CUMBERLAND
COUNCIL

Resourcing Strategy

Contents

Integrated Planning and Reporting

The Integrated Planning and Reporting Framework requires every NSW council to undertake long term planning that is based on community engagement and ensures that its activities are informed by long term plans for their finances, assets and workforces. The Delivery Program is informed by the Community Strategic Plan and resourced by the Resourcing Strategy.

The Integrated Planning and Reporting framework is designed so that the council and community both have a clear picture of:

1. Where we want to go (Community Strategic Plan)

2. How we plan to get there (Delivery Program, Operational Plan and Resourcing Strategy)

3. How we will measure our progress (quarterly and annual reporting and the End of Term Report).

The planning and reporting process ensures that Council's planning is aligned with the community's vision for the future, and that the planning process and the implementation of the Delivery Plan is transparent and those charged with its delivery held accountable.

The Resourcing Strategy

This document provides Council's long term strategy for translating the strategic objectives in the Community Strategic Plan to actions for Council to undertake. These plans were developed concurrently and with cross referencing to ensure full integration with each other and with the other plans in the Integrated Planning and Reporting Framework.

In essence, the Resourcing Strategy provides the community with clear and detailed information on how Council plans to resource the commitments it has made in the Delivery Program 2017-21 as well as beyond the scope of that plan. Cumberland Council's Resourcing Strategy is unique in that it not only contains the 3 essential components under the Integrated Planning Framework, but also plans for how the organisation will utilise information technology in a strategic way. The 4 components of the Resourcing Strategy are:

• The Long Term Financial Plan

• The Workforce Management Plan

• The Asset Management Strategy

• The Connected Cumberland Digital Strategy

The Long Term Financial Plan

The Long Term Financial Plan (LTFP) is where Council projects the financial realities of its ability to contribute to the community's vision for the future. It outlines the pressures and economic drivers behind Council's expected long term future. Expected growth rates are aligned with community expectations of service delivery and community projects and the social outcomes outlined in the Community Strategic Plan. Specifically, the Cumberland LTFP aims to:

• Reflect the true financial position based on the current service levels

• Provide for a plan where we can predict cost and predict future outcomes

• Reflect the impact of current service levels on our financial sustainability

• Provide some scenario analysis and their impact on our financial sustainability

• Guide our future Operational Plans and Council's ability to invest in new services

The Workforce Management Plan

The Workforce Management Plan (WMP) helps Council plan for and supply a workforce that can ensure the goals of the community are able to be met. This plan provides a medium to long term strategic approach to managing workforce changes, efficiency and best practice. The development of this plan helps Council ensure it has a diverse workforce, good communication with the community and that is has strategies in place to deal with change, skills shortages, an ageing workforce and succession planning. The WMP is an important piece of Council's set of plans for a sustainable future.

The Cumberland Workforce Management Plan has the following key principles underpinning it:

• Building a unified culture and work practices

• Diversity – Our Community and Our Workforce

• Skills Training and Education

• Looking Forward Towards Business Excellence

The WMP has inbuilt mechanisms for perpetual review based on collated metrics and survey data as well as integration with the Community Strategic Plan 2017-27, Delivery Program 2017-21 and Operational Plan 2017/18.

The Asset Management Strategy

Accounting for and managing assets is a core function of Council as well as assessing the long term cumulative effects of decisions about them. A strong and sustainable council ensures that it has a robust and complete analysis underpinning its asset plans. The specific asset management plans that form the components of the strategy are based around 4 main asset classes. These are:

• Roads and Transport

• Stormwater Drainage

• Buildings

• Parks and Recreation

This ensures each asset class is managed in a way that provides the most benefit to the community. In addition, through the Asset Management Strategy (AMS) Council can ensure that assets are provided in line with community expectations and priorities outlined in the Community Strategic Plan. This AMS establishes a framework for effective asset management. The specific purpose of this Strategy is to outline:

• Important asset management principles

• Assets that Council has responsibility for

• Links with the Community Strategic Plan and other Council plans

• Current status of asset management

• Where Council seeks to be in the future from an asset management perspective

• Strategies and actions that will enable development of appropriate asset management practice including to bridge the identified asset management gaps

• Roles, responsibility and timeframes for implementation of the asset management strategy and improvement program.

Like the other components of the Resourcing Strategy, the AMS is a living document and will be reviewed and updated on a periodic basis in line with Corporate Planning

timeframes and as new data becomes available to Council.

The Connected Cumberland Digital Strategy

Connected Cumberland – Council's long term digital strategy is Council's plan to "create digital connections for all of Councils stakeholders and information to deliver an outstanding customer experience through the provision and embedded use of innovative technology". To help achieve this, the digital strategy aims to:

• Identify opportunities to enhance digital connections between Council, customers and communities, making information and services available to deliver outcomes that matter

• Create a set of guiding principles for steering the decision making process for digital innovation and transformation

• Outline a resourcing structure and a phased approach that will facilitate the vision

Connected Cumberland contains Council's plan for the future of its digital technology as well as a process for achieving it and an outline of the resources that will be necessary.

Part 1

Long Term Financial Plan

1.0 Objectives of the Long Term Financial Plan ("LTFP")

The objective of the LTFP is to express in financial terms the activities Cumberland Council proposes to undertake over the short, medium and long term, provide a sound basis for strategic decision making and also a framework that guides the future strategies and actions of Council.

The document is a resource plan that links the Community Strategic Plan adopted in May 2017 and Operational Plans / Delivery Program.

Specific objectives of the plan are to:

• Reflect the true financial position based on the current service levels

• Provide a financial plan that can predict cost and predict future outcomes

• Reflect the impact of current service levels on our financial sustainability

• Provide some scenario analysis and their impact on our financial sustainability

• Guide our future operational plan and Council ability to invest in new services

This LTFP complies with the policy of Council to remain in surplus and to renew infrastructure based on Council's intervention point which is condition 3. Council renewal will be planned on the basis of overall condition, asset characteristics and service criticality.

The Council objective is to achieve fully funded depreciation by cash funding renewals above depreciation.

The LTFP will address any funding issues, increased maintenance costs, increased depreciation from fair value revaluations and any major upgrades of facilities.

2.0 Financial Sustainablity

This section will cover areas that impact Council's financial sustainability.

2.1 Financial Sustainability Policy

Financial sustainability is a key challenge facing local government due to several contributing factors including increased demand for services beyond those traditionally provided, cost shifting from other levels of government, ageing infrastructure and constraints on revenue growth.

The LTFP complies with the Financial Planning and Sustainability Policy and has forecast a as surplus for all future years. The net working capital position remains positive and Council can sustain all services without the need to increase rates above the IPART set rate peg.

Other highlights from this plan are as follows:

- Council's available funding over 10 years is $632m
- The available funds are being spent over 10 years:
  - $346m Renewal
  - $86m Council funded upgrades and new assets
  - $200m S94 new assets

2.2 Growth

This is an important factor for Cumberland as one of the shortcoming of the local government cost index, which is a lead indicator to the setting of the rates peg, is that it does not reflect changes in population or cost of S94 funded community facilities. Over the 10 year plan the population is predicted to increase from 220,000 to 276,000, being an average increase of 2.54% per annum. The impact of population expansion is that Council will be affected due to increase demand for additional services such as;

- Recreational Facilities
- Community Centres
- Open space and Sporting complexes.
- Public Domain Upgrades

These capital needs are mainly being met by S94 contributions, but the operational costs to service these facilities will need to be funded from council operating revenues.

Addressing these factors, the council costs trends are below in the graph. As such we are maintaining a cost trend line that is decreasing in real terms per capita.

Operational Cost per Capita
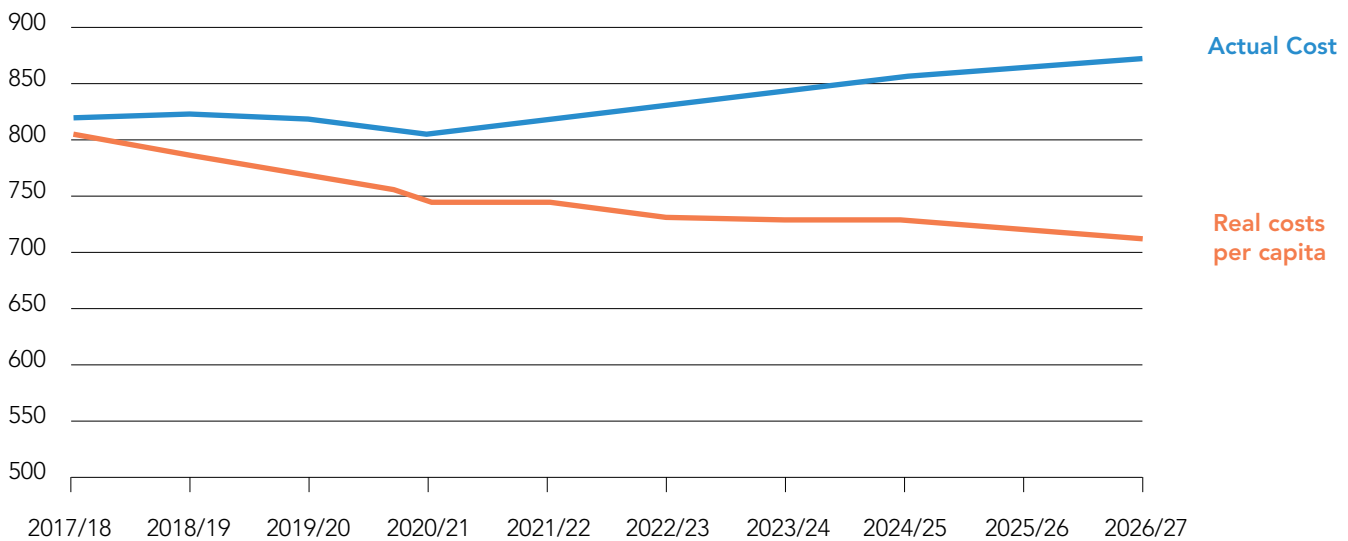
2.3 Infrastructure Renewals, Backlog and Asset Optimisation

The issue of the condition of Infrastructure in local government has been identified as a major priority. A measure of condition is the amount of infrastructure backlog which occurs due to a shortfall in infrastructure renewal as asset depreciate.

Cumberland Councils Financial Sustainability Policy covers the condition of assets and when the asset can be renewed.

It is a policy of Council;

- Asset management plans must prioritise renewal based on condition and be linked to the Long Term Financial Plan.
- Council must have a fully funded capital program, where the source of

funding is identified and secured for both capital renewal and new capital works.

- Council must maintain its asset base, by renewing ageing infrastructure and by ensuring working capital is set aside for those works.

In complying with these principles the Council will maintain a minimal backlog and have sufficient new working funds to reduce backlog when it arises.

3.0 Financial Assumption

3.1 Economic Indicators

Below is information on macro-economic factors informing assumptions in the LTFP.

3.1.1 Growth

The growth assumptions of the LGA are from forecast.ID. The Dwellings growth and population growth are key drivers to increase Rates Income and Services. The S94 is planned to provide new assets including Parks, Community centres, Childcare and redevelopment of town centres.

This LTFP has balanced the increases in rates income will be offset by the increase in cost to service the new facilities.

3.1.2 Inflation

To determine the inflationary increase for 2016/17 LTFP, Council has used the higher of specific cost index or the CPI. The assumptions for specific cost index are listed in section 3 Expense Assumptions.

