



Resourcing Strategy
2011/2012

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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.

Its aim is to ensure that the resources required to achieve the Community Strategic Plan:

- People - Workforce Management Plan
- Assets - Asset Management Planning; and
- Finances - Long Term Financial Plan

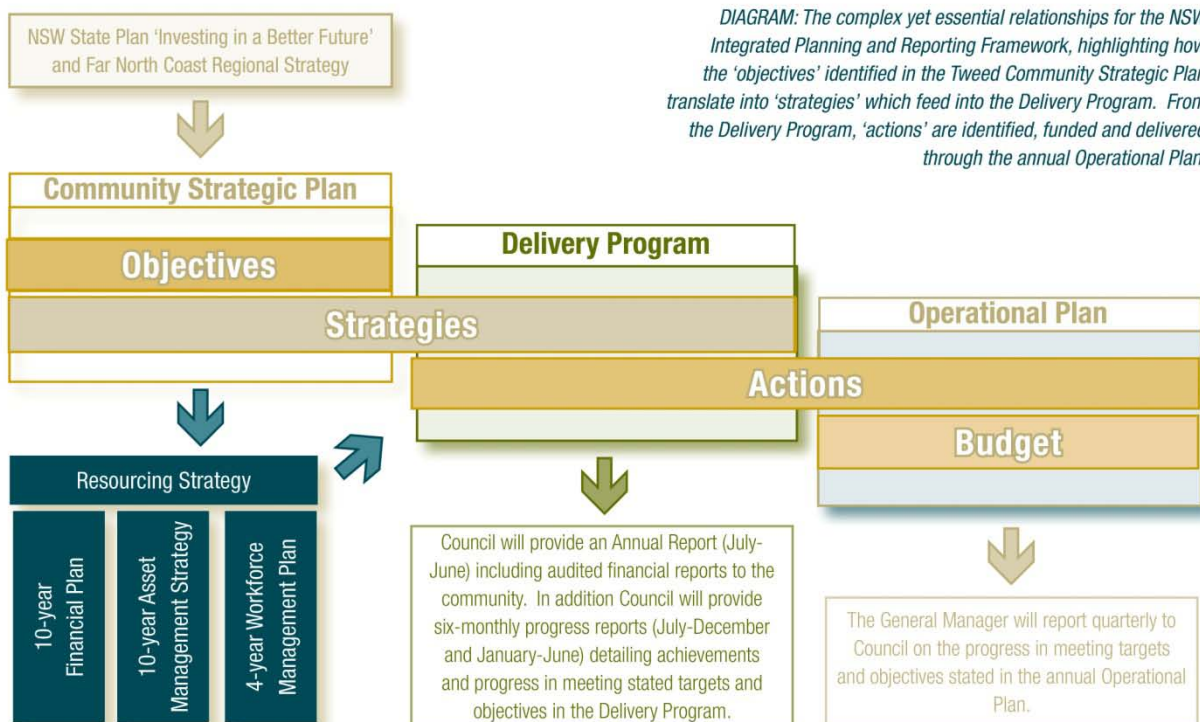
are available as and when required.

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 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 – time, 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, provider and regulator.*

The table below graphically demonstrates the flow of the Integrated Planning and Reporting Framework.



Section 1: People - Workforce Management Plan

Introduction

What is Workforce Planning?

Workforce planning is an essential component of the Resourcing Strategy in the Integrated Planning and Reporting Framework designed to ensure Council is able to meet the current and future service and operational needs of the Shire as well as ensuring that it is appropriately staffed to handle the changes and challenges that will need to be faced over the 4 years of the Delivery Program, and more generally over the 10 years of the Community Strategic Plan.

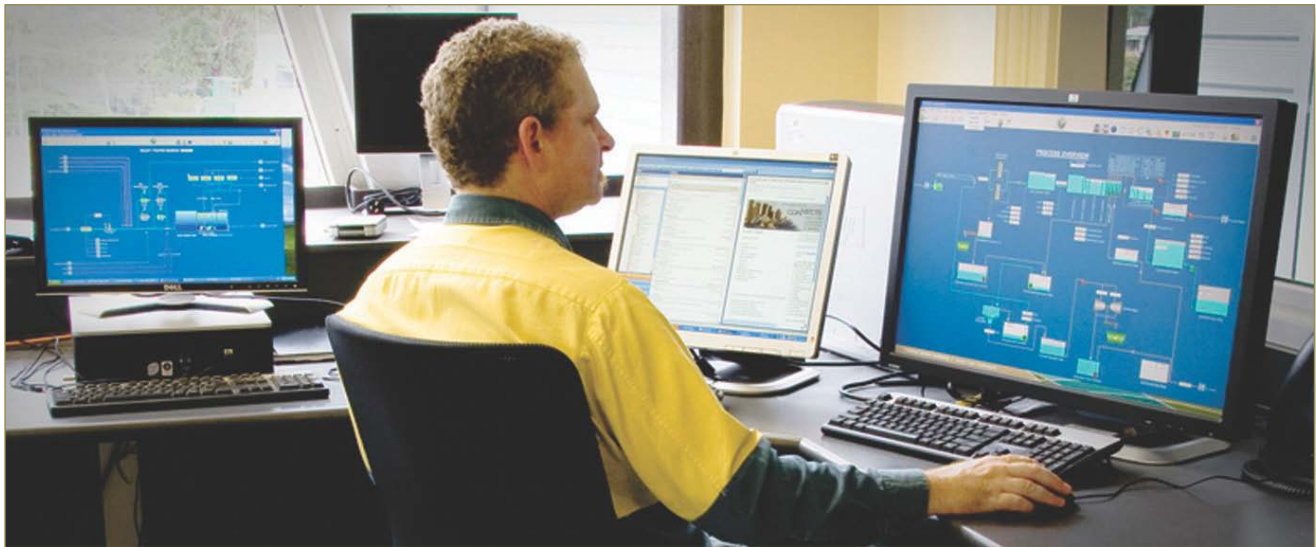
To achieve this it is essential that the Workforce Plan be aligned directly with the objectives detailed within the Community Strategic Plan and Council's Delivery Program.

An effective Workforce Management Plan will enable Council to plan its future workforce needs to deliver agreed goals, focus beyond the short term to the medium and long term and provide a framework for dealing with challenges in a consistent way.

In essence, workforce planning is about predicting Council's future labour market needs. It requires an understanding of the make-up of the current workforce, an investigation into future service needs and an analysis of the type and size of the workforce required to meet them. Labour market supply and demand factors, skill shortage areas, staff retention, work and family considerations, the ageing nature of the workforce, and equity and diversity issues are some of the issues that impact on Council's workforce management plan.

One of the more significant challenges is for Council to minimise its employment costs whilst ensuring it has the right people in the right place at the right time, with the right skills to meet the community's desired needs and its operational objectives.





Part 1: Executive Summary

Council has a long history of providing a stable and skilled employment base to support the community. The Workforce Management Plan aims to ensure Council continues to show leadership within the local community as an employer of choice, contributing to the economic and social fabric of the local community. Further, the Workforce Plan aims to ensure Council has the people best able to inform its strategic direction, develop innovative approaches to complex issues, develop and maintain partnerships, deliver appropriate services effectively and efficiently, and engage productively with the community.

In developing this plan reference has been made to Council's Vision and Mission Statements, its Corporate Values, the 2009-2012 Human Resources Strategic Plan, the 2008-2018 Business Plan, the 2008 Corporate Relations Strategy, and the 2007 Administration Support Review. It also takes into account current Best Practices within the Human Resources field, the external and internal environment, the operational needs of Council and the desired goals of the Community.

The Community Strategic Plan and Delivery Plan detail the Strategies, Objectives and Actions as well as detailing key contributions in achieving these goals, while this Workforce Management Plan details how Council will resource these actions ensuring the availability of the right people in the right place at the right time, with the right skills to achieve the communities goals within budgetary constraints as detailed in the Long Term Financial Plan.

Issues covered within the Workforce Management Plan include:

- Workforce Requirements;
- Workforce Structure;
- Workplace Equity and Diversity;
- Workplace Governance; and
- Employee Support and Development

Part 2: Current Strategies

The legislative requirement for a documented Workforce Management Plan within the structured Resourcing Strategy, as part of the Integrated Planning and Reporting Framework may be new but Council's commitment to managing its human resources to facilitate or enable the performance of its legislative function is long standing. As a consequence, numerous strategies have been identified and implemented through earlier initiatives including, the 2008-2018 Business Plan, 2008 Corporate Relations Strategy, 2007 Administration Support Review and the 2009-2012 Human Resources Strategic Plan. These initiatives see Tweed Shire Council with a well established workforce management framework on which to continue building. Key elements of these initiatives are detailed below:

2.1 Screening Methodology

Council faces financial constraints to funding ongoing programs, such as the maintenance of community assets and infrastructure and the enhancement of services through application of new technologies. Similarly new services, facilities and program enhancements are subject to the availability of funding, including the continuation of special rate increases, future Section 94 funding and successful competition for grant funds. Put simply, funding is limited and not everything can be funded.



