken during the LTFP's development will help Council to understand the areas of risk, and also the required actions to be taken to adjust for unexpected events. It will also provide an opportunity for Council to identify financial issues at an earlier stage and gauge the effect of these issues in the longer term.

Over the planning horizon, the later years are generally understood to be less accurate and instead reflect a generalised plan. For example, the final years of the 10-year plan is unlikely to include specific detail; rather, it will project expected outcomes.

As decisions are made, more detail will be added to the LTFP, and as Council finalises its Delivery Program, this will make up the first four years of the LTFP. As each annual Operational Plan is completed, the detailed budget will inform the next year of the LTFP. The following diagram shows the relationships.

### LONG-TERM FINANCIAL PLAN - 10 YEARS



In developing the LTFP, due regard will be given to promoting the financial sustainability of Council through:

- the progressive elimination of operating deficits (where possible)
- the establishment of a clear revenue path for all categories of rates linked to specific expenditure proposals
- ensuring any proposed increase in services and assets is within the financial means of Council

- ensuring the adequate funding of infrastructure maintenance and renewal over the long term
- the use of borrowings, where appropriate and financially responsible
- the fair and equitable distribution of the rate burden across all categories of rate payers.

# FINANCE SNAPSHOT



## CURRENT FINANCIAL STATE

Council targets a modest operating surplus annually, which we have achieved over the last two financial years, and are forecasting to achieve for 2024-2025. This target is to ensure that we can afford our current operating costs, as well as retain available cash to partially fund future capital expenditure to meet the needs of our growing community.

Council held cash reserves to the value of \$362 million as at 30 June 2024 and these reserves are held primarily for the purpose of funding the capital works program, where possible, to avoid the additional interest costs associated with loan funding. Of these cash reserves, \$186.9 million was held in external restrictions to be used for specific purposes, such as works related to development, grant funded programs and domestic waste services.

The past three years of Council's financial performance has been challenging due to high inflation rates across all expenditure areas, however throughout this period Council was able to implement efficiencies to mitigate the impact of higher costs on the net operating position, protecting our cash reserves.

Council will need to continue to maintain a strong cash reserve position to enable the organisation to weather any future unfavourable financial conditions that may occur. To ensure this ongoing financial sustainability, Council is targeting ongoing operating surpluses over the 10-year time horizon.

# OUR CHALLENGES



## INCREASING OPERATING COSTS

Increasing costs of operating (including materials, services and labour), as well as the availability of these resources, create many challenges for Council.

A small movement in inflation can have a multimillion-dollar negative impact to Council's operating position and so is reviewed regularly throughout budgeting and review cycles.

To mitigate this risk, Council is engaged in business improvement to drive efficiencies and improve financial sustainability practices across the organisation to offset inflationary pressures and ensure cost increases do not rise at a higher rate than Council income.



## INSTABILITY OF CONTINUED GRANTS

In recent years, there have been significant increases in capital and operating grants made available to assist Council in funding various projects and programs.

However, it is expected that this increase in available grant funding will not continue as the economy has returned to a more normal way of operating. It is also possible that the increased grant funding received in prior periods may result in a reduction in future available grant funding. This requires Council to seek other methods of funding operating and capital programs without the benefit of grants. A decrease in grant funding may also result in a reduction or reprioritisation of planned operating and capital programs conducted by Council over time.



## HISTORICAL INFLATION IN CONSTRUCTION COSTS

Council is required to revalue our existing capital assets on an annual basis. Over the past four years there has been a significant increase in the valuations of our capital assets, which results in a corresponding increase in depreciation costs as well as influencing the cost of maintenance and renewal.

Council periodically renews existing capital assets to restore them to their original operating condition. If renewal works take place prior to the end of the asset's expected useful life, or if the renewal works are conducted to an improved service level than the original asset, this will also result in additional operational and/or capital costs to Council. These concepts are considered further at page 62 of this document.

In addition to the upfront costs incurred during construction of capital projects, assets require ongoing maintenance costs to preserve their condition for the benefit of the community. Investment in capital assets also results in additional depreciation costs over the asset's expected useful life, both of which impact the ongoing net operating position reported by Council.



# PLANNING PRINCIPLES

The purpose of this plan is not to provide specific detail about various individual works or services. The Long-Term Financial Plan provides a decision-making tool that allows various assumptions and sensitivity analysis to be carried out, which will indicate the ability of Council to deliver cost-effective services to our community into the future, within a framework of financial sustainability.

The key principles in the development of the financial planning and modelling process include:

- ✓ continuing to engage in financial sustainability initiatives
- ✓ identifying and implementing initiatives to reduce expenditure and/or increase income
- ✓ targeting a modest annual net operating surplus over the 10-year forecast period
- ✓ maintaining current and future infrastructure effectively using funding sources
- ✓ managing loan borrowings
- ✓ exploring profit generating activities.

# STRATEGIC ALIGNMENT

The Long-Term Financial Plan combines the financial implications arising from the Community Strategic Plan, Delivery Program and the annual Operational Plan to ensure all strategies and actions in these plans are achievable and sustainable.

The Workforce Management Strategy and Asset Management Strategy are major drivers of the assumptions used within the Long-Term Financial Plan. Council's employee costs and level of capital investment significantly influence the ongoing financial sustainability of the organisation. The LTFP must balance community expectations for increased Council services and facilities with the financial impact of providing those services.

The Plant and Fleet Management Strategy and Digital Strategy inform the four-year financial forecast to ensure Council can continue to provide essential services in an efficient manner, incorporating technological advancements.





Image credit: Simon Whitbread

# PLANNING ASSUMPTIONS

Many of the planning assumptions will come from the development of the Community Strategic Plan. Others will be derived from general financial planning practices.

Assumptions that should be included in the financial planning process include:

- ✓ population forecasts
- ✓ anticipated levels of local economic growth
- ✓ major planned expenditure, such as capital works
- ✓ Australian Government, NSW Government and regional economic forecasts
- ✓ inflation forecasts
- ✓ expected interest rate movements.

The budget in the annual Operational Plan 2025-2026 creates the basis of the projections when building the Long-Term Financial Plan.

## KEY INDICES USED IN THE LONG-TERM FINANCIAL PLAN

The table below summarises key indices which have been used as the basis of assumptions for forecast income and expenditure in the Long-Term Financial Plan. These income and expense assumptions have been derived from the relevant Consumer Price Index (CPI) expectations as well as growth factors based on region projections from Remplan and/or increased services and facilities. This summary provides an indicative guide on the long-term movements within the plan.

	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
Population growth factor	1.1%	1.0%	0.9%	0.9%	0.9%	0.9%	0.8%	0.8%	0.8%	0.7%
<b>INCOME</b>										
Revenue including rate peg	3.5%	2.9%	2.9%	2.8%	2.9%	2.5%	2.5%	2.5%	2.5%	2.5%
Domestic waste annual charges	3.6%	4.8%	4.8%	4.2%	4.3%	2.6%	2.6%	2.7%	2.7%	2.7%
Operating grants and contributions	2.9%	-3.9%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Interest rate on investments	3.5%	3.3%	3.1%	3.1%	3.1%	3.4%	3.4%	3.4%	3.4%	3.4%
Other income index	5.4%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
<b>EXPENSES</b>										
Labour cost index	3.3%	2.4%	2.4%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Interest rate on loans	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%
Inflation rate on materials (CPI)	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Insurance premium increases	3.4%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Other expenses index	4.3%	3.5%	3.5%	3.5%	3.5%	3.5%	3.4%	3.4%	3.4%	3.4%

## Our Income

Council has several major sources of income which are explained below.

### RATES AND ANNUAL CHARGES

Rates and annual charges are the primary source of annual income, contributing about 60% of total annual income.

Rates are calculated annually, in accordance with NSW legislative requirements, and include the ordinary rate and annual charges for domestic waste collection and management and for on-site sewer management. The ordinary rate is calculated by applying a flat base amount, plus a rate in the dollar (ad valorem) multiplier to each property owner's unimproved land value.

Each property falls into one of four categories for rating purposes depending on the land use of the property. These categories are residential, business, farm land and mining.

Increases for ordinary rates are determined at a maximum amount set by the Independent Pricing and Regulatory Tribunal (IPART) on an annual basis. This increase is described as a rate peg and is determined by reference to the annual movement in the local government cost index. The rate peg for 2025-2026 is set at 4.5%. It has been assumed that the rate peg will decrease to 2.5% throughout the ten-year forecast period, as a conservative estimate of the expected Consumer Price Index. This ensures the assumptions used in the Long-Term Financial Plan can withstand future reductions in the rate peg, without significant impact to the operational budget position.

### FEES AND CHARGES

Fees and charges for goods and services provide about 7% of annual income. This income is derived from the use of facilities and services by the public.

Fees and charges are determined annually, published with the Operational Plan and incorporated into the annual budget. These fees are levied to recover the costs associated with:

- the supply of a product, service or commodity
- the giving of information
- providing a service in connection with the Council's regulatory functions, including receiving an application for approval, granting an approval, making an inspection and issuing a certificate
- allowing admission to any building or enclosure.

### INTEREST INCOME

Interest is earned by Council on the investment of funds that are surplus to its current needs. Investments are made in accordance with the appropriate legislative requirements and our Investment Policy and strategy, which is reviewed annually and approved by Council. Interest revenue accounts for about 4% of annual income.

### OPERATIONAL GRANTS AND CONTRIBUTIONS

Grants and contributions are received from other government bodies to supplement other sources of income and provide additional funding for specific operational projects and programs where there may be shared outcomes.

Council is allocated about \$20.1 million annually from the Commonwealth Government in the form of the Financial Assistance Grant. This is a general-purpose grant paid to Council under the *Commonwealth Local Government (Financial Assistance) Act 1995*, which contributes about 5% of annual income. These funds comprise an unconditional grant and a smaller local roads component.

### CAPITAL INCOME

Capital income received by Council includes:

- development contributions, that provide significant funding towards the cost of essential public facilities and infrastructure provided by Council. This income helps fund infrastructure such as parks, community facilities, local roads, footpaths, stormwater drainage and traffic management.
- capital grants, which are received by Council for specific projects to assist in funding community facilities and infrastructure. These grants provide supplementary funding that can assist in accelerating the start of a project, demonstrate a shared commitment from the other party or provide a greater benefit arising from additional funding.

## **Our Expenditure**

Council has several major sources of expenditure which are explained below.

Operating expenditure is expected to increase in general over the next 10 years and an average increase for CPI growth has been applied to all costs, unless specifically modified on the basis of other data or assumptions.

### **EMPLOYEE COSTS**

Employee benefits and on-costs include the costs of salaries, wages and other associated costs of Council's workforce.

Direct employee costs represent about 49% of Council's total annual operating costs (excluding depreciation). Increases applied to this class of expenditure are in line with previous Enterprise Agreements.

### **MATERIALS AND CONTRACTS**

Materials and contract expenditures are another significant cost element accounting for 38% of Council's total annual operating costs (excluding depreciation).

This category includes costs for services contracted to external parties, costs associated with consultants and labour hire contracts and the purchase of goods such as materials.

Projections have been based on existing contracted rates, escalated for CPI where applicable.

Major financial risks within this category of expenditure include:

- increased costs of inputs such as waste/recycling disposal costs, fuel and labour
- increased levels of service expected by the community and other stakeholders
- new services expected to be delivered in the future
- additional asset maintenance costs of new infrastructure
- limited competitive supply for some specific service areas.

### **BORROWING COSTS**

Loan funds are typically used to finance new capital expenditure projects, which incur ongoing interest charges. Loan funding assists Council to generate the cashflow to deliver new infrastructure and allow the cost of the project to be spread across the useful life of the asset in order to facilitate inter-generational equity for these assets.

The risk inherent in this category is increasing interest rates caused by uncertain financial markets. Council mitigates this risk through most of its current borrowings being taken out on a fixed rate basis.

### **OTHER EXPENDITURE**

Other expenditure includes costs such as the following:

- NSW Environment Protection Authority (EPA) waste levy
- NSW Fire Brigades, Rural Fire Service and State Emergency Service contributions
- community grant programs.

# PROJECTED FINANCIAL STATEMENT

	2024-2025 \$'000	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000
<b>Income from continuing operations</b>				
Rates and annual charges	223,608	232,822	239,822	247,066
User charges and fees	27,737	28,855	29,569	30,303
Other revenue	13,134	13,278	13,610	13,950
Grants and contributions provided for operating purposes	31,269	32,168	30,929	31,700
Grants and contributions provided for capital purposes	63,682	64,058	51,852	55,348
Interest and investment income	16,100	15,951	15,884	15,931
Other income	7,739	6,788	6,957	7,131
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>383,269</b>	<b>393,920</b>	<b>388,623</b>	<b>401,429</b>
<b>Expenses from continuing operations</b>				
Employee benefits and on-costs	117,365	121,280	124,235	127,270
Borrowing costs	9,275	9,832	10,100	10,071
Materials and contracts	91,455	92,326	91,076	93,967
Depreciation and amortisation	80,479	83,764	87,557	89,465
Other expenses	18,637	19,437	20,121	20,821
Net loss from the disposal of assets	1,279	2,500	3,063	3,652
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>318,490</b>	<b>329,139</b>	<b>336,152</b>	<b>345,246</b>
<b>Operating result from continuing operations</b>	<b>64,779</b>	<b>64,781</b>	<b>52,471</b>	<b>56,183</b>
<b>Net operating result for the year attributable to Council</b>	<b>64,779</b>	<b>64,781</b>	<b>52,471</b>	<b>56,183</b>
<b>Net operating result before grants and contributions provided for capital purposes</b>	<b>1,097</b>	<b>723</b>	<b>619</b>	<b>835</b>

2028-2029 \$'000	2029-2030 \$'000	2030-2031 \$'000	2031-2032 \$'000	2032-2033 \$'000	2033-2034 \$'000	2034-2035 \$'000
254,223	261,645	268,259	275,046	282,093	289,316	296,579
31,052	31,819	32,604	33,407	34,230	35,072	35,935
14,299	14,656	15,022	15,398	15,783	16,178	16,582
32,491	33,303	34,134	34,987	35,862	36,759	37,679
55,984	55,766	56,100	56,441	56,792	57,151	57,519
15,671	16,484	18,034	18,297	18,597	18,939	19,330
7,309	7,492	7,680	7,872	8,068	8,270	8,477
<b>411,029</b>	<b>421,165</b>	<b>431,833</b>	<b>441,448</b>	<b>451,425</b>	<b>461,685</b>	<b>472,101</b>
130,389	133,592	136,881	140,257	143,722	147,278	150,927
10,444	10,658	10,546	10,392	10,157	9,843	9,484
97,084	100,073	103,152	106,436	109,735	113,094	116,744
90,908	91,869	94,403	95,813	97,692	98,532	99,539
21,552	22,303	23,071	23,860	24,676	25,518	26,391
3,743	3,836	3,932	4,031	4,131	4,235	4,341
<b>354,120</b>	<b>362,331</b>	<b>371,985</b>	<b>380,789</b>	<b>390,113</b>	<b>398,500</b>	<b>407,426</b>
<b>56,909</b>	<b>58,834</b>	<b>59,848</b>	<b>60,659</b>	<b>61,312</b>	<b>63,185</b>	<b>64,675</b>
<b>56,909</b>	<b>58,834</b>	<b>59,848</b>	<b>60,659</b>	<b>61,312</b>	<b>63,185</b>	<b>64,675</b>
<b>925</b>	<b>3,068</b>	<b>3,748</b>	<b>4,218</b>	<b>4,520</b>	<b>6,034</b>	<b>7,156</b>