Population										
	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
CPI	1.900%	2.200%	2.500%	2.500%	2.500%	2.500%	2.500%	2.500%	2.500%	2.500%
Dwellings growth	1,956	2,014	2,073	4,318	1,150	1,120	1,136	1,154	1,167	1,185
Dwellings growth %	2.98%	2.98%	2.98%	2.98%	1.53%	1.47%	1.47%	1.47%	1.46%	1.47%
Population change	6,455	6,645	6,841	14,248	3,795	3,852	3,910	3,968	4,028	4,088
Population change %	3.0%	3.0%	3.0%	6.0%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%

3.2 Revenue Assumptions

The following outlines Council assumptions for Revenue with a commentary to explain the assumptions.

3.2.1 Rates and Special Rate Income

Comments

Cumberland Council has 3 rate paths from the former councils. The rates assumptions for former Holroyd rate payers is a special rate variation until 2018/19 and then all 3 rate paths will be on rate peg. We recognise great challenges in harmonising rates but cannot commence this until 2020/2021 financial year due to rate path freeze.

Rates Revenue										
	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Rate Cap	1.900%	2.200%	2.500%	2.500%	2.500%	2.500%	2.500%	2.500%	2.500%	2.500%
Dwelling growth @50%	1.492%	1.49%	1.49%	1.49%	0.77%	0.73%	0.73%	0.74%	0.73%	0.73%
SRV	7.00%	7.00%								
Average Increase	5.20%	5.35%	3.99%	3.99%	3.27%	3.23%	3.23%	3.24%	3.23%	3.23%

3.2.2 Annual Charges

The fees are mainly related to Stormwater fees and Domestic Waste Fees.

Domestic Waste Management Charge

The Local Government Act 1993 requires that Domestic Waste Management Charges must reflect the actual cost of providing those services. S 504(3) stipulates charges cannot exceed the reasonable costs to the council providing the service.

The average annual increase in Domestic Waste Management Charges over the 10 year period of the plan is 2.8%.

Council is undertaking a service review of the 3 different waste services so we can harmonise them at an appropriate time. Therefore there is no change to our assumptions for Domestic Waste and we have assumed CPI increases for this plan.

Council holds Waste reserve of $8m (excluding Woodville Ward) to cover future renewal and changes in services. In the circumstances that cost of operations were to increase or decrease the fees per service would change in line with the expect impact to the cost of waste operations.

Annual charges										
	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
CPI	1.900%	2.20%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
EPA levy	1.95%	1.95%								
Domestic Waste Fee		2.20%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

3.2.3 User Fees and Charges

Comments

The current assumptions are true following the realignment of the three former council fees. The trend is to increase by CPI. Statutory fees remain the same but increase with volume and the construction costs which can increase income over time creating increases in income. The calculation of User Fees and Charges will be effected by the strategic review of pricing methods with a goal to ensure all charges align to the cost of delivering the service and the community subsidy policy.

User Fees and Charges										
	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
CPI	1.900%	2.20%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Specific increases	6.53%									
User Fees and Charges	6.53%	2.20%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

3.2.4 Interest and Investment

Comments

The current assumptions are set at 0.5% above current cash rate and then expanding to 1% from 2024. This is a very conservative view of interest rates.

Interest and Investment Returns										
	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Return on Investment	2.500%	2.50%	2.50%	3.00%	3.00%	3.00%	3.00%	3.50%	3.50%	3.50%
Return on Investment	2.50%	2.50%	2.50%	3.00%	3.00%	3.00%	3.00%	3.50%	3.50%	3.50%
					0.500%	0.500%	0.500%	1.000%	1.000%	1.000%

3.2.5 Other Revenues

Comments

Councils other revenues comprises of property income, fines and operate in line with CPI.

Other Revenues										
	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
CPI	2.50%	2.50%	2.50%	3.00%	3.00%	3.00%	3.00%	3.50%	3.50%	3.50%
Return on Investment	2.50%	2.50%	2.50%	3.00%	3.00%	3.00%	3.00%	3.50%	3.50%	3.50%

3.2.6 Operating Grants

Comments

Councils operating grants are 50% for the Federal Assistance Grants to balance for specific portioning grants including Child Care 28% Roads 12% and Libraries 8%. All the grants received are subject to indexation. Council have assumed all grants will continue. There was a one-off grant is 2015/2016 of $10m for transition, at this stage Council is assumed to spend this in 2016/17.

Operating Grants										
	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
CPI	1.90%	2.20%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Operating Grants	1.90%	2.20%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

3.2.7 Capital Grants

Comments

Council capital grants mainly include s94. The amount of S94 is allocated from the approved s94 Plan based on market estimates of development spread across High, Medium and Low priorities. We rely upon the previous year's collection and add CPI to generate the Income. This is low risk to our financial position as this income is excluded from profit and is restricted balance in our net working capital.

Capital Grants										
	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
CPI	1.90%	2.20%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Grants	1.90%	2.20%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

3.2.8 Gains and Losses on Disposal

Comments

The gains on sale are due to the sale of council fleet and motor vehicles. Generally the motor vehicles are sold every three years, garbage trucks are scrapped after seven years and trucks are sold after ten years. It is assumed we are not selling any surplus buildings, roads. The inflationary effects are due to steady increase in value of plant and equipment

Gains and Losses on Disposal										
	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
CPI	1.90%	2.20%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Operating Grants	1.90%	2.20%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

3.3   Expense Assumptions

The following outlines Council assumptions for Expenses with a commentary to explain the assumptions.

3.3.1 Wages and Salary

Comments

The Local government award is currently under review. We have taken the approach that a lower CPI ~2.3% will be achieved along with access to higher skill steps as Council reviews a new salary system.

The efficiency gains are in relation to Tier 3 and Tier 4 managers for amalgamated council. The cost of Redundancy come from Transition Integration Fund.

Other assumptions

- Council assumes no vacancies but has 2% efficiency in 2017-2018 which has the same impact as 2% vacancy rate.
- The industry premium is an additional allowance for local government sector above the CPI based on historic EBA increases.
- Superannuation remains at 9.5% and then increases based on current Federal Budget.

Wages and Salary										
	Projected Years									
	2017/18	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**
CPI	1.900%	2.20%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Industry premuim	0.400%	0.40%	0.40%	0.43%	0.43%	0.43%	0.43%	0.43%	0.43%	0.43%
Effeciency	-2.000%	-1.50%	-1.00%							
Reward Steps		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	0.50%	0.50%	0.50%
Salary Realignment	1.000%	1.00%	1.00%							
New Services	1.492%	1.89%	0.84%	0.71%						
Superannuation	9.50%	9.50%	9.50%	9.50%	10.00%	10.50%	11.00%	11.50%	12.00%	12.00%
Wages increases	2.79%	4.99%	4.74%	4.64%	3.93%	3.93%	3.93%	3.43%	3.43%	3.43%

3.3.2 Borrowing Costs

Comments

The Council cost on interest rates is declining as the expiry of loans in 2020 at previously higher rates and the new loan for Granville Arts and community centre at current low interest rate market.

Borrowing Costs										
	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Interest rate	5.456%	5.08%	4.95%	4.40%	4.36%	3.77%	3.29%	3.07%	3.07%	3.07%
Industry premuim										

3.3.2 Material and Contracts

Comments

The material and contract cost will remain flat during 2017/2018 as the volume savings are being realised and then further savings will continue at 0.5% over the remaining years of the LTFP. The 2017/18 the CPI appears low as there are one-off cost incurred in 2016-17.

Material And Contracts										
	Projected Years									
	2017/18	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**
CPI	1.900%	2.20%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Local govt cost premuin	0.900%	0.90%								
Volume savings	-3.000%	-2.70%	-1.00%	-1.00%	-0.50%	-0.50%	-0.50%	-0.50%	-0.50%	-0.50%
Population/Service levels	0.307%	2.28%	0.42%	1.19%	0.19%					
Material and Contract	0.11%	2.68%	1.92%	2.69%	2.19%	2.00%	2.00%	2.00%	2.00%	2.00%

3.3.3 Other Expenses

Comments

The other expenses are predominately corporate overheads, Insurance, Utility costs and government contributions. The initial trend is impacted by one-off cost in 2016-2017, higher upfront costs for IT/network contracts which then reduce over the longer term as benefits and cost savings are realised.

Other Expense										
	Projected Years									
	2017/18	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**
CPI	1.900%	2.20%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
One-off	-2.160%	5.62%								
Other						-0.48%		-1.34%	-0.63%	-0.63%
Other Expenses	-0.26%	7.82%	2.50%	2.50%	2.50%	2.02%	2.50%	1.16%	1.87%	1.87%

4.0 Other Factors

Amalgamation fund. The Council received $10m to assist with transition cost relating to restructuring and establishment of new council.

Appendix's

Appendix 1 Ratios

Cumberland Council Consolidated
10 Year Financial Plan for the Years ending 30 June 2027
KEY PERFORMANCE INDICATORS - CONSOLIDATED
Scenario: Cash funding renewals and S94

		Projected Years									
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
New Note 13 Ratios											
Operating Performance Ratio 1)	Snapshot	🟡 ↘	🟢 —	🟢 —	🟢 —	🟢 —	🟢 —	🟢 —	🟢 —	🟢 —	🟢 —
	Actual Ratio	0.66%	2.17%	2.58%	1.60%	1.86%	2.06%	2.25%	1.76%	2.10%	2.55%
Own Source Operating Revenue Ratio 1)	Snapshot	🟢 —	🟢 —	🟢 —	🟢 —	🟢 —	🟢 —	🟢 —	🟢 —	🟢 —	🟢 —
	Actual Ratio	75.79%	77.54%	77.81%	78.11%	78.31%	78.80%	79.27%	78.79%	79.10%	79.39%
Unrestricted Current Ratio	Snapshot	🟢 —	🟢 —	🟢 —	🟢 —	🟢 —	🟢 —	🟢 —	🟡 ↘	🟢 —	🟢 —
	Actual Ratio	2.37	2.40	2.39	2.24	2.47	1.42	1.12	0.95	1.26	1.74
Debt Service Cover Ratio 1)	Snapshot	🟡 ↑	🟡 ↑	🟡 ↑	🟡 ↑	🟡 ↗	🟡 ↗	🟡 ↑	🟡 ↑	🟡 ↑	🟡 ↑
	Actual Ratio	17.28	19.32	19.13	15.10	14.46	14.97	16.19	18.49	19.52	22.81
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	🟢 —	🟢 —	🟢 —	🟢 —	🟢 —	🟢 —	🟢 —	🟡 —	🟢 —	🟢 —
	Actual Ratio	2.32%	2.30%	2.17%	2.17%	2.17%	2.17%	2.17%	2.17%	2.17%	2.17%
Infrastructure Backlog Ratio	Snapshot	🟢 —	🟢 —	🟢 —	🟡 ↘	🟡 ↘	🟡 ↘	🟡 ↘	🟡 ↘	🟡 ↘	🟡 ↘
	Actual Ratio	2.73%	1.92%	1.25%	0.62%	0.54%	0.45%	0.38%	0.31%	0.30%	0.30%

Appendix 2 Income Statement

Cumberland Council Consolidated
10 Year Financial Plan for the Years ending 30 June 2027
INCOME STATEMENT - CONSOLIDATED
Scenario: Cash funding renewals and S94