To address this issue a screening methodology has been developed and implemented to ensure that Council's limited resources are clearly directed towards areas of highest priority.

A distinction between the *funding* of services by Council and their *delivery* by Council staff or by others such as contractors or an alliance of councils has been made. Contracting or outsourcing services is not seen as an end in itself, however in some situations alternate employment models can provide better value for money for the community or provide greater flexibility to focus on new priorities.

The case for contracting out becomes strong where:

- better value-for-money, either through lower costs (lowered labour, capital costs, interest charges), better quality services for the same cost, or higher service standards (access, convenience, speed etc) can be achieved;
- development of additional products or product differentiation (for instance, the service may lend itself to private sector delivery because the contractor can leverage associated commercial opportunities such as cafes or shops);
- the service is difficult or costly for Council to deliver because it is very demanding of Council resources (e.g. high supervisory workload) or its delivery is subject to a wide fluctuation in workload;
- it requires staff that are in high demand or short supply and hence is associated with high recruitment and training costs;
- the program or service is new, and Council does not currently have a high level of experience or expertise in the area;
- contracting out would have secondary community benefits such as:

- helping Council to meet other community goals e.g. for increased local employment or for economic development in identified industries e.g. tourism;
- there is potential to group with other councils / agencies, with a similar service need, to attract a very favourable bid.

2.2 Flexible Resourcing

Affordability, speed and flexibility have been identified as critical factors for Council's future success. In particular, the capacity to redirect resources to highest value community uses will be essential in the highly turbulent and uncertain environment in which Council operates.



To this end, resourcing requirements for the next 10 years have been identified by:

- making a realistic projection of resourcing needs, based on present staffing and establishment practices; then
- reviewing the use of 'traditional' positions and identifying alternative ways of delivering programs and services to achieve better value-for-money for the community.

Initiatives have been implemented to unlock and redirect resources to maintain flexibility. These include:

- containment of overall growth through new staff establishment practices and reporting;
- priority given to the filling of positions that are critical to maximising productivity;
- introduction of an Innovation Fund to increase the level of funds directed to new technologies and initiatives that will result in improved services or efficiency gains;
- an ongoing system for managing vacancies and ensuring new positions are created in accordance with corporate priorities;
- establishment control set at 50% of recurrent income. This is to provide a framework for managing employee growth and costs;
- identification of key corporate positions to kick start a program of productivity and business process reviews, fundamental and strategic program reviews, and customer service strategies;
- application of the screening methodology in reviewing all proposed new positions; and
- implementation of technological advancements that assist in reducing administrative cost and/or improve service delivery.

2.3 Service Delivery

High priority has been placed upon improving service delivery by:

- establishing a centralised contact centre comprising telephone and counter services;
- accelerating online services, complemented by targeted marketing campaigns to maximise the uptake of call centre and online services of 'routine' service delivery;

- implementation of an interactive e-Planning service including participation as one of 12 role model council's with the Department of Planning, under the Housing Code, for e-Planning where developers and applicants can register documents, receive real time information on the progress of DAs, and obtain certificates / consents online;
- maximising self service opportunities (e.g., registering food plans; online dog registration, booking services, application and issue of permits); and
- implementing the Telecommunications Infrastructure Action Plan including a proactive and leading regional role through membership of 'Broadband Today' (www.broadbandtoday.com.au) with the National Broadband Network rollout and collaboration with other key contributors and stakeholders, such as Southern Cross University (www.gobroad.org.au), so that high speed broadband is available within the Shire.



A strategy for service delivery has been developed to ensure that, over time, staff are located as close as possible to their customer or the community they serve. To facilitate this, Council has an ongoing program aimed at:

- mobilising services to better service the frail aged, home bound and remote communities;
- utilising remote access technology enabling field based staff to remain in the field to complete their administrative tasks, maximising resource utilisation and minimising pressure on limited office resources;
- contracting out Shire-wide activities to reduce the need for Council fleet to travel to and from its two depots to service the whole Shire;
- investigating the establishment of satellite coastal offices close to areas of population density; and
- establishing shared, multipurpose facilities where State and Council services are co-located to provide more seamless community services.

In establishing satellite offices, Council will also look, where possible, to establishing them in desirable coastal locations with large population bases close to major public transport links so as to further facilitate the attraction and retention of quality staff.

In contrast, program delivery staff (whose 'customer' is the whole community) will continue to be centrally located in order to achieve a coordinated and integrated approach and a critical mass of expertise.

2.4 Workforce Flexibility

Council has comprehensive Flexible Work Hours, Parental Leave, Voluntary Emergency Services Leave, 9 Day Working Fortnight, Banking of Rostered Days Off, Extended Leave at half Pay and Special Leave Without Pay Protocols in place which aim to assist staff to achieve a more sustainable work life balance. The Protocols also serve to maximise organisational flexibility and are key attraction and retention strategies.

These protocols are specifically directed at:

- introducing family friendly practices (combined with other flexible working initiatives to establish Council as an employer of choice);
- widening the available pool of applicants for recruitment of new staff;

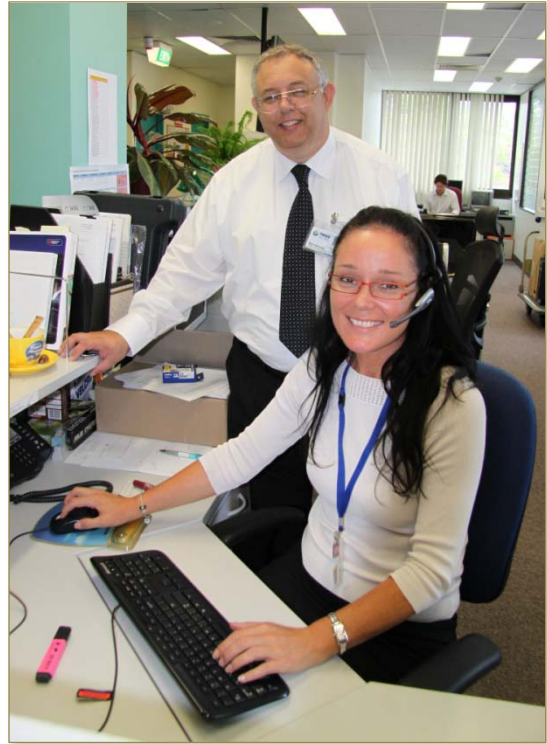
- helping to retain older workers, by easing transition to retirement; and
- providing enhanced local employment opportunities, e.g. for people with a disability.

'Working from home' and 'job share' trials are also underway with the aim of further strengthening these protocols.

2.5 Technology Strategy

The *Information Technology Strategy* represents an evolution of Council's existing Information Technology capability to support our workforce and to provide easier access to information for the community. The strategy provides for a phased approach to the implementation of technology based around the following principles:

- quick implementation of core 'back office' applications to full functionality, ensuring an integrated suite of business operations;
- continue to pursue the opportunity to deliver additional web-based services;
- implementation of a transition program for enabling technologies, particularly mobile computing to help front-line field staff to achieve efficiencies;
- uptake of information systems that connect with state government services and enable more effective, multi agency outcomes, for example, eHousing and ePlanning;
- facilitation and support for the local deployment of the National Broadband Network to facilitate improved communications, educational opportunities, health care and economic outcomes; and
- positioning Council to enable the swift uptake of the latest in technological developments for the wider market (e.g. multimedia contact centres).



The Strategy also provides for:

- development of an eGovernment vision for the Tweed Shire;
- establishment of a Tweed Technology Partnership with relevant state government and community sector agencies to work on a Community Portal;
- brokering of partnerships with developers, telecommunication providers and NBN Co to 'future proof' developments by providing high speed data cabling, pits and trenches;
- utilisation of the Innovation Fund to:
 - i. provide certainty for a technology 'transformation' (focussing on capital purchases and investment in core applications to kick start solutions) through the funding of new technologies, innovative projects and service enhancements;
 - ii. resourcing this position with funds to bring in contractors where required and to form flying squads to address backlogs and bottlenecks e.g. in data capture; and

- continuously benchmarking web-based customer service improvements of other councils (e.g. West Lancashire Council in UK, Onkaparinga in SA, Sunshine Coast and Ipswich in Qld, Whittlesea in Vic) to keep ahead of best practice.