# PROJECTED STATEMENT OF FINANCIAL POSITION

	2024-2025 \$'000	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000
<b>ASSETS</b>				
<b>CURRENT ASSETS</b>				
Cash and cash equivalents	15,000	15,000	15,000	15,000
Investments	336,748	357,726	361,225	381,065
Receivables	22,484	22,960	22,919	23,730
Inventories	1,264	1,276	1,259	1,298
Other	363	369	367	379
<b>TOTAL CURRENT ASSETS</b>	<b>375,859</b>	<b>397,331</b>	<b>400,770</b>	<b>421,472</b>
<b>NON-CURRENT ASSETS</b>				
Investments	62,574	69,217	69,894	73,733
Receivables	3,197	3,329	3,428	3,531
Inventories	6,644	6,644	6,644	6,644
Infrastructure, property, plant and equipment	4,307,386	4,352,056	4,394,599	4,445,949
Other	62,529	61,663	62,723	61,123
<b>TOTAL NON-CURRENT ASSETS</b>	<b>4,442,330</b>	<b>4,492,909</b>	<b>4,537,288</b>	<b>4,590,980</b>
<b>TOTAL ASSETS</b>	<b>4,818,189</b>	<b>4,890,240</b>	<b>4,938,058</b>	<b>5,012,452</b>
<b>LIABILITIES</b>				
<b>CURRENT LIABILITIES</b>				
Payables	34,635	35,282	35,399	36,360
Contract liabilities	6,031	6,295	5,148	5,512
Borrowings	12,257	12,618	13,372	14,402
Employee benefit provisions	38,692	38,310	37,918	37,517
Other provisions	5,825	5,850	5,877	5,904
<b>TOTAL CURRENT LIABILITIES</b>	<b>97,440</b>	<b>98,355</b>	<b>97,714</b>	<b>99,695</b>
<b>NON-CURRENT LIABILITIES</b>				
Lease liabilities	495	724	1,147	938
Borrowings	209,753	208,660	203,700	206,021
Employee benefit provisions	2,153	2,132	2,110	2,088
Other provisions	75,810	76,318	76,865	77,439
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>288,211</b>	<b>287,834</b>	<b>283,822</b>	<b>286,486</b>
<b>TOTAL LIABILITIES</b>	<b>385,651</b>	<b>386,189</b>	<b>381,536</b>	<b>386,181</b>
<b>NET ASSETS</b>	<b>4,432,538</b>	<b>4,504,051</b>	<b>4,556,522</b>	<b>4,626,271</b>
<b>EQUITY</b>				
Retained earnings	1,949,250	2,014,031	2,066,502	2,122,685
Revaluation reserves	2,483,288	2,490,020	2,490,020	2,503,586
<b>TOTAL EQUITY</b>	<b>4,432,538</b>	<b>4,504,051</b>	<b>4,556,522</b>	<b>4,626,271</b>



2028-2029 \$'000	2029-2030 \$'000	2030-2031 \$'000	2031-2032 \$'000	2032-2033 \$'000	2033-2034 \$'000	2034-2035 \$'000
15,000	15,000	15,000	15,000	15,000	15,000	15,000
404,360	409,620	417,184	425,844	435,771	447,101	460,829
24,457	25,008	25,583	26,179	26,803	27,453	28,133
1,341	1,383	1,425	1,470	1,516	1,562	1,612
391	404	417	430	444	457	472
<b>445,549</b>	<b>451,415</b>	<b>459,609</b>	<b>468,923</b>	<b>479,534</b>	<b>491,573</b>	<b>506,046</b>
78,241	79,258	80,722	82,397	84,318	86,511	89,167
3,632	3,738	3,832	3,929	4,030	4,133	4,236
6,644	6,644	6,644	6,644	6,644	6,644	6,644
4,485,538	4,608,800	4,661,673	4,705,276	4,761,273	4,809,924	4,928,284
60,080	59,766	59,866	60,199	59,823	59,393	59,053
<b>4,634,135</b>	<b>4,758,206</b>	<b>4,812,737</b>	<b>4,858,445</b>	<b>4,916,088</b>	<b>4,966,605</b>	<b>5,087,384</b>
<b>5,079,684</b>	<b>5,209,621</b>	<b>5,272,346</b>	<b>5,327,368</b>	<b>5,395,622</b>	<b>5,458,178</b>	<b>5,593,430</b>
37,370	38,360	39,357	40,405	41,468	42,554	43,708
5,634	5,684	5,784	5,886	5,990	6,097	6,207
15,456	16,404	17,401	18,468	19,587	19,355	18,490
37,106	36,684	36,251	35,808	35,354	34,889	34,411
5,933	5,961	5,989	6,017	6,045	6,073	6,100
<b>101,499</b>	<b>103,093</b>	<b>104,782</b>	<b>106,584</b>	<b>108,444</b>	<b>108,968</b>	<b>108,916</b>
676	497	755	1,235	998	702	499
206,467	200,063	192,662	184,194	174,607	165,252	156,762
2,065	2,042	2,018	1,993	1,968	1,942	1,915
78,040	78,615	79,189	79,763	80,337	80,911	81,486
<b>287,248</b>	<b>281,217</b>	<b>274,624</b>	<b>267,185</b>	<b>257,910</b>	<b>248,807</b>	<b>240,662</b>
<b>388,747</b>	<b>384,310</b>	<b>379,406</b>	<b>373,769</b>	<b>366,354</b>	<b>357,775</b>	<b>349,578</b>
<b>4,690,937</b>	<b>4,825,311</b>	<b>4,892,940</b>	<b>4,953,599</b>	<b>5,029,268</b>	<b>5,100,403</b>	<b>5,243,852</b>
2,179,595	2,238,429	2,298,277	2,358,936	2,420,247	2,483,432	2,548,107
2,511,342	2,586,882	2,594,663	2,594,663	2,609,021	2,616,971	2,695,745
<b>4,690,937</b>	<b>4,825,311</b>	<b>4,892,940</b>	<b>4,953,599</b>	<b>5,029,268</b>	<b>5,100,403</b>	<b>5,243,852</b>

# PROJECTED CASH FLOW STATEMENT

Council maintains a number of assets (or reserves) for various purposes. Externally restricted reserves can only be used for the purpose for which they have been received, whereas internally restricted reserves have been determined by Council for use in a specific function.

	2024-2025 \$'000	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000
<b>Cash flows from operating activities</b>				
<b>Receipts:</b>				
Rates and annual charges	224,933	232,601	239,654	246,893
User charges and fees	27,330	28,717	29,481	30,212
Investment and interest revenue received	19,124	15,654	15,843	15,738
Grants and contributions	73,501	73,976	59,574	64,866
Other	23,393	20,387	20,576	20,888
<b>Payments:</b>				
Employee benefits and on-costs	(116,793)	(121,684)	(124,648)	(127,694)
Materials and contracts	(90,987)	(92,035)	(91,161)	(93,353)
Borrowing costs	(8,894)	(9,300)	(9,530)	(9,466)
Other	(19,998)	(19,285)	(20,035)	(20,677)
<b>Net cash flows from operating activities</b>	<b>131,609</b>	<b>129,031</b>	<b>119,754</b>	<b>127,407</b>
<b>Cash flows from investing activities</b>				
<b>Receipts:</b>				
Sale of investment securities	-	-	-	-
Sale of infrastructure, property, plant and equipment	5,470	5,420	1,420	1,420
<b>Payments:</b>				
Purchase of investment securities	(64,490)	(27,622)	(4,175)	(23,680)
Purchase of infrastructure, property, plant and equipment	(118,911)	(105,419)	(110,425)	(108,105)
Purchase of intangible assets	(1,521)	(453)	(2,120)	(120)
<b>Net cash flows from investing activities</b>	<b>(179,452)</b>	<b>(128,074)</b>	<b>(115,300)</b>	<b>(130,485)</b>
<b>Cash flows from financing activities</b>				
<b>Receipts:</b>				
Proceeds from borrowings*	25,787	11,524	8,412	16,722
<b>Payments:</b>				
Repayment of borrowings	(11,129)	(12,257)	(12,618)	(13,372)
Principal component of lease payments	(243)	(224)	(248)	(272)
<b>Net cash flows from financing activities</b>	<b>14,415</b>	<b>(957)</b>	<b>(4,454)</b>	<b>3,078</b>
Net increase/(decrease) in cash and cash equivalents	(33,428)	-	-	-
Cash and cash equivalents at beginning of year	48,428	15,000	15,000	15,000
<b>Cash and cash equivalents at end of year</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
Plus: Investments on hand at end of year	399,322	426,943	431,119	454,798
<b>Total cash, cash equivalents and investments at end of year</b>	<b>414,322</b>	<b>441,943</b>	<b>446,119</b>	<b>469,798</b>
<b>Representing:</b>				
- External restrictions	196,581	216,109	221,594	228,221
- Internal restrictions	179,338	181,825	177,000	190,843
- Unrestricted	38,403	44,009	47,525	50,734
	<b>414,322</b>	<b>441,943</b>	<b>446,119</b>	<b>469,798</b>

\* Council's borrowings are governed by the provisions of the *Local Government Act 1993* and the *Local Government (General) Regulation 2021*. A council may borrow at any time for any purpose, by way of overdraft or loan or by any means approved by the Minister. Proposed borrowings for the 2025-2026 financial year includes loans of up to \$11,524,289.

2028-2029 \$'000	2029-2030 \$'000	2030-2031 \$'000	2031-2032 \$'000	2032-2033 \$'000	2033-2034 \$'000	2034-2035 \$'000
254,052	261,467	268,101	274,883	281,924	289,143	296,405
30,960	31,724	32,506	33,308	34,128	34,968	35,828
15,455	16,424	17,955	18,208	18,496	18,826	19,196
66,129	66,674	67,873	69,069	70,296	71,554	72,843
21,443	21,989	22,533	23,096	23,674	24,265	24,872
(130,824)	(134,038)	(137,337)	(140,725)	(144,202)	(147,770)	(151,430)
(96,428)	(99,435)	(102,494)	(105,740)	(109,033)	(112,376)	(115,972)
(9,812)	(10,061)	(9,950)	(9,796)	(9,562)	(9,250)	(8,891)
(21,400)	(22,146)	(22,915)	(23,699)	(24,509)	(25,347)	(26,212)
<b>129,575</b>	<b>132,598</b>	<b>136,272</b>	<b>138,604</b>	<b>141,212</b>	<b>144,013</b>	<b>146,639</b>
-	-	-	-	-	-	-
1,420	1,420	1,420	1,420	1,420	1,420	1,420
(27,802)	(6,278)	(9,027)	(10,335)	(11,848)	(13,522)	(16,384)
(103,695)	(120,638)	(120,638)	(120,638)	(120,638)	(120,638)	(120,638)
(720)	(1,370)	(1,370)	(1,370)	(1,370)	(1,370)	(1,370)
<b>(130,797)</b>	<b>(126,866)</b>	<b>(129,615)</b>	<b>(130,923)</b>	<b>(132,436)</b>	<b>(134,110)</b>	<b>(136,972)</b>
15,903	10,000	10,000	10,000	10,000	10,000	10,000
(14,402)	(15,456)	(16,404)	(17,401)	(18,468)	(19,587)	(19,355)
(279)	(276)	(253)	(280)	(308)	(316)	(312)
<b>1,222</b>	<b>(5,732)</b>	<b>(6,657)</b>	<b>(7,681)</b>	<b>(8,776)</b>	<b>(9,903)</b>	<b>(9,667)</b>
-	-	-	-	-	-	-
15,000	15,000	15,000	15,000	15,000	15,000	15,000
<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
482,601	488,878	497,906	508,241	520,089	533,612	549,996
<b>497,601</b>	<b>503,878</b>	<b>512,906</b>	<b>523,241</b>	<b>535,089</b>	<b>548,612</b>	<b>564,996</b>
241,926	246,632	253,636	261,011	268,313	275,533	282,133
200,889	207,919	217,958	230,425	245,467	258,206	269,474
54,786	49,327	41,312	31,805	21,309	14,873	13,389
<b>497,601</b>	<b>503,878</b>	<b>512,906</b>	<b>523,241</b>	<b>535,089</b>	<b>548,612</b>	<b>564,996</b>

## FINANCIAL PERFORMANCE INDICATORS

Council complies with the reporting requirements of the Integrated Planning and Reporting framework, with periodic reviews and reporting cycles to allow revision of performance and adjustment of planning activities based on results. This allows plans to be amended should performance indicate there is a risk to the achievement of the financial goals.

A critical component of measuring performance is identified by performance indicators set by Council and the Office of Local Government.

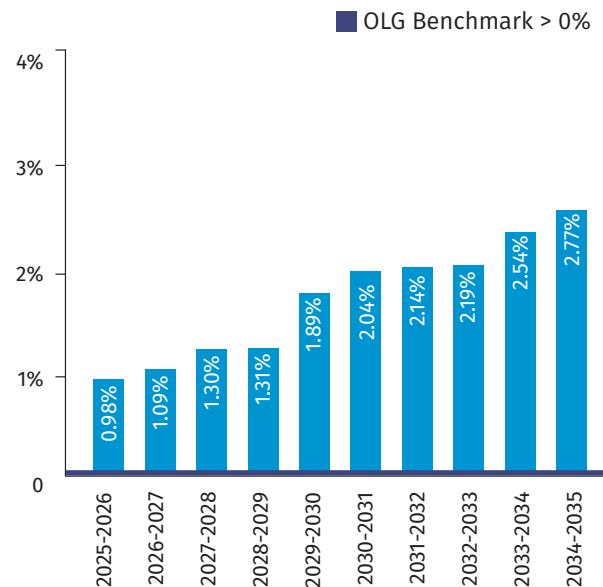
Council's performance indicator ratios over the 10-year forecast period of the Long-Term Financial Plan are shown in the following pages.

### Operating performance ratio

**Total continuing operating revenue excluding capital grants and contributions less operating expenses**

**Total continuing operating revenue excluding capital grants and contributions**

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

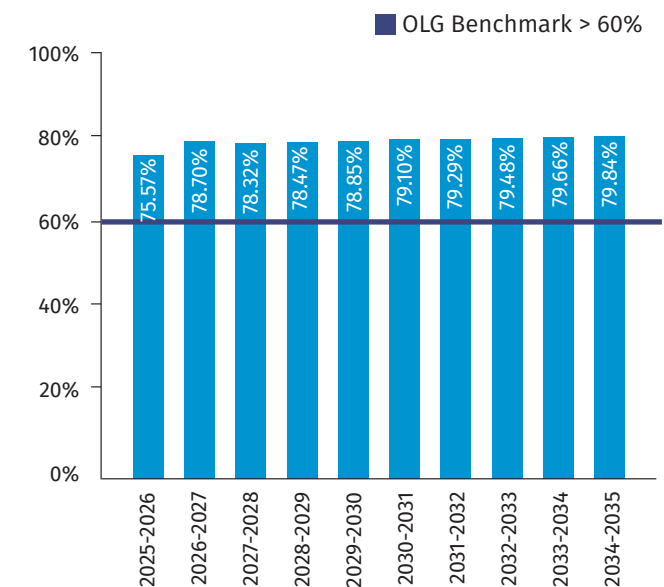


### Own source operating revenue ratio

**Total continuing operating revenue excluding all grants and contributions**

**Total continuing operating revenue**

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

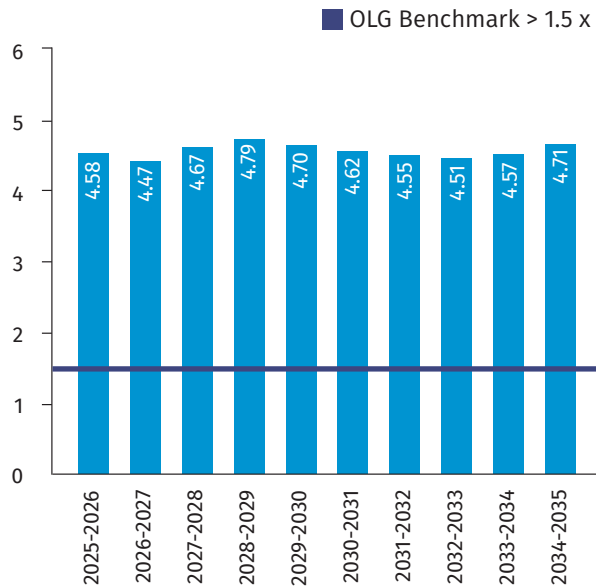


## Unrestricted current ratio

Current assets less all external restrictions

Current liabilities less specific purpose liabilities

This ratio assesses the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

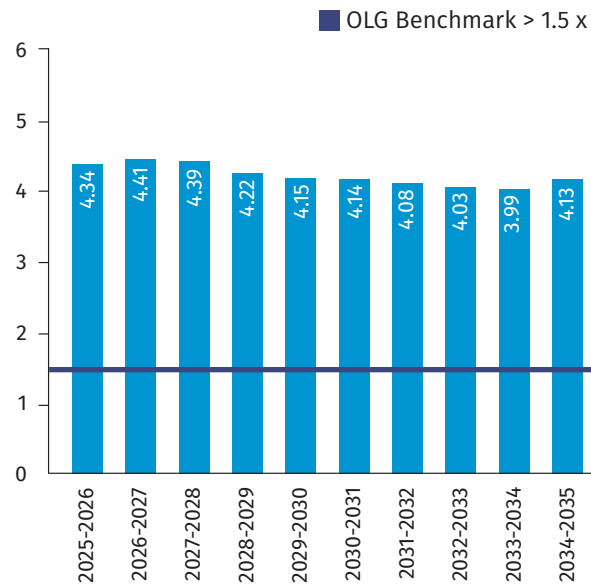


## Debt service cover ratio

Operating result before capital excluding interest and depreciation/impairment/amortisation