					Projected Years					
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	121,494	128,118	132,978	138,285	142,807	147,421	152,183	157,099	162,175	167,412
User Charges & Fees	24,071	23,599	24,279	24,983	25,717	26,412	27,125	27,858	28,611	29,383
Interest & Investment Revenue	3,835	4,422	4,458	4,973	5,418	5,763	6,046	6,337	6,639	6,849
Other Revenues	11,513	13,584	14,030	14,491	14,967	15,458	15,967	16,492	17,036	17,598
Grants & Contributions provided for Operating Purposes	24,760	24,689	24,736	24,785	24,921	24,973	25,029	25,086	25,143	25,202
Grants & Contributions provided for Capital Purposes	27,170	24,986	25,883	26,905	27,903	27,975	28,074	31,319	32,002	32,701
Other Income:										
Net gains from the disposal of assets	832	876	877	878	879	880	881	882	883	884
Total Income from Continuing Operations	**213,675**	**220,273**	**227,241**	**235,298**	**242,612**	**248,881**	**255,304**	**265,072**	**272,488**	**280,030**
Expenses from Continuing Operations										
Employee Benefits & On-Costs	76,932	80,772	84,190	88,096	91,613	95,246	98,874	101,759	105,241	108,845
Borrowing Costs	615	569	744	796	668	569	469	377	285	207
Materials & Contracts	55,337	55,395	56,877	57,849	59,398	60,853	62,243	62,821	64,220	65,611
Depreciation & Amortisation	28,627	28,696	28,121	31,380	31,464	31,550	31,721	35,543	36,007	36,103
Other Expenses	22,925	24,724	25,320	26,039	26,644	27,186	27,843	28,165	28,693	29,236
Total Expenses from Continuing Operations	**184,436**	**190,156**	**195,252**	**204,159**	**209,787**	**215,404**	**221,150**	**228,665**	**234,446**	**240,001**
Operating Result from Continuing Operations	**29,240**	**30,118**	**31,989**	**31,139**	**32,825**	**33,477**	**34,154**	**36,408**	**38,042**	**40,029**
Surplus	**2,069**	**5,132**	**6,106**	**4,234**	**4,923**	**5,502**	**6,080**	**5,089**	**6,040**	**7,327**

Appendix 3 Financial Position

Cumberland Council Consolidated
10 Year Financial Plan for the Years ending 30 June 2027
BALANCE SHEET - CONSOLIDATED
Scenario: Cash funding renewals and S94

					Projected Years					
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	22,500	22,500	25,216	14,307	13,690	8,362	9,569	9,500	12,500	12,500
Investments	60,600	52,673	56,223	72,774	88,410	79,849	72,523	67,676	77,234	92,704
Receivables	10,213	10,201	10,355	10,800	11,374	11,356	11,451	11,738	12,255	12,851
Inventories	760	780	801	813	834	854	872	877	895	913
Other	299	307	315	324	333	343	352	361	371	381
Total Current Assets	94,372	86,461	92,910	99,018	114,641	100,763	94,768	90,152	103,255	119,348
Non-Current Assets										
Investments	28,495	19,442	21,679	26,114	30,480	27,626	25,943	24,747	27,132	31,037
Receivables	361	380	393	409	422	436	450	464	479	495
Infrastructure, Property, Plant & Equipment	2,206,099	2,291,728	2,324,556	2,361,422	2,372,531	2,474,272	2,514,677	2,575,415	2,596,153	2,614,529
Investments Accounted for using the equity method	2,760	2,760	2,760	2,760	2,760	2,760	2,760	2,760	2,760	2,760
Intangible Assets	2,033	1,880	1,727	1,574	1,421	1,268	1,115	962	809	656
Total Non-Current Assets	2,239,749	2,316,190	2,351,115	2,392,279	2,407,614	2,506,361	2,544,944	2,604,348	2,627,333	2,649,476
TOTAL ASSETS	2,334,121	2,402,651	2,444,025	2,491,297	2,522,255	2,607,124	2,639,712	2,694,499	2,730,588	2,768,825
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	28,060	27,383	27,517	27,617	27,741	27,843	27,940	27,910	27,976	28,034
Borrowings	1,257	1,130	1,674	1,953	1,999	1,945	1,885	1,924	1,740	1,782
Provisions	15,546	15,546	15,546	15,546	15,546	15,546	15,546	15,546	15,546	15,546
Total Current Liabilities	44,862	44,056	44,733	45,111	45,279	45,325	45,361	45,369	45,249	45,347
Non-Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	8,357	7,228	15,554	13,601	11,602	9,657	7,772	5,849	4,108	2,326
Provisions	1,252	1,252	1,252	1,252	1,252	1,252	1,252	1,252	1,252	1,252
Total Non-Current Liabilities	9,610	8,480	16,806	14,853	12,854	10,909	9,025	7,101	5,360	3,578
TOTAL LIABILITIES	54,471	52,536	61,539	59,964	58,134	56,235	54,385	52,470	50,610	48,926
Net Assets	2,279,649	2,350,115	2,382,486	2,431,333	2,464,121	2,550,889	2,585,327	2,642,030	2,679,979	2,719,899
EQUITY										
Retained Earnings	1,215,403	1,245,524	1,277,509	1,308,644	1,341,433	1,374,860	1,408,954	1,445,288	1,483,237	1,523,157
Revaluation Reserves	1,064,246	1,104,591	1,104,976	1,122,688	1,122,688	1,176,029	1,176,373	1,196,742	1,196,742	1,196,742
Council Equity Interest	2,279,649	2,350,115	2,382,486	2,431,333	2,464,121	2,550,889	2,585,327	2,642,030	2,679,979	2,719,899
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-
Total Equity	2,279,649	2,350,115	2,382,486	2,431,333	2,464,121	2,550,889	2,585,327	2,642,030	2,679,979	2,719,899

Appendix 4 Cash Flow Statement

Cumberland Council Consolidated
10 Year Financial Plan for the Years ending 30 June 2027
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Cash funding renewals and S94

					Projected Years					
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	121,347	128,002	133,051	138,181	142,720	147,331	152,090	157,004	162,076	167,311
User Charges & Fees	24,037	23,585	24,263	24,966	25,701	26,395	27,108	27,841	28,593	29,365
Interest & Investment Revenue Received	3,839	4,533	4,380	4,789	5,092	5,987	6,165	6,427	6,379	6,519
Grants & Contributions	51,712	49,728	50,591	51,659	52,793	52,943	53,098	56,311	57,123	57,881
Other	11,201	13,545	13,912	14,366	14,841	15,349	15,853	16,307	16,902	17,461
Payments:										
Employee Benefits & On-Costs	(76,902)	(81,572)	(84,188)	(88,093)	(91,609)	(95,241)	(98,869)	(101,754)	(105,237)	(108,839)
Materials & Contracts	(55,266)	(55,303)	(56,782)	(57,784)	(59,326)	(60,808)	(62,208)	(62,905)	(64,232)	(65,640)
Borrowing Costs	(615)	(569)	(744)	(796)	(668)	(569)	(469)	(377)	(285)	(207)
Other	(22,920)	(24,719)	(25,318)	(26,032)	(26,665)	(27,212)	(27,874)	(28,202)	(28,738)	(29,288)
Net Cash provided (or used in) Operating Activities	**56,433**	**57,229**	**59,166**	**61,256**	**62,880**	**64,175**	**64,895**	**70,653**	**72,581**	**74,562**
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	943	963	987	1,012	1,037	1,063	1,089	1,116	1,144	1,173
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(65,669)	(73,915)	(60,522)	(50,516)	(42,580)	(79,983)	(71,841)	(75,997)	(56,858)	(54,620)
Net Funding movements	25,038	16,980	(5,786)	(20,987)	(20,001)	11,415	9,008	6,044	(11,944)	(19,374)
Net Cash provided (or used in) Investing Activities	**(39,688)**	**(55,972)**	**(65,320)**	**(70,491)**	**(61,544)**	**(67,505)**	**(61,743)**	**(68,837)**	**(67,657)**	**(72,821)**
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	-	10,000	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(1,245)	(1,257)	(1,130)	(1,674)	(1,953)	(1,999)	(1,945)	(1,885)	(1,924)	(1,740)
Net Cash Flow provided (used in) Financing Activities	**(1,245)**	**(1,257)**	**8,870**	**(1,674)**	**(1,953)**	**(1,999)**	**(1,945)**	**(1,885)**	**(1,924)**	**(1,740)**
Net Increase/(Decrease) in Cash & Cash Equivalents	**15,500**	**0**	**2,716**	**(10,908)**	**(617)**	**(5,329)**	**1,208**	**(69)**	**3,000**	**(0)**
plus: Cash, Cash Equivalents & Investments - beginning of year	7,000	22,500	22,500	25,216	14,307	13,690	8,362	9,569	9,500	12,500
Cash & Cash Equivalents - end of the year	**22,500**	**22,500**	**25,216**	**14,307**	**13,690**	**8,362**	**9,569**	**9,500**	**12,500**	**12,500**

Appendix 5 Working Capital

Cumberland Council Consolidated
10 Year Financial Plan for the Years ending 30 June 2027
AVAILABLE WORKING CAPITAL - CONSOLIDATED
Scenario: Cash funding renewals and S94

	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	$	$	$	$	$	$	$	$	$	$
Current Assets	122,867	105,903	114,589	125,132	145,121	128,389	120,711	114,898	130,388	150,385
Less: Total External Restrictions - Cash	(38,740)	(32,065)	(37,260)	(45,659)	(55,597)	(65,678)	(66,545)	(65,785)	(71,915)	(76,779)
Less: Current Internal Restrictions - Cash	(6,412)	(6,567)	(7,345)	(8,143)	(8,961)	(9,800)	(10,661)	(11,543)	(12,447)	(13,374)
Less: Current External Restrictions - Receivables	(2,090)	(2,087)	(2,121)	(2,212)	(2,331)	(2,330)	(2,346)	(2,403)	(2,510)	(2,634)
Less: Current Internal Restrictions - Receivables	(152)	(151)	(155)	(162)	(171)	(174)	(172)	(175)	(184)	(194)
Less: Current External Restrictions - Inventories & Other Assets	-	-	-	-	-	-	-	-	-	-
Less: Current Internal Restrictions - Inventories & Other Assets	-	-	-	-	-	-	-	-	-	-
Less: Inventories not realisable in the next 12 months	-	-	-	-	-	-	-	-	-	-
Less: Deferred Debtors to be budgeted for in future years	-	-	-	-	-	-	-	-	-	-
Other manual adjustment accumulated from funds	-	-	-	-	-	-	-	-	-	-
Available Current Assets	75,473	65,033	67,708	68,956	78,061	50,407	40,986	34,992	43,332	57,404
Current Liabilities	44,863	44,059	44,736	45,116	45,286	45,334	45,370	45,380	45,262	45,362
Less: Current Borrowings	(1,257)	(1,130)	(1,674)	(1,953)	(1,999)	(1,945)	(1,885)	(1,924)	(1,740)	(1,782)
Less: Current ELE Provisions	(15,546)	(15,546)	(15,546)	(15,546)	(15,546)	(15,546)	(15,546)	(15,546)	(15,546)	(15,546)
Less: Current Liabilities funded by Restricted Cash - External	(1,233)	(1,242)	(1,251)	(1,258)	(1,266)	(1,274)	(1,281)	(1,282)	(1,288)	(1,295)
Less: Current Liabilities funded by Restricted Cash - Internal	-	-	-	-	-	-	-	-	-	-
Other manual adjustment accumulated from funds	-	-	-	-	-	-	-	-	-	-
Adjusted Current Liabilities	26,827	26,141	26,266	26,359	26,475	26,569	26,658	26,628	26,688	26,739
Available Working Capital	**48,646**	**38,892**	**41,442**	**42,597**	**51,586**	**23,838**	**14,328**	**8,363**	**16,644**	**30,665**

