

Resourcing Strategy 2019

Supporting the 2017–2027 Community Strategic Plan



Council values and statements

What we value

‘Living and Loving the Tweed’

We look after people and our places, explore all opportunities, and are proud of our passionate approach.

We care about each other, choose to be here, and are in this together.

We have conversations where everyone can contribute, and we are willing to have a go.

We put back in to make a difference, so that our Tweed community is even better tomorrow than it is today.

Vision

The Tweed will be recognised for its desirable lifestyle, strong community, unique character and environment and the opportunities its residents enjoy.

Mission

Working with community and partners, provide leadership in facilitating and delivering services that manage growth sustainably, create opportunity and enhance the value of our civic and natural assets for this and future generations.

Statement of acknowledgement of the Bundjalung Aboriginal Nation

We wish to recognise the generations of the local Aboriginal people of the Bundjalung Nation who have lived in and derived their physical and spiritual needs from the forests, rivers, lakes and streams of this beautiful valley over many thousands of years as the traditional owners and custodians of these lands.

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Introduction

The Resourcing Strategy forecasts Council's ability to deliver assets and services to the community over the next 10 years in line with the adopted Community Strategic Plan 2017–2027 – Living and Loving the Tweed.

Its aim is to ensure that the resources are available as and when required to achieve the Community Strategic Plan:

- People – Workforce Management Plan
- Assets – Asset Management Planning
- Finances – Long-term Financial Plan

Background – Legislative Framework

The Integrated Planning and Reporting Framework requires that Council prepare:

- A 10-year Community Strategic Plan to be developed in consultation with the community, State Government agencies and other relevant stakeholders. The purpose of the plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals.
- A four (4) year Delivery Program that details all activities Council will be committing to over the next four years to work towards achieving its long term objectives as documented in the Community Strategic Plan.
- An annual Operational Plan that specifies individual activities Council will be undertaking during the year together with details of income and expenditure estimates for the year. These activities are drawn from the Delivery Program which is based on the Community Strategic Plan.
- A Resourcing Strategy which is aimed at ensuring that the resources – money, assets and people – required to achieve the Community Strategic Plan are available as and when required. The Resourcing Strategy is focussed purely on Council's responsibilities in the roles of leader and provider.

The figure opposite graphically demonstrates the flow of the Integrated Planning and Reporting Framework.

Community Engagement Strategy



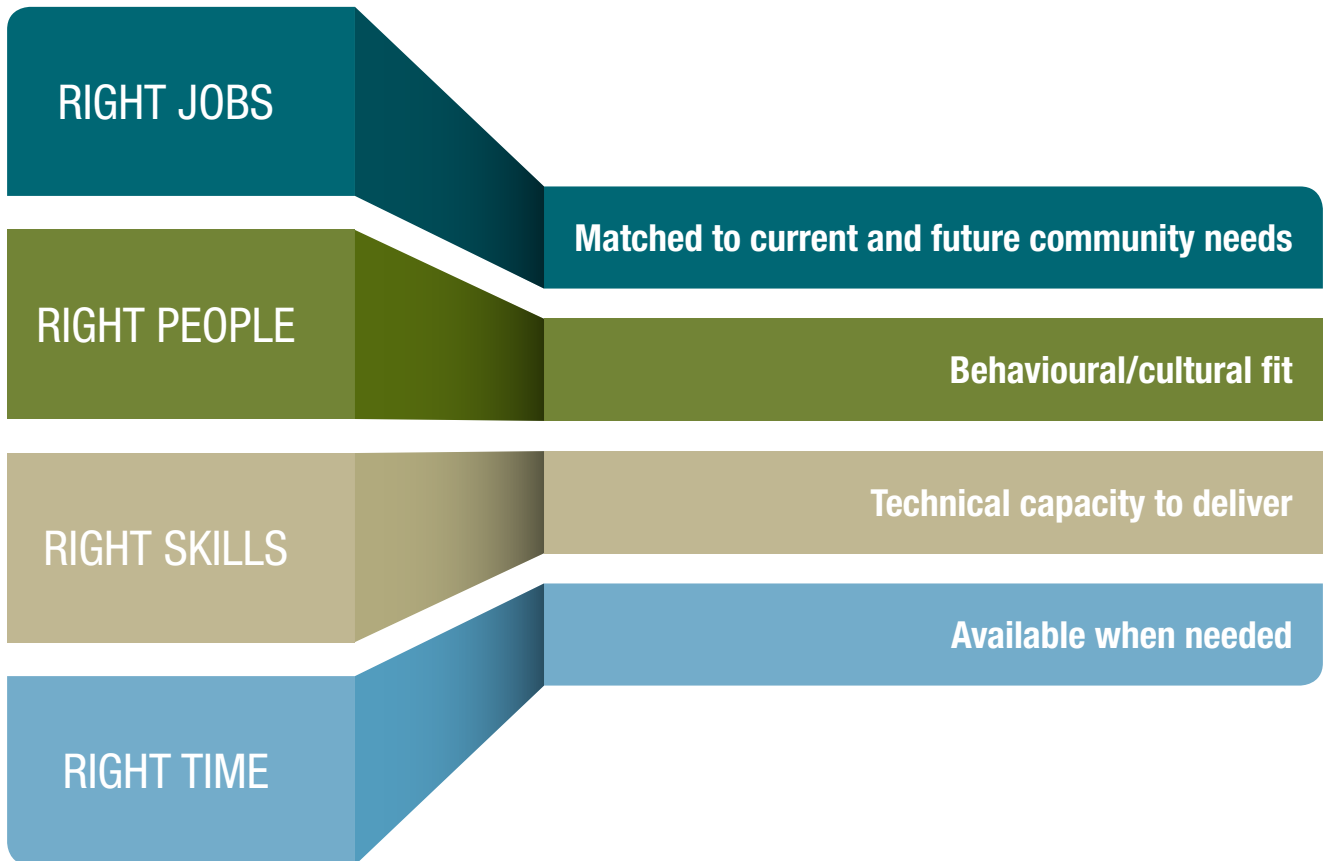
Section 1: Workforce Management Plan 2017–2021



What is a workforce management plan?

At Tweed Shire Council our most important resources are our people, so it's important to regularly review our workforce against our strategic objectives to ensure we have the capacity now and in the future to deliver services and support to the Tweed community.

Workforce management planning ensures that Council has the right people, with the right skills, at the right time, undertaking the right jobs. It supports the achievement of goals detailed in Council's Delivery Program which is informed by the Community Strategic Plan.



Tweed Shire Council delivers a diverse range of services, with a large multi-skilled workforce, in what is a competitive regional employment market. This presents a number of challenges including:

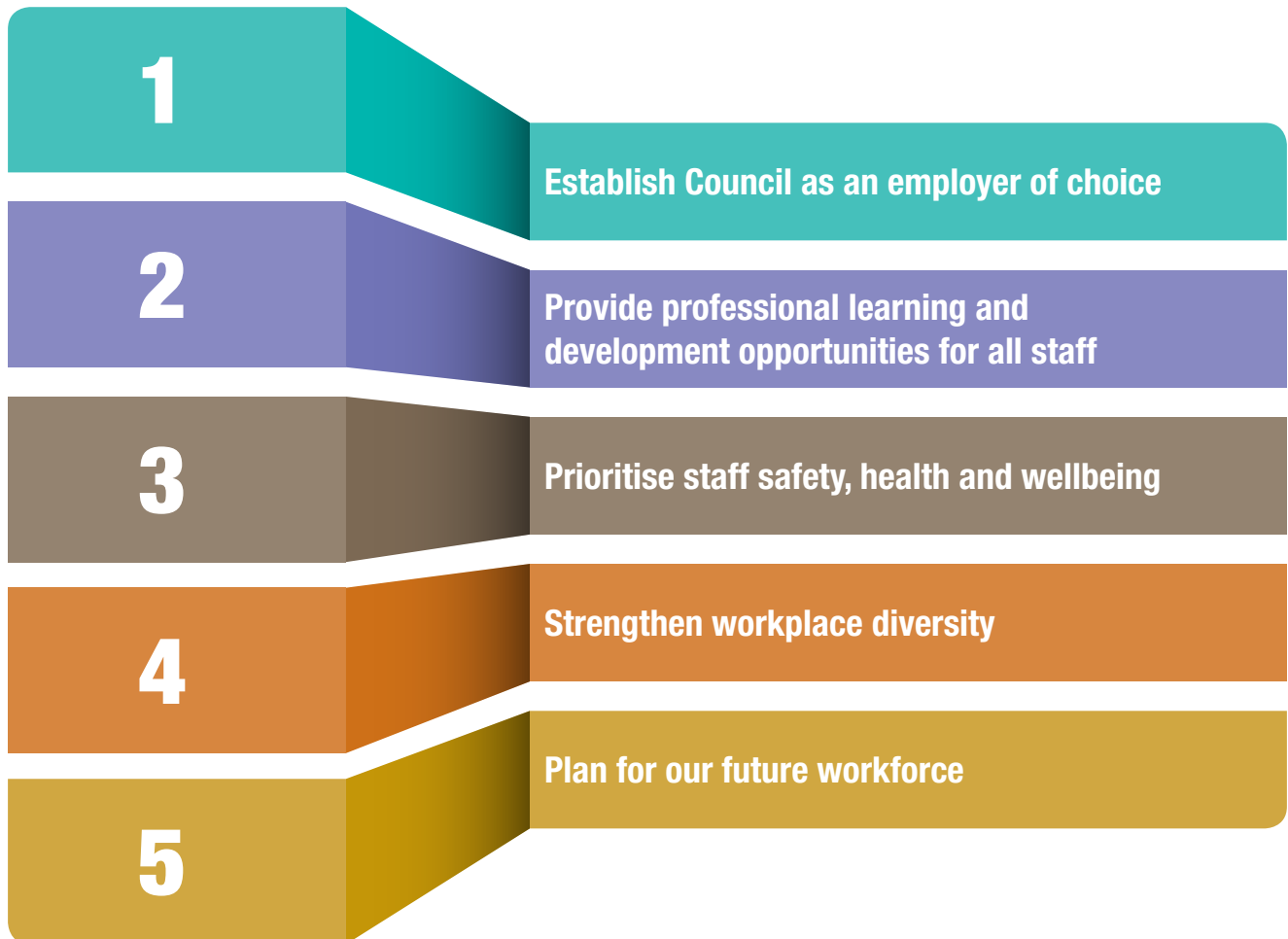
- Attracting and retaining skilled staff.
- Growing community expectations of Council.
- Technological advancements.
- Skill shortages.
- Ageing workforce issues.

In order to address these challenges Council must:

- Demonstrate strong leadership.
- Have a contemporary, inclusive and adaptable organisational culture.
- Prioritise staff safety, wellbeing and professional development.
- Meet its legislative requirements.
- Have employee diversity that is reflective of the Tweed community.

Key themes of Council's Workforce Management Plan

Council has taken a strategic approach to addressing these key challenges and has identified five core actions as the basis for the Workforce Management Plan:



The Workforce Management Plan aligns directly with principal stream 4 of the *Community Strategic Plan 2017–2027*:

Behind the scenes: *Providing support to make it happen*

Sub-stream 4.2: *Support Services*

The goal being to:

'Foster safe, productive and professional workspaces, enabling Council staff to source, manage and maintain services to the community.'

As with the Community Strategic Plan, Council's Workforce Management Plan is underpinned by support documents that detail planned projects, budgets, timeframes and responsibilities. Support structures for this plan are detailed under the heading 'Supporting the Workforce Management Plan' on page 17.

Flexibility within the strategies and actions identified within each theme area is required to enable unexpected emerging issues or new ideas and solutions to be included.

1

Establish Council as an employer of choice

Tweed Shire Council needs to consistently attract and retain enthusiastic and qualified staff to deliver services and meet the growing expectations of the Tweed community.

A number of Council Staff participated in group workshops in the development of the Organisational Values.

They were asked “What are the best things about working at Tweed Shire Council?”

Their responses included:

People are amazing

Seems more people at the top care

Treated well and opportunities are provided

Good teamwork

Lots of professions

Teams are passionate about what they do

Friendly culture

Helping the community on the ground

Working for the community – putting back in

Working conditions

Good training opportunities

Establish Council as an employer of choice

In a competitive labour market, a strong brand reputation and employer profile are essential in recruiting quality people.

Being an 'employer of choice' simply means becoming an organisation who potential and existing employees want to work for, over and above others in the same marketplace.

In the modern work environment, employees are seeking more than just job and financial security. Significant value is now being placed on cultural fit and work practices that best suit an individual's lifestyle and career aspirations.

This means placing greater emphasis on workplace culture, communication and consultation, as well as promoting work/life balance initiatives, and staff reward and recognition schemes.

Strategies/actions

We need to:

- Ensure Council's values underpin all policies, protocols, processes and practices.
- Ensure we 'walk the talk' and live our organisational values.
- Have conversations with staff to understand their needs and seek their input on making things better.
- Promote local government as a desirable and progressive career path where you can make a real difference.
- Promote a work environment that recognises the need to achieve work/life balance.
- Celebrate our achievements and successes.
- Ensure contemporary and best practice principles underpin our people management plans.
- Challenge traditional work practices, embrace innovation, flexibility and equal opportunity.