Principal repayments plus borrowing costs

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

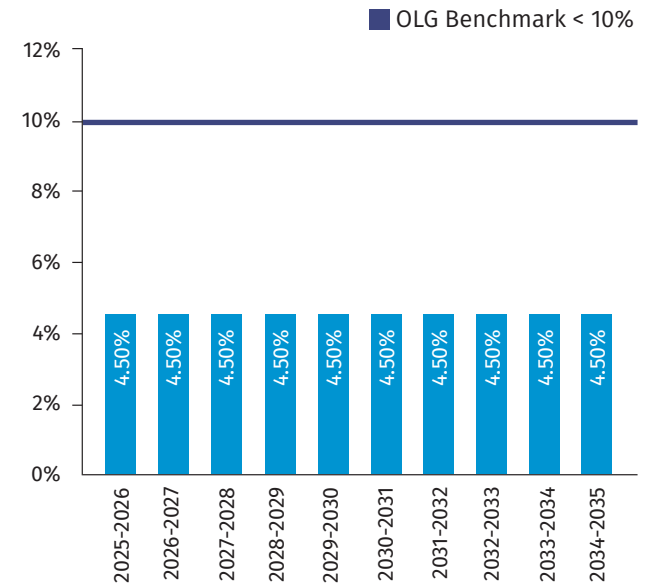


## Rates and annual charges outstanding ratio

Rates and annual charges outstanding

Rates and annual charges collectable

This ratio assesses the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

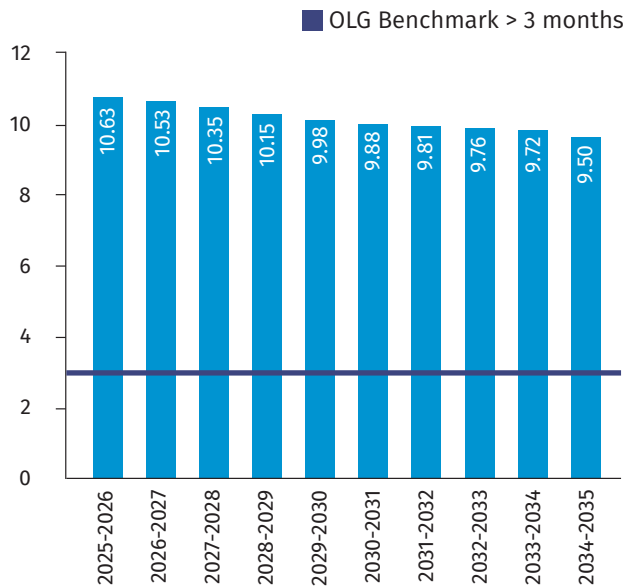


## Cash expense cover ratio

Current year's cash and cash equivalents  
plus all term deposits

Monthly payments from cash flow of operating  
and financing activities

This liquidity ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow.

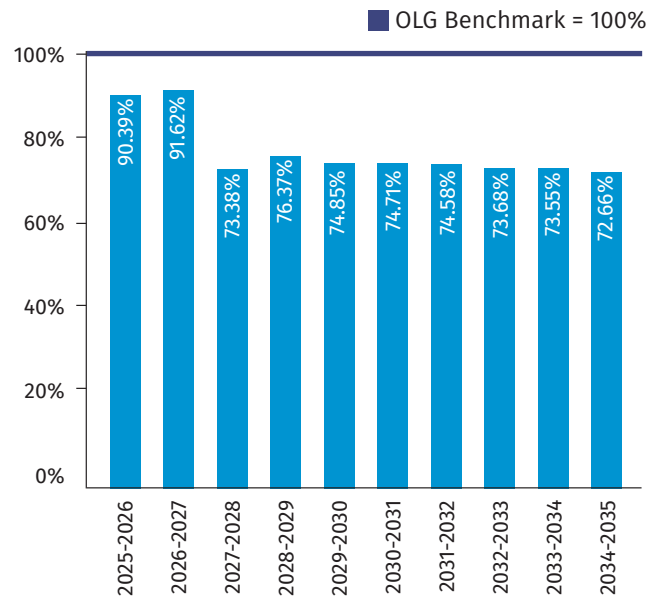


## Asset renewal ratio\*

Asset renewals expenditure

Depreciation and amortisation expenditure

This ratio indicates Council is adequately maintaining its asset base on the basis of planned renewal activities as a proportion of the depreciation expenditure.



\*Although Council is required to report on this ratio, Lake Macquarie City Council does not believe this is an optimal ratio to measure the long-term impact on asset condition scores, and does not include expenditure on replacing old assets with alternative assets more aligned to current community expectations.

## SENSITIVITY ANALYSIS AND RISK ASSESSMENT

Council's Long-Term Financial Plan is built on assumptions of what will occur over the course of the plan. Should these assumptions change, sensitivity analysis helps Council determine the impact of these movements on expected financial performance.

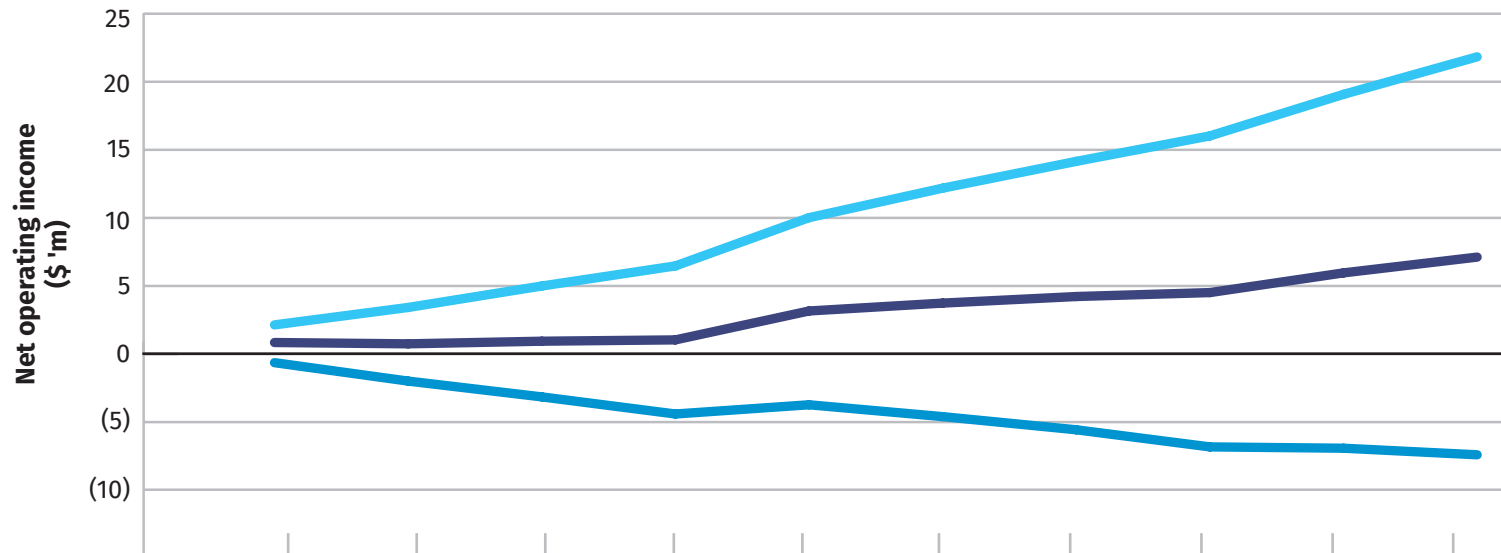
LTFPs are inherently uncertain and based on a range of assumptions. The factors most likely to affect the LTFP include:

- the rate peg
- fees and charges to be levied
- interest rates
- grants income
- employee entitlements
- the potential effect of inflation on revenue and expenditure.

Pages 31-35 outline the sensitivity analysis on these significant income and expense categories to identify how small movements in assumptions can change Council's net operating result over the 10-year forecast period.

## Rates, fees and charges income

Impact of +0.5% and -0.5% cumulative change in rates, fees and charges income on Net operating income (2025-2035)

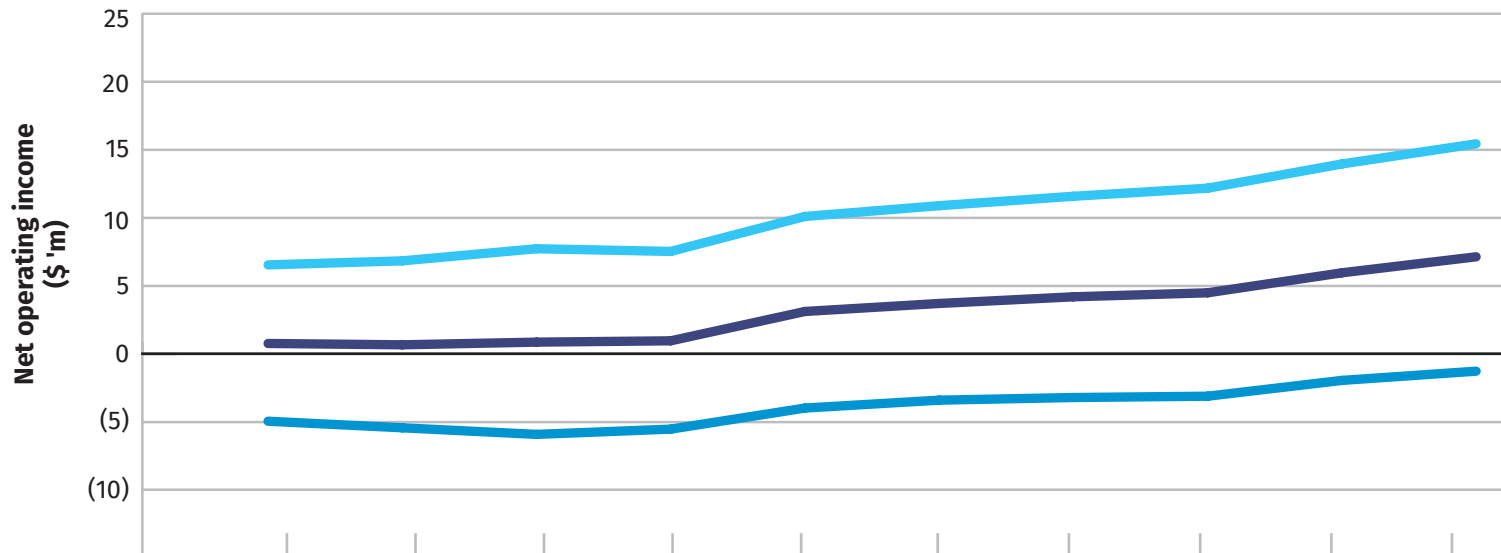


RATES, FEES AND CHARGES INCOME (\$ 'M)	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
+0.5%	263.0	272.0	281.4	290.7	300.4	309.3	318.4	327.9	337.6	347.4
Base	261.7	269.4	277.4	285.3	293.5	300.9	308.5	316.3	324.4	332.5
-0.5%	260.4	266.7	273.3	279.8	286.6	292.5	298.5	304.8	311.3	317.7

A decrease in rates revenue and fees and charges income is Council's greatest risk as an organisation. However, we would expect any reduction in the rate peg should be aligned to a reduction in expenditure related to other inflationary pressures. Therefore any variation of the rate peg to inflation should only impact Council in the short term, and the LTFP would only require adjustment in the unlikely event that this impact continued for several years.

## Interest rates

Impact of +2.0% and -2.0% change in interest rates on Net operating income (2025-2035)



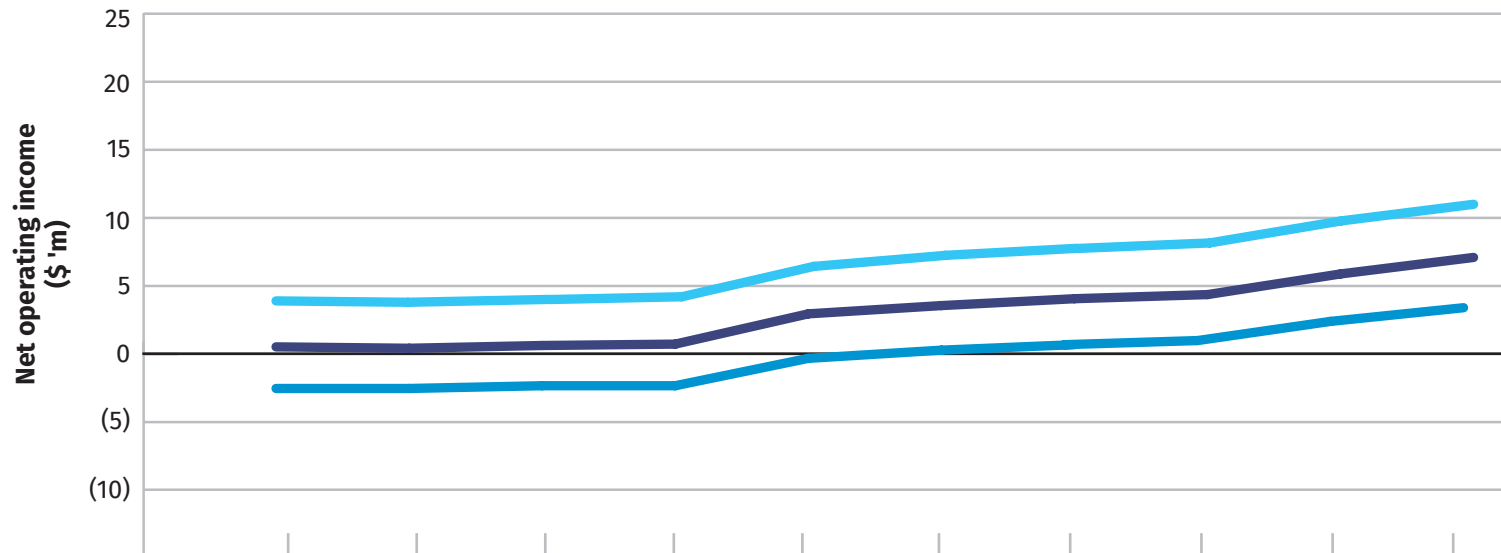
NET INTEREST INCOME (\$ 'M)	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
+2.0%	11.8	11.9	12.6	11.7	12.7	14.6	15.2	16.0	17.0	18.1
Base	6.1	5.8	5.9	5.2	5.8	7.5	7.9	8.4	9.1	9.8
-2.0%	0.5	-0.3	-0.9	-1.2	-1.1	0.4	0.6	0.9	1.2	1.6

Council has a large portfolio of long-term investments, as well as taking out loan borrowings to fund large capital projects. Over the past few years, net interest revenue has contributed to improvements in Council's net operating surplus position. Lower interest rates could result in net operating deficits, which would require reassessment of the investment portfolio across the term of the LTFP.