2.6 Management Strategy

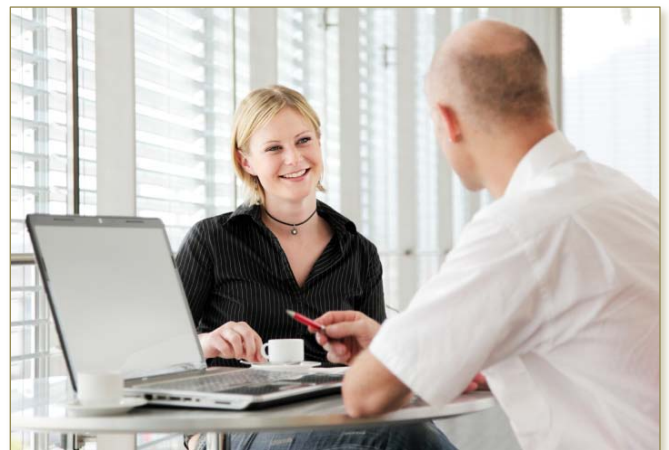
Over recent years, a range of initiatives have been implemented to increase the level of staff participation in planning and decision-making, strengthen organisational culture and facilitate the adoption of a 'community-enabling' model of governance. This has been done in response to the increasingly rapid pace of change and as a means of developing the capacity of Council to provide leadership to its community and to achieve its vision for the Tweed. These strategies will continue to be supported.

These strategies have included:

- the Community Engagement Strategy;
- a new set of corporate values;
- implementation of Council's new community-enabling model of governance;
- utilisation of enhanced Performance Planning and Reporting Software;
- fundamental program reviews and evaluations, productivity reviews and business process re-engineering;
- implementation of a biannual staff satisfaction survey and 360 degree performance reviews of the executive team;
- expanded consultation forums; and
- a revamped monthly internal staff newsletter, a formal system of staff notices and face to face presentations.

Initiatives to increase Council's capacity as a leader and community-enabler have also been implemented including:

- formal in-house programs to build the leadership and communication skills of management and the development of targeted staff;
- executive communiqués to staff monthly through InsideOUT as well as other key items of interest– to outline the more significant challenges ahead and how Council will meet them;
- staff task forces to work on solving corporate issues of high priority;
- annual "kick-off" meetings between the General Manager and staff to discuss priorities, hear staff concerns and ideas, recognise performance, etc;
- knowledge systems to increase the information available to staff on community needs and expectations, including results of community engagement programs and corporate image and satisfaction surveys; and
- benchmarking and visits to other councils to promote an outward focus and continually expose staff to new ideas, best practices and cutting edge technologies.



2.7 Training Strategy

A range of additional strategies are currently being implemented to enhance Council's strong commitment to internal training and development. These

strategies include maximising the take up rate of government funded existing worker training schemes, supervisor development, systems training, customer service training, legislative and protocol refresher training, rainy day training and on the job coaching and mentoring.

These programs have been designed to complement Council's existing robust system of compliance training, annual performance and development reviews, leadership development programs, studies assistance protocol and career pathways program.

Council has operated successful internal cadetship and traineeship programs for many years. These programs provide developmental opportunities for junior staff and younger members of the community and aid in addressing areas of skills shortage. Council also hosts approximately 15 trade apprentices and administration trainees at any given time providing local opportunities for youth within the community.

Council staff also participate in personal development programs such as the annual Rotary Youth Leadership Awards program (RYLA) for 19 to 27 year olds, and the annual Local Government Management Challenge. The Challenge is designed to effect positive change in the workplace through improving leadership standards in the Local Government sector.



Professional development and maintenance of professional expertise is also supported through attendance at industry conferences, seminars and workshops.

2.8 Equal Employment Opportunity Management Strategy

Council has a well developed Equal Employment Opportunity (EEO) Management Plan, the implementation of which is supported by an EEO

Sub-Committee constituted of elected staff representatives. Also in place are nine staff EEO Contact Officers, elected by staff and formally trained by the Anti-Discrimination Board of NSW. These Contact Officers serve as a first point of contact, along with Workplace Union Representatives, for staff seeking advice or support in relation to equal employment matters.

Well established and documented 'Anti-Bullying, Harassment and Discrimination' and 'Grievance Handling' Protocols are in place with Council having a strong record in addressing identified workplace issues.

Workplace diversity remains an issue of focus, with Council's well developed Flexible Work Hours Protocol providing a broader range of employment options to staff and prospective employees. The outsourcing of Council's casual workforce has provided a greater range of temporary employment opportunities and the option for temporary staff to work for multiple local and regional employers, thereby, providing greater access to employment.

With an Aboriginal staff ratio of 2.5%, Council is one of only a few Public Sector bodies to be close to achieving the Commonwealth Government's Aboriginal Employment target of 2.7% by 2015.

2.9 Occupational Health and Safety Risk Management

Improving Council's performance in the area of Occupational Health and Safety (OHS) Risk Management has been a priority management issue over recent years. To facilitate the desired strengthening of Council's safety culture, enhance injury management practices and reduce injury/incident rates and injury severity, Council has implemented:

- An Executive OHS Committee – consisting of the General Manager, Directors, key operational Managers and OHS personnel to provide the required focus, leadership, direction, funding and continual improvement to this vital project;
- Internal and External OHS Committees – comprised of trained representatives from each work area to provide a forum for consultation, communication, identification and resolution of OHS issues;
- 5 dedicated OHS positions to provide professional expertise and guidance to line management and staff, as well as strategic direction to improving Council's OHS performance;
- A range of proactive strategies to assist in returning injured workers to work and reducing the risk of re-injury;
- Realignment and development of Council's OHS Management System to Australian Standard 4801



These strategies have already resulted in a significant reduction in workplace incidents and lost time injury events a trend which is continuing.

Part 3: Resourcing Challenges

Change is nothing new to Council. Over the past decade Council has taken on new responsibilities and challenges and launched major new initiatives through the *Seven Year Infrastructure and Services Plan*.



The challenge now is to determine:

- what the organisation needs to look like within the next 10 years in order to meet the community's service expectations;
- the resourcing implications of these expectations;
- the external and internal factors that will impact on Council's ability to deliver the expected service; and
- how these factors will influence the organisations resourcing needs in the short, medium and long term?

The sort of challenges that need to be considered and addressed within the Workforce Management Plan include:

- does Council's staffing base need to continue to grow in order to respond to the continuing growth in the Shire's population and to service new residential and employment areas as identified in the Far North Coast Regional Strategy and Councils Urban Release Strategy and Local Environment Plan? Can the same level of growth be sustained as in the past?
- Will the population growth concentrated along the coast require another coastal office providing services to communities in new release areas?
- Are our staff ready, and do they have the skills to take full advantage of service delivery opportunities provided by technology?

Underlying these questions and their likely answers is the belief that no one philosophical approach or 'formula' exists for Council to run and resource the organisation. 'Bigger' is not necessarily better. To respond to the challenges ahead, simply by growing a bigger organisation will not necessarily provide the level of service required by the community. It may even entrench traditional work practices when a more flexible approach is required. But becoming a small 'residual' authority is not a viable alternative. Maximising contracting out and minimising Council staff as an end in itself will not guarantee a better service to the community.

In addition to the above factors there are a range of both external and internal challenges that have the potential to impact on the organisation's capacity to supply the required workforce, at the required time, within allocated budget constraints. As such, these challenges need to be recognised, understood and monitored with corrective or mitigating strategies developed and implemented wherever possible.

3.1 External Challenges

Economic, social and political factors, whether on an international, national, state or local level, all have the ability to impact on Council's operations. Factors currently impacting human resource availability, costs and skills include:

- the economic downturn, following the Global Financial Crisis;
- skill shortage areas;
- changing labour demographics and employee expectations;
- changing ratepayer demographic profile;
- increased customer service expectations;
- new expectations;
- increasing labour costs; and
- changing legislative frameworks.



3.1.1 Economic Downturn Following the Global Financial Crisis

The short term impact of the 2008 economic downturn was largely positive in terms of organisational resourcing. Staff turnover rates, although never high, have declined, there has been a significant increase in the number and quality of applicants across the majority of Council vacancies and skill shortage issues in areas such as Engineering, Town Planning and Electrical and Mechanical trades have been significantly reduced.