Appendix 6 Capital Works

	Projected Years										Grand Total
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
Capital Expenditure											
Buildings - specialised	17,765,480	19,980,537	14,484,285	10,952,644	11,707,143	44,498,322	31,101,749	12,325,421	12,949,129	11,044,258	**186,808,969**
Community Land	1,049,905	1,036,211	1,062,116	1,088,669	1,115,886	1,143,783	7,172,378	11,267,687	9,231,729	11,402,729	**45,571,093**
Footpaths	4,422,895	4,080,985	4,098,510	1,616,472	754,884	773,756	793,100	812,928	833,251	833,251	**19,020,032**
Library Books	775,000	497,300	665,133	519,061	524,087	539,215	557,665	572,081	585,608	1,021,526	**6,256,676**
Office Equipment	1,558,750	1,171,355	744,000	791,000	743,373	864,383	888,567	910,931	933,480	949,480	**9,555,318**
Other Assets	592,782	605,519	619,407	633,449	647,648	662,007	677,528	692,216	243,000	250,000	**5,623,557**
Other Open Space/Recreational Assets	11,468,541	12,814,686	9,197,877	8,164,853	14,849,178	6,911,777	18,443,688	9,199,229	9,277,685	7,949,626	**108,277,141**
Plant & Equipment	2,293,310	1,557,781	3,070,264	3,292,378	4,950,480	3,800,842	4,057,312	4,208,921	6,363,693	4,473,693	**38,068,674**
Roads	19,600,871	18,221,086	19,617,463	13,461,150	12,412,228	12,756,084	13,109,543	13,472,874	13,846,357	14,074,193	**150,571,850**
Stormwater						10,000,000					**10,000,000**
Stormwater Drainage	5,107,867	5,462,784	6,054,529	1,487,142	2,364,645	3,023,062	2,530,413	2,527,723	2,591,017	2,615,017	**33,764,199**
Swimming Pools	1,030,000	8,500,000	900,000	8,500,000							**18,930,000**
Total Capital Expenditure	**65,665,400**	**73,928,243**	**60,513,585**	**50,506,818**	**50,069,552**	**84,973,230**	**79,331,943**	**55,990,013**	**56,854,950**	**54,613,774**	**632,447,509**

Building & Infrastructure Renewal Ratio - Consolidated
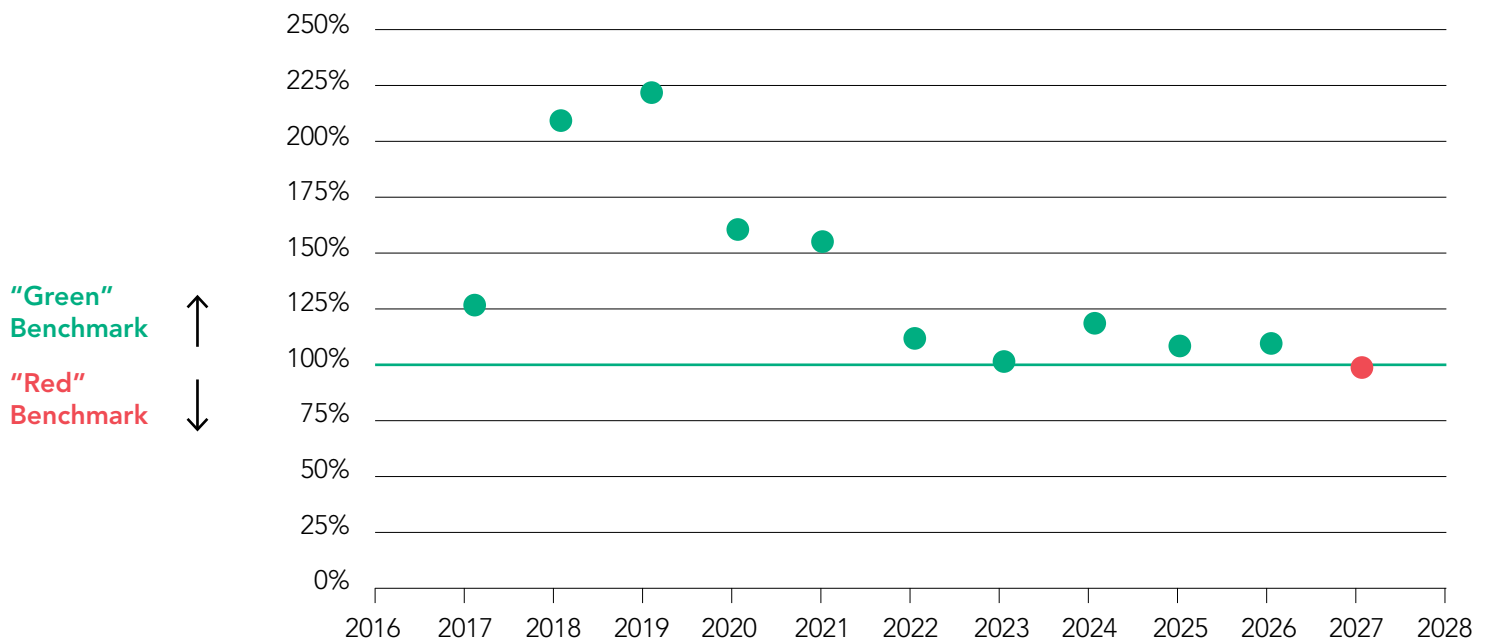
Part 2

Workforce Management Plan

From Proclamation: The Story So Far

Cumberland Council was proclaimed on 12 May 2016 through the merger of the former Auburn, Holroyd and parts of Parramatta Council.

As a result of the proclamation, Cumberland Council now comprises a workforce of approximately 920 employees, servicing a community of 220,000 residents.

As the first Workforce Plan following proclamation, this document must be prefaced by acknowledging that the organisation is still in its infancy and therefore much of the data typically relied on to develop a thorough workforce plan has not been included in this first iteration of the document.

Under normal circumstances, a workforce plan would consider matters such as:

Workforce demographic profile

Staff turnover patterns

Leave liability and unplanned absence trends

Remuneration data and projections moving forward

Diversity and gender equity

Recruitment and selection – *typical candidate pools and analysis of competitors in our labour market, as well as defining attraction and retention strategies moving forward*

Training and development plans – *identification of key areas required to develop organisational capacity*

Work Health and Safety Data – *identified risks and analysis of key workers compensation risks and mitigating strategies*

The absence of key critical data in the above areas makes it extremely difficult, if not impossible, to commence the process of developing a workforce plan that is aligned to the specific experience and trends identified in an organisation. This document will focus on the areas which the organisation has prioritised as key to building a solid foundation for a workforce that will deliver great work for our community.

It is important to note that work is currently underway to merge key systems which should enable a more thorough consideration of the issues impacting Cumberland council's workforce by the time the next resourcing strategy will need to be developed.

Whilst this initial workforce plan will not address all the areas a typical plan should, there is great value in acknowledging that we are, to a large extent, building an organisation from the ground up, and this will mean that we are learning as we go and need to be patient with our staff while this is happening.

1.2 Key Principles Underpinning the Workforce Plan

1. Transition for Success – Building a unified culture and work practices – Key Focus Areas

One of the key factors identified by staff in the culture survey completed in September 2016 was that whilst the merger had occurred, the workforce was still operating largely as two separate entities with two different value sets and very different ways of doing things.

Whilst it may seem obvious that merging two organisations is a mammoth task, the challenges associated with forming a new culture and facilitating the process of standardising work practices, employment conditions and values cannot be underestimated. Further, the notion that these matters could have been resolved within 12 months of the proclamation may have been realistic prior to the experience, however, as an organisation we have grappled with the fact that what we initially thought may be a 12-18 month journey, is more likely to be a 3-5 year journey, if it is going to be done properly.

The biggest challenge in all of this has been to keep the workforce motivated to ensure that the main aim, continued high standards of service delivery to the community, was not compromised while we diverted our attention to dealing with our internal challenges.

One of the key priorities for the next 12 months will be to enhance the methods, frequency and content of communications to staff. A staff culture survey was conducted by Micromex in September 2016 to assess how staff were feeling following the proclamation and identify the key areas of focus for the leadership group in improving the morale of the workforce.

The table bellows summarises the results of this survey in terms the areas staff identified as requiring improvement to increase their level of satisfaction

In order to increase their job satisfaction, employees who were already 'moderately satisfied' to 'very satisfied' felt improvement should be undertaken in the areas of 'better communication' and 'extra training'
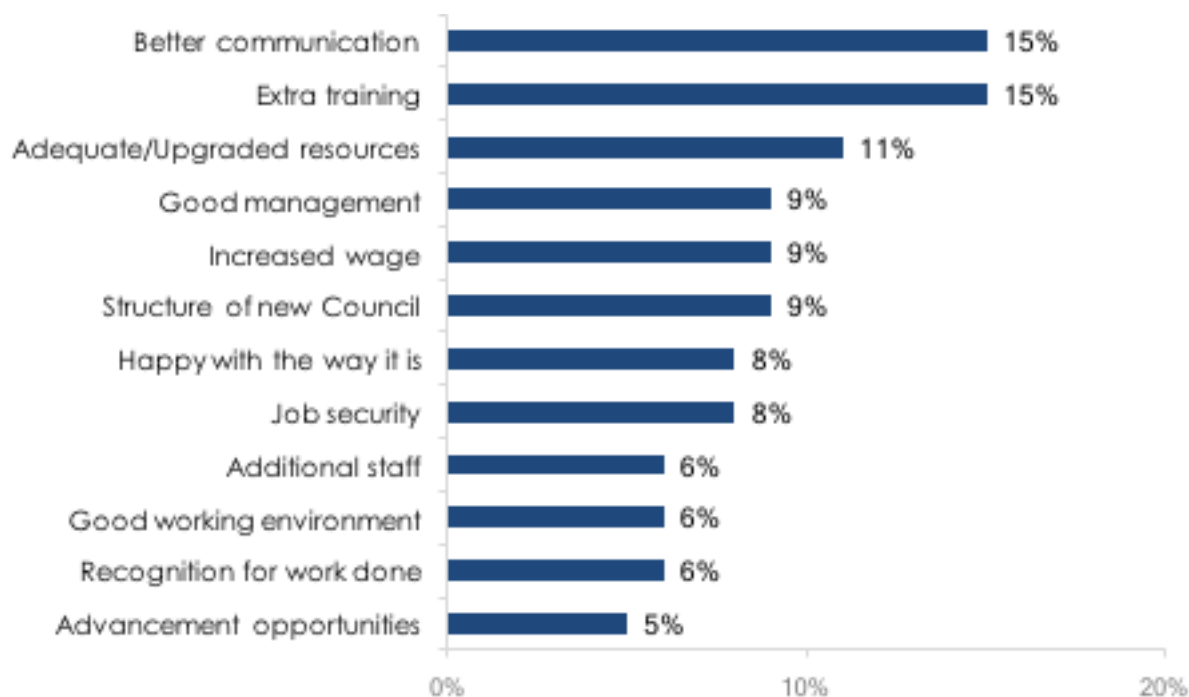
As a result of this survey there has been a heavy investment in communication and technology and whilst training has not yet been addressed, it will be a key focus area in the short to medium term.