## Operating grants income

Impact of +10.0% and -10.0% change in value of operating grants income on Net operating income (2025-2035)

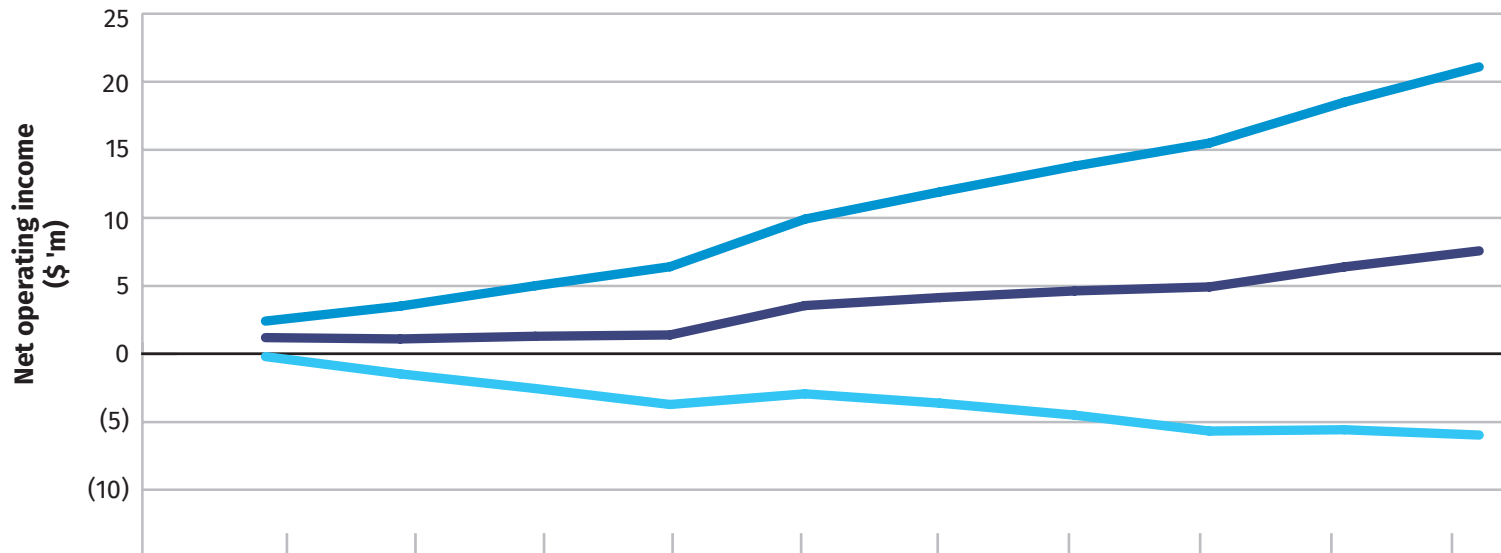


OPERATING GRANTS INCOME (\$ 'M)	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
+10.0%	35.4	34.0	34.9	35.7	36.6	37.5	38.5	39.4	40.4	41.4
Base	32.2	30.9	31.7	32.5	33.3	34.1	35.0	35.9	36.8	37.7
-10.0%	29.2	28.1	28.8	29.5	30.3	31.0	31.8	32.6	33.4	34.3

Changes in expected grant revenue would impact our net operating position, which over the 10-year forecast would impact Council's ability to fund key operational projects. In particular, any reduction in the Financial Assistance Grant (which is currently 5% of annual revenue) would significantly affect Council's financial position. It is noted however that grant revenue has been relatively stable over time.

## Employee costs

Impact of +1.0% and -1.0% cumulative change in value of employee costs on Net operating income (2025-2035)

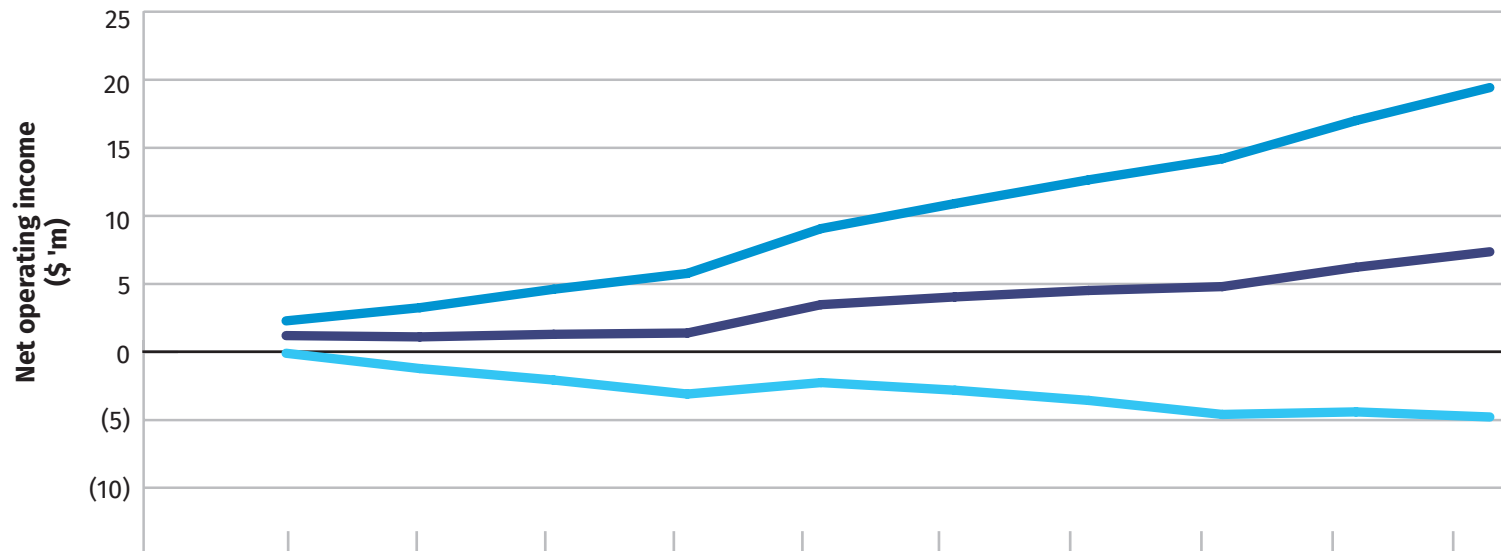


EMPLOYEE COSTS (\$ 'M)	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
+1.0%	122.5	126.7	131.0	135.4	140.0	144.6	149.4	154.3	159.3	164.5
Base	121.3	124.2	127.3	130.4	133.6	136.9	140.3	143.7	147.3	150.9
-1.0%	120.1	121.8	123.6	125.4	127.3	129.2	131.2	133.3	135.3	137.5

Should Council's employee costs increase higher than inflation, this would result in a significant impact on the net operating position. The LTFP includes minor increases in employee costs in line with previous Enterprise Agreements, with staffing levels remaining relatively static over the 10-year forecast period.

## Inflationary pressures

Impact of +1.0% and -1.0% cumulative change in value of materials, contracts and other expenses on Net operating income (2025-2035)



MATERIALS, CONTRACTS & OTHER EXPENSES (\$ 'M)	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
+1.0%	112.9	113.4	118.1	123.1	128.1	133.2	138.6	144.1	149.6	155.6
Base	111.8	111.2	114.8	118.6	122.3	126.2	130.2	134.4	138.6	143.1
-1.0%	110.7	109.0	111.4	114.0	116.6	119.2	122.0	124.8	127.6	130.7

An increase in the Consumer Price Index (CPI) would adversely affect Council's net operating income position, due to increased costs of providing services and facilities for the community. The scenario shown in this graph is unlikely to occur across the 10-year forecast, as it is expected that any increase in CPI would also result in an increase to the rate peg, which should offset the additional expenditure.

# WORKFORCE MANAGEMENT STRATEGY

2025-2029





Our Workforce Management Strategy is a proactive plan that shapes the capacity and capability of our workforce to achieve Council's strategic goals and objectives. It provides a framework that helps shape our organisation and guide people-related decision-making, priorities and investment.

### **THIS STRATEGY:**

- outlines how we ensure we have a workforce capable of responding to evolving and changing city priorities
- gives an overview of our current workforce and future workforce requirements
- considers how we attract, engage, develop, recognise and reward our people
- establishes areas for priority action over the next four years.

# OUR CULTURE AND BEHAVIOURS

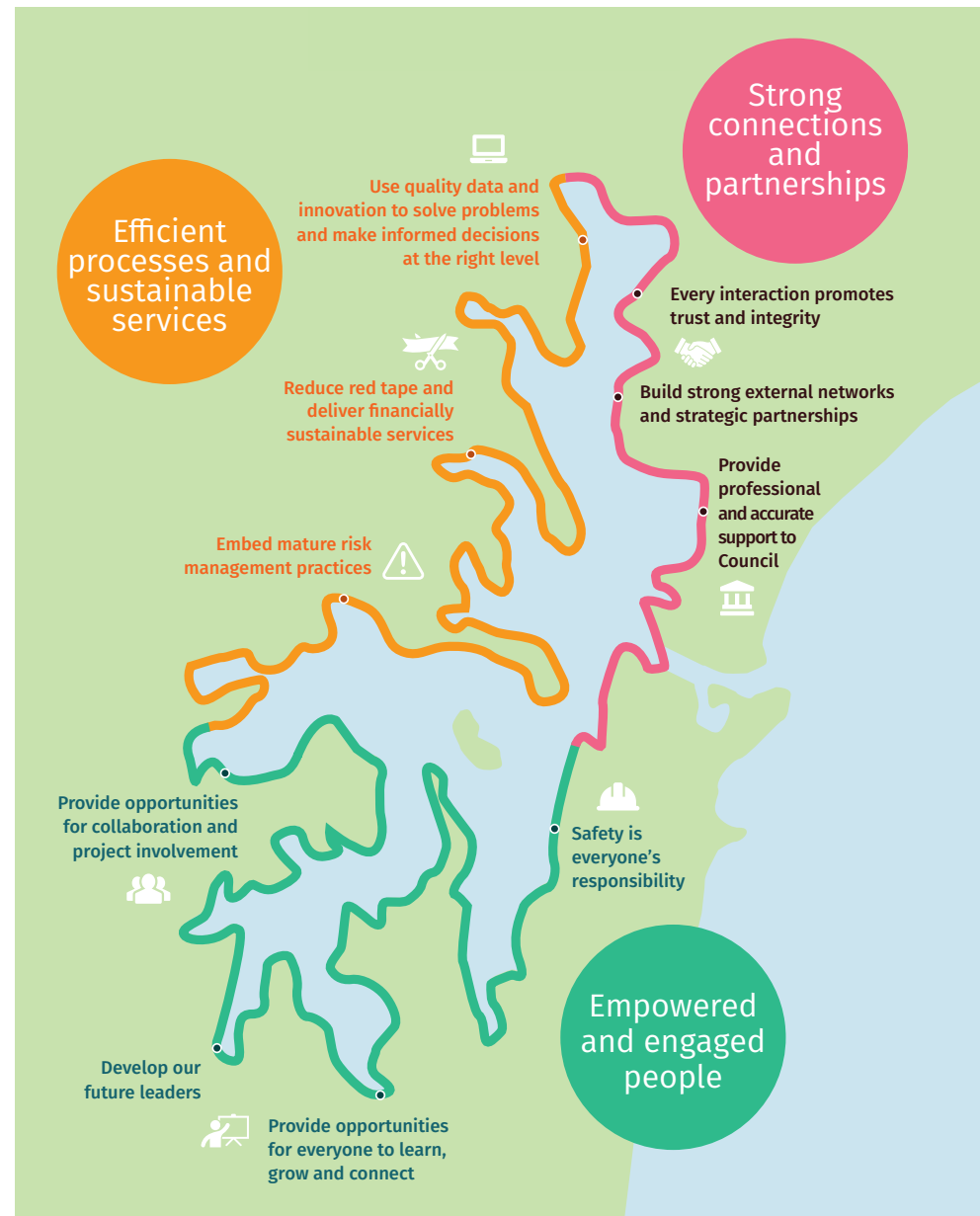
Our organisational values of **Shaping our Future, Leading at all Levels** and **Working Together** are the foundation we use to be the organisation we are, and to maintain our culture. They set the tone for our decision-making, behaviour, service delivery and when building our strategic priorities. Our values underpin our commitment to deliver results for our community.

Council's **cultural and strategic priorities** detail why we exist and how that strongly influences what we do and how we do it.

As custodians of our city, we are responsible for delivering the best local government possible. Every interaction matters and has the potential to create a positive experience for our customers, external or internal, current and future.

The goals in our Workforce Management Strategy are informed by our cultural and strategic priorities. While priorities may change over time, the goals will ensure we have a skilled and adaptable workforce that can meet the current and future needs of our organisation and the community.

## OUR CULTURAL AND STRATEGIC PRIORITIES



## BRINGING OUR PURPOSE, ORGANISATIONAL VALUES AND CULTURE TOGETHER





# OUR WORKFORCE GOALS

The Workforce Management Strategy establishes four key goals to guide us over the life of this strategy. Each goal identifies a series of key strategic priorities.

## **GOAL 1: OUR WORKFORCE IS ENGAGED, EMPOWERED AND AGILE**

At Council, we know an engaged and empowered workforce will enhance our organisational culture and allow us to adapt our workforce approach to deliver better outcomes for the city. We also know that to stay competitive and an employer of choice, we must present the best of what a career at Council can offer to attract talented people to our organisation.

## **OUR WORKFORCE MANAGEMENT STRATEGY PRIORITIES ARE TO:**

- Enhance our Employee Value Proposition - that is the value a career at Council offers to current and future employees - by leveraging new and existing initiatives, including Council's Enterprise Agreement, to attract and retain top talent to our organisation
- Streamline our recruitment and selection process to enhance candidate and hiring manager experience and ensure assessments are in line with Council's values
- Reimagine the employee experience through meaningful and positive experiences that strengthen perceptions and engagement with Council
- Strengthen our recognition and reward programs
- Ensure our Enterprise Agreement supports the future of work and our organisation, so employees are agile in where and how they work
- Provide opportunities for our workforce to be involved and have a voice in decisions that affect them
- Provide opportunities for our staff to collaborate and learn from each other and their shared interests by being part of networks, committees and forums



## GOAL 2:

### OUR WORKFORCE IS EQUIPPED WITH THE RIGHT SKILLS AND CAPABILITIES FOR TODAY AND IS READY FOR TOMORROW

Council knows the development of our people and desire to build a culture where lifelong learning is the norm are critical to our success. We also recognise that to achieve our Delivery Program for the city, maintaining high levels of performance and adapting to changing and emerging technology are important. To achieve our priorities, staff must have the right blend of skills and capabilities and be led by strong, future-focused leaders.

### OUR WORKFORCE MANAGEMENT STRATEGY PRIORITIES ARE TO:

- Invest in skills and learning that align to our Delivery Program priorities and future-proof our workforce to adapt to changing technologies and evolving job requirements
- Prioritise meaningful career development to engage and empower employees to take ownership of their career
- Develop an organisational learning framework that offers a suite of programs and initiatives that builds our capabilities at all levels
- Embed succession planning and knowledge retention practices across the organisation
- Strengthen our early careers and work experience programs for all levels of education to address skills shortages and support talent pipelines and our succession plans to build capacity and create positive social outcomes for our city





## GOAL 3:

### OUR WORKFORCE PRIORITISES HEALTH, SAFETY AND WELLBEING

Council recognises our diverse work environment and knows that the work we do can create unique safety challenges or risks for our staff. Striving for a holistic and contemporary approach to health, safety and wellbeing requires commitment and engagement from all staff at all levels. Working together we aim to strengthen and mature our safety culture, resulting in better outcomes for our staff, the organisation and the community. Keeping people safe, well and injury free is our priority, and we will continue to work towards zero workplace injuries.