Targets

We aim to:

- Maintain staff turnover in line with industry benchmarks.
- Achieve greater than 75% overall staff satisfaction of Council as an employer.
- Obtain White Ribbon Workplace Accreditation.*
- Increase the number of employees new to Local Government.

*White Ribbon Accreditation recognises organisations for:

- taking active steps to prevent and respond to violence against women;
- drive social change; and
- showcase a workplace committed to equity and respect.

2

Provide professional learning and development opportunities for all staff

At Tweed Shire Council our employees are our most important resource – to invest in them is to invest in our future and the future of the community.

Provide professional learning and development opportunities for all staff

With changing technology, community expectations, and service delivery models, skills need to be continually updated and new capabilities developed.

Half of Council's current workforce is eligible to retire within the next 10 years. We need to plan for what these changes will bring by looking at how we work and attracting and nurturing new talent.

Addressing skills shortages, staff retention, and job satisfaction are important areas that can be improved through learning and development programs.

Learning and development opportunities need to be targeted, resource efficient, engaging, valued, timely and result in measurable improvements in knowledge, skill and or behaviour.

Strategies/actions

We need to:

- Deliver a blended learning culture that combines on the job learning with formal training.
- Develop and implement a whole of organisation leadership framework that is visionary and transparent.
- Develop and implement a suite of programs to support and strengthen Council's capacity to deliver.
- Challenge traditional work practices to ensure future outcomes are relevant and contemporary.
- Actively review and seek feedback on our performance embedding a culture of process improvement.
- Nurture the talent of high performing individuals across all levels of the organisation, supporting their potential as future leaders.

Targets

We aim to:

- Implement the Learning and Development Strategy.
- Decrease skill shortage gaps.
- Increase staff satisfaction with organisational leadership.
- Develop and implement a Business Excellence Framework.
- Identify employees to participate in Future Leaders Program.

3

Prioritise staff safety, health and wellbeing

At Tweed Shire Council, the safety, health and wellbeing of our staff is our number one priority.

Prioritise staff safety, health and wellbeing

Council's approach is that all injuries are unacceptable and our commitment is to the provision of a safe and healthy work environment for our employees, volunteers, contractors and visitors.

A large percentage of Council's workforce undertakes high risk duties with much of this work being undertaken in public spaces. All our staff have the right to return home safely from work to their loved ones each day.

Safety today is about much more than illness and injury prevention and return to work programs. Our approach also includes broad based health and wellbeing strategies, programs to manage occupational aggression, transitional strategies for ageing workers and meeting increased legislative obligations relating to design, procurement and contractor management.

Strategies/actions

We need to:

- Embrace an organisational culture that identifies and addresses risks in all facets of work.
- Continue to promote a safe working culture as an organisational priority.
- Integrate safety into project design, procurement and contract management and monitor its implementation.
- Ensure the community understands that aggression and abuse towards Council staff from members of the public will not be tolerated.
- Support staff who have experienced occupational aggression from members of the public.
- Ensure health and wellbeing initiatives are accessible and relevant to Council's diverse workforce needs.
- Value and actively look after our own and our colleagues' physical and mental wellness.
- Value the contribution of Council's ageing workforce and continue to support these employees through potential new career paths and retirement transition initiatives.

Targets

We aim to:

- Increase participation levels in Council's Health and Wellbeing initiatives.
- Have less than 3 health and safety incidents per 100 full time equivalent staff each year.
- Have less than 15 lost time injuries each year.
- Implement Enterprise Risk Management Framework.

4

Strengthen workplace diversity

Tweed Shire Council embraces and values people of all abilities and where possible includes identified positions to attract employees from areas that have traditionally had low levels of workplace representation.

Indigenous employment

- 2.71% of the Tweed community identify as Aboriginal or Torres Strait Islander
- 2.79% of Council employees identify as Aboriginal or Torres Strait Islander.
- 12.5% of our current trainees and apprentices identify as Aboriginal or Torres Strait Islander.

Women employees

- 29% of Council employees are women.
- 14.3% of Managers and senior staff are women.
- 58 women are employed in non-traditional female roles e.g. engineering and trades.
- 15% of our current apprentices and trainees are women.
- 40% of labour hire placements are women.

Youth employment

- 13.08% of Council employees are under 35 years of age.
- 30% of the total Tweed Shire workforce is under 35.
- Council hosts 30 young trainees and apprentices.
- 26% of labour hire placements are under 35 years of age.

Ageing workforce

- 47.68% of Council's workforce is 50 or older, with 10.13% being 60 or older.
- 28% of Council's current workforce will be able to access their superannuation and retire within the next 5 years with close to 50% eligible to retire within 10 years.

Strengthen workplace diversity

As a local government authority it is important that our workforce reflects the diversity in our communities and positively contributes to correcting historical inequitable imbalances. Given the gaps in diversity and gender representation in our current workforce, the priority areas to help improve this are enhanced employment and promotion opportunities for women, young people and those who identify as Aboriginal and Torres Strait Islanders.

Council should embrace and value people of all abilities and where possible, establish identified positions to attract employees from areas that have traditionally had low levels of mainstream workplace representation.

Increasing diversity will also assist with addressing issues associated with our rapidly ageing workforce.

Strategies/actions

We need to:

- Challenge traditional work practices to embrace innovation, flexibility and equal opportunity.
- Promote local government to the broader community as a desirable and progressive career path where 'you can make a real difference'.
- Develop and implement initiatives to increase the number of *Gen Y* and *millennial* employees.*
- Develop and implement initiatives that attract and retain employees who identify as Aboriginal/Torres Strait Islander and through culturally safe and sensitive support structures, provide career pathways across Council's diverse range of services.
- Develop and implement initiatives to increase the number of women employees and provide career development paths for women with a focus on engineering, trades, management and field based roles.

Targets

We aim to:

- Increase representation of employees who identify as Aboriginal or Torres Strait Islander across all service areas of Council and across all job grades.
- Meet local government benchmarks for women employees.
- Increase entry level and youth employment opportunities.

**Gen Y* or *millennials* are those people born between 1977 and 1995.

5

Plan for our future workforce

As a community, the Tweed is rapidly evolving and Council needs to keep pace

Plan for our future workforce

The Tweed Shire Council of 10 years ago is very different to the modern local government organisation we are now – and will be very different again in another 10 years' time.

With changing customer expectations, increased cost shifting from other levels of government, technological advancements, legislative changes and reform, Council's workforce needs will change significantly over time.

To remain competitive and to respond to community expectations, Council needs to ensure its workforce management strategies remain contemporary, and that performance data is used to benchmark ourselves against leaders in any field within which we operate.

Strategies/actions

We need to:

- Value and retain organisational knowledge held by individuals ensuring it is preserved and transferred to relevant colleagues.
- Nurture the talent of high performing individuals across all levels of the organisation, recognising their potential as future leaders.
- Implement integrated Human Resource management information practices to provide access to more accurate and timely data, delivering improved operational efficiencies.
- Promote a culture that embraces new technologies and emerging workplace innovations.
- Ensure all employees understand their role in, and are equipped to provide, genuine and responsive customer service delivery.
- Commit to being individually responsible and accountable for performing our roles and make the changes we need to improve our performance in the future.

Targets

We aim to:

- Identify employees to participate in Future Leaders Program.
- Identify critical positions and individuals for knowledge transference.
- Develop and implement a knowledge transference framework.
- Develop and implement a Business Excellence Framework.
- Fully implement an integrated Human Resource Information System.
- Deliver customer centred service delivery training across the organisation.

Supporting the Workforce Management Plan

The following documents have informed the development of the Workforce Management Plan.

- *Community Strategic Plan – 2017–2027: Living and Loving The Tweed*
- *Human Resources Operational Plan 2017–2019*
- *Work Health and Safety Strategic Plan 2015–2018*
- *Learning and Development Strategy 2016*
- *Health and Wellbeing Strategy 2016*
- *Learning and Development Operational Plan 2016–2018*
- *Australasian Local Government Performance Excellence Program FY2016*

The following documents will provide mechanisms to implement the Workforce Management Plan strategies:

- *Human Resources Operational Plan 2017–2019*
- *Learning and Development Strategy 2016*
- *Work Health and Safety Strategic Plan 2015–2018*
- *Health and Wellbeing Strategy 2016*
- *Learning and Development Operational Plan 2016–2018*

The following internal committees of Council, comprising management, employee and union representatives, assist in the development, implementation, evaluation and review of the Workforce Management Plan:

- Industrial Relations Subcommittee
- Reconciliation Action Plan Working Group
- Consultative Committee
- Equal Opportunity Subcommittee
- WHS/Executive Management Team Committee
- WHS Committee (Field and Office)
- Occupational Aggression Working Group
- Human Resources Steering Committee
- Learning and Development Subcommittee
- Corporate Management Team
- Job Evaluation Committee

The following committees of Council comprising external membership will assist Council with advice on feedback throughout the Workforce Management Plan's implementation:

- Aboriginal Advisory Committee
- Youth Council
- Equal Access Advisory Committee

Celebrating our successes: Recognising our achievements

Council's annual Service and Productivity Excellence Awards recognise and celebrate the great work we do here at Council and the dedicated and innovative people behind the scenes.

Excellence of individuals and teams is recognised in the following categories.

Smarter ways of working

- Delivering a more efficient and effective service
- Creating an easier process
- Using an existing Council system more efficiently
- Reducing red-tape
- Achieving value for money
- Improving safety

Innovation

- Trying something new
- Thinking outside the box
- Finding an innovative solution to a complex issue
- Creative ways to solve a problem

Working collaboratively

- Improved teamwork through whole-of-Council collaboration
- Sharing knowledge and keeping each other informed
- Teamwork that saves time or resources
- Considering impacts and benefits of our work on colleagues in other teams
- Partnering with external agencies and services

Customer Service

Recognising staff whose interactions with their colleagues and external customers is always genuine, friendly and professional. They keep their customers updated along the way and the service they provide is consistently meaningful, respectful and memorable for all the right reasons.

Sustainability

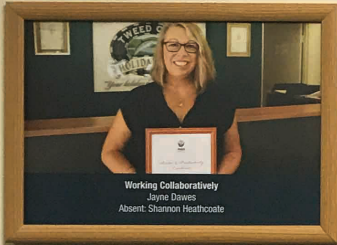
- Being more productive in a sustainable way
- Adopting sustainable business practices
- Applying environmentally beneficial processes, systems or practices
- Reducing our footprint on the environment
- Using materials and practices promoting reuse, reduce and recycle principles

Caring, Committed and Cooperative

To recognise those colleagues who, through their positive can do attitude, make Tweed Shire Council a better place. When their workmates need a hand or deadlines need to be met, they roll up their sleeves, pitch in and help. They go that extra mile often flying under the radar to support the organisation. Nothing is too much trouble for them and you wish more people were like them.

A customised professional development opportunity is developed with each of the winners. This may include attending a special conference, workshop, seminar or other learning and professional development activity.

Service & Productivity *Excellence*



TWEED
SHIRE COUNCIL

What we value

Living and loving the Tweed.

We look after people and places, explore all opportunities and are proud of our passionate approach.

We care about each other, choose to be here, and are in this together.

We have conversations where everyone can contribute and we are willing to have a go.

We put back in to make a difference, so that our Tweed community is even better tomorrow than it is today.

Section 2: Asset Management Planning

Introduction

Assets are physical objects owned, controlled and/or maintained by Council to deliver services to the community. Assets provide the foundation on which the community carries out its everyday activities while contributing to overall quality of life.

Roads and paths meet transport and access needs; facilities provide for cultural, recreational, health, community and civic purposes; parks and reserves provide recreational opportunities and enhance community life; underground stormwater drainage provides for public safety and the protection against property damage; water, wastewater and waste infrastructure provides for public health.

Asset Management

Asset Management is a process of logic used to guide the planning, acquisition, operation and maintenance, renewal and disposal of assets. Its objective is to maximise asset service delivery potential and manage related risks and costs over their entire lifecycle. In simplest terms, asset management is about the way in which the Council looks after its assets, both on a day-to-day basis (i.e. maintenance and operations) and in the medium to long term (i.e. strategic and forward planning).

The challenge in asset management is to understand the manner in which the Council's assets perform over time and whether they can be maintained in a "fit for purpose" condition, given that many cannot be seen and/or were built many years ago.

Asset Management issues

The majority of Council's assets were first constructed at the same time the original suburbs were built. These assets are approaching half of their expected life and, as such, the physical condition will further deteriorate in the coming years. In addition, Council has also received in recent years an increasing amount of contributed assets from developments.

At the same time, population growth as identified by recent studies and increased economic activity are challenging the capacity of existing assets to meet the increasing demands and changes in our environment.

Community expectations are also changing, which affect the ability of existing assets to meet the functional needs of the community.