This trend is unlikely to be maintained in the long term. As the economy starts to improve Council will again face:

- declining applicant numbers;
- difficulties in attracting and retaining staff in high demand areas such as the electrical and mechanical trades, surveyors, town planners and engineers;
- increased resignation rates; and
- increased salary pressures.

To address these issues further strategies need to be developed and implemented in relation to:

- strengthening Council's position as an employer of choice;
- enhancing attraction and retention strategies;
- identifying alternate applicant sources including non-traditional applicant pools, internal development, apprenticeships/cadetships and overseas recruitment.

3.1.2 Skill Shortages

Skill shortages are becoming a significant problem on an international, national, state and local level with qualified staff, within specific professions, being increasingly difficult to attract and retain. Tweed Shire Council's regional status and proximity to the growth corridor and premium salary market of South East Queensland serves to exacerbate these problems.

Direct Government intervention at the State and Commonwealth level is required for long-term systematic solutions to be achieved. In conjunction with these strategies, Council needs to:

- look to less traditional areas to source its applicants;
- investigate growing its own resources where possible/appropriate,
- ensure appropriate protocols and practices are implemented to maximise the attraction and retention quality staff;

- consider simplifying its vacancy application processes; and
- consider job redesign where appropriate.

3.1.3 Changing Labour Demographics and Employee Expectations

The demographics of the labour force as well as employee expectations are constantly changing. Women, minority groups and the disabled are increasingly entering the work force, people are tending to work longer, there is a decreasing expectation of a job for life, part time and flexible work arrangements are being increasingly demanded, and career and geographic mobility is on the increase, whilst unskilled labour opportunities are decreasing. These factors, along with many others not listed, are changing the face of the labour market.

To keep pace with this change, Council needs to be open to challenging the way it has traditionally worked and to investigate new ways of doing business.

Possible strategies include:

- strengthening Council's workforce diversity;
- introducing additional flexible and family friendly work practices;
- establishing an ageing workforce strategy;
- identifying at risk areas in relation to the loss of key personnel and/or corporate knowledge;
- implementing mitigation strategies including mentoring, succession planning, career breaks and phased retirement to minimise the impact of skill and knowledge losses;
- diversifying retention strategies;
- strengthening performance recognition processes;
- enhancing internal career mobility options; and
- introducing additional planning and communication forums to increase staff participation.



3.1.4 Changing Ratepayer Demographic Profile

An ageing population and self funded retirees will bring pressure for customised products, modern amenities and a quality 'look and feel' for towns and villages. To address these issues Council will need to continue to strengthen its capacity to innovate, to broaden its skills base and pursue new initiatives and services.

Council is already strengthening skills in community development and natural resource management. Such skills are essential in helping the community to manage change and build a sustainable future. Staff in these areas will need to increasingly work closely with other areas of Council to achieve social and environmental outcomes as well as providing leadership to the Tweed community.

Other strategies will include:

- implementing enhanced position description templates to facilitate the development of new roles;
- diversifying advertising strategies to target new skills areas;
- strengthening Council's position as an Employer of Choice;

- strengthening Business Screening Methodologies to ensure internal resources are focused on areas of highest priority; and
- development of strategic partnerships to ensure required services are provided through the most cost effective delivery models.

3.1.5 Increased Customer Service Expectations



Customer expectations in relation to service delivery and communication have increased significantly over recent years and are likely to continue to increase for some time.

This places increased responsibility on Council to ensure that sufficient attention is placed on customer service skills during the recruitment process and adequate training resources are committed to the up skilling of staff. This will be particularly important for the contact centre staff who will serve as Council's primary service

contact point and the field based workforce who have traditionally been seen as an operational area rather than a service function.

In order to respond to changing customer expectations Council will need:

- established training needs analysis methodologies;
- effective change management processes;
- multi skilled staff; and
- a suite of rolling training programs focused on:
 - customer service skills;
 - systems utilisation;
 - problem solving; and
 - project management.

3.1.6 New Expectations

Council's relationship with the community will continue to evolve as communities are established in new release areas and as the needs of these new residents are balanced with those in existing areas. The Community Strategic Plan identifies ways of strengthening relationships between Council and citizens, and responding to community expectations for quality services and increased involvement.

As these expectations become clearer over time, Council will need to respond by ensuring that appropriate services are identified and implemented and that adequate skilled staff exist to service these needs.

To ensure Council remains focused on its core business:

- established Screening Methodologies will be used to determine how new and evolving community expectations are best met.

3.1.7 Increasing Labour Costs

Labour costs are steadily increasing nationally with the impact of this being compounded by areas of labour shortage. For the Tweed, these issues are exacerbated by its proximity to the Gold Coast and South East Queensland where significant public and private sector development is underway. The premium being paid to secure qualified staff in these areas has effectively priced Council out of the market in some employment categories.

To address this issue Council will continue to:

- diversify its advertising strategies;
- identify and market its distinguishing characteristics as an employer;
- implement strategies that enhance its status as an employer of choice;
- challenge its assumptions in relation to vacancy application processes;
- explore alternate staffing models; and
- ensure that Council's resources are appropriately focused on the delivery of priority services.

3.1.8 Changing Industrial Legislation

The Legislative obligations under which Council operates are constantly changing and evolving. From a human resourcing point of view, these changes include the introduction of the Fair Work Australia Act, Federal Paid Maternity Leave Act, National Harmonisation of OHS Legislation, Local Government (State) Award 2010, and Building Professional Accreditation to name but a few.

These legislative changes will constantly challenge Council to ensure compliance whilst maintaining service delivery standards and operational costs. Implementation of appropriate protocols, systems and disciplines to ensure legislative compliance also places additional resourcing demands on Council.

To address these issues, Council will continue to:

- ensure that internal protocols and processes are updated for compliance with legislative change;
- identify and implement best practice processes to minimise the administrative cost of legislative compliance;
- negotiate and implement Council Agreements to facilitate the achievement of Council specific goals within the broader legislative framework; and
- investigate and implement alternate staffing models where they provide a more cost effective delivery method without compromising service outcomes.

3.2 Internal Challenges

Internal challenges will also impact on Council's workforce strategies and hence the ability to resource community expectations.

The most significant resourcing pressures currently facing Council include:

- an ageing workforce;
- workforce demographics;
- injury rates and associated premium costs;
- managing change;
- increasing resource costs;
- supervisory and performance management skills;
- human resource reporting mechanisms; and
- a complex and uncertain operating environment.



3.2.1 Ageing Workforce

With an increasing number of staff remaining in the workforce past the traditional retirement age of 60, and the Commonwealth Government poised to increase the age of retirement, Council's workforce is progressively ageing. Currently 48 employees or 6.88% of Council's workforce are over 60 years of age, however this number is likely to increase significantly, over the next 15 years, given that approximately 50% of Council's workforce is currently aged between 45 and 60 years.

In the short term, the benefits associated with the ageing workforce include reduced turnover rates, recruitment costs, induction costs and training costs, as well as increased worker experience, and an expanded corporate knowledge base.

In the longer term, the ageing workforce poses challenges in terms of fitness for work. For Council these issues are likely to be significant with 40% of the workforce being employed in physically demanding, high risk positions.

Likely consequences of Council's ageing workforce will be the need to:

- redesign jobs or introduce mechanical improvements to accommodate the physical capabilities of older workers;
- increased workers compensation costs due to the recalculation of premium and compensation formulas to accommodate later retirement ages;
- an increase in wear and tear claims; and
- increased training costs associated with re-skilling staff to take on alternate duties.

To address these issues, Council is developing a Fitness for Work Strategy along with a range of strategies to better manage Occupational Health and Safety risk.

3.2.2 Workforce Demographics

Council's workforce demographics are fairly traditional with 74% of total staff, 77% of supervisors and professionals and 93.8% of Managers and Directors being male. This is due partly to the fact that a large proportion of the male workforce are outdoor staff made up of traditionally male dominated trades due to their physical nature. In contrast the representation of female staff in the Indoor workforce is 47%.



Young people under the age of 25, account for only 2.58% of Council's workforce as opposed to 15.63% of the shire wide workforce. Similarly, less than 0.5% of Council's workforce has a declared disability and only 6% work part time.

In contrast 2.5% of Council's work force identifies as being of Aboriginal or Torres Strait Islander descent which is similar to the shire wide workforce figure of 3.42% and compares favourably with the State Government's aboriginal employment target of 2% and the Commonwealth Government's target of 2.7% by 2015.