### OUR WORKFORCE MANAGEMENT STRATEGY PRIORITIES ARE TO:

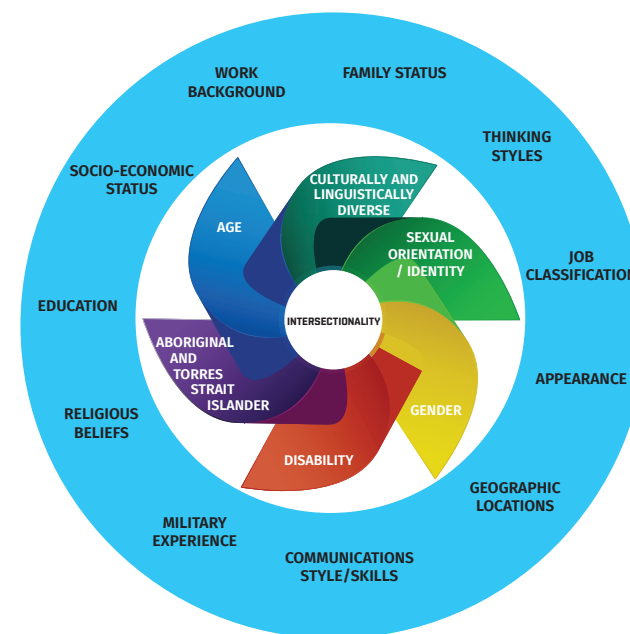
- Ensure safety is an integral component of our culture, where injury prevention is always the focus and staff are engaged in improving safety, health and wellbeing
- Strengthen and mature our physical safety culture
- Strengthen and mature our psychological safety culture
- Respond to injury and illness by supporting recovery at work

## GOAL 4: OUR WORKFORCE IS STRENGTHENED BY OUR COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY, DIVERSITY, EQUITY AND BELONGING ACROSS OUR ORGANISATION

Council values inclusion and a culture of belonging. We see the benefit of leveraging our unique individual differences to achieve enhanced outcomes that have a positive impact on our workplace culture and community. We strive to create a workforce that reflects the community we serve.

### OUR WORKFORCE MANAGEMENT STRATEGY PRIORITIES ARE TO:

- Enable staff from diverse backgrounds and allies to share their perspectives and contribute to decision-making, driving initiatives to improve inclusion and belonging through the Employee Diversity Advisory Network (EDAN), yantiin malang
- Create diverse vibrant teams where all members feel psychologically safe, experience transparent decision-making, encourage different perspectives and focus on inclusion and belonging
- Design organisational systems and processes that align with diversity and equity throughout the employee lifecycle including recruitment, onboarding and induction, performance management, development and remuneration
- Develop leaders who enable inclusion and a sense of belonging by promoting and advocating for the value of diversity within the organisation while consistently and consciously role-modelling inclusive behaviours



# WORKFORCE SNAPSHOT



Average age of employees (as at 30 June 2024)  
**43**



**Over 60% of our staff** live in the city



Average tenure as at 30 June 2024  
**8.9 years**

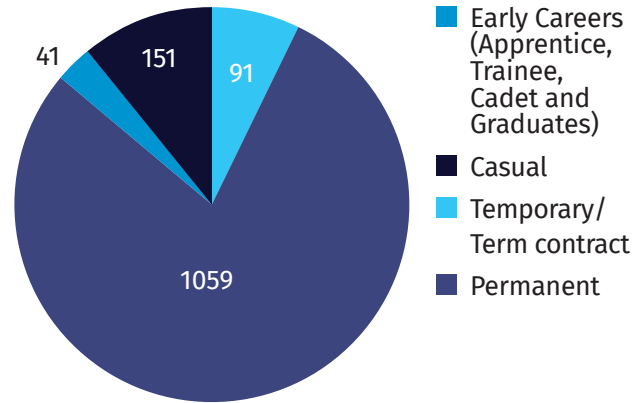


Turnover for 2023-2024  
**11.2%**

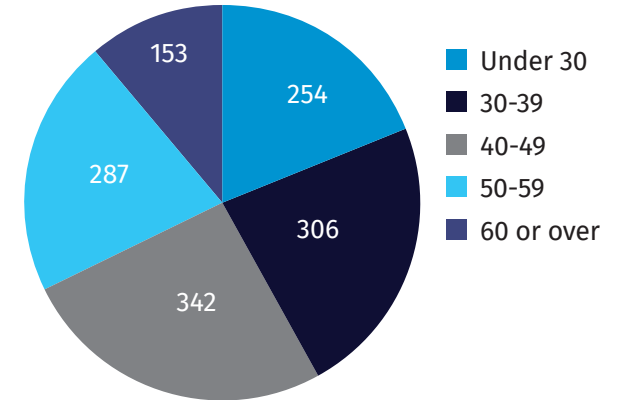


Gen Z have highest turnover rate by generation  
**19.3%**

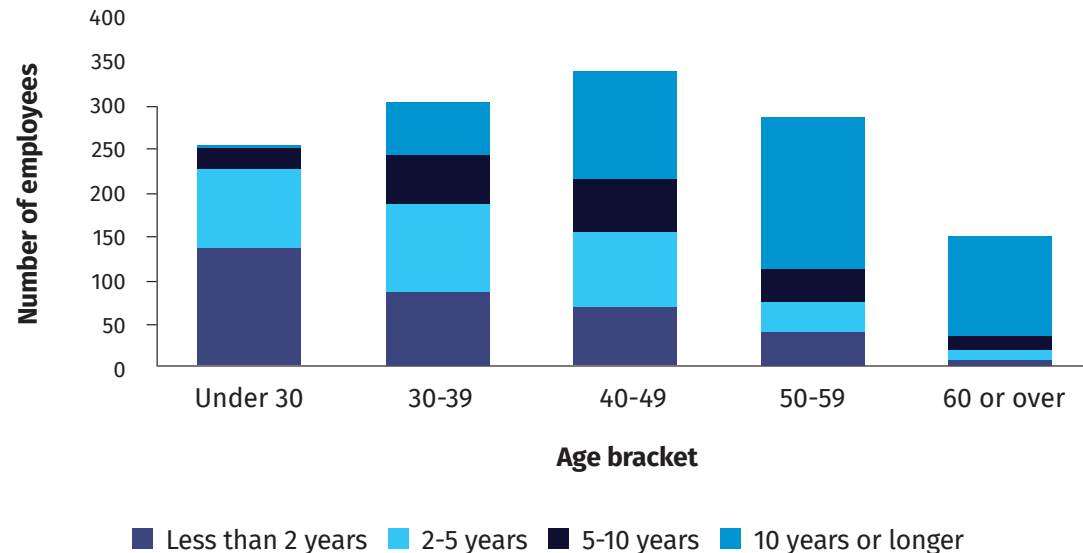
## Headcount by position type



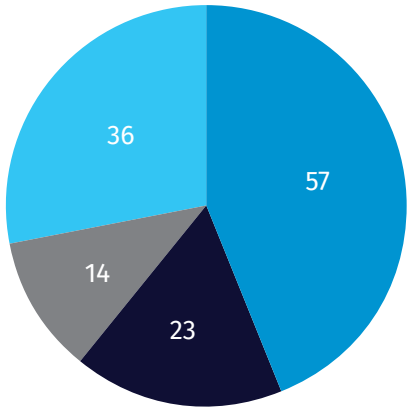
## Age profile



## Employee age vs tenure



## Terminations by tenure



- Less than two years
- 2-5 years
- 5-10 years
- 10 years or longer



# OUR DIVERSITY PROFILE

Our city is the second largest regional city in NSW by population. Currently at more than 220,000, our population is expected to increase to 245,000 people by 2036. Through the work of the Employee Diversity Advisory Network, Council continues to focus on increasing our diversity data and strives towards closer representation of reflecting the diversity of our community.



**104,311**  
Males in Lake Macquarie

**109,529**  
Females in Lake Macquarie

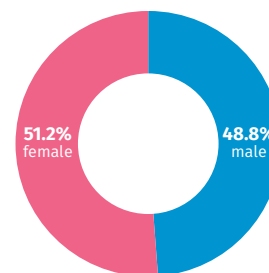
**11,759**  
Aboriginal and/or  
Torres Strait Islander people



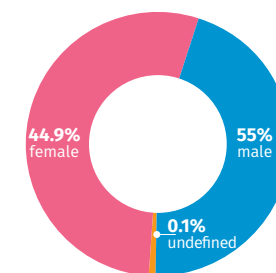
**14,113**  
People with a profound or  
severe disability



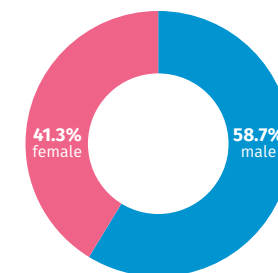
**20,000**  
People from culturally  
and linguistically diverse  
backgrounds



Lake Macquarie City



Lake Macquarie City Council 2024



Lake Macquarie City Council 2018

**5.5%\*\***  
Lake Macquarie City

**4.2%\***  
Lake Macquarie City Council 2023

**1.2%**  
Lake Macquarie City Council 2018

**6.6%\*\***  
Lake Macquarie City

**1.7%\***  
Lake Macquarie City Council 2023

**0.7%**  
Lake Macquarie City Council 2018

**10%**  
Lake Macquarie City

**4.1%\***  
Lake Macquarie City Council 2023

**3.8%**  
Lake Macquarie City Council 2018

\* Figures are based on the current data provided by employees.

\*\* Data sourced from the Australian Bureau of Statistics. Retrieved from 2021 Census latest release.

# OUR CHALLENGES AND OPPORTUNITIES

We are operating in a changing and dynamic environment that requires us to consider what is coming and to shape the organisation's direction in anticipation. Our city's growing population and associated infrastructure requires a continuing focus on sustainability, efficiency and effectiveness in local government. There are both opportunities and challenges to navigate.

## Technology is changing the world of work

Increasing demand for digital content and digitally enabled services will continue. The ability for Council to navigate this rapid transformation will depend on the skills of our workforce and our ability to adapt to the digital world – this is also outlined in our Digital Strategy 2025-2029. While Council has embraced a contemporary and flexible hybrid workforce, what will ensure its continual success will be the ability to integrate and enable meaningful connection and communication into the way we operate, collaborate and engage as an organisation and with our community. As an

organisation there is an opportunity to ensure accessibility of information for our community, increase the use of business analytics to inform decision-making and continue to build and enhance our digital platforms within our services.

## Creating an inclusive and diverse workplace

Council appreciates a diversity of knowledge and ideas, coupled with a commitment to collaboration, fostering innovation and unlocking new and creative ways of overcoming the complex challenges our city faces now and into the future. Belonging, both at Council and in our wider community, means that people feel respected for who they are, connected to the people around them and able to make a meaningful contribution to their community. There is an opportunity to foster this sense of belonging through encouraging active participation in Council's Employee Diversity Advisory Network (EDAN), yantiin malang.

As an organisation, our strength is the diversity of our people, and we aspire to have a workforce profile that is representative of the community we serve. There is an opportunity over the life of this strategy to improve our understanding of our diversity profile. There is also an opportunity, through the delivery of flexible attraction and engagement strategies, to appeal to a broader and more diverse talent pool. This will require considering individual needs, and adjusting and tailoring work duties to ensure Council effectively supports our workforce in reaching their full potential.

## Specific pressures in some skill areas and roles

According to the National Skills Commission, skills in national shortage with strong future demand are centred around information and communications technologies, engineering, financial services, childcare, community services and trades such as horticulture and arboriculture. Strategies will be required to ensure continued workforce supply for identified critical positions or key skills areas including:

- IT specialists
- surveyors and planners
- engineers and road designers
- ecologists
- mobile plant operators and plant mechanics
- civil construction and concreting professionals
- arboriculturists
- rates and revenue professionals.

To minimise future impact on service delivery for these hard to fill positions, we will need to develop clear talent pipelines and staff development plans to attract, build and retain staff in these areas. These challenges present an opportunity to explore trainee, apprentice and cadet positions as a strategy to build internal capability for skills gaps, support our succession plans and provide learning opportunities for young people. With the understanding that these identified and critical positions will change over time, we will adopt new strategies including the need for new early career positions.

## Building capability

With a complex and multi-disciplinary capital works delivery program, ensuring we have a workforce that can deliver on our commitments is critical. The ability to manage large scale and complex capital works projects will require an ongoing focus on project governance, financial and contract management, as well as continued training and up-skilling of staff.

This is not the only challenge to navigate when it comes to building capability across the organisation. As our way of working becomes more automated, more digital and more dynamic, identifying and developing the capabilities required by our workforce to support them will be essential. There are opportunities to better identify and use existing staff skills. There are also opportunities to develop skills and learning pathways that build the capabilities needed in the use of new and emerging technologies and to continue to enhance our leadership skills to allow our leaders to support staff in navigating this changing work landscape.

## Employee expectations

We are seeing a fundamental change in people's expectations of their job and employer. Employees expect choice and flexibility in their patterns and structure of work, they require a connection to their work, consideration for their overall wellbeing and dedicated time spent on career development. Added to this are the economic pressures people are facing amidst increasing costs of living, placing more weight on remuneration and benefits as retention drivers. These underpinning shifts will need to be considered in any realignment of our Employee Value Proposition and subsequent iterations of Council's Enterprise Agreement.

## Keeping people safe and well

Employers and regulatory bodies nationally are becoming increasingly aware of psychosocial hazards and risks and their impact on staff retention, engagement and productivity, requiring a greater emphasis on education about preventing these hazards and risks in the workplace. Correspondingly, there is an upward trend in NSW in the number of psychological injuries and workers compensation claims arising from factors connected with the work environment. Experience demonstrates psychological workers compensation claims are often more complex, protracted and expensive claims, compared with physical injuries, and have lower rates of successful return to work outcomes. Preventing injuries and supporting workplace injuries will remain a critical focus over the course of this strategy.

# STRATEGIC ALIGNMENT

As custodians of our city, Council delivers the best local government services possible. Our Workforce Management Strategy recognises evolving community needs and ensures that as an organisation, our team has the necessary capabilities and capacity to deliver on our commitments for the people of Lake Macquarie.

Over the past few years, we have been working together to transform our organisation and we have celebrated many successes along the way. We have also faced ongoing change and several challenges including rapid advancements in technology, managing long-term financial sustainability, broadening responsibility and population growth across the city. This rate of change and challenge is not anticipated to subside. As such, we will continue to adopt a strategic approach to our workforce planning to ensure we are resourced and ready to respond to future change, challenges and opportunities.

Maintaining a financially sustainable workforce is an important element to consider when workforce planning. The Workforce Management Strategy clearly identifies how future staffing and skills requirements will be met, ensuring that



staffing costs remain in line with the current Long Term Financial Plan to ensure our financial sustainability.

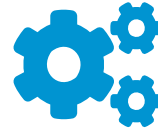
Through our Digital Strategy, Council will implement initiatives that look to support the way we do business and to continually improve our productivity and processes through the use of technology. Our engagement with new technologies is also expanded on in our Plant and Fleet Management Strategy, which highlights the requirement for the integration of data-driven systems to ensure optimisation and use of our fleet. Underpinning this digital transformation, the Workforce Management Strategy supports the development of skills that will assist our staff to adapt to these changing technologies and evolving job requirements.

The Asset Management Strategy reflects the need for ensuring the required skills and knowledge are in place to allow staff to effectively engage in asset-related decision-making. The priorities in the Workforce Management Strategy to invest in skills and learning that align to our Delivery Program will support the achievement of this.



# ASSET MANAGEMENT STRATEGY

2025-2035



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## PURPOSE

We want to create vibrant, safe and thriving places where people want to live, work and play.

Our Asset Management Strategy (including Asset Management Policy) provides the strategic approach to deliver this vision including active transport infrastructure and access to quality open space and community places.

We will undertake and continuously mature asset management to:

- ✓ understand and communicate the current and future plans for our assets
- ✓ balance our community needs, risk appetite, resources and financial capacity
- ✓ maximise the long-term functionality and value of our assets
- ✓ make better decisions for our assets.

The intent of this strategy is to implement Council's objectives for asset management as defined by the Asset Management Policy.

The Asset Management Strategy (AMS) is supported by other elements of the Resourcing Strategy including the Long-Term Financial Plan, Workforce Management Strategy, Digital Strategy and Plant and Fleet Management Strategy.

The Asset Management Plan defines Council's asset portfolio and provides the outcomes of asset life cycle modelling.