The following provides a general assessment of the issues Council is currently experiencing and will need to address in the near future:

- Adopting good-practice asset management strategies to ensure the intergenerational sustainability of community assets.
- Ensuring the required funding is available to upgrade the existing assets of the Council to meet changing expectations of the community.
- Being able to reliably predict the condition of assets after 10 years' time at the current rate of expenditure.
- Ensuring sound risk management and mitigation associated with Council's assets.
- Community education/involvement and understanding of levels of service and the relationship between funding and service delivery.
- Life cycle costing to justify new assets.
- Future maintenance needs for new infrastructure and managing sustainability.

Asset Management – current and future condition

Tweed Shire Council manages a broad range of assets valued in excess of \$2.8 billion.

The following information outlines, by major asset category, the current:

Quantity of assets	The physical number or length or size of the assets.
Value of the assets	The cost to replace/renew the asset. The current value of the asset after deducted depreciation (or the amount of the asset already consumed).
Condition of assets at a system/network level	The system/network level is the average of all the asset condition ratings within the asset category.
Long-term Financial Plan funding	The funds included with the Long-term Financial Plan applied to the renewal (capital) and maintenance of the asset category.
Long term system/network condition	The predicted condition of the assets at a system/network level after 10 years based on the funding levels adopted in the Long-term Financial Plan.
Major asset category	Includes assets such as
Storm Water Drainage	Pits, Pipes, Headwalls and Minor Culverts
Roads, Traffic, Footpaths and Cycleways	Sealed Roads, Unsealed Roads, Kerbing, Bridges and Major Culverts, Carparks, Footpaths, Traffic Management Devices and Roadside Furniture.
Water Supply	Pipes, Fittings, Pump Stations, Treatment Plant, Dams, Weirs, Reservoirs and associated assets
Sewerage	Pipes, Manholes, Pump Stations, Treatment Plant and associated assets

Asset condition scoring scale level

Condition rating	Community rating	Description of asset condition
0	Brand New	A new asset or recently constructed/reconstructed.
1	Excellent	An asset in excellent overall condition however is not new and shows no signs of distress or defects.
2	Good	Sound construction with good condition and no distortion with limited ageing or may show minor distress upon close inspection such as sporadic fine cracking or isolated minor defects with no associated distortion.
3	Fair	Reasonable construction showing some aging and or signs of distress, such as fine to moderate cracking and or minor distortion. The extent of such defects will typically affect less than 20% of the asset targeted for assessment and can be rectified with minor maintenance works.
4	Poor	Asset displays substantial deterioration (20% to 50%) Major renewal work required.
5	Very Poor	Asset displays significant deterioration (greater than 50%). Extensive renewal work required.

The condition scoring scale follows internationally accepted good practice of starting with a condition score of 0 for new or near new and the values increasing as the asset condition deteriorates.

The descriptions in the condition scoring table above are a general guide to help understand the meaning of each condition score. In practise, the condition score for an asset is determined by a range of measures and indicators that vary for each asset category.

2017 flood: impact on Tweed Shire Council planning

The full impacts of the catastrophic flood events that descended upon the Tweed Shire in late March early April 2017, will not be known for some time.

Once the full assessment of damage to Council infrastructure and assets is completed, Council will then be working with the State and Federal Government regarding the level of financial support and assistance Council will be receiving.

As a result changes may need to be made to Council's capital works program/significant projects and service levels that have been listed in the Draft Delivery Program.

It is anticipated that the information on levels of support to be provided by governments to Council will be known in time for the 1st quarter review (September 2017) enabling any adjustments that may need to be considered to the Delivery Program to be presented to Council at this time.

Asset category information

Stormwater drainage

Quantity

Stormwater drainage quantities

Drain types	Lengths (m)
Channel	32,490
Culvert	7,325
Pipe	338,546
Total	378,361
Pit types	Pit structure numbers
Field inlet	2,749
Gross pollutant trap	177
Headwall	1,793
Kerb inlet	8,108
Manhole	3,980
Outlet	2
Grand total	16,809

Value (as at 30 June 2015)

Asset financial class	Replacement value	Accumulated depreciation	Written down value	Annual depreciation
Stormwater pipe drainage network	\$181,551,007	\$58,117,435	\$123,433,572	\$1,891,317
Stormwater pit drainage network	\$40,067,490	\$13,322,684	\$26,744,806	\$502,202
Grand total	\$221,618,497	\$71,440,119	\$150,178,378	\$2,393,519

Condition level (as at May 2015)

Condition rating	Pipes	Pits
1	8.4%	10.4%
2	25.5%	24.7%
3	52.4%	52.9%
4	1.9%	0%
5	11.8%	12.0%

Long-term Financial Plan Funding

Year	Renewal (capital)			Maintenance		
	Pipes (\$)	Pits (\$)	Total (\$)	Pipes (\$)	Pits* (\$)	Total (\$)
1	1,506,308	265,380	1,771,688	758,083	0	758,083
2	1,524,391	268,140	1,792,531	738,613	0	738,613
3	1,542,774	271,740	1,814,514	718,967	0	718,967
4	1,561,730	275,280	1,837,010	698,995	0	698,995
5	1,581,722	278,980	1,860,702	678,768	0	678,768
6	1,601,684	282,280	1,883,964	658,303	0	658,303
7	1,622,603	286,340	1,908,943	637,662	0	637,662
8	1,644,570	289,760	1,934,330	616,647	0	616,647
9	1,659,288	293,920	1,953,208	598,440	0	598,440
10	1,689,659	298,120	1,987,779	585,925	0	585,925
Total (\$)	15,934,729	2,809,940	18,744,669	6,690,403	0	6,690,403

*Denotes maintenance requirements included as part of capital

Long term system/network condition

Year	Pipes	Pits
0	2.8	2.8
1	2.8	2.8
2	2.8	2.8
3	2.7	2.7
4	2.7	2.7
5	2.6	2.7
6	2.5	2.7
7	2.5	2.6
8	2.4	2.6
9	2.4	2.6
10	2.3	2.6

Transport (roads, bridges, kerb and gutter pathways)

Quantity

Assets Class	Quantity	
Sealed roads – regional/local	1077km	Collector 352km Distributor 231km Local access 494km
Unsealed roads	164km	
Bridges	362	Timber 87 Concrete 270 Steel 5
Kerb and gutter	853 km	
Pathways	240 km	Average width 1.65m

Value (as at 30 June 2015)

Asset Class	Gross Replacement Cost (\$)	Depreciated Replacement Cost (\$)	Annual Depreciation Expense (\$)
Roads	737,453,602	590,898,784	11,967,427
Bridges	182,987,639	157,373,491	2,143,996
Kerb and Gutter	53,148,513	43,651,978	677,575
Pathways	36,292,977	29,868,317	463,784
Total	1,009,882,731	821,792,570	15,252,782

Condition level (as at May 2015)

Roads – sealed

Condition rating	Surface	Pavement
1	64.58%	53.01%
2	30.21%	39.11%
3	4.53%	7.24%
4	0.66%	0.63%
5	0.00%	0.00%

Bridges

Condition rating	% of Network
1	77.0%
2	20.8%
3	1.8%
4	0.4%
5	0.0%

Condition level (as at May 2015) (continued)

Kerb and gutter

Condition rating	% of Network
1	59.0%
2	24.1%
3	8.8%
4	6.3%
5	1.8%

Pathways

Condition rating	% of Network
1	59.0%
2	6.7%
3	21.5%
4	11.5%
5	1.2%

Long-term Financial Plan Funding

Year	Roads (\$)	Bridges (\$)	Kerbs (\$)	Footpaths (\$)	Carparks (\$)	Road ancillary (\$)	Total (\$)
2017–18	11,683,007	3,276,000	70,862	143,538	152,079	221,000	15,546,486
2018–19	12,400,202	816,000	73,231	147,844	82,426	221,000	13,740,703
2019–20	12,623,057	576,000	75,555	152,280	124,656	221,000	13,772,548
2020–21	13,010,173	1,008,000	77,856	156,848	70,272	221,000	14,544,149
2021–22	13,359,131	576,000	80,454	161,553	63,826	221,000	14,461,964
2022–23	13,744,524	904,000	82,962	166,398	31,392	221,000	15,150,276
2023–24	13,989,927	776,000	85,777	171,390	149,282	221,000	15,393,376
2024–25	14,361,734	776,000	88,423	176,534	151,872	221,000	15,775,563
2025–26	14,747,881	776,000	90,986	181,831	151,525	221,000	16,169,223
2026–27	15,162,167	776,000	94,296	186,831	152,242	221,000	16,592,536
Total (\$)	135,081,803	10,260,000	820,402	1,645,047	1,129,572	2,210,000	151,146,824

Long term system/network condition

Local road	
Year	Option 1
1	1.40
2	1.38
3	1.37
4	1.32
5	1.30
6	1.31
7	1.33
8	1.32
9	1.31
10	1.31

Kerb	
Year	Option 1
1	1.7
2	1.7
3	1.7
4	1.7
5	1.7
6	1.7
7	1.7
8	1.8
9	1.8
10	1.9

Road ancillary	
Year	Option 1
1	1.6
2	2.1
3	2.0
4	2.2
5	2.4
6	2.4
7	2.4
8	2.4
9	2.3
10	2.4

Regional road	
Year	Option 1
1	1.40
2	1.35
3	1.30
4	1.37
5	1.31
6	1.32
7	1.30
8	1.28
9	1.33
10	1.44

Footpath	
Year	Option 1
1	2.0
2	2.0
3	2.1
4	2.2
5	2.2
6	2.3
7	2.3
8	2.3
9	2.3
10	2.2

Bridge	
Year	Option 1
1	1.25
2	1.26
3	1.27
4	1.27
5	1.28
6	1.29
7	1.30
8	1.33
9	1.35
10	1.38

Carpark	
Year	Option 1
1	1.9
2	1.9
3	1.9
4	2.0
5	2.1
6	2.1
7	2.2
8	2.1
9	2.2
10	2.3

Long-term financial projections

Assets are necessary products that provide a service to an end user. In Council's case, this is the community.

Even though the service may be required indefinitely like a residential street, park or water main, no asset will last forever without proper management. Even with good maintenance, assets might deteriorate well before reaching their design life (useful life), dependent upon many unplanned factors such as ground conditions and the environment.

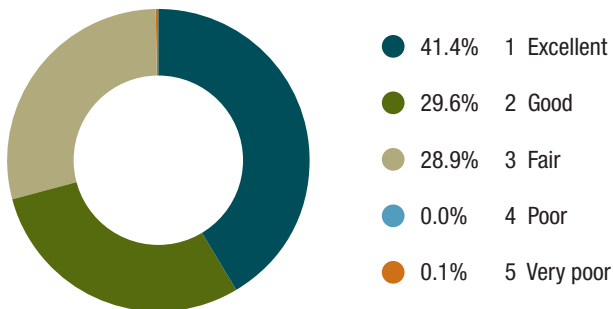
Council is committed to responsible financial management in a constantly changing environment. In order for Council to make responsible financial decisions, it is imperative to understand and plan for the future to ensure there is adequate funding available to properly manage Council's assets in accordance with Council's strategies and best practice.

The Water and Wastewater Funds of Council are established for the provision of water and wastewater services.

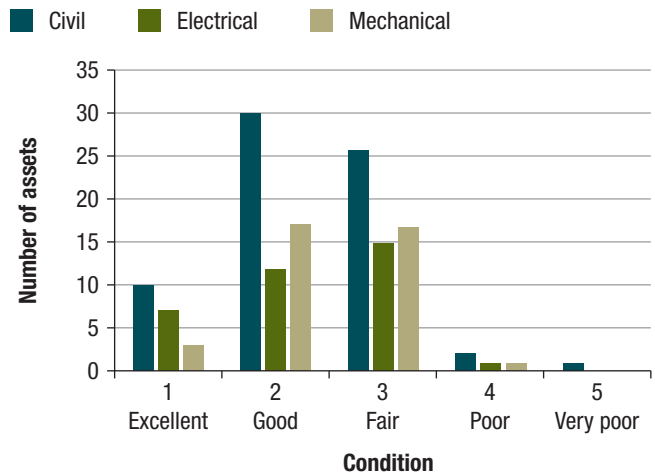
Water and sewerage

Water and sewerage assets will be going through a re-evaluation in June 2017. The following information is based on data from 2013.