To address imbalances, strategies are required to facilitate the long term repositioning of Council's workforce demographics in order to strengthen the organisations culture, address diversity inequities, ensure a sufficient pool of qualified applicants and have a staff compliment which is representative of the community as a whole.

Identified strategies include:

- Development of a Workforce Diversity Strategy;
- Working with Government groups and other providers promoting Aboriginal Employment initiatives;
- Memo of understanding with North Coast Institute of TAFE to provide work experience opportunities for youth;
- Review and strengthening of Council's Equal Employment Opportunity (EEO) Protocol's;
- Establishment of an EEO Sub-Committee;
- Establishment and training of nine EEO Contact Officers;
- Development of EEO data capture methodologies and enhanced establishment reporting to assist with organisational decision making;
- Identification and removal of artificial barriers to recruitment;
- Diversified advertising strategies; and
- Development of alternate employment models including working from home, job sharing, split shifts and staggered start and finish hours.



3.2.3 Injury Rates and Premium Costs

Workplace safety is Council's number one priority as an employer. Workers compensation premium costs are placing increasing financial pressure on Council. This risk exposure is influenced by the organisations safety culture and the documentation and processes in place such as Council's Operational management System.

A culture change including increased accountability across all levels of the organisation, skill development programs, streamlining of processes and documentation, a proactive approach to injury management and an increased emphasis on safety and skill development is essential.

Identified strategies include:

- Launching of a Think, Act, Be Safe Marketing Campaign;
- Development and implementation of a revised Fitness for Work Protocol;
- Implementation of competency based manual handling training and incident based refresher training;
- Implementation of a revised and strengthened OHS Induction Program;
- Implementation of changes required under the National Harmonisation Legislation;
- Implement operational management component of Council's revised Operational Management System;
- Implement Council's Updated Operational Management System Intranet Site;
- Redevelop Council's Contractor Management Policy to ensure legislative compliance;
- Develop an Asbestos Management Plan to ensure legislative compliance; and
- Develop health surveillance protocol and practices to ensure legislative compliance.

3.2.4 Managing Change

Workplace change is inevitable in the modern work environment. Whether this change is technological advancement, job redesign, the need for increased or broadened skill sets, changing work expectations, altered hours of employment, organisational restructures, expanded or decreased business functions, the pace of change is escalating and there is an increasing expectation that staff will adjust and embrace work place change.

To facilitate this process Council will:

- further improve its internal communication, consultation, change management and project management methodologies;
- increase its investment in staff training;
- source assistance from external consultants and specialists as required;
- enhance the leadership skills of Directors and Managers and the supervision skills of Supervisors;
- provide clear and concise protocols and processes in relation to performance review and management, grievance handling and performance recognition; and
- provide enhanced and streamlined systems training.



3.2.5 Increasing Resource Costs

It has been recognised that simply increasing permanent staff numbers in response to community expectations is not always affordable. Corporate overheads would escalate with the construction of new office and depot accommodation, along with expansion of the vehicle fleet, extension of IT networks and increasing corporate support functions. To address this more sophisticated ways to prioritise budget programs and initiatives, as well as alternate ways of delivering services and more flexible working patterns need to be identified.

Significant productivity gains will also need to be achieved by supporting staff in the uptake of technology, using technology to its full advantage and introducing process improvements and work redesign. The potential to meet increasing service demands through productivity gains is thus a key consideration in the Workforce Plan.

Specific strategies include:

- investigation of the feasibility of establishing satellite offices in coastal areas;
- maximisation of technological advancements supporting the provision of mobile and decentralised services;
- regional resource sharing;
- outsourcing of contracted services where economically viable and supportive of community needs;
- development of a range of alternate staffing models to increase organisational efficiency and cost effectiveness;
- development of real time Human Resource and Establishment reporting to assist in decision making; and
- appropriate utilisation of temporary appointments, and short term labour hire.



3.2.6 Supervisory and Performance Management Skills

With resourcing costs increasing there is added pressure to ensure that staffing resources are being appropriately managed and that performance issues are quickly identified and addressed. To assist in this regard, there is an increasing need for Council to invest in the development of its Supervisory staff to ensure that they are both confident and competent to address staffing issues as and when they emerge.

Work is also required to further develop front line support resources including user friendly protocols, clear performance guidelines and tailored management reporting mechanisms.

Specific strategies include:

- increased investment in staff training;
- development of a modular Supervisor Training program for all existing and new supervisors;
- provision of revised protocols and processes to assist with performance reviews, performance management, grievance handling and performance recognition; and
- continued funding of leadership and management programs.

3.2.7 Human Resource Reporting Mechanism

To ensure that adequate information is available in real time to management in relation to staffing costs, vacancies, staff demographics, resignation rates, injury rates etc, additional resources need to be invested in the development, and dissemination of key performance data. Without this data, management lacks the depth and detail of information required to ensure that the organisation's human resources are appropriately managed.

The key strategy in this area is the:

- development and deployment of a real time human resources information reporting system to managers and supervisors.

3.2.8A Complex and Uncertain Operating Environment

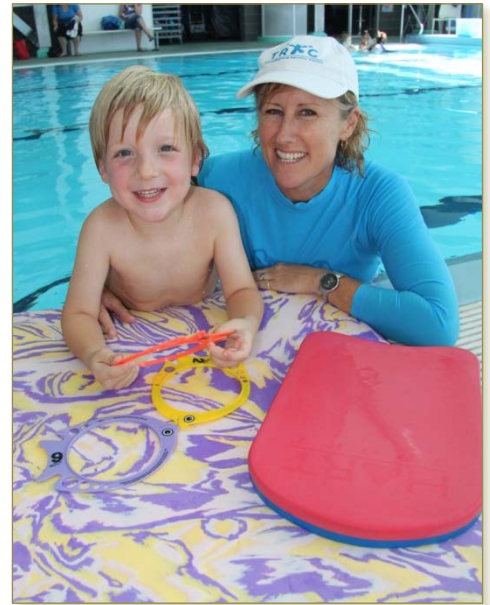
The North Coast Regional Strategy provides for an additional 19,100 dwellings in the Shire by 2031 the NSW Department of Planning in 2010 provided some initial basic analysis of population projections as an update for the Far North Coast Regional Strategy (FNCRS) showing a population projection of 124,700 in 2031. In comparison the Tweed Urban and Employment Land Release Strategy (TUELRS) 2009 projects a population of 118,754 by 2031. Whilst there is some discrepancy in the two projections based on the Department of Planning's estimate of 91,700 persons living in the Tweed in 2011, a population increase of between 29% and 36% is probable by 2031. The increase in population predicted for Tweed exceeds the projected average population growth rate for the State.

According to the TUELRS it isn't just that the population will increase at a rate significantly above the State and National averages, but there will be a significant transition in the demography of the population in comparison to the State as well; in 2011 the median age of the Tweed population was 48 (compared with 38 for NSW), but by 2031, it is projected to change to 56 (compared with just 42 for NSW). This will have significant impact on the nature of the rating and employment base of the Shire, a matter which needs significant and

direct action by Council through employment generating initiatives and lifestyle and tourism options.

The level of uncertainty in the development area, along with increasing community expectations for Council to 'solve' social problems and protect the environment at all cost, and continuing intervention and cost shifting from State Government is unlikely to ease in the short term. Such a complex, rapidly changing, political and uncertain environment demands a new model of governance, a different way of resourcing the organisation, and different work patterns to the past.

The recognition of Local Government in the Constitution is currently being debated. Tweed Shire Council resolved in 2010 to support Constitutional Recognition of local government as a referendum item at the next Federal election as it would permit and provide for the Commonwealth Government to directly fund local government.



There is a real need for the community to acknowledge the pressures of the Tweed and the resource constraints in which Council operates under. This means that residents need to be involved in decisions about the future of the Tweed and importantly, consider creative, contemporary alternatives to accommodate this projected increase in population.