# ASSET MANAGEMENT POLICY

## Purpose

The Asset Management Policy provides the direction that, together with the Community Strategic Plan, outlines our overall asset goals and objectives to support the delivery of a vibrant, safe and thriving city.

## Scope

The Asset Management Policy covers all community and infrastructure asset types such as:

- roads and bridges
- parks and playgrounds
- footpaths and shared paths
- community, commercial and operational buildings
- swim centres and holiday parks
- natural assets.

## Policy statement

The community of Lake Macquarie values the places, spaces and facilities Council provides. The provision of assets to meet community needs and expectations is fundamental to the economic, social and cultural vibrancy of the city.

## Principles

To ensure we meet our asset management goal, we apply the following key principles:

### **Principle 1:**

#### ***Asset management practices consider whole of asset life cycle***

Effective asset management is delivered by defining asset needs across the life cycle phases of acquisition, operation, maintenance, renewal and disposal.

### **Principle 2:**

#### ***Risk and evidence-based approach***

We collate and use our data and consider a risk-based approach to make effective decisions on the management of our assets within our financial capacity.

This includes researching and understanding longer-term trends such as climate change impacts to our assets and how we manage this risk.

### **Principle 3:**

#### ***Have community at the forefront***

We will use community feedback to inform any changes to our asset management landscape, including our levels of service.

## Objectives

Under this policy, Council sets the following objectives to be achieved through our AMS:

- ✓ Assets are delivered and managed in a cost-effective manner, considering the 'whole of life' costs, using reliable asset data, supported by effective digital tools.
- ✓ Our assets are managed by a service delivery approach and are maintained at an agreed level for present and future users.
- ✓ Long-term needs are known and planned for, both technically, in our asset management plans, and financially, through appropriate funding allocations in the Long-Term Financial Plan.
- ✓ Innovative techniques are considered to trial different approaches to manage our assets, such as circular economy initiatives, to build environmental sustainability, resilience and reduce energy and water use.
- ✓ The impacts of climate change and our adaptation plans (including an assessment of cost and benefit) are considered to further protect and enhance the management of our assets in a changing environment.
- ✓ We have a robust governance framework to ensure knowledge and systems can achieve our asset management goal in the most efficient way.

## Responsibilities

### COUNCILLORS

- Provide stewardship and reflect the needs of the community in asset management activities and practices.
- Consider the impact of managing Council's assets on the financial position of the organisation.
- Participate in training and seek required skills and knowledge to effectively engage in asset-related decision-making.
- Adopt the Long-Term Financial Plan and annual budget, incorporating commitments for asset management requirements.

### EXECUTIVE

- Ensure business practices and organisation structures are established to support sound asset management and the implementation of the AMS.
- Ensure resources are allocated to achieve asset strategic priorities.
- Ensure compliance with legal obligations.
- Ensure recommendations made to the elected Council adequately consider the impact to asset management.
- Set strategic principles for the allocation of funds to support asset management activities and recommend the budget to the Council.

### ASSET MANAGEMENT STEERING GROUP

- Monitor the implementation of the Asset Management Improvement Plan.
- Develop and foster organisation-wide literacy in asset management.
- Identify opportunities for alignment of policies and procedures across the organisation for effective asset management.
- Ensure the effective development and delivery of the Asset Replacement Capital Program is in line with Council's priorities.
- Ensure appropriate governance has been applied in the development of the asset replacement capital works program.
- Provide the governance framework for asset management activities, including future work programs.

### ASSET PRACTITIONERS

- Undertake asset life cycle management activities including development of forward capital works programs, asset maintenance and renewal programs.
- Undertake asset life cycle modelling.
- Develop and implement Asset Category Plans.
- Manage and maintain systems for recording asset knowledge and data.
- Record and maintain asset-related information and data.

- Develop program and project budgets.
- Monitor costs and expenditure for asset activities against allocated budgets.

### Review and evaluation

The effectiveness of this policy will be evaluated through a number of indicators including:

- community feedback on asset service levels
- financial performance including expenditure of asset renewal and maintenance
- rate of asset failures and asset risk occurrences
- delivery of asset maintenance activities.

This policy is reviewed in conjunction with the elements of the Community Strategic Plan and Resourcing Strategy, aligning with the elected term of Council.

# ASSET MANAGEMENT STRATEGY

## Our asset goal

Council's overall goal in managing assets is to provide safe and reliable assets that support service delivery, and balance community expectations with Council's long-term financial sustainability.

## LEGISLATIVE CONTEXT

### Local Government Act 1993

The *Local Government Act 1993* outlines Council's functions, responsibilities and powers, including providing and maintaining community infrastructure.

This legislation states, in part, that Council shall:

- have regard to the long-term and cumulative effects of its decisions
- bear in mind that it is the custodian and trustee of public assets
- effectively account for and manage the assets for which it is responsible.

### Integrated Planning and Reporting Framework

Under the *Local Government Act 1993*, Council must have a long-term Resourcing Strategy covering the provision of resources required to implement its Community Strategic Plan.

Under the Integrated Planning and Reporting Framework (IP&R), two guiding documents (the IP&R Guidelines and the IP&R Handbook) require the Resourcing Strategy to cover asset management planning, among other areas. This includes an endorsed Asset Management Policy, for inclusion in the AMS.

The AMS is required to support the Community Strategic Plan and Delivery Program and provide for a minimum of 10 years.

### Other Acts and regulations

The NSW and Federal Acts and associated regulations that may apply to strategic asset management include:

- *Roads Act 1993*
- *Environmental Planning and Assessment Act 1979 and Regulations 2000*
- *Work Health and Safety Act 2011 and Regulations 2011*
- *Protection of the Environment Operation Act 1997 and Regulations 2009.*

The *Civil Liability Act 2002* also requires Council to minimise the risk to Council from public liability and address the reasonable expectations of the community in managing the risk to the public through the prudent management of Council's assets.



# CURRENT STATE OF ASSET MANAGEMENT

## Asset management at Council

Council's asset management practices are based on the International Standard for Asset Management ISO55000 and use the format developed by the Institute of Public Works Engineering of Australia.

Some key achievements in our asset management practices include:

### COMPREHENSIVE REVIEW OF THE USEFUL LIVES OF OUR ROAD AND STORMWATER INFRASTRUCTURE ASSETS

Previous adopted useful life values for these assets were not fit for purpose. Hundreds of assets had reached their previous useful life values but were still in satisfactory condition and functional. The review built a methodology on the management of these assets 'on-ground' rather than applying a generic useful life that did not align, in practice, to how Council maintains its assets. This approach ensures consistency and comparability across financial years, aiding in better management of Council's public assets' depreciation.

### BUILDING EFFICIENCIES THROUGH DIGITAL SOLUTIONS

We have built applications for our field staff to undertake their work more efficiently.

This includes:

- Asset Inspection Solution: providing an 'app' approach to the due diligence inspections for our bridges, buildings, parks and playground areas. This provides quick access to the number of inspections undertaken. If any are overdue, it allows for fast defect reporting and condition score integration with our asset register.
- Sports Field Management app: a GIS solution that allows tracking of mowing maintenance schedules to provide an easily accessible quick view on areas mowed, areas to be mowed and frequencies.
- Road reseal program app: this is currently under development and will streamline the development and delivery of our road reseal program.



### **TRANSITIONING OUR LARGEST ASSET TYPE, OUR ROADS, TO A NEW MANAGEMENT SYSTEM**

We use this to track the condition of our roads and plan our road renewal and maintenance program.

### **A MORE TARGETED AND IN-DEPTH INVESTIGATION AND IDENTIFICATION OF DEDICATED ASSETS**

Providing a more robust understanding of our asset base and more accurate forecasting on our financial sustainability.

### **A COMPREHENSIVE REVIEW OF OUR CAPITAL WORKS FOUR-YEAR PROGRAM**

This includes the establishment of an organisation-wide governance framework to build, manage and monitor the program.

### **IMPLEMENTING NEW PROJECT MANAGEMENT SOFTWARE**

This new software provides a more efficient approach to managing our projects. A comprehensive knowledge base has also been developed to support effective project delivery.

### **Current maturity**

In March 2024, an internal audit was undertaken on our asset management practices.

The overall risk rating from the audit was assessed as 'medium'. Five audit findings were identified to improve asset management practices, with four findings presenting a risk rating of 'medium' and one finding with a risk rating of 'low'.

These findings are presented with progress updates through the Audit Risk Improvement Committee reporting cycle.

All of the actions are progressing and included in our Asset Improvement Plan.

### **Governance framework**

Asset management is a core function of Council. The activities required to deliver effective asset management are distributed across many departments and teams.

To support accountability and guide improvements in asset management, Council operates an Asset Management Steering Group.

In addition to the steering group, actions contributing to asset management are undertaken through a number of working groups and project teams, including:

- Asset Management Practitioners Group
- Capital Program Development Governance Committee
- Business Improvement team.



## Critical Assets

Critical assets are those where a potential failure would lead to significant negative outcomes. The assets in the following table are vital to the community and Council's operations.

Council has conducted a risk assessment to formulate risk management strategies for these assets.

CRITICAL ASSET(S)	WHY IS THE ASSET CRITICAL?	HOW IS THIS RISK MITIGATED?
<b>DECLARED DAM - Garden Suburb Detention Basin No.2</b>	Dam failure could endanger life and property.	Council has specific obligations under the <i>Dam Safety Act 2015</i> for the management of declared dams. Council has implemented a robust framework to ensure compliance with this legislation.
<b>DECLARED DAM - Floraville Road detention basin</b>	Dam failure could endanger life and property.	
<b>SWIM CENTRES - plant room (itemised in Asset Category Plan)</b>	Equipment failure could lead to an environmental event.	Council has implemented a preventative inspection and maintenance program for the plant room assets and developed a comprehensive asset replacement schedule, updated via an annual condition audit.
<b>ROAD BRIDGES - serving as single access point to a location (itemised in Asset Category Plan)</b>	Failures could: <ul style="list-style-type: none"> <li>· impact residents evacuating, causing endangerment to human life</li> <li>· impact essential services such as emergency vehicle access and waste collection</li> <li>· disrupt transport and freight routes.</li> </ul>	<p>Council proactively monitors the condition of bridges and major structures in accordance with the Australian Road Research Board's (ARRB) Local Bridge Road Management Manual. This manual provides an inspection methodology and includes the following levels of inspection:</p> <p>Level 1 – Routine Maintenance Inspection  Level 2 – Bridge Condition Inspection  Level 3 – Detailed Structural Engineering Inspection.</p> <p>Level 1 and 2 inspections are programmed inspections that are scheduled to be undertaken at a regular interval. The target for inspections is as follows:</p> <p>Level 1 – 15-20 per month  Level 2 – &gt;3 per month  Level 3 – as required.</p> <p>Maintenance and renewal works are programmed following the condition inspections to ensure levels of service are maintained for critical road bridge assets.</p>
<b>COUNCIL'S ADMINISTRATIVE CENTRE</b>	This asset includes the Council Chambers, Customer Service Centre, critical IT infrastructure, the Masonic Hall and significant solar arrays. It is also Council's largest office space where critical administration functions are undertaken.	In conjunction with Asset Management Plans, business continuity planning and regular simulation exercises ensures preparations remain current and contingencies are in place for critical functions. This includes testing capacity to respond to the disruptive event as well as the activation of alternative working and customer facing spaces.
<b>COUNCIL'S WORKS DEPOT</b>	This asset houses critical plant, as well as accommodating essential functions including fleet maintenance, supply store operations, compliance activities and our City Works teams that maintain Council's infrastructure assets around the city.	In conjunction with Asset Management Plans, business continuity planning and regular simulation exercises ensures preparations remain current and contingencies are in place for critical functions. Council is in the final stages of commissioning a micro-grid for this asset that eliminates our dependence on the electricity grid. Furthermore, Council has agreements in place with councils in the Hunter region to share resources in the event of disasters that exceed our own capacity to respond or operate.

CRITICAL ASSET(S)	WHY IS THE ASSET CRITICAL?	HOW IS THIS RISK MITIGATED?
<b>ROAD - Mount Sugarloaf Road, Seahampton</b>	A physical failure of the road pavement, or the blocking of the road, would stop access to key communication facilities for the Hunter region, which could result in wide communication blackouts and inconvenience to a large area of the community.	Council implements a proactive inspection and maintenance program, which monitors critical road assets.
<b>ROADS - within high-risk sea-level rise/flooding area</b>	Failures could: <ul style="list-style-type: none"> <li>• impact residents evacuating, causing endangerment to human life</li> <li>• impact essential services such as emergency vehicle access and waste collection</li> <li>• disrupt transport and freight routes.</li> </ul>	Council implements a proactive inspection and maintenance program, which monitors critical road assets. Council undertakes minor works from service requests, which are generated by the proactive inspection program. In addition, condition surveys are undertaken on the road network via external providers. In determining the program of works from these surveys, Council uses this condition survey data with a prioritisation matrix to ensure critical roads are weighted and maintained at the required service level.
<b>ROADS - evacuation routes within high-risk bush fire area (itemised in Asset Category Plan)</b>	Failures could: <ul style="list-style-type: none"> <li>• impact residents evacuating, causing endangerment to human life</li> <li>• impact essential services such as emergency vehicle access and waste collection</li> <li>• disrupt transport and freight routes.</li> </ul>	Council implements a proactive inspection and maintenance program, which monitors critical road assets. Council undertakes minor works from service requests, which are generated by the proactive inspection program. In addition, condition surveys are undertaken on the road network via external providers. In determining the program of works from these surveys, Council uses this condition survey data with a prioritisation matrix to ensure critical roads are weighted and maintained at the required service level.
<b>ROAD - Wilton Road, Awaba</b>	A physical failure of the road pavement, or the blocking of the road, would stop access to Council's waste facility, resulting in a significant inconvenience and potential environmental pollution incidents.	Council implements a proactive inspection and maintenance program, which monitors critical road assets. Council undertakes minor works from service requests, which are generated by the proactive inspection program. In addition, condition surveys are undertaken on the road network via external providers. In determining the program of works from these surveys, Council uses this condition survey data with a prioritisation matrix to ensure critical roads are weighted and maintained at the required service level.

CRITICAL ASSET(S)	WHY IS THE ASSET CRITICAL?	HOW IS THIS RISK MITIGATED?
<b>Awaba Waste Management Facility</b>	Physical failure of leachate system, cell and pond liners or capping could result in significant environmental harm and cause Council to breach its legal requirements to operate the facility. Physical failure of other key assets such as weighbridge, waste transfer station and electrical board result in significant disruption of operations affecting waste processing causing unprocessed waste to accumulate.	Council has specific obligations under the terms of its license to operate a waste management facility, and has robust operational procedures to ensure it complies. Council has implemented a preventative inspection and maintenance program for the Awaba Waste Management Facility and developed a comprehensive asset replacement schedule, updated via an annual condition audit.
<b>NATURAL ASSETS - Belmont Street Seawall, Swansea</b>	Concern around the speed of deterioration of asset due to undermining.	Closure of foreshore to remove access to the area of highest concern.
<b>NATURAL ASSETS - Pelican foreshore, Precinct A (Naru Point to south side Pelican airport) and Precinct B (south side Pelican airport to south side public jetty at Soldiers Road)</b>	Concern around the speed of deterioration of asset due to undermining.	Regular inspections to monitor areas for signs of significant erosion.
<b>COMMERCIAL AND INVESTMENT PROPERTIES - 19 Smart Street, Charlestown 7 Pemell Street, Toronto 395 Hillsborough Road, Warners Bay</b>	Failure of these assets impacts tenants and reduces income received from these assets.	Council ensures the facilities are operating optimally and in line with the management strategies. Renewal and refurbishment of facilities are programmed within our capital works program to extend design lives, as well as planning for future works in the capital works project management program.

# ASSET FINANCIAL MANAGEMENT

The activities required to maintain financial sustainability are detailed in the Long-Term Financial Plan (LTFP). The LTFP has been developed using inputs required to achieve asset objectives. The following information provides an explanation of the aspects of asset management that have significant influence on Council's financial sustainability.