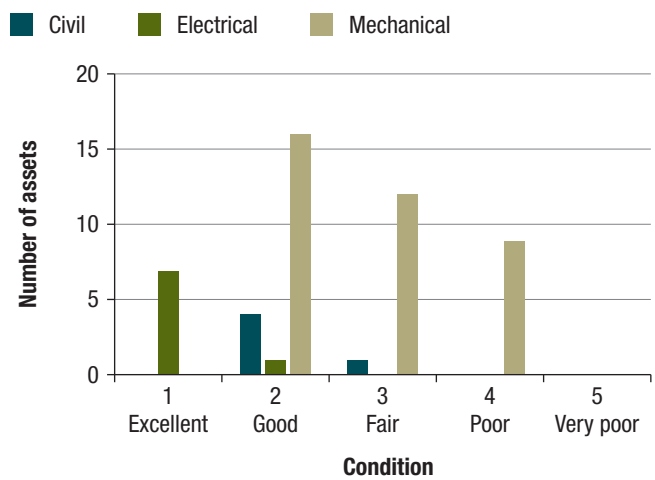
Water pipeline condition profile (by % of total length)



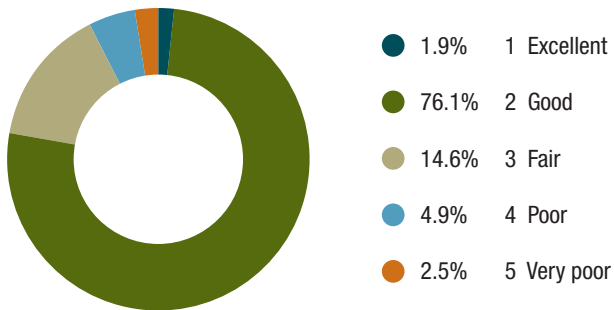
Sewer pumping stations overall condition profile



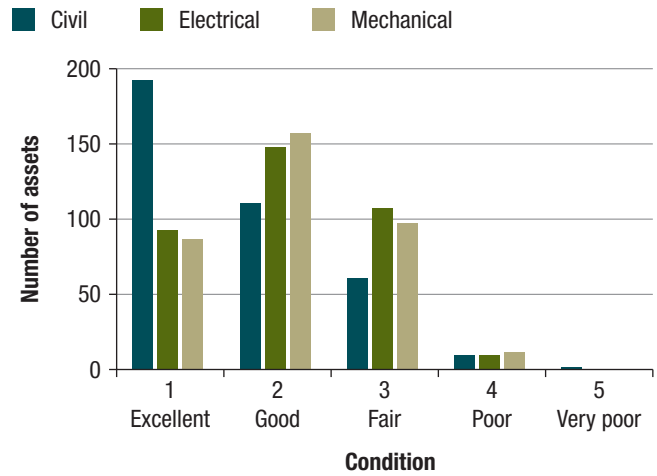
Water reservoirs overall condition profile



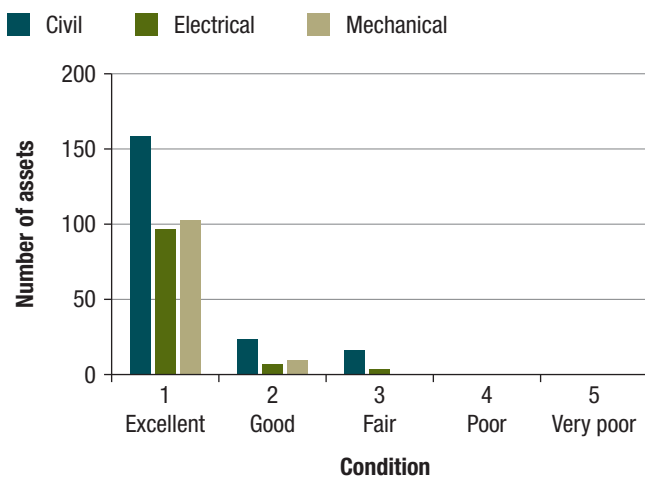
Sewer treatment plants overall condition profile



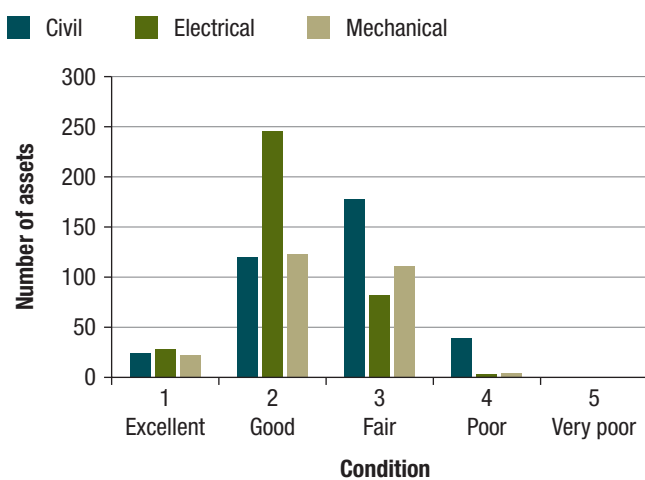
Sewer treatment plants overall condition profile



Sewer pipeline condition profile by % of total



Sewer pumping stations overall condition profile



Section 3: Long-term Financial Plan

Introduction

The Long Term Financial Plan forecasts the financial capacity of Tweed Shire Council to meet the objectives adopted in the Community Strategic Plan.

Estimates, projections and assumptions have been used to develop a picture of how Council's finances will progress over each of the next 10 years by quantifying revenue growth, expenditure commitments, and funding capacity. It also serves to measure to what extent Council is able to finance its asset management commitments as determined in the various Asset Management Plans, outlined in Section 2.

Long-term Financial Plan structure and format

Council's financial structure is divided into three separate funds: General, Water and Sewerage. These funds are subject to legislative restrictions which do not permit monetary transfers between funds. They could be considered to be three separate businesses but they can also be combined to present a single consolidated result.

The Long Term Financial Plan is presented for both consolidated and individual fund/s using the *Annual Financial Statements format* of:

Income Statement

Presents the operating result and change in net assets from operations for the year.

Balance Sheet

Discloses the assets, liabilities and equity of Council.

Cash Flow Statement

Shows the cash flows associated with Council's operating, financing and investing activities.

Also a Funding Statement has been included that explains the source and application of funds.

Financial goals – consolidated

The following financial goals have been adopted by Council in developing the Long-term Financial Plan:

- The current range of services remains unchanged.
- Progressive increases to asset maintenance and renewal funding; in order to maintain or improve current asset conditions.
- Eliminate the reliance on debt to finance asset renewals, as opposed to major new projects where inter-generational equity issues justify borrowing.
- Achieve long term financial sustainability by generating surplus operating results before capital grants and contributions.
- Performance indicators to be at the following levels:

	Consolidated	General	Water	Sewer
Unrestricted current ratio	> 2:1	> 2:1	n/a	n/a
Unrestricted cash	>\$16m	>\$9.6m	>\$3.2m	>\$3.2m
Debt service ratio	<=15%	<=10%	<=25%	<=25%

Unrestricted current ratio – The total current cash or cash convertible assets available, divided by current liabilities, excluding assets and liabilities which relate to activities that are restricted to specific purposes by legislation. This is a measure of Council’s liquidity.

Unrestricted cash – The amount of unrestricted cash needed to meet the day-to day operations of Councils; including the financing of hard core debtors and to provide a buffer against unforeseen and unbudgeted expenditures.

Debt service ratio – The amount used to repay borrowings as a percentage of total operating revenues. The indicator shows the amount of revenue necessary to service annual debt obligations.

Fit for the Future – General Fund

The NSW Government's Fit for the Future reforms aim to improve the strength and effectiveness of local government in providing services and infrastructure that communities need.

The reform process is expected to benefit ratepayers by leading to councils that will be financially sustainable into the future, and more capable of being strategic partners with other levels of government.

As a result of these reforms NSW councils are required by the NSW Government to meet a variety of financial criteria in their General Funds to prove they are 'fit' for the future.

The financial criteria are:

Measure	Definition	Benchmark
Sustainability		
Operating performance ratio	$\frac{\text{Total continuing operating revenue (exc capital grants and contributions) less operating expenses}}{\text{Total continuing operating revenue (exc capital grants and contributions)}}$	Greater than or equal to break-even average over 3 years
Own source revenue ratio	$\frac{\text{Total continuing operating revenue less all grants and contributions}}{\text{Total continuing operating revenue inclusive of capital grants and contributions}}$	Greater than 60% – average over 3 years
Building and asset renewal ratio	$\frac{\text{Asset renewals (building and infrastructure)}}{\text{Depreciation, amortisation and impairment (building and infrastructure)}}$	Greater than 100% – average over 3 years
Infrastructure and Service Management		
Infrastructure backlog ratio	$\frac{\text{Estimated cost to bring assets to satisfactory condition}}{\text{Total (WDV) of infrastructure, buildings, other structures and depreciable land improvement assets}}$	Less than 2%
Asset maintenance ration	$\frac{\text{Actual asset maintenance}}{\text{Required asset maintenance}}$	Greater than 100% – average over 3 years
Debt service ratio	$\frac{\text{Cost of Debt Service (interest and principal)}}{\text{Total continuing operating revenues (exc capital grants and contributions)}}$	Greater than 0% and less than or equal to 20% – average over 3 years
Efficiency		
Real operating expenditure	$\frac{\text{Operating expenditure}}{\text{Population}}$	A decrease in real operating expenditure per capita over time

Assumption and estimates

The following assumptions and estimates have been adopted as a general guide in formulating the Long Term Financial Plan. Specific items may have been treated differently than presented:

Global

- The adopted July 2018 Long-term Financial Plan is used as the base year for the Long-term Financial Plan.
- Local and national economic activity to remain similar to current conditions.
- Revenue funded seven year plan projects to continue as ongoing expenditure after 2012/13.
- Asset management or service expenditures created by new infrastructure and facilities, funded from Section 94 plans or contributed by developers, will commence in the year following construction/contribution.
- Any budget surplus for General Fund has been utilised for asset management expenditure. Any surpluses in Water and Sewer Funds have been placed into reserves for future asset replacement works.

Income Statement – Revenue

Rates and Annual Charges	<p>Rate pegging (set by IPART) at 2.3%, plus 0% growth in assessable properties for year 1 (2018/19); 2.5% rate pegging plus 0.25% growth for years 2 to 10.</p> <p>Water Access Charges are predicted to increase by \$3.65 (2.15%) for 2018/19 and by similar indexation thereafter.</p> <p>Sewer Access Charges are predicted to increase by \$17.70 (2.15%) for 2018/19 and by similar indexation thereafter.</p> <p>Domestic Waste Management charges are based on the reasonable costs calculations as required by legislation. The introduction of the Waste Levy by the NSW Government will see charges increase initially before more moderate increases in later years.</p>
User Charges and fees	<p>Statutory fees where the fee is set by the State Government, such as most planning fees, to remain static for the life of the Plan. Due to uncertainty in timing, no attempt has been made to estimate increased development fees arising from new developments.</p> <p>Water Volumetric Charges are predicted to increase approximately 6c/kl per annum for each of the 10 years.</p> <p>Other fees and charges to increase by 5% per annum.</p>
Interest received	Interest on investments estimated at 3.0%.
Other revenues	Other revenues to increase by 5% per annum.
Operating Grants and Contributions	<p>Financial Assistance Grant to increase 1% per annum.</p> <p>Pensioner Rate Subsidies to remain static.</p> <p>Recurring operating grants and contributions to increase by 3% per annum.</p>
Capital Grants and Contributions	<p>Section 94 fees to have variable increase approximating 3% per annum.</p> <p>Projects funded from Section 94 plans will commence only when the relevant plan/s have accumulated sufficient funds. The projection of Section 94 receipts is highly uncertain due to the unpredictable timing of developments.</p> <p>Section 64 fees are based on predicted population increases used in the calculation of Developer Services Plan charges.</p>

Income Statement – Expenditure

Employee benefits and on-costs	Employee costs to increase by an estimated 2.75% per annum. Award increases after 2019/20 are not known at this time.										
Borrowing Costs	Interest rate for new borrowings predicted to be 5%. Repayments of interest and principal of existing loans are known from current loan repayment schedules.. The proposed borrowings program provides for annual borrowings of approximately: <table border="1" data-bbox="718 604 1197 817"> <thead> <tr> <th>General</th> <th>Annual</th> </tr> </thead> <tbody> <tr> <td>Public Toilets</td> <td>\$100,000</td> </tr> <tr> <td>Bridges</td> <td>\$776,000</td> </tr> <tr> <td>Drainage</td> <td>\$1,100,000</td> </tr> <tr> <td>Flood Mitigation</td> <td>\$200,000 to \$1,000,000</td> </tr> </tbody> </table>	General	Annual	Public Toilets	\$100,000	Bridges	\$776,000	Drainage	\$1,100,000	Flood Mitigation	\$200,000 to \$1,000,000
General	Annual										
Public Toilets	\$100,000										
Bridges	\$776,000										
Drainage	\$1,100,000										
Flood Mitigation	\$200,000 to \$1,000,000										
Materials and Contracts	Materials, contracts, and other costs to increase by 2.75% per annum based on recent CPI.										
Plant Hire (Council's own fleet)	Costs to increase by 2.75% per annum.										
Depreciation and Amortisation	Depreciation expense has been calculated based on expected acquisitions and useful lives.										
Other Expenses	Other expenses to increase by 2% per annum.										

Balance Sheet – Assets

Cash and cash equivalents	Balance from changes in Cash Flow Statement
Investments	Maintained at current levels.
Receivables	Maintained at current levels.
Inventories	Maintained at current levels.
Other Assets	Maintained at current levels.
Infrastructure, property, plant and equipment	Additions – from capital expenditure list. Disposal – from Cash Flow Statement. Depreciation – Income Statement.
Investment Property	Maintained at current levels.
Intangible Assets	Maintained at current levels.

Balance Sheet – Liabilities and Equity

Payables	Maintained at current levels.
Borrowings	Balance from loan borrowings and repayments in Cash Flow Statement
Provisions	Maintained at current levels.
Equity	Retained earnings from Income Statement Revaluation Reserves maintained at current level.