Council has purchased the Technology One solution which will bring together the financial and payroll systems of the two former entities and facilitate access to the data and reporting necessary to compile a more through and focussed workforce plan.

At the time of writing this document, this system is not yet live, however, all relevant teams are working together towards a go live date of 3 July 2017. Access to one consolidated financial

system will ensure that the data required to inform the decisions of the Leadership team will be available and this is a key focus for the human resources team. The absence of access to such data means that a clear picture of the status of many key workforce statistics is not available and therefore decisions regarding employments practices and policies are delayed.

This situation presents both a challenge and an opportunity. The challenge is that we can't make decisions about conditions impacting the workforce as quickly as we would like to, however, there is an opportunity to create a workplace that has its conditions tailored to its own unique circumstances. By understanding the specific history of our workforce and its needs moving forward, we will be ideally placed to ensure that the decisions made suit the context. The leadership team is also committed to building in flexible work practices which will allow our workforce to adapt and evolve as the needs of our community change.

Communication has been highlighted by both the workforce and the leadership team as being critical to the success of the organisation moving forward. This area has been one that is repeatedly raised as a concern in terms of information not filtering through or staff getting mixed messages about important issues. To remedy this, stringent consultation mechanisms have been implemented for the design and population of the organisation structure and this has resulted in more harmonious relationships with the unions representing the workforce, as well as less concern raised by employees about this particular area. Whilst the concerns regarding the development of the structure and advertising of positions within it has been of the most significant concern, it is also noted that communication about all issues needs to improve.

In addressing this area, the communications team are working more closely with the HR team to ensure that important messages are conveyed to the workforce on a frequent basis and that all staff have access to the same consistent information. A workforce that is geographically dispersed across such a large area presents challenges in terms of how we get information out to all those who need it. To date, we have held quarterly Face to Face sessions at all administrative buildings and depots and held these at various times to allow attendance by staff from libraries and child care centres. The importance of cascading important information down to all staff has also been reiterated to the leadership group and there are certainly encouraging signs that this is improving, following the appointment of almost all group managers and increasing numbers of managers.

Another major project for the short to medium term is the harmonisation of key employment conditions and the development of a unified salary system and transition plan. Many of the employment conditions will not

be ready for harmonisation until after the development of the salary system because this is being considered in the context of a total reward offering. This means that in developing council's employee value proposition, we are not just looking at salary in return for work, but considering this from a much broader perspective. This will include benefits such as a health and well-being program, flexible work practices, access to learning and development, career opportunities, purchased leave and salary sacrifice, to name a few. Council recognises that there are many more factors outside of direct salary which will allow us to attract and retain a high calibre of employees and these things will be developed over the coming months and years to ensure we are well placed to service the community through a capable and motivated workforce.

The first major project in harmonising employment conditions is the salary system and transition plan. This is scheduled for completion in June 2017 and to date the feedback from the sub-committee and consultants engaged to assist with this work has been positive. In working towards defining and embedding a positive workplace culture, the focus in developing a salary system will be to ensure fairness, equity and opportunity to reward high performing staff, balanced with ensuring that council can remain financially viable and that our salaries and wages costs are proportionate to our funding and affordable into the longer term. The salary system will be one of a number of tools used to drive a positive culture and the performance appraisal process, and any opportunity for progression financially, will be conditional upon the employee having complied with the organisation's values and standards of behaviour throughout the review period.

Whilst this work will take some time, it should be noted that the focus on the above key areas for the next 12-18 months will assist the organisation to really make a solid start in unifying. It would be naïve to expect that the completion of this work will mean the organisation is at a stage of stability or consolidation because even after the above projects are complete, there remains a great deal of work to be done in terms of successful transition.

2. Diversity – Our Community and Our Workforce

The Cumberland Council community is one of the most diverse communities in the nation. Council recognises the importance of having a workforce whose diversity represents that of our community. This will allow us to better understand the needs of our community and develop services in manner that will utilise our resources optimally to get the best return for our customers.

Following a community engagement project to understand the aspirations of our community and how they feel about council and where we should be concentrating our efforts in servicing them, the community values defined by the community were Welcome, Belong, Succeed. These words a powerful message in informing council that we are servicing a community who want to know they will be welcomed, in a place they can feel they belong, and where there are opportunities for them to succeed.

Similarly, in a recent project undertaken to develop the organisation's values, these were defined as:

We are determined to succeed

We are inclusive in our approach

We are progressive in our outlook

It is interesting to note that the values for the organisation, to a large degree, reflect the aspirations of the community and this alignment has been highlighted as extremely beneficial in terms of ensuring that the value and behaviour standards underpinning our workforce will enable us to deliver what the community has asked of us.

Our staff want to come and work with a diverse range of people and they also want to feel that their own uniqueness is embraced and valued for the benefits it can add.

Aside from the benefits to the community of diversity, council recognises that there is value in difference and that diversity in our workforce also assists in broader thinking for decision making, and the consideration of a range of viewpoints and perspectives.

Whilst again we do not have the data that shows how diverse our workforce is, both the former Auburn and Holroyd councils were committed to building diverse workforces and this will only continue to grow as we form Cumberland council.

The benefits attached to diversity and inclusiveness have been identified by staff through the values exercise and the leadership team now have a clear mandate to ensure we live these values. This will consist of employment practices that offer opportunities to and encourage progression for staff who are keen to grow with us. In addition to equal opportunities for progression based solely on merit, council is also developing programs to celebrate our diversity and reward those who demonstrate a commitment to inclusive behaviour. This will apply across age, gender, disability, culturally and linguistically diverse backgrounds and the inclusion of opportunities for and the representation of people from other minority groups.

In the next edition of the workforce plan it is anticipated that we will have the data available to show just how diverse we are and that will inform our thinking with regards to work policies and practices which will enhance this diversity and ensure we really are living our value of inclusiveness.

3. Skills Training and Education

In order to understand the critical skills required by our workforce to deliver for our community, a short survey was distributed to the leadership team to understand what they felt their resourcing requirements would be for the next 3-5 years.

The following critical skills were identified as common amongst all groups as being necessary to deliver on our commitment to the community (as conveyed in our Community Strategic Plan):

- Leadership skills – particularly the management of poor performance and motivating teams for success
- Communication skills – including

emotional intelligence (soft skills) as well as more technical report writing/correspondence skills

• Project management

• Change management and business excellence

• Technology and process improvement skills

• Risk management

These areas will provide a focus on developing the capacity of the organisation in the immediate, however it is recognised that these area will be relevant mainly to the leadership of our organisation.

In framing our focus for those not in leadership positions, our performance appraisal process will include a development component which will inform how we plan and allocate funding for learning and development activities across the organisation, based on identified needs. This will ensure that following a review of the delivery program by managers, and an assessment of the resources available to them to meet their objectives, any areas of deficit can be identified and addressed either through the training of existing staff or the acquisition of additional resources when training will not close this skill gap.

Aside from ensuring that our workforce is adequately skilled to meet the needs of our community, council also recognises that training and development opportunities are one of the key benefits we can utilise to attract and retain staff.

Following the development of the salary system and supporting performance development system, there will be a focus on understanding the organisation's training needs and budget allocation so that an annual plan can be developed that meets both the needs of the community, as well as allowing some funding for the development of individuals through less formal networking and learning opportunities. This will be a key piece of work required to ensure that our workforce is ably skilled but also motivated to continue learning and making a positive contribution to our workplace and our community.

Another key project which has been identified is our onboarding process. In the absence of completely harmonised work practices and policies, our induction program is not ideally placed to ensure that new recruits are fully informed about the organisation in the lead up to their commencement and for the first few months of their employment with council. Ideally, there should be a seamless transition from application for employment to offer and acceptance to induction and this process, for a number of reasons, is less than ideal and quite fractured at times. The human resources team is currently investigating options to leverage available technologies to create this seamless approach and ensure that employees joining our organisation do not regret making such a decision and also that we set them up for the strongest possible chance of success after their commencement.

The table in Appendix 1 of this document summarises they key activities requiring completion during the term of this workforce plan and their estimated completion dates. These projects will ensure that the critical and basic frameworks in place to support our workforce and our organisation are completed in a logical and sequential manner, within realistic time frames.

1.3 Looking Forward - Towards Business Excellence

Cumberland Council is committed to building a business excellence framework, in which all employees feel confident to question the norm and ask if there is a better way of doing something. We also want to foster an environment where leaders listen to these ideas and encourage their implementation where there are benefits to be gained from doing things differently.

As the needs of our community change, so too will the demands on our workforce and key to ensuring that we are ready to meet these challenges will be the development of employment conditions that are robust enough to withstand challenge but flexible enough to allow us to bend and change things where we have to. The challenge for council remains how to really master effective communication with our workforce and make sure that every individual member is committed to work with us in a way that reflects our values and allows us to meet or even exceed the expectations of our community.

Whilst we recognise that there is a long way to go before we can truly consider our organisation to be unified in all respects, all the work being done presently is building the foundation for a workforce comprising people who are committed to providing the highest service standards to the community and returning the best possible value for every rating dollar invested by our customers.

This will be a long journey, however following the initial hurdles immediately after the proclamation, the ensuing confusion and fear appears to be dissipating and we are experiencing encouraging signs of a sense of excitement for the possibilities of what we could achieve.

Our aim is that in the next edition of this workforce plan, the data defining our workforce is well developed and we will have considered some of the trends which will allow informed decision making. It is also anticipated that we will have harmonised our employment conditions and positioned our organisation as an attractive employer and an outstanding service provider.

Appendix 1: Key Workforce Planning Priorities 2017-2020

	AUGUST 2017	DEC-EMBER 2017	JUNE 2018	DECEM-BER 2018	JUNE 2019	DECEM-BER 2019	JUNE 2020	DECEM-BER 2020
Internal communications strategy – develop an enhanced internal communications strategy to improve the organisation's performance in this area	■							
Vision and Values – adopt organisation vision, values and behaviour statements and develop a communications strategy and reward mechanisms	■							
Salary System – adopt a unified salary system and transition plan	■							
Salary System – transition of staff to new salary system		■	■	■	■	■	■	■
Harmonisation of Policies - complete the harmonisation of policies and procedures governing employment conditions	■	■	■	■				
Key HR Metrics and Reporting – development of key HR metrics and reports for the leadership group – quarterly reporting and trend data for informed decision making	■	■	■	■				
Performance Development System – develop and implement a performance development system to complement the adopted salary system	■	■	■	■				
Employee Climate Survey – conduct another climate survey with staff to determine focus areas for employee engagement and satisfaction			■	■				
HRIS (Human Resources Information System) – Implement a HRIS that will provide the best service to the organisation in the areas outlined above and also including onboarding and a learning management system		■	■	■	■			
Employee Value Proposition – complete the development, branding and communications of an employee value proposition, taking into account feedback from the climate survey				■	■			
Review of Workforce Plan and Key Actions – based on collated metrics and survey data – also coincides with new CSP and delivery program							■	■

Part 3

Asset Management Strategy

1. Introduction

The current population of Cumberland Council is approximately 219,147. It is forecast that the population will grow by in excess of 2% per annum over the next decade and beyond. The City has a diverse population with a large percentage of the population from a Non English Speaking Background.