## Asset life cycle costs

Council allocates funds in the LTFP and annual budgets to manage the life cycle costs of assets. Asset renewals, maintenance and operations targets have been developed through asset life cycle modelling and incorporated into the LTFP. Committing and delivering these targets in annual budgets are critical in achieving our asset management goal.

A breakdown of expenditure allocations for asset renewal, asset maintenance and asset acquisition can be found in the Asset Management Plan.

## Asset renewal expenditure

Asset renewal is an asset life cycle phase that restores an existing asset or component of an asset to its original condition. A key factor in the decision to undertake asset renewal is the asset's desired useful life. This is the extent of time that the asset is desired to remain in service. If renewal occurs prior to useful life being achieved, then there is a financial write off to be accounted for.

Renewal works are identified in forward works plans and prioritised based on criteria relevant to each asset category, including risk, technical levels of service and customer levels of service. Prioritised projects are included in the Delivery Program and Operational Plan.

## Asset renewal funding gap

An important performance indicator relating to asset management is the asset renewal funding gap. This is determined by identifying projected (or required) renewal expenditure, based on a range of factors, including asset condition, age and remaining life.

The projected renewal expenditures are then compared to planned (or funded) renewal expenditure over the planning period. This identifies the funding gap between projected and planned renewals. Minimising this gap ensures that services are being provided in a sustainable manner.

## Asset maintenance

Asset maintenance is the regular ongoing work required to keep assets functional at the required level of service and includes activities to preserve the condition of an asset. More than just upkeep, maintenance is essential for managing risks related to performance, safety, compliance, and unexpected costs, protecting the community and Council by addressing problems before they escalate. Maintenance funding should aim to align with increases in the size and age of the asset base and changing standards.

# UNDERSTANDING OUR CUSTOMERS

We actively seek community feedback to ensure Council assets meet public needs and expectations. Insights from surveys and engagement activities inform our customer-focused approach to asset management.

**83% overall satisfaction**



**Community satisfaction with Council's facilities and services in 2024**



Skate parks, parks, playgrounds, jetties and boat ramps have some of the highest satisfaction levels.



Transport improvement is the most popular area to prioritise for public funding.

Library and cultural facilities are the least popular.



People view parks, playgrounds, sports facilities and ovals as strengths Council should maintain.



Footpaths and cycleways are important to our community and people want Council to prioritise these facilities.



Road maintenance has some of the lowest satisfaction and people identified it as a priority for Council to improve.

Level of satisfaction with road maintenance likely to correlate with people's overall satisfaction with Council's facilities and services.

# ASSET MANAGEMENT PLANNING

Council has prepared an Asset Management Plan that is attached to this strategy. Detailed Asset Category Plans have been prepared for key asset groups to inform the preparation of the Long-Term Financial Plan. The Asset Category Plans provide a long-term assessment of the activities and actions required to deliver services related to infrastructure and community assets. They document the levels of service currently provided, future demands on assets, as well as planned improvements.

Council's Asset Category Plans cover the following key groups of assets:

- road pavements
- roadside assets
- footpaths and shared pathways
- stormwater drainage
- natural assets
- retaining walls
- bridges
- community buildings
- commercial and investment
- operational buildings
- recreation and community assets
- swim centres
- holiday parks.

The Asset Category Plans take a 'whole-of-life' approach to managing the assets. Expenditure projections and funding requirements are identified for the next 20 years, allowing for projected cost increases and growth in assets. This includes planning, acquisition/creation, operation, maintenance, renewal and disposal.





# OUR CHALLENGES AND OPPORTUNITIES

## Internal challenges

### FINANCIAL

Within the constraints of our overall financial plan, maintaining the required level of asset renewal spending remains a priority. The asset management plans have identified required amounts of asset renewal for each asset category to achieve desired asset useful lives. Allowances have been made in the Long-Term Financial Plan to reflect these amounts, and it is critical to Council's financial sustainability that these targets are achieved.

Budgets and financial allocations for operations and maintenance increase each financial year based on the Asset Management Plan requirements. These increases will be applied to specific asset categories to reflect service levels.

### RESOURCING COMMITMENTS

While a number of significant improvements have been made in the delivery of capital works, programming and planning activities are not yet mature enough to develop works programs to fast-track works to address renewal backlogs. Varying our workforce typically requires long lead times and capital programs are generally built to align to existing resources. Maintenance activities are largely reactive and workforce skills and capability are established to reflect these activities. Workforce adjustments required to address changes in the way maintenance activities are planned and delivered generally need to occur in steps.

### KNOWLEDGE AND SYSTEMS

There are a number of known key gaps in asset data that are impacting levels of confidence in asset modelling. Our asset data management configuration does not allow good visibility of asset data. The configuration does not support users entering, editing and analysing asset data.

Our systems do not currently provide good connections between data collection and data management. Asset system user knowledge throughout the organisation is inadequate; however, organisation-wide knowledge of fundamental asset management principles is improving.



## EXTERNAL CHALLENGES

### CLIMATE CHANGE

Council recognises the changing environment and access to global resources are having a significant impact on our community, our business activities and our asset management practices.

In response to these global influences, Council has adopted the following strategies and plans:

- local adaptation plans
- flood studies and management plans
- Waterway Flooding and Tidal Inundation Policy
- urban heat and urban greening strategies
- bush fire risk management plans
- Circular Economy Policy and Framework.

These documents drive asset management decision-making for building a more resilient asset base.

Our asset base will be significantly impacted by climate change. It is expected that some of these impacts will start to be realised within the life of this plan.

These challenges include (but are not limited to):

- reduction in asset useful lives
- suitability of materials
- increased maintenance costs
- abandoned/stranded assets
- increased energy costs/changing operational costs
- increased asset damage or failure due to storm events.

### LEGISLATION AND STANDARD CHANGES

Changes to legislation and standards may require programs for upgrades to facilities and infrastructure that have not been budgeted or allowed for. Increase in standards can have impacts on asset replacement values.

### DEMOGRAPHIC CHANGES

Council uses credible data sources to predict demographic changes and pressures; however, population growth and distribution does not always reflect these predictions, and this can impact upon planning and provision standards for assets.

Another consequence of growth is the building and dedication of built assets, such as roads in a new housing subdivision. This adds to Council's asset base, including maintenance, renewal and operating costs.

### RISING COSTS

Similar to all other industries, Council is subjected to mounting cost increases, particularly in materials and energy costs.

The global change in workforce is also an added challenge. Changes in expectations around choice, flexibility and structure of work, as well as the economic pressures people are facing amidst increasing costs of living, place more weight on remuneration and benefits.

# STRATEGIC ALIGNMENT

The Asset Management Strategy, Policy and Plan give Council a clear view of its asset base and the service levels it has committed to providing the community.

The Asset Management Strategy informs the Long-Term Financial Plan, so Council allocates sufficient funding to meet its service levels.

The Workforce Management Plan ensures that we have the right people to plan, design, build, operate and maintain the wide range of assets that Council owns.

Many of our assets rely on specialist plant and fleet, such as compactor technology at the Awaba Waste Management Facility. The Plant and Fleet Strategy ensures that our assets can be built, operated and maintained to the required standard.

Our Digital Strategy is critical to effective asset management as we need good quality asset management data and systems to optimise asset lives and inform investment decisions.

# PERFORMANCE AND REVIEW

Asset management performance will be measured against a number of key performance indicators.

INDICATOR	CURRENT STATE	ACTION
<b>ASSET CONDITIONS</b>	Current asset condition profile indicates conditions are acceptable.	Maintain at current levels.  Targeted activities may be required for assets with critical functions to increase asset condition. It is accepted that assets without critical functions may decrease in condition.
<b>COMMUNITY SATISFACTION</b>	Regular surveys are undertaken to compare our community's aspirations over time.  Customer service request data is collected and reviewed to gain an understanding of community expectations and aspirations for assets.  Provision of assets is closely aligned with Council strategies that are supported by the community.	Ensure customer feedback and future demand drivers are informing asset management planning.  Track satisfaction level through regular surveys and respond to any major shifts.  Stable satisfaction reported through regular surveys (no dramatic shifts).
<b>ASSET RENEWAL RATIO</b>	Setting targets for renewal activities ensures the condition of the assets remains at an acceptable standard and our asset management activities are financially sustainable.  Renewal ratio has averaged 73% over the past five years against a target of >100%.	Increase percentage of replacement projects in the capital program to improve the renewal ratio and decrease the risk of assets failing.
<b>ASSET USEFUL LIVES</b>	Maintenance and renewal activities are aligned to achieve desired outcomes for useful lives.  Asset end of life assessment may determine that repurposing may be more suitable than renewal.	Ensure asset lifecycle models are based on documented assumptions of an asset's useful life to improve data confidence.

INDICATOR	CURRENT STATE	ACTION
<b>ASSET FAILURE RATES</b>	<p>This is not typically measured, and definitions are not consistent across asset categories.</p> <p>Asset failure is linked to effective asset life cycle risk management and desired levels of service. Improvements in condition data are required to accurately predict asset failure likelihood.</p>	<p>Report on unexpected failed and at-risk assets on a monthly basis.</p> <p>Invest in asset inspection and condition capture to understand asset classes that may be at risk of failure.</p>
<b>ASSET KNOWLEDGE</b>	<p>There are a number of factors impacting confidence in asset knowledge.</p> <p>The collection and management of asset data and knowledge is an identified area for improvement across the local government sector.</p>	<p>Reconfigure asset register to reduce data collection inefficiencies.</p> <p>Invest in asset inspection and condition capture to improve data-driven decision-making.</p>
<b>INFRASTRUCTURE BACKLOG</b>	<p>Currently 1.76% against a benchmark of &lt;2%; however, the condition data used was not current.</p> <p>Ratio is dependent on the availability and accuracy of asset condition data and being able to define what the community and Council deem satisfactory.</p>	<p>Condition data is being updated as part of 2024-2025 infrastructure revaluation.</p> <p>Invest in asset inspection and condition capture to improve data-driven decision-making.</p>
<b>MAINTENANCE EXPENDITURE RATIO</b>	<p>Ratio is currently 86% against a target of &gt;100%, down from an average of 90% over the past five years.</p>	<p>Review service levels and maintenance plans for each asset class to ensure current levels of service are financially sustainable.</p>

# PLANT AND FLEET MANAGEMENT STRATEGY 2025-2029





## OUR PLANT AND FLEET GOALS

Lake Macquarie City Council owns, operates and manages a diverse range of plant, equipment and vehicles. The overall goal for the management of Council's plant and fleet is to ensure all assets are efficiently used and well-maintained and meet our diverse operational needs through a comprehensive, regularly reviewed management plan. This includes overseeing the acquisition, maintenance and disposal of more than 1600 assets, and using external suppliers when necessary to supplement the fleet.

## PLANT AND FLEET MANAGEMENT STRATEGY

A long-term strategy governs the ownership and operation of Council's plant and fleet assets. This strategy is reviewed annually with stakeholders to ensure it meets the evolving needs of the organisation.

The annual budget for fleet ownership costs is included in Council's Operational Plan and budget. We manage the internal recovery of these costs through internal plant hire charges to the works and services utilising the assets.









Assets are categorised based on type, intended application and usage patterns. For each category, an internal hire charge is determined based on ownership costs, including depreciation, registration, insurance, consumables (fuels/oils/tyres) and servicing and repair.

Internal charge rates are benchmarked against the external market annually to ensure cost efficiency. Regular reviews are conducted to ensure the fleet ownership strategy remains advantageous compared to alternatives like leasing or external hire.



# PLANT AND FLEET SNAPSHOT

Council owns and operates more than 1600 assets, ranging from standard fleet vehicles like passenger and light commercial vehicles, heavy trucks, trailers, small plant and equipment, and fixed machinery, to specialised assets. These include jet skis for patrolled beaches, garbage trucks and heavy equipment for the Awaba Waste Management Facility. We also require vehicles for transporting books to libraries and elevated work platforms for art galleries, as well as tar patching vehicles for road maintenance, and various equipment used for the upkeep of sports fields, parks and amenities.

	Fixed machinery and equipment	<b>47</b>
	Garbage trucks	<b>26</b>
	Heavy plant and equipment: graders, excavators, loaders, tractors	<b>102</b>
	Passenger and light commercial vehicles	<b>320</b>
	Small plant	<b>925</b>
	Special use attachments and cranes	<b>74</b>
	Trailers	<b>76</b>
	Trucks – tippers and special purpose	<b>127</b>

# OUR CHALLENGES AND OPPORTUNITIES

## Environment and reducing emissions

Council has a role in supporting the community as we move towards an electric and low-emission future. This includes transitioning our own vehicle fleet and plant equipment, deploying charging infrastructure at our facilities in a way that enables electrification across our city, and providing guidance and support to businesses and residents. Council's Fleet and Plant Decarbonisation Plan outlines the key actions Council aims to develop, deliver and advocate for, over the next four years to achieve this.

Rapid technological advancements offer significant opportunities for Council, but they also present technological, financial and procedural challenges. By maintaining a comprehensive approach that includes strategic planning, investment in technology and stakeholder collaboration, the transition will be effective.

## Financial constraints

Advancements in technology, high demand, innovations and increased infrastructure have led to higher capital costs for plant and fleet. This challenge is managed through periodic formal budget reviews, guided by established strategies and actions.

## Supply

Specialised plant, equipment and vehicles may experience lead times extending beyond 12 months. Council has a long-term replacement budget in place, ensuring financial commitments align with organisational needs.

# STRATEGIC ALIGNMENT

The Plant and Fleet Management Strategy complements the Asset Management Strategy by supplying the necessary equipment required to undertake works to manage our asset base.

It also supports the Workforce Management Strategy by ensuring assets contribute to the health and wellbeing of Council staff.

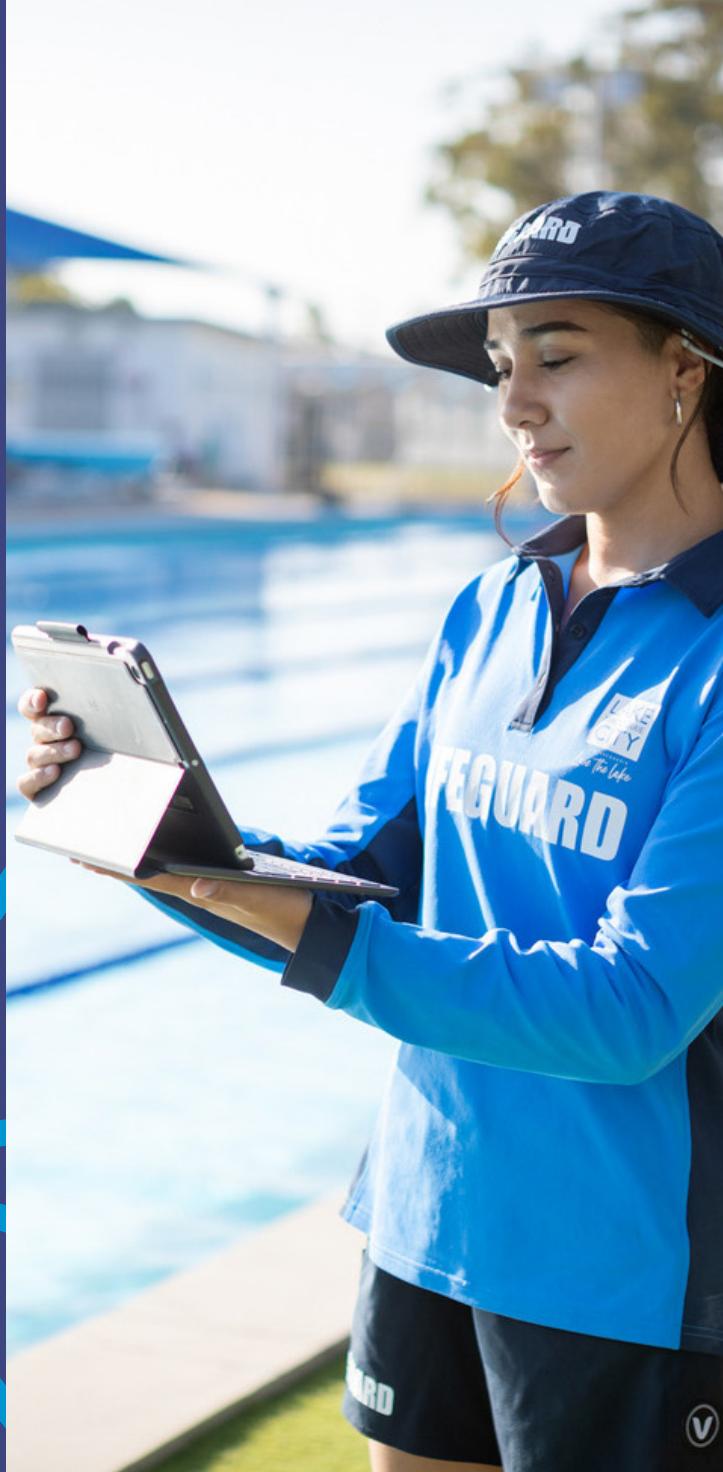
Digital technology can significantly enhance the management of plant and fleet operations. By integrating data-driven systems, Council is optimising fleet operations, reducing maintenance costs and improving equipment utilisation. Technologies such as telematics, real-time data and advanced analytics provide valuable insights into fleet performance and maintenance needs, enabling more informed decision-making.