Part 4: Organisational Structure and Staffing Projection

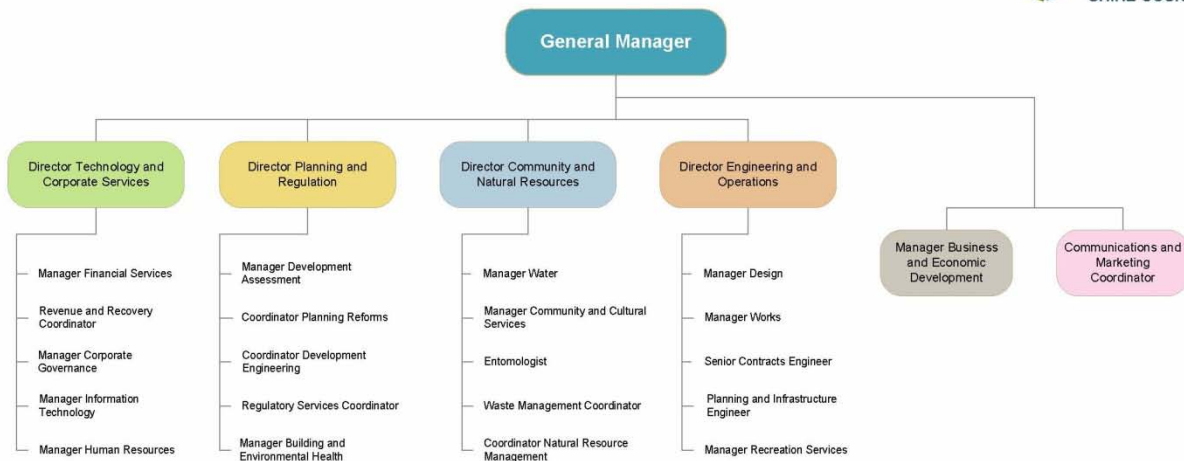
Whilst zero growth in staff numbers has been incorporated into the 10 year long term financial plan, Council recognises that as new neighbourhoods are developed, in line with the Far North Coast Regional Strategy, that these neighbourhoods will need to be serviced and new assets maintained. This will include human resources to maintain parks and streetscapes, sports grounds, garbage and waste collection, street lights and facilities such as toilets, bus shelters, foot paths, community centres and an increasing demand on library and other community facilities and services.

An increasing population also places additional demands on administration resources in areas such as revenue, financial services, planning and engineering and in turn support areas like human resources and information technology. These demands can be resourced through the employment of additional staff, letting contracts to undertake the services, directing resources from existing areas, or through efficiency gains which permit diversion of existing resources. It is likely that a combination of all methods, with the exception of reducing services in other areas, will be pursued.

Any increases to staff establishment numbers will be done so in accordance with the 50% of recurrent income rule and will be incorporated into the annual review of the long term financial plan.

Organisational Structure

March 2011



TOTAL NUMBER OF PERMANENT EMPLOYEES AS AT FEBRUARY 2011: 635

REPORTING STRUCTURE

Part 5: What sort of Organisation will Council be in 10 years?

With changing community expectations, shifting rate payer demographics and changing workforce dynamics, Council is likely to be a very different organisation in 10 years to what it is now. This vision of the future, which is guided by the Community Strategic Plan and proceeding strategic documents, will strongly influence Council's resourcing needs over the next 4 to 10 years.

According to this vision, Council will be better able to:

- respond to changes in our community and to the continued growth of the Shire;
- balance the needs of new residents with the needs of those that have grown up in the Shire; and
- balance the need for growth and development of the Shire with the need to preserve the environment and its natural beauty.

Council will have earned a greater respect within the community:

- for the professional manner in which affairs are conducted;
- for fairness and transparency in resolving conflict and disputes;
- for willingness to partner with others; and
- for the value-for-money that is offered to the community and citizens.

Council will:

- be clearly focussed, understanding its role as a purchaser and provider of services, and as a facilitator of networks, alliances, and partnerships for developing social capital and improving social outcomes;
- be employing the most modern management systems and business-like practices; and
- know exactly what costs and resources go into providing direct services, community programs and commercial services.

As an organisation Council will:

- have an employee and skill base to match its role;
- maintain technical expertise despite skills shortages and limits on funding;
- identify innovative sources of funding, including sponsorships, trusts and joint ventures;
- communicate with the community better;
- be highly skilled in community education and engagement techniques;
- ensure that the community is empowered, well-informed and engaged in local planning and community activities;
- foster self-reliance among citizens;
- strengthen its capacity as a risk manager, project manager, resource manager and strategic thinker;
- implement enhanced flexible working conditions;
- ensure that staff have access to the training they require;
- foster greater staff participation in decision-making;
- provide access to advanced technology and information systems; and
- foster a positive, progressive, change embracing, and safety conscious work culture.

Part 6: Workforce Planning Objectives

In order to address the challenges faced by Council in resourcing the Community Strategic Plan this Workforce Management Plan identifies 6 key strategies and a multitude of associated actions that will be implemented to ensure that Council is appropriately resourced.

Strategy 1

Maximise Employee Diversity

Actions

- Develop a workforce diversity strategy to strengthen the representation, at all levels within the organisation, of identifiable groups within the community including those with a disability, youth, women, Aboriginal and Torres Strait Islanders.
- Continue to develop a flexible approach to employment through the implementation and enhancement of work life balance strategies, including flexible work hours, job sharing, transition to retirement, telecommuting and job design.
- Develop protocols and processes to ensure employee fitness for work and proactively address issues associated with an ageing workforce.
- Conduct a workforce review to identify at risk areas/positions in relation to succession planning and skill/knowledge loss at all levels of the organisation.
- Implement mitigating strategies including mentoring, succession planning, career breaks and phased retirement to minimise the impact of personnel, skill and knowledge losses.
- Implement training strategies to identify and address current and anticipated skill gaps within Council's workforce.
- Review position descriptions, selection criteria, employment options and recruitment protocols to ensure that they are non discriminatory and do not create artificial barriers to employment.
- Diversify vacancy advertising strategies and alternate applicant sources to target non traditional applicant pools, internal development, new skills areas, apprenticeships/cadetships, and overseas recruitment.
- Implement strategies to address discrimination, harassment and bullying in the workplace and to reinforce a culture of acceptance and tolerance for all.
- Implement data capture and reporting protocols to ensure appropriate and timely information is available on Council's employment demographics, and recruitment and resignation trends.

Strategy 2

Strengthen Council's Position as an Employer of Choice

Actions

- Develop and implement a multi-faceted performance recognition program that meets with the approval of staff and management.
- Continue to seek and implement best practice methodologies to ensure a positive staffing environment/culture.
- Negotiate and implement Council specific or modified award entitlements that reflect Council's operational needs.
- Strengthen consultative and participative processes within the organisation to maximise staff involvement and commitment.

- Continue to develop alternate staffing, employment and remuneration strategies that support Council's strategic goals.
- Redesign and strengthen Exit Interview practices as an effective barometer of staff opinion.
- Continue to develop and enhance the range of Council specific attraction and retention strategies.
- Continue to expand flexible and family friendly work options available to staff.
- Develop and implement strategies to strengthen the internal career development and mobility options for staff.
- Ensure employment practices and protocols are updated in accordance with Legislative changes.
- Implement enhanced position description templates to facilitate the accurate description and marketing of roles.
- Identify and market Council's distinguishing characteristics as an employer.

Strategy 3

Sustainable Employment Growth and Costs

Actions

- Develop an expanded range of employment/staffing models to address staffing issues.
- Integrate workforce planning and Human Resource Planning with long term financial planning, asset management planning and business planning.
- Regular review of Council's operations to identify non core functions that can be better serviced through alternate means.
- Maximise the utilisation of technological advancements to achieve improved efficiencies.
- Facilitate the systematic review and challenging of new business functions and positions to determine whether resourcing through the direct employment of staff is the most appropriate model.
- Enhance establishment reporting, data capture and interpretation methodologies to ensure the accurate and timely provision of staffing information.
- Invest in and support Occupational Health and Safety activities that will result in a reduction in workplace injuries and associated costs.
- A target of total employment costs to no more than 50% of recurrent income.
- Develop and implement strategies to address issues associated with an ageing workforce.
- Research and implement a protocol and associated processes to deal with the broad range of fitness for work issues.
- Utilise legislative change to leverage reductions in employment costs wherever possible.
- Identify and implement best practice processes to minimise the administrative cost of legislative compliance.
- Investigate opportunities for regional cost sharing.

Strategy 4

Encourage a Proactive, Change Embracing and Learning Friendly Culture.

Actions

- Implement a Supervisor Development Strategy to address skill gaps in the areas of staff selection, recognition, performance management, disciplinary action, development and delegation.
- Maximise the utilisation of available Commonwealth/State funding programs to implement existing worker traineeships in areas of strategic need.
- Diversify the provision of internal training opportunities to include non-technical areas of skill development.
- Conduct regular training needs analysis to ensure that appropriate training resources are directed towards areas of strategic need.
- Strengthen internal communication, consultation and project management practices to ensure that change is managed positively.
- Develop internal training programs to support Council's and the communities increased expectations in relation to customer service.
- Implement initiatives to strengthen the organisations Safety Culture.
- Provide appropriate training tools to ensure the maximum take up and efficient utilisation of Council's technological systems.
- Develop strong change management methodologies and processes.
- Further develop and strengthen community development and natural resource management skills within Council.