Cumberland Council (Council) controls a large portfolio of community assets with an estimated current replacement cost of approximately $1.4B.

Infrastructure assets include roads, footpaths, bridges, traffic facilities, stormwater drainage, water quality improvement devices, buildings, sporting and recreational facilities, and parks and playgrounds. Non-infrastructure assets include vehicles, plant, equipment, Information Technology (IT) equipment, artworks and library books.

This Asset Management Strategy establishes a framework for effective asset management. The purpose of this Strategy is to outline:

• important asset management principles;

• assets that Council has responsibility for;

• links with the Community Strategic Plan and other Council plans;

• current status of asset management;

• where Council seeks to be in the future from an asset management perspective;

• strategies and actions that will enable development of appropriate asset management practice including to bridge the identified asset management gaps;

• roles, responsibility and timeframes for implementation of the asset management strategy and improvement program.

Implementing this Asset Management Strategy is important if Council is to effectively and sustainably manage the community's assets into the future, to successfully implement the visions identified in the Community Strategic Plan 2017-2027 and to meet the various legislative requirements and frameworks.

This Strategy is a 'living document'. It will be reviewed and updated on a periodic basis in line with strategic planning and asset management development timeframes.

2. The Context

2.1 Asset Management in Local Government

Aligned with the recognition of the need for improved strategic planning in local government and in response to the various infrastructure and sustainability studies, there has recently been significant legislative reform that imposes certain planning requirements upon local government.

This legislative reform includes financial reporting requirements, the National Frameworks for Financial Sustainability and NSW Integrated Planning and Reporting requirements.

2.2 Financial Reporting Requirements

The NSW Division of Local Government requires that councils comply with the accounting standard AASB116 for valuation and reporting on infrastructure assets.

The data required to provide this level of financial reporting is also essential for the planning of future infrastructure management and renewal requirements.

2.3 National Frameworks for Financial Sustainability in Local Government

At a national level, in 2006 the Local Government and Planning Ministers' Council (LGPMC) agreed to a nationally consistent approach to asset planning and management, financial planning and reporting and assessing financial sustainability.

The LGPMC subsequently endorsed the National Frameworks for Financial Sustainability in Local Government, consisting of three (3) main frameworks:

- Framework 1 - Criteria For Assessing Financial Sustainability
- Framework 2 - Asset Planning and Management
- Framework 3 - Financial Planning and Reporting

The Asset Planning and Management Framework identifies the seven key elements as:

- development of an asset management policy
- strategy and planning
- governance and management arrangements
- defining levels of service
- data and systems
- skills and processes
- evaluation

The National Asset Planning and Management Framework indicates that "each State and Territory will adopt these elements to facilitate an improvement in asset management performance by local governments in their jurisdiction".

2.4 Local Government (Planning and Reporting) Act 2009

The Local Government Amendment (Planning and Reporting) Act 2009 was assented to in October 2009. This legislation introduced a new strategic planning framework for local government.

The Integrated Planning and Reporting framework including its relationship with asset management planning (which is a component of the Resourcing Strategy) is illustrated below.

Integrated Planning and Reporting Framework
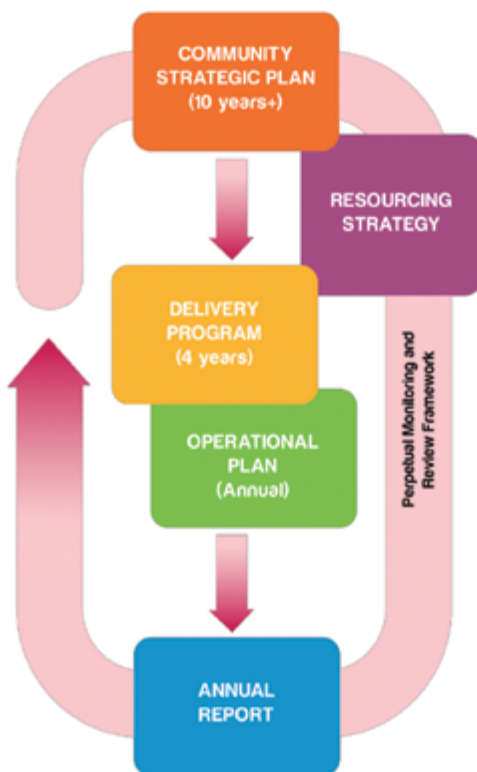
Asset Management Planning

2.5 IP&R Essential Elements

The Then NSW Division of Local Government (DLG) has issued Planning and Reporting Guidelines that provide guidance and expand on specific requirements of the new Planning and Reporting legislation. The mandatory requirements (Essential Elements) in the guidelines relevant to asset management planning are as follows:

Essential Element 2.9:

Each council must account for and plan for all of the existing assets under its ownership, and any new asset solutions proposed in its Community Strategic Plan and Delivery Program.

Essential Element 2.10

Each council must prepare an Asset Management Strategy and AssetManagement Plan/s to support the Community Strategic Plan and Delivery Program.

Essential Element 2.11

The Asset Management Strategy and Plan/s must be for a minimum timeframe of 10 years.

Essential Element 2.12

The Asset Management Strategy must include an overarching council endorsed Asset Management Policy.

Essential Element 2.13

The Asset Management Strategy must identify assets that are critical to the council's operations and outline risk management strategies for these assets.

Essential Element 2.14

The Asset Management Strategy must include specific actions required to improve council's asset management capability and projected resource requirements and timeframes.

Essential Element 2.15

The Asset Management Plan/s must encompass all the assets under council's control.

Essential Element 2.16

The Asset Management Plan/s must identify asset service standards.

Essential Element 2.17

The Asset Management Plan/s must contain long term projections of asset maintenance, rehabilitation and replacement costs.

Essential Element 2.18

Councils must report on the condition of their assets in their annual financial statements in line with the Local Government Code of Accounting Practice and Financial Reporting.

The guidelines reinforce that the new legislation requires Councils to integrate various Council plans together, to understand how they interact and to have them aligned to support the objectives of the Community Strategic Plan.

2.6 Alignment With the Community Strategic Plan (CSP)

The Cumberland Community Strategic Plan is Cumberland Council's overarching strategic document. The

Community Strategic Plan:

- fortifies a long term vision for Cumberland;
- identifies the community's priorities and aspirations for the future;
- outlines strategies to achieve our goals and the levels of service the community expects;
- addresses social, environmental, economic and civic leadership issues in Cumberland;
- contains links to the NSW State Plan; and
- highlights the direct responsibilities of Council as well as those of other agencies and groups.

2.7 Council's Asset Management Policy

Council's Asset Management Policy outlines Council's guiding principles regarding asset management and planning and confirms Council's commitment to asset management. The Policy Statement is:-

Council will undertake asset management to ensure the community's assets appropriately service the current community and the needs of future generations.

3. Asset Data and Information

3.1 Asset Description

Cumberland Council controls a large portfolio of community assets with an estimated current replacement value of $1.4B. Infrastructure assets are categorized in the following asset classes:-

• Transport – includes 624 km of road network

• Stormwater Drainage – includes 309 km of stormwater drainage

• Building Assets – includes 164 buildings

• Parks Infrastructure – includes approximately 700 hectares of Parks & Open Space

Non-infrastructure assets also exist. These include

Motor Vehicles	Buses, Garbage trucks, cars, station wagons, utes, trayback and Trucks etc
Plant and Equipment	Mowers, trailers, rollers and small equipments etc
Library Books	Encyclopedia, fiction, non-fiction, paperbacks and cd's etc
IT Equipment	Servers, workstations, notebooks, printers, plotters, scanners, networking, wireless and software etc

3.2 Asset Valuation

The estimated current "as new" replacement cost of Council controlled infrastructure assets is estimated at approximately $925.6 million.

A valuation summary for Council's infrastructure assets is as follows (as at 30 June 2013):-

Asset Class	Current Replacement Cost (CRC) ($M)	Depreciated Replacement Cost ($M)
Roads and Bridges	$977.8	$484.9
Stormwater Drainage	$578.3	$482.6
Buildings	$110.3	$95.9
Parks and Recreation	$93.1	$72.7
TOTAL	**$925.60**	**$693.30**

The estimated current "as new" replacement cost of Council non-infrastructure assets is estimated at approximately $61.4 million.

Asset Class	Current Replacement Cost (CRC) ($M)	Depreciated Replacement Cost ($M)	Annual Depreciation ($M/year)
Plant	$21.1	$7.6	$1.6
Library Books	$6.7	$1.1	$0.3
IT	$6.3	$0.7	$0.4
TOTAL	$34.1	$9.4	$2.3

3.3 Condition of Infrastructure Assets

The condition of Council's infrastructure assets has been rated using a 0 to 5 condition rating scale, where condition 0 is new and condition 5 is very poor or failed.

3.4 Asset Sustainability

Initial analysis has been carried out to understand the order of lifecycle costs necessary to sustain Council's infrastructure asset services into the future. The results of this lifecycle analysis is presented in the following table.

Asset Class	Capital Renewal and Replacement Expenditure	Depreciation	Sustainability Index
Transport	$147,223,632	$115,102,910	127.9%
Stormwater Drainage	$5,437,000	$5,318,023	10.22%
Parks and Recreation	5,600,000	4,400,000	0.8
Buildings	7,224,000	4,749,000	0.7

The level and quality of asset data for each asset class and asset group is based on the following Data Accuracy and Confidence Rating Scale:-

Grade	Level of Confidence	Accuracy +/-
1	Very High	0-5%
2	Good	10-15%
3	Fair	25%
4	Poor	40%
5	Very Poor	50%

The level and quality of asset data (including condition) for each asset class and asset group is as follows:-

Asset Class	Asset Group	Average Condition (0 to 5 Scale)	Approx Percentage of Assets in Unsatisfactory Condition (%) *	Confidence Level of Data
Transport	Roads	2.6	7.1	2.5
	Footpaths	2.3	0.1	2.5
	Kerb and Gutter	2.5	0.0	2.5
	Carparks (At-Grade)	2.0	0.0	2.5
	Bridges	2.0	0.8	2

Asset Class	Asset Group	Average Condition (0 to 5 Scale)	Approx Percentage of Assets in Unsatisfactory Condition (%) *	Confidence Level of Data
Stormwater Drainage	Pipe Drainage	2.5	0.3	4
	Pit Drainage	2.6	0.3	4
	GPT Network	2.96	0.0	3

Asset Class	Asset Group	Average Condition (0 to 5 Scale)	Approx Percentage of Assets in Unsatisfactory Condition (%) *	Confidence Level of Data
Parks and Recreation	Parks	5.5	16.9	
	Sportsgrounds	3.9	0.1	
	Playing Courts	5.4	64.0	
	Playgrounds	6.1	32.0	
	Botanic Gardens	5.2	7.3	
	Golf Course	3.8	18.3	
Parks and Recreation	TOTAL	4.8	10.6	

Asset Class	Asset Group	Average Condition (0 to 5 Scale)	Approx Percentage of Assets in Unsatisfactory Condition (%) *	Confidence Level of Data
Buildings	Commercial	4.1	0.0	
	Community	4.0	5.7	
	Operational	2.3	1.7	
	Parks	5.3	16.7	
	Public Toilets	5.9	29.3	
	Swim Centre	7.9	96.7	
Buildings	TOTAL	3.6	11.0	

Asset Class	Asset Group	Average Condition (0 to 5 Scale)	Approx Percentage of Assets in Unsatisfactory Condition (%) *	Confidence Level of Data
All Infrastructure Assets	TOTAL	3.9	5.2	

3.5 Asset Criticality

Asset Level of Importance and Criticality has been assessed in conjunction with the various risk assessment processes. Various critical assets have been identified within each asset class. These include:-

Roads and Transport

- Bridges
- Distributor and access roads
- Regulatory signage
- Traffic control devices
- Footpaths in heavily pedestrianised areas

Buildings

- Lifts
- Fire and emergency equipment including lighting
- Air conditioning systems

Stormwater Drainage

- Environmental/water quality devices
- Drainage systems in low points and floodways
- Detention systems

Parks and Recreation

- Playgrounds
- Sportsgrounds

In assessing level of importance and criticality, consideration has been given to the service and risk context with particular consideration of quality and safety and other considerations including impact of loss of service, cost of failure and impact on environment.