Additionally, the strategy aligns with the Long-Term Financial Plan by ensuring Council is acquiring sustainable assets and managing their life cycles effectively to meet the city's current and future needs.



# DIGITAL STRATEGY

## 2025-2029



As technology continues to shape our lives, Council is committed to using it in a safe, secure and accessible way to support both the Lake Macquarie community and Council staff. From transforming service delivery for our customers, connecting our facilities, and delivering digital solutions to enhance the work of our staff – technology used in a smarter way can improve the way we live, work and do business in Lake Macquarie City.

As the city evolves, our people, processes and technology will evolve with them. Our data capabilities, technology choices and enhanced governance will align with the expanding digital sector and its dynamic requirements. We will provide our staff with training, processes and platforms to best serve Lake Macquarie, with technology that is fit-for-purpose, future-focused and sustainable. We will support Lake Macquarie's social infrastructure with technology and information resources, and the capability to use them effectively. At the same time, we will prioritise data and operational security, risk management, resilience and improved governance.

Our Digital Strategy 2025-2029 will drive our city and Council towards a digital future.

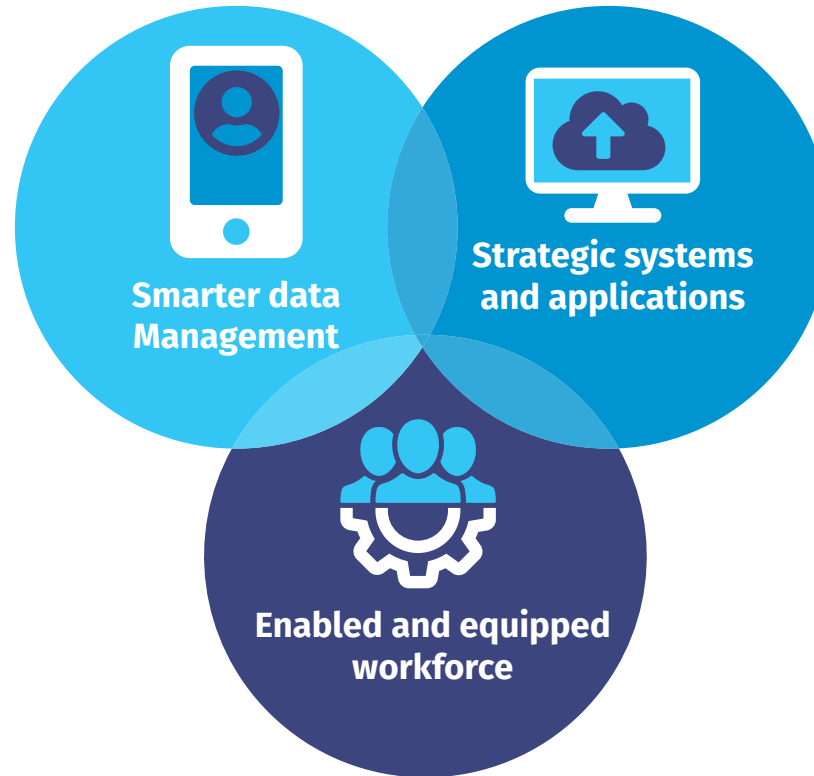


# OUR DIGITAL GOALS

Council delivers a vast range of projects and services, including infrastructure development and maintenance to environmental preservation and community services. These responsibilities require the procurement, maintenance and administration of numerous applications in a complex IT ecosystem.

Council's Digital Strategy 2025-2029 outlines how we will ensure our technology is fit-for-purpose and future-ready, ensuring our workforce is enabled to deliver services to the community using optimal and efficient systems.

Our Digital Strategy is underpinned by three goals to deliver accessible, inclusive, secure and integrated digital services. These goals will direct our IT resources to deliver optimal outcomes across the city and Council.



## Smarter data management

Collecting, analysing, sharing and protecting data to optimise its use and benefits for Lake Mac residents and Council.

*Moving closer to a single view of the customer*

## Strategic systems and applications

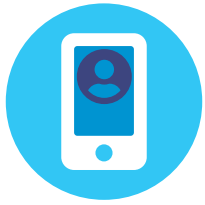
Choosing systems and technology that can be broadly used across Council and sustained into the future.

*Making future-proofed technology decisions*

## Enabled and equipped workforce

Providing our people with the tools, processes and training to learn, grow and experience greater job satisfaction.

*Evolving from a transactional to a continuous improvement culture*



## 1. SMARTER DATA MANAGEMENT

Decision-making will be informed by access to more accurate and relevant data resources. We will benefit from more robust data management, enabling more consistent insights, enhanced reporting and more detailed analysis, ultimately enabling us to better serve our city and its residents.

We will move closer to our core objective of achieving a 'single view of customer'. This means gathering and aligning Council's information about a customer for a complete picture, such as previous correspondence, when they last visited a Council facility and how often they participate in one of our programs. For Council, it helps understand residents' needs and provide better services and interactions with staff. This will enable us to more readily tailor communications and notifications for individual residents, reducing unnecessary 'noise' and ensuring we optimise information access and the experience of living, working, visiting and doing business in Lake Macquarie City.

Residents across Lake Macquarie City will experience greater efficiencies in digital engagements with Council, for example, in website interactions, electronic communications and notifications, and during face-to-face interactions at Council facilities.

### Digital Strategy priorities

- Ensure governance aligns technology with Council and community needs
- Deliver end-to-end views of Council operations through data



## 2. STRATEGIC SYSTEMS AND APPLICATIONS

To maintain and respond to the needs of our community, Council needs to continue to invest in improving and modernising digital services. This requires an agile and iterative approach to investment on an annual basis. This allows IT projects to continually adapt to community needs and respond to feedback and deliver more user-centric digital services.

By treating our enterprise architecture as key 'digital' infrastructure, like other Council infrastructure such as roads and pools, and investing carefully to maintain systems over a longer period, Council is:

- increasing efficiency and maximising investment in technology
- promoting system reuse and integration across Council departments
- enhancing our existing technology infrastructure
- ensuring our future sustainability.

### Digital Strategy priorities

- Optimise technology investment
- Sustain Council's cyber security compliance and resiliency



## 3. ENABLED AND EQUIPPED WORKFORCE

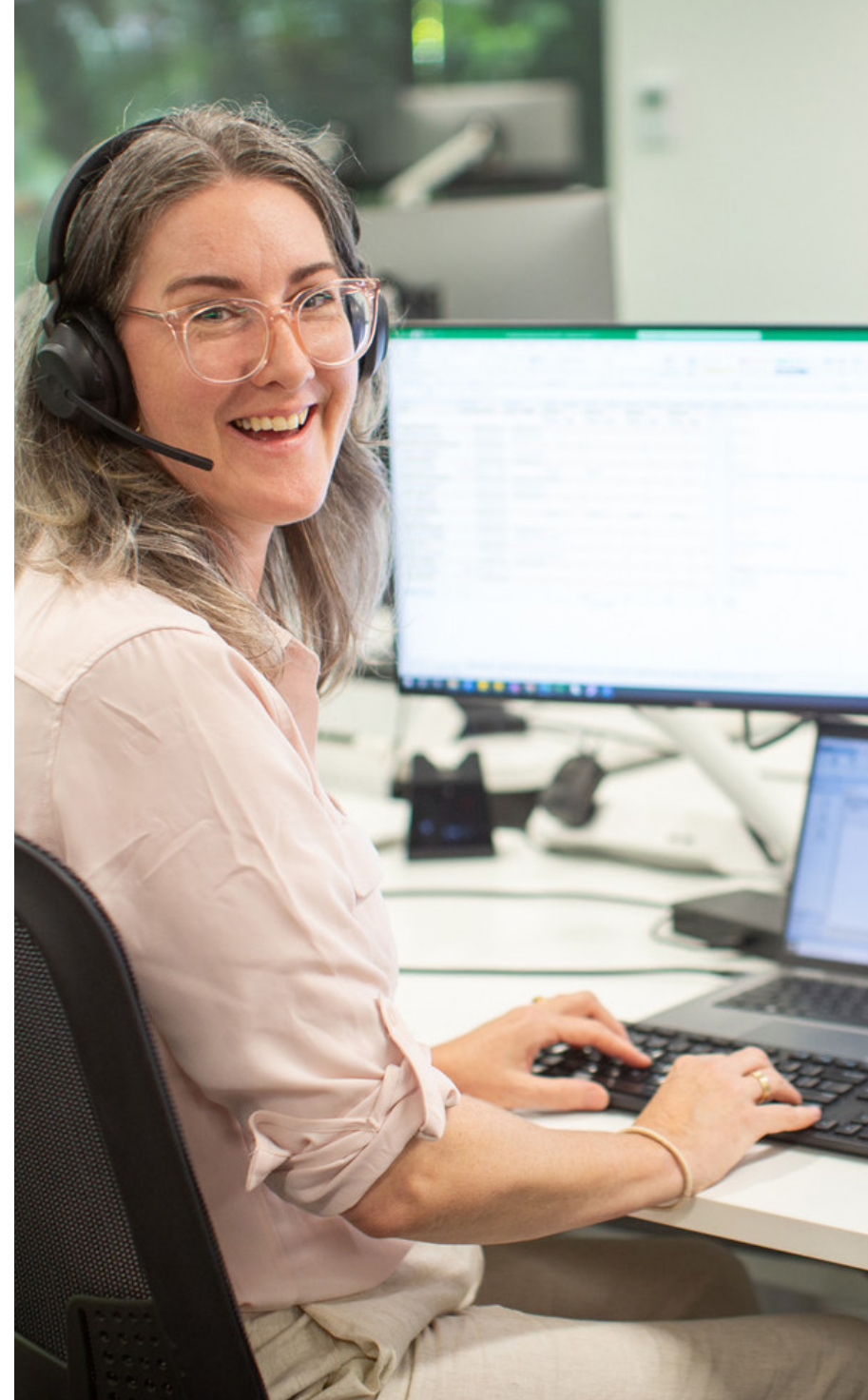
We aim to provide Council staff with the tools, skills and knowledge to deliver services and solutions using fit-for-purpose technology in our growing and evolving city.

As the pace of technology change accelerates, our strategy needs to respond accordingly. Emerging technologies such as generative artificial intelligence and machine learning are evolving at a rapid pace. To make the most of these new opportunities, we need to uplift the digital capability in our 1300-strong workforce. To achieve this, we will improve access to training and upskilling opportunities for desk-based staff as well as those working in the field.

We intend to not only equip current staff, but to contribute to the pipeline of growing digital capability in Lake Macquarie City. We will do this by building both a future-ready workforce and providing greater IT career opportunities at Council. We will attract the best talent by offering career development and fostering an innovative work culture, and support our diverse workforce by providing them with the right technology so they can do their best work. In addition, we will collaborate with industry and education providers to get our staff digitally upskilled and future ready.

### Digital Strategy priorities

- Empower staff and customers through technology
- Enable resourcing and skills to support future technology



# OUR DIGITAL SNAPSHOT



**81.7%** Lake Macquarie households with internet connectivity (NSW average 82.5%)



**63 (whole of NSW score: 56)**  
Lake Macquarie's NSW Digital Connectivity Index  
Source: NSW Digital Connectivity Index



**120+** systems and software to support delivery of Council services and facilities



**26** locations offering free wi-fi



**30** Council websites



**253** services available online



**188,506** e-newsletter subscribers



# OUR CHALLENGES AND OPPORTUNITIES

## Connecting our communities

For some people, technology is not easy to access. Digital inclusion aims to ensure everyone can contribute and benefit from a digital society. Council currently provides community engagement, events and internet access at all Lake Mac Libraries, museums, swim centres and theatres. This is an important part of addressing the digital divide. Council will embrace opportunities for assistive services and inclusive technology when implementing digital initiatives.

## Information governance and cyber security

Meeting community expectations and ensuring compliance with regulatory requirements are paramount when it comes to securing Council's digital information. As the use of digital information within Council increases, so does the need for appropriate digital governance. Strong information access, security and privacy policies are more important than ever before, as data is increasingly at risk of exploitation. Council is aligned with the Essential 8 security framework and plans to expand our compliance through alignment

with other industry frameworks, providing assurance that Council's systems are adequately protected from cyber threats. Council will remain vigilant through the application of information governance incorporating robust privacy and security requirements and ongoing, proactive cyber security management.

## Growing technology challenges

The better we know our residents, the better we can serve them. Our overarching objective of achieving a single view of our customers will enable us to deliver better-informed services and make data-informed decisions that benefit our residents, communities and Council itself. When our digital services are performing well, our information and services are timely, accurate, straight forward and easy to act on.

For staff, technology enables consistent operations, improved understanding of our customers, and the ability to make and report on evidence-based decisions. When more customers self-serve and self-resolve, staff have more time to respond to complex and critical requests, and provide strategic, ongoing service innovation for our city.

Artificial intelligence (AI) is transforming government services, increasing productivity and driving economic growth. To realise these benefits, we must develop public trust in AI by making sure its use in government is safe, ethical and transparent.

## Optimising use of finite resources and IT modernisation

Our Digital Strategy aligns with our new technology assessment process to ensure additions and changes to Council systems are future-fit, sustainable and provide optimal benefit to the broad range of Council functions. Our resources are finite; we accept accountability for maximising the benefits they deliver. Continuing to maximise these benefits and developing new ways to solve business problems through IT products and services will deliver cost savings and remove dependencies on legacy IT.



# STRATEGIC ALIGNMENT

Our Digital Strategy 2025-2029 is an approach to digitally enabling the goals and outcomes set out in Council's Community Strategic Plan 2025-2035 and the Delivery Program 2025-2029.

The Digital Strategy complements the Asset Management Strategy by using smarter data management to assist in improved decision-making, prediction of maintenance needs, and providing a comprehensive view of assets.

It also supports the Workforce Management Strategy by empowering staff with the right technology to support their skills and drive real business change. Having an enabled and equipped workforce ensures Council's resources are supported with the right equipment and skills to best serve Council and the community.

Additionally, the Digital Strategy aligns with the Long-Term Financial Plan by leveraging strategic systems and applications and maximising value for Council from existing technology assets. Effectively using our systems and applications will drive financial sustainability and foster continuous improvement. Efficiencies can be gained by using technology, education and training to improve our systems and applications, in turn providing a better experience for our community, while minimising cost.

Our Digital Strategy 2025-2029 has been informed by the NSW Digital Strategy, as well as the Federal Government's Digital Service Standard.

# MEASURING OUR SUCCESS

Although it is prepared as a 10-year plan, the Resourcing Strategy is reviewed in detail, and a new strategy is prepared, every four years.

The Long-Term Financial Plan is reviewed each year by Council to assist in developing the annual Operational Plan and Budget. Every four years, the Long-Term Financial Plan is re-forecast and published for the community as part of a new Resourcing Strategy.

Relevant actions from each sub-strategy are included in annual operational plans, and monitored and reviewed annually as part of the Annual Report. This ensures our resources are sustainably managed, to achieve the community's goals.





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