Strategy 5

Focus Council Resources on Core Business Activities

Actions

- Strengthen and regularly apply agreed Business Screening Methodologies to ensure internal resources are focused on areas of highest priority.
- Utilise screening methodologies to determine new and evolving community expectations are best met.
- Develop strategic partnerships to ensure required services are provided through the most effective delivery models.
- Continue to strengthen the organisations capacity to innovate, to broaden its skill base and pursue new initiatives and services.
- Investigate the feasibility and appropriateness of establishing satellite offices in coastal areas.
- Maximise the take up of technological advancements that support the provision of mobile and decentralised services.

Strategy 6

Strengthen Enterprise Risk Management Practices.

Actions

Further develop strategies that enhance the practical application of Council's commitment to a work environment free from all forms of inappropriate workplace behaviour including Discrimination and Bullying.

- Further develop strategies that ensure the practical application of management's commitment to safety as its number one priority.
- Launch Safety Campaign under the Think, Act, Be Safe slogan.
- Develop and implement a revised Fitness for Work Protocol.
- Implement a competency based manual handling training and incident based refresher training program.
- Implement a revised and strengthened OHS Induction Program.
- Implement the changes required under the National Harmonisation Legislation.
- Realign Council's Operational Management System with Australian Standard 4801.
- Implement Council's Updated Operational Management System Intranet Site.
- Review Council protocols to ensure legislative compliance.

Section 2: Assets - 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 whilst contributing to our 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 following diagram illustrates the typical lifecycle of an asset and associated asset management functions from planning for the need to create an asset through to its ultimate disposal.



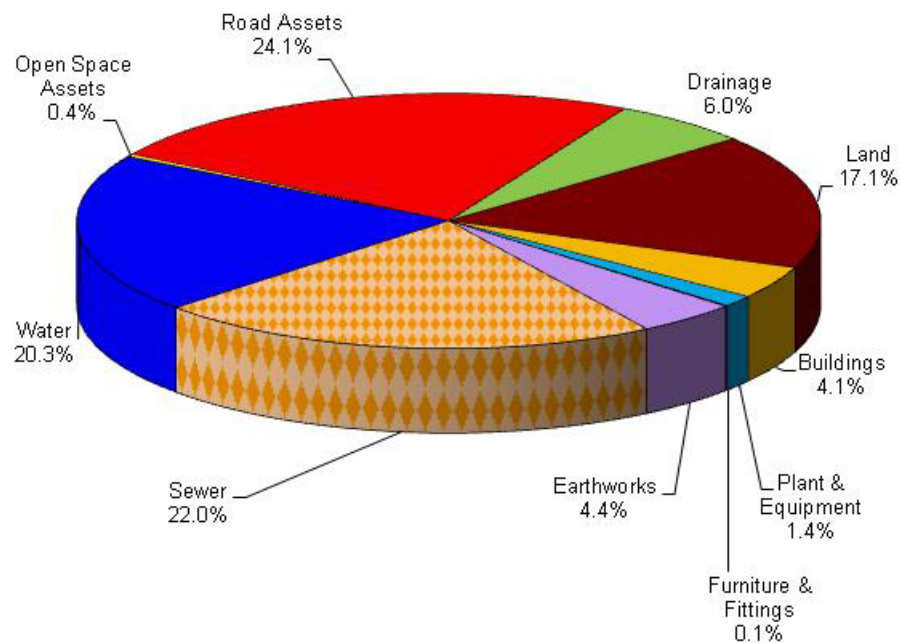
Asset Lifecycle Diagram

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.

Council's Asset stock

Tweed Shire Council manages a broad range of assets valued in excess of \$2.6 billion that have been grouped into ten key asset categories as set out in the following table.

Asset Category	Includes assets such as
Roads & Earthworks	Sealed Roads, Unsealed Roads, Kerbing, Bridges and Major Culverts, Carparks, Traffic Management Devices and Roadside Furniture
Footpaths	Pathways in roadways and open spaces such as parks and reserves
Parks and Open Spaces	Parks, Playgrounds, Irrigation, Park Furniture, Shelters, BBQ's, Fencing and Foreshore assets
Buildings	Civic Buildings and Community Buildings
IT Infrastructure and Furniture	Computer hardware, Computer Software and Furniture
Plant and Equipment	Heavy/Light Plant, Motor Vehicles and other Fleet items
Land	Land
Storm Water Drainage	Pits, Pipes, Headwalls and Minor Culverts
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 Stock Statistics :

Asset Type	Quantity	Asset Type	Quantity	Asset Type	Quantity
Transport		Stormwater Drainage		Water	
Sealed Roads	1,262 km	Stormwater Pipes	316,467 m	Permanent population supplied	73,534
Unsealed Roads	185 km	Stormwater Nodes	15,379	Number of residential connections	32,284
Kerbs	699 km	Stormwater Culverts	238	Number of non-residential connections	1,976
Footpaths	150 km	Stormwater Channels	32,013 m	Headworks transfer mains length	3 km
Road Bridges	277	Flood Gates	209	Reticulation mains length	505 km
Footbridges	62			Trunk mains length	185 km
Bus Shelters	157	Fleet		Total length of water mains	693 km
		Light Vehicles	107	Pumping stations - potable and non-potable	27
Building		Commercial Vehicles	183	Number of service reservoirs	41
Ancillary	27	Heavy Plant	202	Volume Treated (2009/10)	10,550 ML/yr
Aquatic Centre	3	Small Plant	560		
Civic Centre	2			Wastewater	
Community Centres	24	Open Space/Land (m²)		Permanent population served	68,775
Cultural Buildings	6	Community	2,583,150	Residential Connections	30,618
Depot Structures	15	Operational	667,803	Non-residential Connections	1,734
Emergency Services	21	Easement	655	Gravity / reticulation mains length	513 km
Hall	21	Crown Land	140,804	Pressure / Rising mains length	178 km
Library	3	Catholic Church	8,094	Total length of wastewater mains	691 km
Maternal Child Health	8	Tweed Shire Council Crown	2,556,891	Volume Treated (2009/10)	8,530 ML/yr
Public Toilets	67	Road Reserve	269,504		
Recreation	65				
Residential	20				
Cemetery buildings	6				

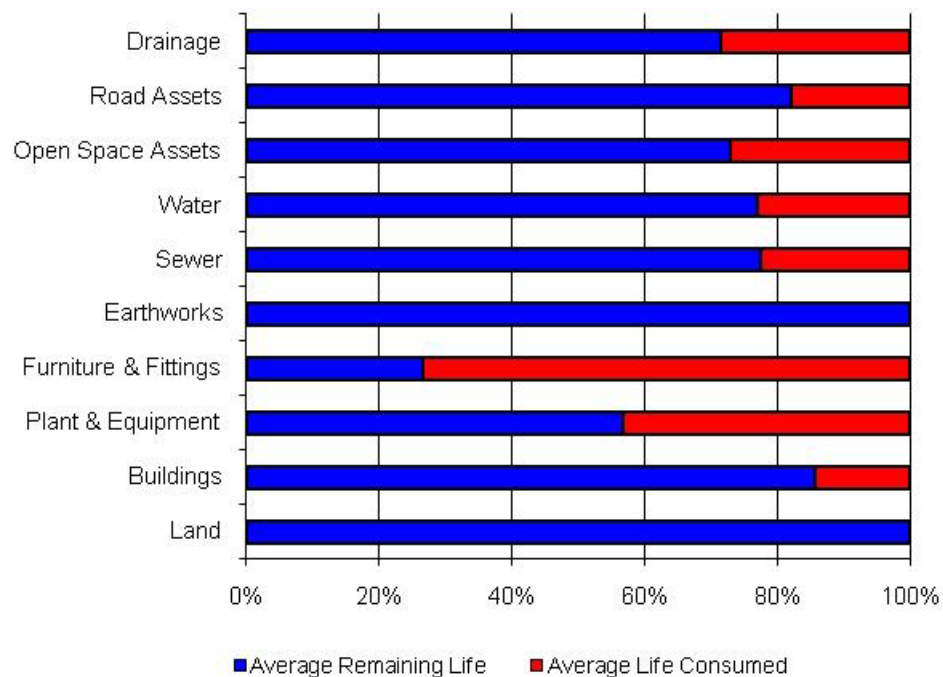
Health of Asset Stock

By understanding the condition of Council's assets and the various types of distresses that affect them, Council can utilise this data to assist in maintaining the level of service the community desires and minimise the risk of asset failure - the consequences of asset failures will result in loss of service delivery.