Service levels may vary depending upon level of importance and criticality.

3.6 Level of Service

Levels of Service provide the basis for asset lifecycle management strategies and works programs. They support the organisation's strategic goals.

Council's Asset Management Strategy and Asset Management Plans are generally based on "current" Levels of Service plus some limited interpretation of "desired" Levels of Service based on recent community consultation.

Future refinement of the Strategy and AM Plans will include further development and refinement of Levels of Service to address and where possible match the "desires" (requirements and expectations) of the community.

Opportunities for community participation in determining appropriate levels of service will be explored as part of a review of the Community Engagement Strategy.

4. Asset Management Status

4.1 Desired/Target Level of Asset Management Practice

Cumberland Council aims to put in place "best appropriate" asset management strategies and practices. This means that Council will continually be developing and improving its knowledge, systems and processes and strategies to ensure it provides the level of asset management necessary to competently, responsibly and sustainably manage the community's assets now and into the future.

Council's medium to long term goal (five to ten years) is to achieve "advanced" asset management practice in a range of specific asset management areas including key areas of asset knowledge, strategic asset planning and operations, maintenance and works processes.

Council may seek to achieve industry "best practice" at some time in the future however the cost and effort needed to achieve this level against potential benefits will need to be carefully considered.

4.2 Asset Management Gap Analysis

A strategic asset management gap analysis process was carried out in 2017FY to assess against 5 key practice areas of:

- Asset Knowledge (Data and Processes)
- Strategic Asset Planning Processes
- Operations, Maintenance and Works Processes
- Information Systems
- Organisation Context

5. Asset Management Improvement Strategy

The gap analysis has informed the development of a 4 Year asset management improvement strategy.

Strategy 1: DEVELOP AND MANAGE ASSET KNOWLEDGE

Review Asset Hierarchy and Classification System

Action 1: Review and Develop/Confirm Asset Hierarchy and Classification System

Asset Data

Action 2: Review, establish and implement processes for collection/capture of data

Undertake Asset Valuations

Action 3: Review existing asset attribute and condition data and undertake additional and ongoing data collection including spatial representation

Action 4: Undertake asset valuations

Data Management Guidelines and Processes

Action 5: Review, Develop and Implement Basic Data Management Guidelines and Processes

Asset Handover Guidelines and Processes

Action 6: Develop and Implement Asset Handover and Capitalisation Guidelines and Processes

Strategy 2: DEVELOP AND IMPLEMENT STRATEGIC ASSET PLANNING PROCESSES

Asset Management Plans

Action 7: Review and Further Develop Infrastructure Asset Management Plans

Levels of Service

Action 8: Review and Develop Levels of Service

Risk Assessment and Management

Action 9: Review and undertake risk assessment and further develop risk management strategies/plans

Asset Long Term Financial Strategy

Action 10: Develop Asset Long Term Financial Strategy and Long Term Works Programs

Long Term Financial Plan (LTFP)

Action 11: Review/develop the Long Term Financial Plan to provide for sustainable asset management

Asset Rationalisation

Action 12: Undertake Asset Rationalisation Review/Study

Strategic Planning and Forecasting

Action 13: Include basic strategic considerations such as demand forecasting, optimized decision making, predictive modeling, deterioration modeling and failure mode analysis in future asset planning for major assets

Strategic Planning and Forecasting

Action 14: Develop and implement project evaluation/prioritisation systems and processes

Strategy 3: DEVELOP AND IMPLEMENT OPERATIONS, MAINTENANCE AND WORKS PROCESSES

Operations and Maintenance Strategies and Practices

Action 15: Develop and implement Operations, Maintenance and Works Strategies and Practices including Service Specifications

Project and Contract Management

Action 16: Develop and implement asset defect inspection, identification and management systems

Action 17: Develop and implement basic project management and contract management guidelines, systems and processes

Strategy 4: DEVELOP ASSET MANAGEMENT INFORMATION SYSTEMS

Asset Management System

Action 18: Develop and implement an Asset Management and Maintenance Information System

Mobile Computing/Data Loggers

Action 19: Integrate Asset Management System/s with corporate systems and GIS

Action 20: Investigate, scope, acquire and implement mobile computing system and use of data loggers

Strategy 5: ESTABLISH ORGANISATION CONTEXT AND RESOURCING

Integration with Community Strategic Plan

Action 21: Integrate asset management planning and Asset Management Plans with Community Strategic Plan and ensure compliance with Integrated Planning and Reporting requirements

Asset Management Policy and Strategy

Action 22: Review, develop and adopt an Asset Management Policy and Strategy

Organisational Capacity and Resourcing

Action 23: Undertake an asset management resourcing review and implement resultant resourcing strategy

Asset Management Coordination Team

Action 24: Administer Asset Management Coordination Team

Terminology and Expenditure Types

Action 25: Introduce consistent asset management terminology across the organisation including for budgets/expenditure by both:

- Asset Hierarchy i.e. the Asset Class and Group it is associated with, and
- Expenditure Type - operations, maintenance, capital renewal, capital new work (upgrade or expansion).

The Cost of Asset Ownership

Action 26: Establish processes to consider and provide for lifecycle costs when making decisions about new works

Asset Management Training and Awareness

Action 27: Develop and Implement an Asset Management Training and Awareness Program

Procurement Policy and Guidelines

Action 28: Review Procurement Policy and Guidelines

Undertake Continuous Review and Improvement

Action 29: Undertake Continuous Review and Improvement

Action 30: Undertake asset management and service benchmarking

Part 4

Connected Cumberland Digital Strategy

1. Introduction

Digital technology is a fast paced industry that is driving and enabling business decisions more and more. Local government is no exception to this and we need to be ready to use new technologies to support and enhance our business activities with the intended outcome being an outstanding customer experience through the provision and embedded use of innovation technology. For this, Council needs to be forward thinking, have the right resources and focus.

Cumberland Council is a large council which given its recent amalgamation has many opportunities for organisational change and to streamline and improve service standards. We recognise that the systems from the former councils prior to the amalgamation are varied, some at the end of life, are all on premise, are not unified and have major network connectivity issues impacting transactions across Council. Council has already recognised these issues and is taking steps to lay a strong base for future decisions and deliver interim solutions until the Enterprise consolidated information systems is in place.

Given the size of the local government area, the large workforce and the increasing need in today's workplace to enable flexibility, it is necessary that staff have the capacity to work in various locations. This requires access to core communication platforms and information systems anywhere, anytime without the need to be constrained to Council premises.

Ensuring staff have connected access to the right technology, enabling teams to work in different locations with access to the systems they need, when they need to and simplifying processes without losing connection to the customer is imperative for Council to move forward and deliver

improved service levels. We need to create efficiencies using technology to ensure continued service delivery and sustainability of resources in a fiscally challenging environment.

It is important that Council focus its energy and resources on those digital technologies that support delivering on the community's vision for the area, rather than the management of the network and infrastructure. Migration to cloud based services will enable Council to focus resources on innovation and transformation. This will also enable greater use of the smart city initiative and more consideration for Internet of Things.

Providing integrated systems and data that enable our customers to access reliable information and undertake self-service transactions in accessing Council services digitally is essential for us to provide a positive customer experience. The strategy is founded on providing centralised information systems and minimising best of breed, disconnected systems. The Connected Cumberland Digital Strategy outlines how we will achieve this over the next couple of years whilst laying the foundation for the further transition into real transformational change.
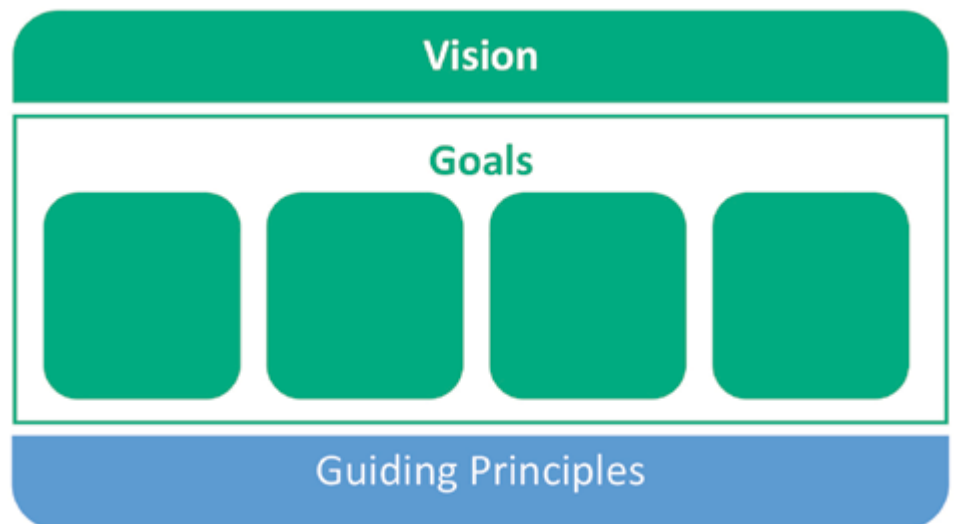
Connected Cumberland Digital Strategy Framework

2. Connected Cumberland Vision

To create digital connections for all of Councils stakeholders and information to deliver an outstanding CUSTOMER EXPERIENCE through the provision and embedded use of INNOVATIVE TECHNOLOGY.

2.1 The Aim of the Connected Cumberland Digital Strategy

To achieve this vision, the digital strategy aims to:

- Identify opportunities where enhanced digital connections can be created between Council, customers and communities, making information and services available to deliver outcomes that matter
- Create a set of guiding principles for steering the decision making process for digital innovation and transformation
- Outline a resourcing structure and a phased approach that will facilitate the vision

3. Guiding Principles

Along the journey of Cumberland's digital innovation and transformation many decisions will need to be made and many ideas, initiatives and products will be presented along the way. In order to steer the journey towards the vision, a set of guiding principles have been developed. These principles act as checkpoints or decision gates for the innovators and transformers to 'run' the decisions through the principles. The Vision and Goals of the strategy are underpinned by the core business and technology principles of Continuity, Security and Business Efficiency. The guiding principles ensure that any initiatives or decision made to achieve a goal do not compromise the integrity, security or business efficiency at the core of Councils service delivery. For example, the adoption of a cloud based booking system to contribute to the Connected Customer must not comprise Councils information security.