Cash Flow – operating activities

Receipts	From Income Statement
Payments	From Income Statement

Cash Flow – investing activities

Receipts	Disposals from budget
Payments	Additions – from capital expenditure list

Cash Flow – financing activities

Receipts	Balance from loan borrowings in budget
Payments	Balance from repayments in budget

*Changes in accrual values have not been estimated as the timing of receipts and payments is too difficult to predict.

A listing of proposed Capital Expenditure projects contained with the Long Term Financial Plan and a forecast of a typical rate notice for each year of the plan have also been included below.

Reviewing of the Long-term Financial Plan

A review of the Long-term Financial Plan in relation to results, estimates and forecasts will be undertaken in conjunction with the annual Operational Plan.

Commentary on projections

Operating result: (attachment 1, 5, 9, 13)

The operating results for the consolidated and the General, Water and Sewerage fund Income Statements show surpluses before capital contributions in all years. The surplus is a positive result and meets one of the key financial goals of providing surplus results before capital grants and contributions.

It is important to note that a surplus result indicates the funding of depreciation (i.e. asset consumption) for the year, while a deficit result indicates under funding of depreciation for the year.

Unrestricted current ratio (attachment 17)

The Unrestricted Current ratio maintains a balance above 1.5:1 for all 10 years of the Long Term Financial Plan, which is considered acceptable. This ratio is sensitive to the amount of funds Council places in non-current investments (ie. Investments due longer than 12 months).

Debt service ratio (attachment 22)

The predicted debt service ratios for the individual and consolidated funds are within the Long-term Financial Plan goals from year two onwards.

Sensitivity analysis (modelling scenarios) (attachment 19)

Attachment 19 presents a listing of the sensitivity to the Long-term Financial Plan assumptions

Attachments – planned scenario

Fund	Attachment	Attachment No.
Consolidated	Income Statement	1
	Funding Statement	2
	Balance Sheet	3
	Cash Flow Statement	4
General Fund	Income Statement	5
	Funding Statement	6
	Balance Sheet	7
	Cash Flow Statement	8
Water Fund	Income Statement	9
	Funding Statement	10
	Balance Sheet	11
	Cash Flow Statement	12
Sewer Fund	Income Statement	13
	Funding Statement	14
	Balance Sheet	15
	Cash Flow Statement	16
Consolidated	Unrestricted Current Ratio	17
	Capital Expenditure	18
	Sensitivity Analysis	19
	Rate Notice estimate	20
Consolidated and Funds	Debt Service Ratio	21

Attachment 1 – Income Statement – Consolidated

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates & Annual Charges	114,826	118,356	121,958	125,659	129,472	133,385	137,402	141,563	145,868	150,305
User Charges & Fees	48,364	50,194	52,088	54,048	56,077	58,184	60,366	62,624	64,883	67,221
Interest Received	9,808	10,211	10,443	10,743	10,167	10,105	10,489	11,036	12,003	12,418
Other Operating Revenues	2,507	2,601	2,698	2,800	2,905	3,015	3,139	3,268	3,403	3,543
Operating Grants & Contributions	21,420	18,860	19,081	19,327	19,577	18,368	18,630	18,829	19,109	19,401
Capital Grants & Contributions	14,529	15,091	14,970	15,236	15,261	16,953	17,270	18,115	19,022	19,609
	211,454	215,312	221,237	227,812	233,459	240,011	247,296	255,435	264,289	272,497
Expenditure										
Employee Costs	59,162	60,347	61,857	63,414	65,013	66,658	68,341	70,069	71,844	73,666
Borrowing Costs	11,268	10,511	9,641	9,158	8,651	8,148	7,570	6,996	6,378	5,690
Materials & Contracts	50,810	50,630	51,069	52,757	54,062	56,692	57,525	59,840	61,843	63,776
Depreciation	45,028	45,953	47,036	48,161	49,204	51,039	52,267	53,382	54,343	55,658
Other Expenses	17,093	17,602	18,128	18,670	19,229	19,805	20,398	21,009	21,639	22,272
	183,360	185,043	187,730	192,161	196,159	202,341	206,101	211,296	216,047	221,062
Net Operating Result	28,093	30,269	33,507	35,651	37,300	37,670	41,195	44,139	48,242	51,436
Capital Grants/Contributions	14,529	15,091	14,970	15,236	15,261	16,953	17,270	18,115	19,022	19,609
Net Operating Result before Capital Grants & Contributions	13,564	15,178	18,537	20,415	22,039	20,717	23,925	26,024	29,219	31,826

Attachment 2 – Funding Statement – Consolidated

Source and Application of Funds	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	28,093	30,269	33,507	35,651	37,300	37,670	41,195	44,139	48,242	51,436
<i>Add Back non-funded items:</i>										
Depreciation	45,028	45,953	47,036	48,161	49,204	51,039	52,267	53,382	54,343	55,658
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	28,299	18,938	24,443	35,090	80,464	46,713	39,975	27,231	42,807	40,138
Transfers from Internally Restricted Cash	1,222	738	685	348	4,815	2,571	2,094	193	193	193
Proceeds from sale of assets	1,812	1,230	2,345	1,724	2,493	2,433	2,349	2,190	1,176	2,000
Loan Funds Utilised	2,316	2,026	2,276	2,308	2,276	1,888	1,888	1,400	1,200	1,200
Repayments from Deferred Debtors	-	-	-	-	-	-	-	-	-	-
Funds Available	106,770	99,152	110,291	123,282	176,553	142,314	139,768	128,534	147,961	150,624
<i>Funds were applied to:</i>										
Purchase and construction of assets	42,623	52,395	58,625	51,353	114,731	68,054	61,196	43,878	65,840	57,873
Repayment of principal on loans	9,243	8,106	8,766	9,385	9,532	9,580	10,092	10,659	11,156	11,456
Transfers to Externally Restricted Cash	49,242	32,536	38,535	57,592	47,154	59,177	62,242	66,468	61,913	72,299
Transfers to Internally Restricted Cash	5,661	6,116	4,365	4,952	5,135	5,503	6,238	7,529	9,052	8,997
Funds Used	106,770	99,152	110,291	123,282	176,553	142,314	139,768	128,534	147,961	150,624
Increase/(Decrease) in Available Working Capital	0	0	0	0	0	0	0	0	0	0

Attachment 3 – Balance Sheet – Consolidated

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	11,339	18,000	18,000	18,000	18,000	18,000	18,000	19,000	18,764	19,000
Investments	153,635	159,919	168,715	182,095	165,322	173,299	186,444	209,324	223,184	243,513
Receivables	16,938	17,340	17,974	18,640	19,143	19,824	20,542	21,335	22,174	23,030
Inventories	1,523	1,562	1,593	1,636	1,663	1,735	1,756	1,814	1,857	1,906
Other	1,091	1,116	1,138	1,170	1,194	1,241	1,262	1,302	1,336	1,372
Total current assets	184,526	197,938	207,420	221,540	205,323	214,098	228,004	252,774	267,315	288,822
Non-current assets										
Investments	163,539	170,603	180,839	195,751	181,265	189,868	204,352	228,273	243,851	265,670
Receivables	104	104	105	105	105	106	106	107	107	107
Infrastructure, property, plant and equipment	3,118,407	3,123,709	3,133,040	3,134,592	3,197,707	3,212,309	3,218,776	3,206,965	3,217,166	3,217,257
Investments Accounted for using the equity method	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Intangible assets	1,226	1,137	1,050	967	886	867	981	1,098	1,218	1,342
Other	-	-	-	-	-	-	-	-	-	-
Total non-current assets	3,284,476	3,296,753	3,316,234	3,332,615	3,381,163	3,404,350	3,425,415	3,437,643	3,463,542	3,485,576
Total assets	3,469,002	3,494,691	3,523,654	3,554,156	3,586,485	3,618,448	3,653,419	3,690,417	3,730,857	3,774,398
LIABILITIES										
Current liabilities										
Payables	17,645	17,551	17,863	18,116	18,684	18,907	19,080	19,345	19,600	20,014
Borrowings	8,106	8,766	9,385	9,532	9,580	10,092	10,659	11,156	11,456	9,651
Provisions	24,322	25,710	27,133	28,592	30,087	31,620	33,191	34,801	36,452	38,145
Total current liabilities	50,073	52,027	54,382	56,240	58,351	60,618	62,930	65,302	67,508	67,809
Non-current liabilities										
Payables	1,079	1,055	1,030	1,005	980	956	931	906	882	857
Borrowings	144,062	137,322	130,213	122,988	115,684	107,481	98,709	88,954	78,698	70,247
Provisions	6,968	7,198	7,434	7,675	7,923	8,177	8,437	8,703	8,977	9,257
Total non-current liabilities	152,110	145,574	138,676	131,669	124,588	116,613	108,077	98,563	88,556	80,361
Total liabilities	202,182	197,602	193,058	187,909	182,939	177,231	171,007	163,865	156,064	148,170
Net assets	3,266,820	3,297,089	3,330,596	3,366,247	3,403,547	3,441,217	3,482,412	3,526,551	3,574,793	3,626,228
EQUITY										
Retained earnings	1,500,249	1,530,518	1,564,025	1,599,676	1,636,976	1,674,646	1,715,841	1,759,980	1,808,222	1,859,657
Revaluation reserves	1,766,571	1,766,571	1,766,571	1,766,571	1,766,571	1,766,571	1,766,571	1,766,571	1,766,571	1,766,571
Council equity interest	3,266,820	3,297,089	3,330,596	3,366,247	3,403,547	3,441,217	3,482,412	3,526,551	3,574,793	3,626,228
Total equity	3,266,820	3,297,089	3,330,596	3,366,247	3,403,547	3,441,217	3,482,412	3,526,551	3,574,793	3,626,228

Attachment 4 – Cash Flow Statement – Consolidated

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
Receipts:										
Rates and annual charges	114,671	118,207	121,806	125,503	129,312	133,220	137,233	141,388	145,687	150,118
User charges and fees	48,206	50,015	51,905	53,860	55,883	57,981	60,157	62,410	64,665	66,997
Investment revenue and interest	9,641	9,949	10,222	10,508	10,063	9,887	10,247	10,734	11,671	12,081
Grants and contributions	37,092	34,159	34,032	34,538	34,851	35,294	35,871	36,915	38,094	38,975
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	2,711	2,578	2,638	2,737	2,847	2,948	3,068	3,196	3,331	3,469
Payments:										
Employee benefits and on-costs	(57,581)	(58,729)	(60,198)	(61,714)	(63,270)	(64,871)	(66,510)	(68,192)	(69,920)	(71,694)
Materials & contracts	(53,511)	(50,436)	(50,865)	(52,453)	(53,818)	(56,254)	(57,316)	(59,454)	(61,508)	(63,430)
Borrowing costs	(11,141)	(10,526)	(9,657)	(9,176)	(8,668)	(8,166)	(7,589)	(7,019)	(6,404)	(5,715)
Bonds and Deposits refunded	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
Other	(17,093)	(17,602)	(18,128)	(18,670)	(19,229)	(19,805)	(20,398)	(21,009)	(21,639)	(22,272)
Net cash provided in operating activities	72,896	77,517	81,655	85,033	87,870	90,134	94,664	98,868	103,878	108,430
Cash flows from investing activities										
Receipts:										
Sale of investments	-	3,713	5,545	4,191	36,963	2,569	601	-	-	-
Sale of infrastructure, property, plant & equipment	1,812	1,230	2,345	1,724	2,493	2,433	2,349	2,190	1,176	2,000
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of investments	(18,200)	(17,061)	(24,576)	(32,484)	(5,703)	(19,149)	(28,230)	(46,800)	(29,438)	(42,149)
Purchase of infrastructure property, plant & equipment	(44,145)	(52,557)	(58,377)	(51,282)	(114,258)	(68,184)	(61,066)	(43,881)	(65,776)	(57,665)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	(97)	(100)	(102)	(105)	(108)	(111)	(114)	(117)	(120)	(124)
Net cash used in Investing activities	(60,630)	(64,775)	(75,165)	(77,956)	(80,613)	(82,442)	(86,460)	(88,608)	(94,159)	(97,938)
Cash flows from financing activities										
Receipts:										
Borrowings and advances	2,316	2,026	2,276	2,308	2,276	1,888	1,888	1,400	1,200	1,200
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Borrowings and advances	(9,243)	(8,106)	(8,766)	(9,385)	(9,532)	(9,580)	(10,092)	(10,659)	(11,156)	(11,456)
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by financing activities	(6,927)	(6,080)	(6,490)	(7,077)	(7,256)	(7,692)	(8,204)	(9,259)	(9,956)	(10,256)
Net increase/(decrease) in cash and cash equivalents	5,339	6,661	0	(0)	(0)	-	0	1,000	(236)	236
Cash and cash equivalents at beginning of reporting period	6,000	11,339	18,000	18,000	18,000	18,000	18,000	18,000	19,000	18,764
Cash and cash equivalents at end of reporting period	11,339	18,000	18,000	18,000	18,000	18,000	18,000	19,000	18,764	19,000