Vision

Goals

Continuity	- Cloud first
	- High availability
	- Reduce capital expenditure

Security	- Confidentiality
	- Integrity
	- Availability

Business Efficiency	- Productivity
	- Automation
	- Collaboration

4. Phasing the Journey

Whilst the Connected Cumberland Digital Strategy has strong focus on innovation and transformation it must be acknowledged that there are transition periods that Council must go through before this level of digital maturity can be achieved. Ongoing issues stemming from council amalgamation and transformation will also affect this process.

This strategy provides a framework that will enable Council not only to achieve phase 1. Consolidate and 2. Migrate but also set the platform to 3. Innovate and 4. Transform.

1. Consildate
2. Migrate
3. Innovate
4. Transform

2017
2017 - 18
2017 - 2020

It is recognised that there will be many initiatives that will be at varying stages at any one time and some which will go back and forth between stages as the organisation embeds our enterprise system, we deliver continuous improvement, we clarify and further develop our service standards and as better practice emerges.

Given the recent amalgamation of three former council areas, there is significant work in consolidation and therefore this Digital Strategy has a shorter focus to enable Council to lay the foundations. This document will be formally reviewed at two years to ensure further initiatives are identified that support our vision.

5. Goals

5.1 Connected Council

> "Provide high speed resilient network connectivity for all sites and digital devices as the backbone for Connected Cumberland vision."

How we will achieve this goal	Key Projects
Create a high speed, scalable and resilient network, innovation and transformation will become the primary focus	- Implement Dark Fibre Core Network - Consolidate and enhance wireless networks - Provide high speed internet access for public spaces and community centres - Standardise the network connectivity and technologies across all Council sites
Reduce infrastructure management requirements	- Migrate on premise infrastructure to cloud based services - Collapse existing multiple data centres

5.2 Connected Information

> "Create an integrated view of our organisation by providing a 360° view of information, promoting informed decision making and quality services to our customers."

How we will achieve this goal	Key Projects
Consolidate and migrate all of Councils information into a single, centralised system	Enterprise consolidated information systems
Create an integrated view of our organisation linking information through the life cycle of a request, report, application etc.	Enterprise consolidated information systems
Enable informed decision making	Develop smart reporting and business intelligence tools

5.3 Connected Customer & Community

> "Provide our community and customers access to information and services they need online, anywhere, anytime through online self-service."

How we will achieve this goal	Key Projects
Develop a common sense, customer centric approach to accessing Council information online information that is accessible and can be retrieved on any device	▪ Website developed ▪ Develop online customer knowledgebase ▪ Provide online reporting of Community Strategic Plans, Capital Works Projects/Programs and other strategic plans.
Improve Council's digital infrastructure through the use of cloud services to enable Council to deliver scalability online services in times of high demand, and provide service in high availability, increasing business continuity for customers	▪ Enterprise consolidated information systems ▪ Consolidation of online services
Collect customer data once into a central register, only when Council needs it. The single customer view will be shared across Council's service areas to increase process efficiency for the customer	▪ Enterprise consolidated information systems ▪ Consolidation of online services
Enable online self-serve access for all services through customer portal and associated 'one-stop-shop' online payment systems	▪ Enterprise consolidated information systems ▪ Consolidation of online services ▪ Create dynamic spatial mapping ▪ Develop online customer knowledgebase ▪ Online bookings ▪ Consolidated online payments ▪ Online applications and certificates ▪ Residential portal
Design end-to-end digital services and processes within the organisation to ensure a seamless process for the customer	▪ Enterprise consolidated information systems ▪ Define and enhance business processes and systems
Create a focus on process efficiency and automation through the use of technology	▪ Enterprise consolidated information systems ▪ Online applications and certificates

5.4 Connected Workforce

> "Provide connected access to the right digital tools to enable staff to do their job anytime, anywhere."

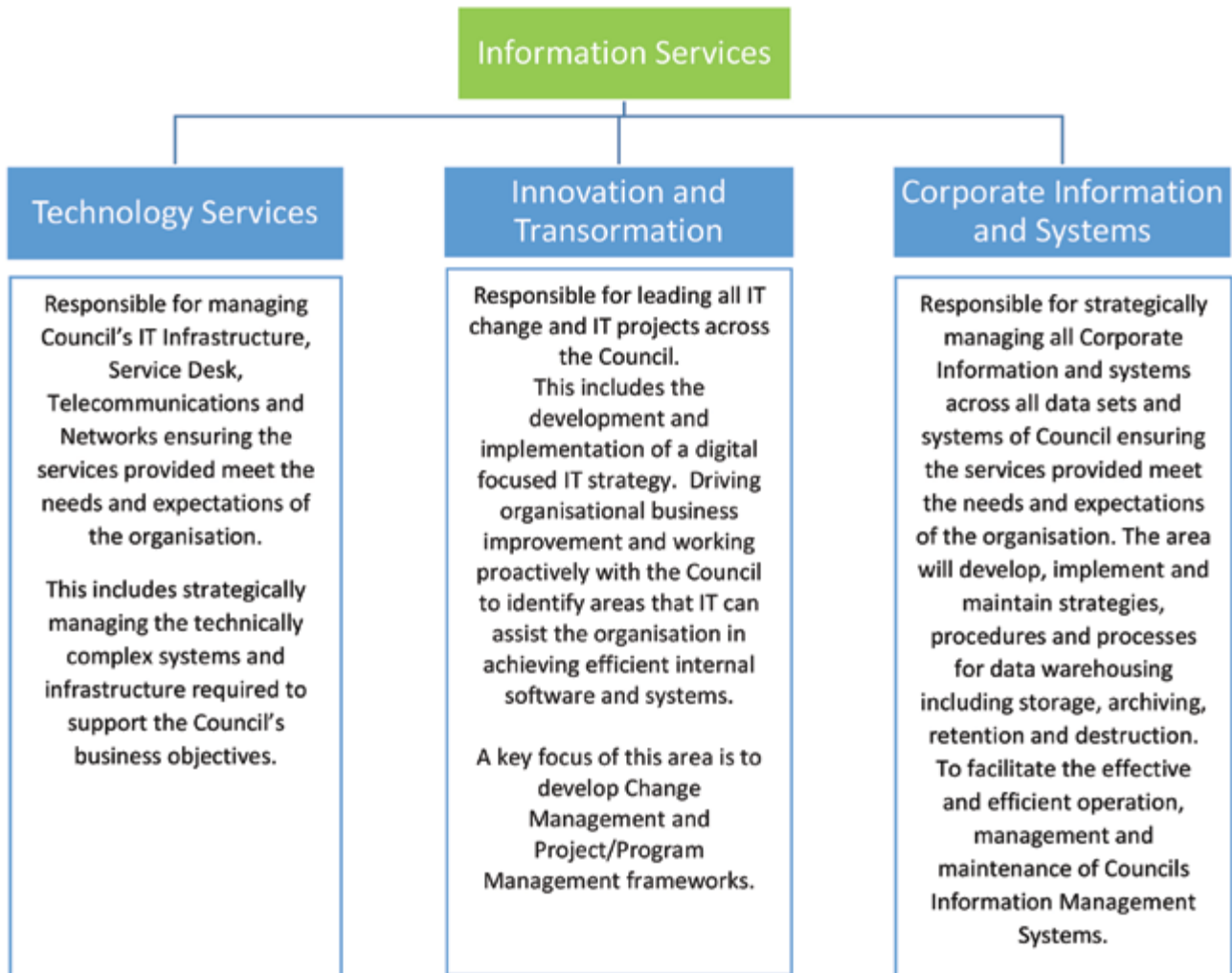| How we will achieve this goal	Key Projects
Provide access to core communication platforms and information systems that can be accessed anywhere, anytime without the need to be constrained to Council premises	• New unified communication telephony system • Consolidated cloud based email system
Ensure staff have connected access to the right technology, enabling teams to work in different locations with access to the systems they need, when they need to and simplifying processes without losing connection to the customer	• Increased usage of 'modern-PC' devices • Increased mobile device fleet

6. Resourcing the Vision

Implementing the Connected Cumberland Digital Strategy requires significant focus from the organisation as well as resourcing. Council recognises this and is committed to developing supporting structures, financial resourcing and other requirements needed to achieve the vision of this strategy over time.

Digital technology impacts all staff, however the Information Services team is the facilitator of this Strategy and must be resourced appropriately.

The new structure of this team has been established to enable delivery of this model of service and the intended outcomes.

Information Services

Technology Services

Responsible for managing Council's IT Infrastructure, Service Desk, Telecommunications and Networks ensuring the services provided meet the needs and expectations of the organisation.

This includes strategically managing the technically complex systems and infrastructure required to support the Council's business objectives.

Innovation and Transormation

Responsible for leading all IT change and IT projects across the Council.
This includes the development and implementation of a digital focused IT strategy. Driving organisational business improvement and working proactively with the Council to identify areas that IT can assist the organisation in achieving efficient internal software and systems.

A key focus of this area is to develop Change Management and Project/Program Management frameworks.

Corporate Information and Systems

Responsible for strategically managing all Corporate Information and systems across all data sets and systems of Council ensuring the services provided meet the needs and expectations of the organisation. The area will develop, implement and maintain strategies, procedures and processes for data warehousing including storage, archiving, retention and destruction. To facilitate the effective and efficient operation, management and maintenance of Councils Information Management Systems.

A governance framework is in place for the implementation of the enterprise wide system and staff from across the organisation are the decision makers and owners of the data. Like this process, the functional areas across the business own the business processes and data, therefore it is critical that all staff are aligned to this Digital Strategy and support a culture of innovation and transformation through the use of technology.

This will require significant training in technology advancement, business process, continuous improvement and change management to enable the changes to be embedded into everyone's role. This will also be supported by the establishment of the Business Excellence team as well as the recently adopted Council values of Determined, Inclusive and Progressive and associated behaviours.

Although this requires funds allocated in the budget and a clear implementation plan, there is also opportunity to create and build on partnerships with other agencies, including open data initiatives, Geographical Information Systems (GIS), Internet of Things strategy and devices, transport data (traffic flow, parking, and public transport) air sensors etc. Given the advancement and changes in technology and in fact better practice in local government the Connected Cumberland Digital Strategy is a fluid document that will be revised every two years to cater for the changing environment.

7. Connected Cumberland

Connected Cumberland

To create digital connections for all of Councils stakeholders and information to deliver an outstanding CUSTOMER EXPERIENCE through the provision and embedded use of INNOVATIVE TECHNOLOGY.

Connected Customer & Community

Provide customers and community groups' access to the information and services they need online, anywhere, anytime through online self-service

Connected Workforce

Developing a workforce that is flexible by providing connected access to the right digital tools to enable them to do their job anytime, anywhere

Connected Information

Create an integrated view of our organisation by providing a 360° view of data promoting informed decision making and quality services to our customers

Connected Council

Provide high speed resilient network connectivity for all sites and digital devices as the backbone Connected Cumberland vision

Continuity
- ✓ Cloud first
- ✓ High availability
- ✓ Reduce capital expenditure

Security
- ✓ Confidentiality
- ✓ Integrity
- ✓ Availability

Business Efficiency
- ✓ Productivity
- ✓ Automation
- ✓ Collaboration