Attachment 5 – Income Statement – General Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates & Annual Charges	77,052	79,071	81,143	83,270	85,452	87,692	89,990	92,349	94,770	97,254
User Charges & Fees	19,560	20,387	21,253	22,161	23,111	24,099	25,134	26,218	27,274	28,380
Interest Received	5,275	5,306	5,338	5,370	5,404	5,438	5,482	5,528	5,574	5,622
Other Operating Revenues	2,161	2,240	2,321	2,405	2,493	2,584	2,688	2,797	2,910	3,028
Operating Grants & Contributions	20,481	17,895	18,089	18,307	18,529	17,290	17,522	17,691	17,938	18,197
Capital Grants & Contributions	2,326	2,372	2,420	2,469	2,033	3,566	3,647	3,730	3,816	3,904
	126,855	127,271	130,564	133,982	137,022	140,670	144,464	148,312	152,282	156,385
Expenditure										
Employee Costs	46,625	47,562	48,742	49,950	51,187	52,459	53,758	55,088	56,453	57,851
Borrowing Costs	5,186	4,960	4,713	4,452	4,170	3,908	3,624	3,334	3,003	2,644
Materials & Contracts	27,402	28,279	28,813	29,729	30,150	31,941	32,149	33,473	34,391	35,461
Depreciation	25,508	26,217	26,882	27,569	28,278	29,029	29,654	30,337	31,043	31,775
Other Expenses	12,724	13,086	13,461	13,847	14,244	14,652	15,071	15,503	15,948	16,389
	117,444	120,103	122,612	125,547	128,030	131,989	134,256	137,737	140,837	144,119
Net Operating Result	9,411	7,168	7,953	8,435	8,992	8,681	10,208	10,576	11,445	12,266
Capital Grants/Contributions	2,326	2,372	2,420	2,469	2,033	3,566	3,647	3,730	3,816	3,904
Net Operating Result before Capital Grants & Contributions	7,085	4,795	5,533	5,966	6,959	5,114	6,561	6,845	7,629	8,362

Attachment 6 – Funding Statement – General Fund

Source and Application of Funds	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	9,411	7,168	7,953	8,435	8,992	8,681	10,208	10,576	11,445	12,266
<i>Add Back non-funded items:</i>										
Depreciation	25,508	26,217	26,882	27,569	28,278	29,029	29,654	30,337	31,043	31,775
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	6,297	1,247	1,247	1,247	4,967	1,140	1,140	1,140	1,140	1,126
Transfers from Internally Restricted Cash	1,222	738	685	348	4,815	2,571	2,094	193	193	193
Proceeds from sale of assets	1,812	1,230	2,345	1,724	2,493	2,433	2,349	2,190	1,176	2,000
Loan Funds Utilised	2,316	2,026	2,276	2,308	2,276	1,888	1,888	1,400	1,200	1,200
Repayments from Deferred Debtors										
Funds Available	46,565	38,625	41,387	41,632	51,822	45,742	47,334	45,835	46,197	48,559
<i>Funds were applied to:</i>										
Purchase and construction of assets	27,179	20,082	24,049	23,145	33,060	26,531	26,991	23,731	22,205	24,492
Repayment of principal on loans	4,634	4,804	5,191	5,588	5,509	5,316	5,533	5,817	6,027	5,998
Transfers to Externally Restricted Cash	9,091	7,623	7,783	7,947	8,117	8,392	8,572	8,758	8,913	9,073
Transfers to Internally Restricted Cash	5,661	6,116	4,365	4,952	5,135	5,503	6,238	7,529	9,052	8,997
Funds Used	46,565	38,625	41,387	41,632	51,822	45,742	47,334	45,835	46,197	48,559
Increase/(Decrease) in Available Working Capital	0	0	0	0	0	0	0	0	0	0

Attachment 7 – Balance Sheet – General Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	7,339	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Investments	62,457	64,920	70,255	76,039	78,501	83,779	89,715	97,192	105,441	113,834
Receivables	10,319	10,485	10,885	11,307	11,557	11,976	12,426	12,936	13,484	14,045
Inventories	1,523	1,562	1,593	1,636	1,663	1,735	1,756	1,814	1,857	1,906
Other	1,013	1,040	1,062	1,091	1,112	1,157	1,175	1,212	1,243	1,276
Total current assets	82,651	93,007	98,795	105,073	107,834	113,647	120,072	128,154	137,025	146,060
Non-current assets										
Investments	74,570	77,511	83,881	90,786	93,726	100,027	107,114	116,042	125,891	135,911
Receivables	104	104	105	105	105	106	106	107	107	107
Infrastructure, property, plant and equipment	1,951,163	1,943,888	1,938,796	1,932,731	1,935,101	1,930,189	1,925,063	1,916,150	1,906,015	1,896,609
Investments Accounted for using the equity method	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Intangible assets	1,203	1,114	1,027	944	863	844	958	1,075	1,195	1,319
Other										
Total non-current assets	2,028,240	2,023,816	2,025,009	2,025,766	2,030,995	2,032,366	2,034,441	2,034,573	2,034,408	2,035,147
Total assets	2,110,891	2,116,824	2,123,804	2,130,839	2,138,829	2,146,013	2,154,513	2,162,728	2,171,433	2,181,207
LIABILITIES										
Current liabilities										
Payables	16,181	16,131	16,438	16,642	17,155	17,325	17,455	17,659	17,846	18,204
Borrowings	4,804	5,191	5,588	5,509	5,316	5,533	5,817	6,027	5,998	6,056
Provisions	24,322	25,710	27,133	28,592	30,087	31,620	33,191	34,801	36,452	38,145
Total current liabilities	45,306	47,031	49,159	50,743	52,558	54,477	56,463	58,487	60,296	62,405
Non-current liabilities										
Payables	1,079	1,055	1,030	1,005	980	956	931	906	882	857
Borrowings	68,167	65,003	61,691	58,490	55,450	51,805	47,876	43,249	38,451	33,595
Provisions	6,968	7,198	7,434	7,675	7,923	8,177	8,437	8,703	8,977	9,257
Total non-current liabilities	76,215	73,255	70,155	67,170	64,353	60,937	57,244	52,859	48,310	43,709
Total liabilities	121,521	120,286	119,314	117,913	116,911	115,415	113,707	111,346	108,606	106,114
Net assets	1,989,369	1,996,537	2,004,490	2,012,925	2,021,918	2,030,598	2,040,807	2,051,382	2,062,827	2,075,093
EQUITY										
Retained earnings	995,455	1,002,623	1,010,576	1,019,011	1,028,004	1,036,684	1,046,893	1,057,468	1,068,913	1,081,179
Revaluation reserves	993,914	993,914	993,914	993,914	993,914	993,914	993,914	993,914	993,914	993,914
Council equity interest	1,989,369	1,996,537	2,004,490	2,012,925	2,021,918	2,030,598	2,040,807	2,051,382	2,062,827	2,075,093
Total equity	1,989,369	1,996,537	2,004,490	2,012,925	2,021,918	2,030,598	2,040,807	2,051,382	2,062,827	2,075,093

Attachment 8 – Cash Flow Statement – General Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
Receipts:										
Rates and annual charges	76,956	78,988	81,058	83,182	85,362	87,599	89,895	92,251	94,670	97,151
User charges and fees	19,579	20,365	21,230	22,136	23,086	24,073	25,106	26,189	27,246	28,351
Investment revenue and interest	5,107	5,044	5,117	5,136	5,299	5,219	5,240	5,226	5,243	5,285
Grants and contributions	23,899	20,482	20,489	20,754	20,580	20,832	21,143	21,400	21,726	22,072
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	2,377	2,227	2,271	2,352	2,444	2,528	2,629	2,736	2,849	2,965
Payments:										
Employee benefits and on-costs	(45,044)	(45,944)	(47,083)	(48,250)	(49,445)	(50,673)	(51,926)	(53,211)	(54,528)	(55,879)
Materials & contracts	(30,210)	(28,043)	(28,613)	(29,471)	(29,959)	(31,554)	(31,980)	(33,145)	(34,120)	(35,168)
Borrowing costs	(5,198)	(4,974)	(4,728)	(4,469)	(4,188)	(3,926)	(3,644)	(3,358)	(3,029)	(2,669)
Bonds and Deposits refunded	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
Other	(12,724)	(13,086)	(13,461)	(13,847)	(14,244)	(14,652)	(15,071)	(15,503)	(15,948)	(16,389)
Net cash provided in operating activities	34,642	34,957	36,178	37,423	38,837	39,346	41,292	42,484	44,009	45,619
Cash flows from investing activities										
Receipts:										
Sale of investments	-	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment	1,812	1,230	2,345	1,724	2,493	2,433	2,349	2,190	1,176	2,000
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of investments	-	(5,404)	(11,705)	(12,690)	(5,402)	(11,579)	(13,022)	(16,406)	(18,097)	(18,413)
Purchase of infrastructure property, plant & equipment	(28,700)	(20,244)	(23,801)	(23,073)	(32,587)	(26,661)	(26,860)	(23,734)	(22,141)	(24,284)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	(96,914)	(99,579)	(102,317)	(105,131)	(108,022)	(110,993)	(114,045)	(117,181)	(120,403)	(123,714)
Other	(26,986)	(24,518)	(33,263)	(34,143)	(35,604)	(35,918)	(37,647)	(38,067)	(39,182)	(40,822)
Net cash used in Investing activities	(26,986)	(24,518)	(33,263)	(34,143)	(35,604)	(35,918)	(37,647)	(38,067)	(39,182)	(40,822)
Cash flows from financing activities										
Receipts:										
Borrowings and advances	2,316	2,026	2,276	2,308	2,276	1,888	1,888	1,400	1,200	1,200
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Borrowings and advances	(4,634)	(4,804)	(5,191)	(5,588)	(5,509)	(5,316)	(5,533)	(5,817)	(6,027)	(5,998)
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by financing activities	(2,318)	(2,778)	(2,915)	(3,280)	(3,233)	(3,428)	(3,645)	(4,417)	(4,827)	(4,798)
Net increase/(decrease) in cash and cash equivalents	5,339	7,661	-	-	-	-	-	-	-	-
Cash and cash equivalents at beginning of reporting period	2,000	7,339	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Cash and cash equivalents at end of reporting period	7,339	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000

Attachment 9 – Income Statement – Water Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2020/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates & Annual Charges	5,931	6,171	6,412	6,661	6,919	7,184	7,456	7,742	8,040	8,351
User Charges & Fees	25,242	26,139	27,058	28,000	28,964	29,952	30,963	31,999	33,060	34,146
Interest Received	1,659	1,691	1,539	1,425	358	371	581	600	980	1,012
Other Operating Revenues	328	343	359	376	393	411	430	450	471	493
Operating Grants & Contributions	419	429	440	451	462	474	486	498	510	523
Capital Grants & Contributions	7,126	7,436	7,336	7,459	7,733	7,830	7,973	8,410	8,897	9,189
	40,705	42,209	43,144	44,372	44,829	46,222	47,889	49,700	51,960	53,715
Expenditure										
Employee Costs	5,254	5,359	5,483	5,618	5,757	5,900	6,048	6,201	6,359	6,522
Borrowing Costs	4,155	4,000	3,882	3,743	3,605	3,456	3,258	3,075	2,895	2,677
Materials & Contracts	12,391	10,970	10,673	11,129	11,553	11,957	12,222	12,754	13,335	13,728
Depreciation	7,740	7,854	8,127	8,416	8,695	9,376	9,502	9,767	9,861	10,140
Other Expenses	1,516	1,567	1,619	1,674	1,730	1,789	1,849	1,912	1,976	2,043
	31,054	29,750	29,784	30,580	31,341	32,478	32,879	33,709	34,426	35,109
Net Operating Result	9,651	12,459	13,361	13,792	13,488	13,743	15,010	15,991	17,534	18,606
Capital Grants/Contributions	7,126	7,436	7,336	7,459	7,733	7,830	7,973	8,410	8,897	9,189
Net Operating Result before Capital Grants & Contributions	2,525	5,023	6,024	6,333	5,755	5,913	7,037	7,580	8,637	9,416

Attachment 10 – Funding Statement – Water Fund

Source and Application of Funds	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	9,651	12,459	13,361	13,792	13,488	13,743	15,010	15,991	17,534	18,606
<i>Add Back non-funded items:</i>										
Depreciation	7,740	7,854	8,127	8,416	8,695	9,376	9,502	9,767	9,861	10,140
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	13,170	11,530	17,199	27,871	53,311	16,200	26,110	13,633	28,502	22,568
Transfers from Internally Restricted Cash										
Proceeds from sale of assets										
Loan Funds Utilised										
Repayments from Deferred Debtors										
Funds Available	30,561	31,843	38,687	50,079	75,494	39,320	50,621	39,390	55,897	51,314
<i>Funds were applied to:</i>										
Purchase and construction of assets	8,764	23,023	24,969	24,224	56,825	12,078	23,432	9,647	24,589	18,730
Repayment of principal on loans	1,640	1,794	1,912	2,051	2,189	2,338	2,536	2,719	2,899	3,117
Transfers to Externally Restricted Cash	20,157	7,027	11,806	23,804	16,479	24,903	24,653	27,024	28,409	29,467
Transfers to Internally Restricted Cash										
Funds Used	30,561	31,843	38,687	50,079	75,494	39,320	50,621	39,390	55,897	51,314
Increase/(Decrease) in Available Working Capital	-	-	-	-	-	-	-	-	-	-

Attachment 11 – Balance Sheet – Water Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	2,000	1,000	1,000	1,000	1,000	2,000	1,000	2,000	1,764	2,000
Investments	36,162	34,215	31,307	29,109	9,725	13,695	13,380	19,804	19,804	23,218
Receivables	4,005	4,150	4,290	4,438	4,592	4,747	4,907	5,076	5,249	5,424
Inventories	-	-	-	-	-	-	-	-	-	-
Other	38	34	33	35	36	37	38	40	42	43
Total current assets	42,205	39,399	36,631	34,582	15,354	20,480	19,325	26,920	26,859	30,685
Non-current assets										
Investments	32,794	31,028	28,391	26,398	8,820	12,420	12,134	17,960	17,960	21,055
Receivables	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant and equipment	570,502	585,671	602,512	618,320	666,450	669,153	683,083	682,964	697,692	706,281
Investments. Accounted for using the equity method										
Intangible assets	23	23	23	23	23	23	23	23	23	23
Other										
Total non-current assets	603,319	616,722	630,927	644,741	675,293	681,595	695,240	700,947	715,674	727,360
Total assets	645,524	656,121	667,557	679,324	690,647	702,075	714,565	727,866	742,533	758,044
LIABILITIES										
Current liabilities										
Payables	698	630	617	643	667	690	707	736	769	792
Borrowings	1,794	1,912	2,051	2,189	2,338	2,536	2,719	2,899	3,117	3,343
Provisions										
Total current liabilities	2,492	2,542	2,668	2,832	3,005	3,227	3,426	3,636	3,886	4,135
Non-current liabilities										
Payables										
Borrowings	55,764	53,852	51,801	49,612	47,274	44,738	42,018	39,119	36,002	32,659
Provisions										
Total non-current liabilities	55,764	53,852	51,801	49,612	47,274	44,738	42,018	39,119	36,002	32,659
Total liabilities	58,256	56,394	54,469	52,444	50,279	47,964	45,444	42,755	39,888	36,794
Net assets	587,268	599,727	613,088	626,879	640,368	654,111	669,121	685,111	702,645	721,251
EQUITY										
Retained earnings	236,095	248,554	261,915	275,706	289,195	302,938	317,948	333,938	351,472	370,078
Revaluation reserves	351,173	351,173	351,173	351,173	351,173	351,173	351,173	351,173	351,173	351,173
Council equity interest	587,268	599,727	613,088	626,879	640,368	654,111	669,121	685,111	702,645	721,251
Total equity	587,268	599,727	613,088	626,879	640,368	654,111	669,121	685,111	702,645	721,251

Attachment 12 – Cash Flow Statement – Water Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
Receipts:										
Rates and annual charges	5,922	6,160	6,401	6,650	6,907	7,172	7,444	7,729	8,027	8,337
User charges and fees	25,121	26,017	26,933	27,871	28,832	29,817	30,825	31,858	32,915	33,998
Investment revenue and interest	1,659	1,691	1,539	1,425	358	371	581	600	980	1,012
Grants and contributions	7,596	7,859	7,778	7,907	8,190	8,302	8,456	8,900	9,398	9,707
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	323	338	353	370	387	405	424	444	465	486
Payments:										
Employee benefits and on-costs	(5,254)	(5,359)	(5,483)	(5,618)	(5,757)	(5,900)	(6,048)	(6,201)	(6,359)	(6,522)
Materials & contracts	(12,326)	(11,035)	(10,684)	(11,105)	(11,531)	(11,935)	(12,207)	(12,726)	(13,304)	(13,706)
Borrowing costs	(4,155)	(4,000)	(3,882)	(3,743)	(3,605)	(3,456)	(3,258)	(3,075)	(2,895)	(2,677)
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,516)	(1,567)	(1,619)	(1,674)	(1,730)	(1,789)	(1,849)	(1,912)	(1,976)	(2,043)
Net cash provided in operating activities	17,370	20,104	21,335	22,084	22,052	22,987	24,367	25,617	27,252	28,593
Cash flows from investing activities										
Receipts:										
Sale of investments	-	3,713	5,545	4,191	36,963	-	601	-	-	-
Sale of infrastructure, property, plant & equipment	-	-	-	-	-	-	-	-	-	-
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of investments	(6,966)	-	-	-	-	(7,570)	-	(12,250)	-	(6,510)
Purchase of infrastructure property, plant & equipment	(8,764)	(23,023)	(24,969)	(24,224)	(56,825)	(12,078)	(23,432)	(9,647)	(24,589)	(18,730)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash used in Investing activities	(15,731)	(19,310)	(19,423)	(20,033)	(19,863)	(19,648)	(22,831)	(21,898)	(24,589)	(25,239)
Cash flows from financing activities										
Receipts:										
Borrowings and advances	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Borrowings and advances	(1,640)	(1,794)	(1,912)	(2,051)	(2,189)	(2,338)	(2,536)	(2,719)	(2,899)	(3,117)
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by financing activities	(1,640)	(1,794)	(1,912)	(2,051)	(2,189)	(2,338)	(2,536)	(2,719)	(2,899)	(3,117)
Net increase/(decrease) in cash and cash equivalents	-	(1,000)	-	-	-	1,000	(1,000)	1,000	(236)	236
Cash and cash equivalents at beginning of reporting period	2,000	2,000	1,000	1,000	1,000	1,000	2,000	1,000	2,000	1,764
Cash and cash equivalents at end of reporting period	2,000	1,000	1,000	1,000	1,000	2,000	1,000	2,000	1,764	2,000

Attachment 13 – Income Statement – Sewer Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates & Annual Charges	31,843	33,114	34,402	35,728	37,101	38,509	39,956	41,472	43,058	44,700
User Charges & Fees	3,561	3,668	3,776	3,888	4,001	4,134	4,269	4,408	4,549	4,694
Interest Received	2,874	3,214	3,566	3,947	4,406	4,297	4,426	4,908	5,448	5,784
Other Operating Revenues	17	18	18	19	19	20	20	21	21	22
Operating Grants & Contributions	520	536	552	569	586	604	622	641	660	681
Capital Grants & Contributions	5,077	5,282	5,213	5,308	5,495	5,557	5,650	5,974	6,309	6,516
	43,893	45,831	47,529	49,458	51,608	53,120	54,943	57,423	60,047	62,397
Expenditure										
Employee Costs	7,283	7,426	7,632	7,847	8,069	8,298	8,535	8,780	9,032	9,293
Borrowing Costs	1,928	1,551	1,046	963	876	784	688	587	480	369
Materials & Contracts	11,017	11,382	11,583	11,899	12,359	12,793	13,155	13,613	14,117	14,588
Depreciation	11,760	11,881	12,026	12,175	12,230	12,633	13,112	13,278	13,439	13,744
Other Expenses	2,853	2,949	3,047	3,150	3,255	3,364	3,477	3,594	3,715	3,840
	34,862	35,190	35,335	36,034	36,789	37,873	38,966	39,851	40,784	41,833
Net Operating Result	9,031	10,642	12,194	13,424	14,819	15,246	15,977	17,573	19,263	20,564
Capital Grants/Contributions	5,077	5,282	5,213	5,308	5,495	5,557	5,650	5,974	6,309	6,516
Net Operating Result before Capital Grants & Contributions	3,954	5,360	6,980	8,116	9,324	9,690	10,327	11,599	12,954	14,048

Attachment 14 – Funding Statement – Sewer Fund

Source and Application of Funds	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	9,031	10,642	12,194	13,424	14,819	15,246	15,977	17,573	19,263	20,564
<i>Add Back non-funded items:</i>										
Depreciation	11,780	11,881	12,026	12,175	12,230	12,633	13,112	13,278	13,439	13,744
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	8,831	6,161	5,997	5,972	22,187	29,373	12,724	12,458	13,165	16,443
Transfers from Internally Restricted Cash	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Loan Funds Utilised	-	-	-	-	-	-	-	-	-	-
Repayments from Deferred Debtors	-	-	-	-	-	-	-	-	-	-
Funds Available	29,643	28,684	30,217	31,572	49,237	57,252	41,813	43,308	45,867	50,751
<i>Funds were applied to:</i>										
Purchase and construction of assets	6,680	9,290	9,607	3,985	24,845	29,444	10,774	10,499	19,047	14,651
Repayment of principal on loans	2,969	1,508	1,664	1,747	1,834	1,926	2,022	2,123	2,229	2,341
Transfers to Externally Restricted Cash	19,994	17,886	18,946	25,840	22,557	25,882	29,017	30,686	24,591	33,759
Transfers to Internally Restricted Cash	-	-	-	-	-	-	-	-	-	-
Funds Used	29,643	28,684	30,217	31,572	49,237	57,252	41,813	43,308	45,867	50,751
Increase/(Decrease) in Available Working Capital	-	-	-	-	-	-	-	-	-	-

Attachment 15 – Balance Sheet – Sewer Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
ASSETS										
Current assets										
Cash and cash equivalents	2,000	2,000	2,000	2,000	2,000	1,000	2,000	2,000	2,000	2,000
Investments	55,016	60,784	67,153	76,947	77,096	75,824	83,349	92,327	97,938	106,461
Receivables	2,614	2,706	2,799	2,895	2,993	3,100	3,209	3,323	3,441	3,562
Inventories	-	-	-	-	-	-	-	-	-	-
Other	40	42	42	44	45	47	48	50	52	54
Total current assets	59,670	65,531	71,994	81,885	82,134	79,971	88,607	97,700	103,431	112,077
Non-current assets										
Investments	56,175	62,064	68,567	78,567	78,719	77,421	85,105	94,271	100,001	108,704
Receivables										
Infrastructure, property, plant and equipment	596,742	594,151	591,732	583,541	596,156	612,967	610,630	607,851	613,459	614,366
Investments Accounted for using the equity method										
Intangible assets										
Other										
Total non-current assets	652,917	656,215	660,299	662,108	674,875	690,389	695,734	702,123	713,460	723,070
Total assets	712,588	721,746	732,293	743,993	757,010	770,360	784,341	799,823	816,891	835,147
LIABILITIES										
Current liabilities										
Payables	766	791	808	831	862	892	918	950	984	1,017
Borrowings	1,508	1,664	1,747	1,834	1,926	2,022	2,123	2,229	2,341	252
Provisions										
Total current liabilities	2,274	2,455	2,555	2,665	2,788	2,914	3,041	3,179	3,325	1,269
Non-current liabilities										
Payables										
Borrowings	20,131	18,467	16,720	14,886	12,960	10,938	8,815	6,586	4,245	3,993
Provisions										
Total non-current liabilities	20,131	18,467	16,720	14,886	12,960	10,938	8,815	6,586	4,245	3,993
Total liabilities	22,405	20,922	19,275	17,551	15,748	13,852	11,856	9,765	7,570	5,262
Net assets	690,183	700,825	713,018	726,442	741,262	756,508	772,485	790,058	809,321	829,885
EQUITY										
Retained earnings	268,699	279,341	291,534	304,958	319,778	335,024	351,001	368,574	387,837	408,401
Revaluation reserves	421,484	421,484	421,484	421,484	421,484	421,484	421,484	421,484	421,484	421,484
Council equity interest	690,183	700,825	713,018	726,442	741,262	756,508	772,485	790,058	809,321	829,885
Total equity	690,183	700,825	713,018	726,442	741,262	756,508	772,485	790,058	809,321	829,885

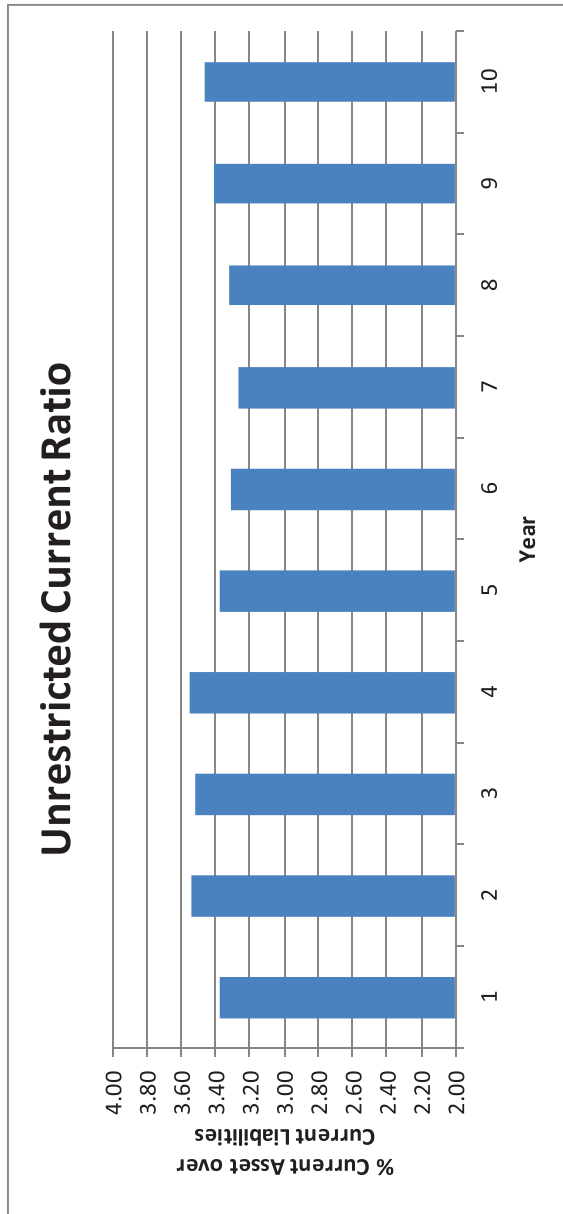


Attachment 16 – Cash Flow Statement – Sewer Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
Receipts:										
Rates and annual charges	31,793	33,060	34,348	35,672	37,043	38,449	39,894	41,407	42,991	44,630
User charges and fees	3,506	3,634	3,742	3,852	3,965	4,091	4,226	4,363	4,504	4,648
Investment revenue and interest	2,874	3,214	3,566	3,947	4,406	4,297	4,426	4,908	5,448	5,784
Grants and contributions	5,598	5,818	5,766	5,877	6,081	6,160	6,272	6,615	6,969	7,196
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	12	14	15	15	15	15	16	16	17	17
Internal transfers	-	-	-	-	-	-	-	-	-	-
Payments:										
Employee benefits and on-costs	(7,283)	(7,426)	(7,632)	(7,847)	(8,069)	(8,298)	(8,535)	(8,780)	(9,032)	(9,293)
Materials & contracts	(10,975)	(11,358)	(11,568)	(11,878)	(12,329)	(12,765)	(13,130)	(13,583)	(14,084)	(14,557)
Borrowing costs	(1,788)	(1,551)	(1,046)	(963)	(876)	(784)	(688)	(587)	(480)	(369)
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(2,853)	(2,949)	(3,047)	(3,150)	(3,255)	(3,364)	(3,477)	(3,594)	(3,715)	(3,840)
Net cash provided in operating activities	20,883	22,456	24,142	25,526	26,981	27,801	29,004	30,767	32,617	34,218
Cash flows from investing activities										
Receipts:										
Sale of investments	-	-	-	-	-	2,569	-	-	-	-
Sale of infrastructure, property, plant & equipment	-	-	-	-	-	-	-	-	-	-
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of investments	(11,234)	(11,657)	(12,871)	(19,794)	(301)	-	(15,208)	(18,145)	(11,341)	(17,226)
Purchase of infrastructure property, plant & equipment	(6,680)	(9,290)	(9,607)	(3,985)	(24,845)	(29,444)	(10,774)	(10,499)	(19,047)	(14,651)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash used in Investing activities	(17,914)	(20,947)	(22,479)	(23,779)	(25,147)	(26,876)	(25,982)	(28,644)	(30,388)	(31,877)
Cash flows from financing activities										
Receipts:										
Borrowings and advances	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Borrowings and advances	(2,969)	(1,508)	(1,664)	(1,747)	(1,834)	(1,926)	(2,022)	(2,123)	(2,229)	(2,341)
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by financing activities	(2,969)	(1,508)	(1,664)	(1,747)	(1,834)	(1,926)	(2,022)	(2,123)	(2,229)	(2,341)
Net increase/(decrease) in cash and cash equivalents	-	-	-	-	-	(1,000)	1,000	-	-	-
Cash and cash equivalents at beginning of reporting period	2,000	2,000	2,000	2,000	2,000	2,000	1,000	2,000	2,000	2,000
Cash and cash equivalents at end of reporting period	2,000	2,000	2,000	2,000	2,000	1,000	2,000	2,000	2,000	2,000

Attachment 17 – Unrestricted Current Ratio – Consolidated

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
3.38	3.54	3.52	3.55	3.38	3.31	3.27	3.32	3.41	3.46



Attachment 18 – Capital Works – Consolidated

Asset Category	Year 1 2019/20 \$'000	Year 2 2020/21 \$'000	Year 3 2021/22 \$'000	Year 4 2022/23 \$'000	Year 5 2023/24 \$'000	Year 6 2024/25 \$'000	Year 7 2025/26 \$'000	Year 8 2026/27 \$'000	Year 9 2027/28 \$'000	Year 10 2028/29 \$'000
Artworks	32	33	34	35	36	37	38	39	40	41
Bridges	816	576	776	808	776	388	388	0	0	0
Building	439	101	101	101	101	101	101	101	101	101
Community Land	0	0	0	0	0	0	356	0	0	0
Equipment	664	682	701	720	740	760	781	803	825	847
Fleet	5,003	3,770	7,233	5,852	7,974	9,153	9,173	6,150	4,174	6,000
Intangibles	364	374	384	395	405	417	428	440	452	464
Operational Land	3,702	2,123	890	300	300	300	300	0	0	0
Other Infrastructure	300	300	300	300	7,750	0	0	0	0	0
Other Structures - Rec Services	5,000	0	0	0	0	0	0	0	0	0
Roads	12,526	12,860	13,083	13,497	13,840	14,236	14,641	15,057	15,470	15,894
Sewer Infrastructure	6,547	9,153	9,466	3,840	24,697	29,292	10,617	10,338	18,881	14,481
Stormwater Drainage	952	960	829	1,428	1,437	1,446	1,455	1,465	1,475	1,486
Water Infrastructure	6,279	21,463	24,828	24,079	56,677	11,926	22,919	9,486	24,423	18,559
Grand Total	42,623	52,395	58,625	51,353	114,731	68,054	61,196	43,878	65,840	57,873

Attachment 19 – Sensitivity Analysis – Consolidated

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	+2.00%	O	1,187	1,215	1,245	1,276	1,308	1,341	1,409	1,444	1,480
General Fund Rates		A	60,730	62,248	63,804	65,399	67,034	68,709	72,188	73,992	75,842
	-1.00%	W	(594)	(607)	(622)	(638)	(654)	(670)	(704)	(722)	(740)
	+1.00%	O	461	478	496	515	534	554	596	618	640
User Charges & Fees		A	48,364	50,194	52,088	54,048	56,077	58,184	62,624	64,883	67,221
(non statutory)		W	(921)	(956)	(992)	(1,029)	(1,068)	(1,108)	(1,193)	(1,236)	(1,280)
	+2.00%	O	5,605	5,835	5,967	6,139	5,810	5,775	6,306	6,859	7,096
Interest Received		A	9,808	10,211	10,443	10,743	10,167	10,105	11,036	12,003	12,418
	-2.00%	W	(5,605)	(5,835)	(5,967)	(6,139)	(5,810)	(5,775)	(6,306)	(6,859)	(7,096)
	-1.00%	O	(574)	(587)	(604)	(621)	(639)	(677)	(696)	(716)	(737)
Employee Costs		A	59,162	60,347	61,857	63,414	65,013	66,658	70,069	71,844	73,666
	+0.50%	W	287	294	302	311	320	329	348	358	369
	-2.00%	O	(40)	(86)	(126)	(172)	(218)	(301)	(339)	(367)	(391)
Borrowing Costs		A	11,268	10,511	9,641	9,158	8,651	7,570	6,996	6,378	5,690
	+2.00%	W	40	86	126	172	218	301	339	367	391
	-1.00%	O	(494)	(493)	(497)	(513)	(526)	(560)	(582)	(602)	(621)
Materials & Contracts		A	50,810	50,630	51,069	52,757	54,062	56,692	59,840	61,843	63,776
	+1.00%	W	494	493	497	513	526	560	582	602	621

O = Optimistic

A = Adopted

W = Worse case

Attachment 20 – Rate Notice estimate – Consolidated

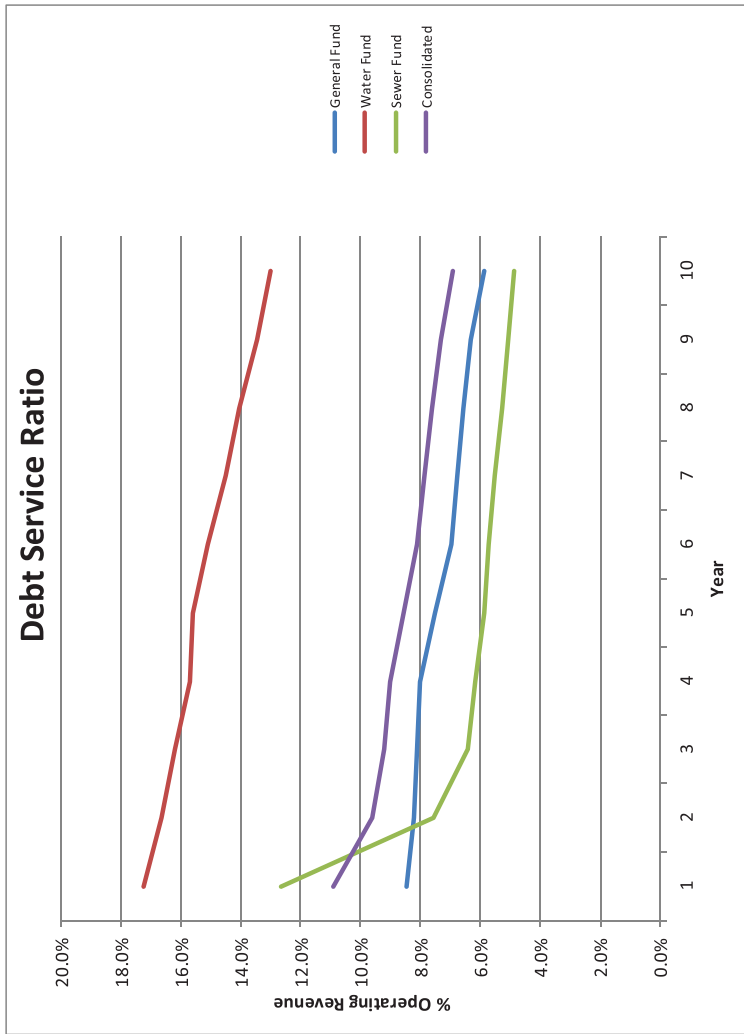
	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Year 5 2023/24	Year 6 2024/25	Year 7 2025/26	Year 8 2026/27	Year 9 2027/28	Year 10 2028/29
Rates - minimum										
Residential - @ 2% increase	\$1,074.70	\$1,101.60	\$1,129.10	\$1,157.30	\$1,186.20	\$1,215.90	\$1,246.30	\$1,277.50	\$1,309.40	\$1,342.10
Waste Management										
Domestic Waste Service Charge *	\$268.80	\$276.90	\$285.20	\$293.80	\$302.60	\$311.70	\$321.10	\$330.70	\$340.60	\$350.80
Domestic Waste Management Charge	\$69.80	\$71.90	\$74.10	\$76.30	\$78.60	\$81.00	\$83.40	\$85.90	\$88.50	\$91.20
Waste Minimisation and Recycling Charge *	\$82.00	\$84.50	\$87.00	\$89.60	\$92.30	\$95.10	\$98.00	\$100.90	\$103.90	\$107.00
Landfill Management Charge	\$52.00	\$53.60	\$55.20	\$56.90	\$58.60	\$60.40	\$62.20	\$64.10	\$66.00	\$68.00
	\$472.60	\$486.90	\$501.50	\$516.60	\$532.10	\$548.20	\$564.70	\$581.60	\$599.00	\$617.00
Sewer Access Charge	\$854.35	\$871.44	\$888.87	\$906.64	\$924.78	\$943.27	\$962.14	\$981.38	\$1,001.01	\$1,021.03
Water Access Charge										
20mm service	\$176.55	\$180.08	\$183.68	\$187.36	\$191.10	\$194.93	\$198.82	\$202.80	\$206.86	\$210.99
Water Volumetric										
@ 200 KI	\$604.00	\$616.08	\$628.40	\$640.97	\$653.79	\$666.86	\$680.20	\$693.81	\$707.68	\$721.84
Water Volumetric /KI	\$3.02	\$3.08	\$3.14	\$3.20	\$3.27	\$3.33	\$3.40	\$3.47	\$3.54	\$3.61
Total for a Residential Property	\$3,182.20	\$3,256.10	\$3,331.55	\$3,408.87	\$3,487.97	\$3,569.16	\$3,652.16	\$3,737.09	\$3,823.95	\$3,912.96

* based on typical bin sizes and collection frequency

Attachment 21 – Debt Service Ratio – Consolidated and Funds

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Financial Goals
2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	
8.5%	8.2%	8.1%	8.0%	7.5%	7.0%	6.8%	6.6%	6.3%	5.9%	10.0%
17.3%	16.7%	16.2%	15.7%	15.6%	15.1%	14.5%	14.0%	13.5%	13.0%	25.0%
12.7%	7.6%	6.4%	6.2%	5.9%	5.7%	5.5%	5.3%	5.1%	4.9%	25.0%
10.91%	9.60%	9.21%	9.00%	8.59%	8.14%	7.86%	7.61%	7.31%	6.94%	15.00%

General Fund
 Water Fund
 Sewer Fund
 Consolidated



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