There are many reasons why Council assets fail/deteriorate and therefore do not meet current performance standards and community expectations, among the most common are the following:

- Damage by service authorities when installing / constructing their infrastructure within Council's road reservation;
- Movement of the underlying soils. Much of Tweed has been built on highly reactive clay;
- Suitability of the asset to meet changing demographics and needs;
- Increases in the allowable vehicle load limits on Council's roads; and
- Increases in density of private developments in established suburbs, placing additional capacity requirements on assets not designed to cope i.e. sewer, water and stormwater pipes and treatment plants.

Based on condition audits and inspections carried out in the years from 1996 to 2010, Council's assets are estimated to be in average condition as shown in the following diagrams. On a network basis, on average Council's assets have consumed 25% of their useful life.



Average Useful Life Consumed of Council's Asset Stock

The following graphs illustrate the asset conditions for each of the major asset categories (excluding bridges) based on Council's historical condition data. They are based on the condition rating scales as illustrated in the following table.

Condition Score	Community Rating	Description
1	Brand new or Excellent	Asset is New or Near New with minimal signs of wear or use.
2	Good	Asset has limited signs of wear and use that only require routine maintenance.
3	Fair	Asset has numerous signs of wear and use. While the condition is still acceptable for normal use, minor capital works are required to prevent further deterioration.
4	Poor	Asset has considerable signs of wear and use. The condition is impacting on the use of the asset and major capital works are required to return the asset to an acceptable condition.
5	Very Poor	Asset is near the end of its useful life and only provides a severely degraded service. It requires replacement in the near future.
6 (End of Life)	Unserviceable	Asset can no longer provide the service it is intended to provide. It is beyond practical renewal and requires replacement.

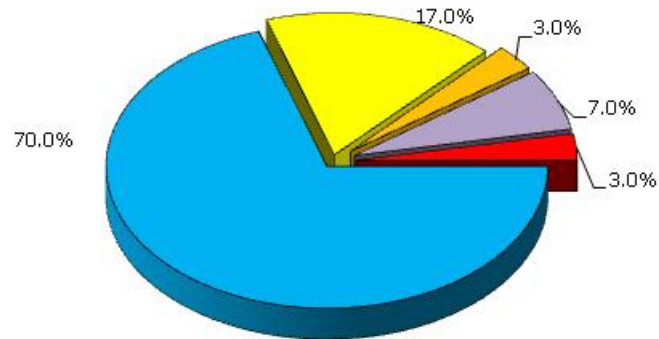
Condition Scoring Table

The condition scoring scale follows internationally accepted good practice of starting with a condition score of 1 for new or near new and the values increasing as the asset condition deteriorates.

The descriptions in the Condition Scoring Table are a general guide to assist in understanding the meaning of each condition score. In practice the condition score for an asset is determined by a range of measures and indicators that vary for each asset category.

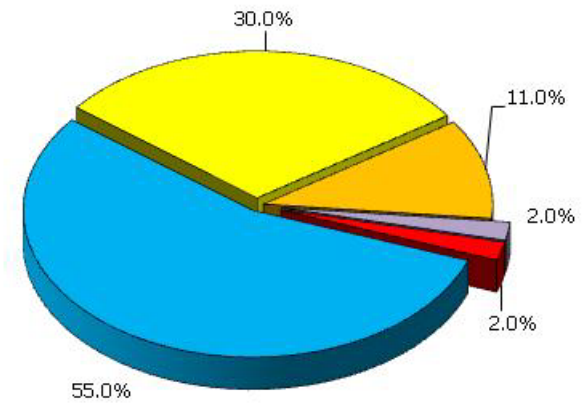


Distribution of Sealed Road Pavement Condition



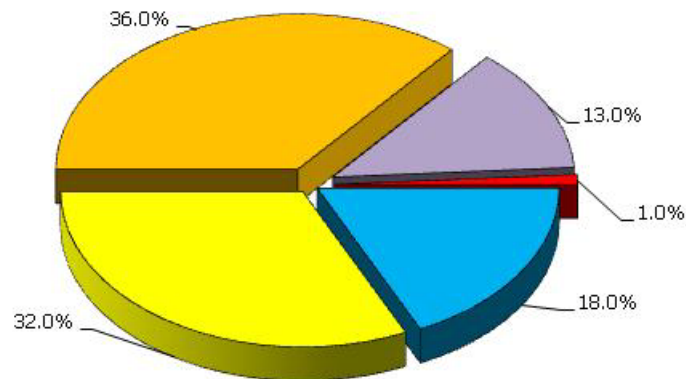
Cond 1 Cond 2 Cond 3 Cond 4 Cond 5

Distribution of Sealed Road Surface Condition



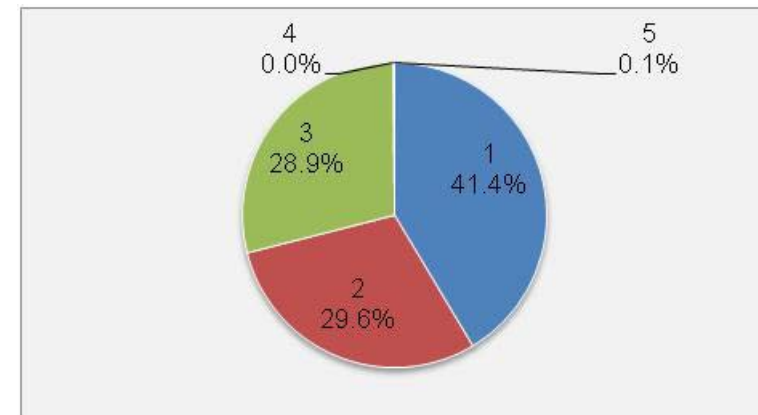
Cond 1 Cond 2 Cond 3 Cond 4 Cond 5

Distribution of Building Portfolio Condition

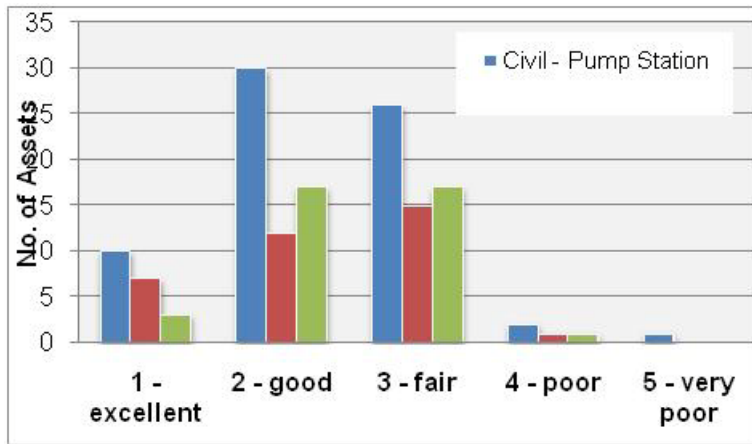


Cond 1 Cond 2 Cond 3 Cond 4 Cond 5

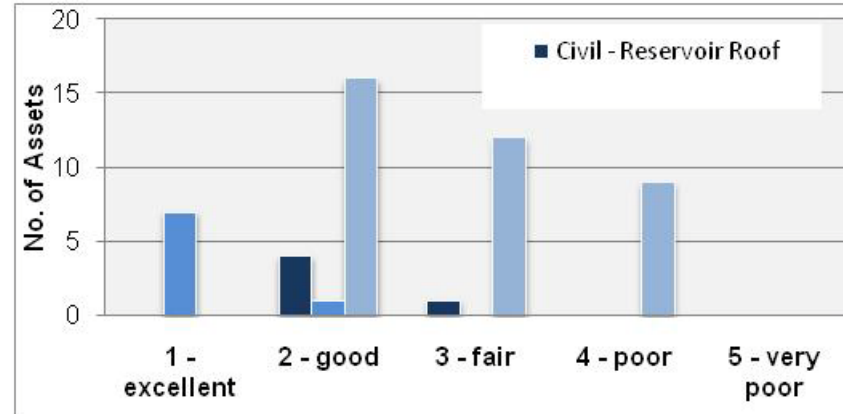
Water Pipeline Condition Profile (by % of total Length)



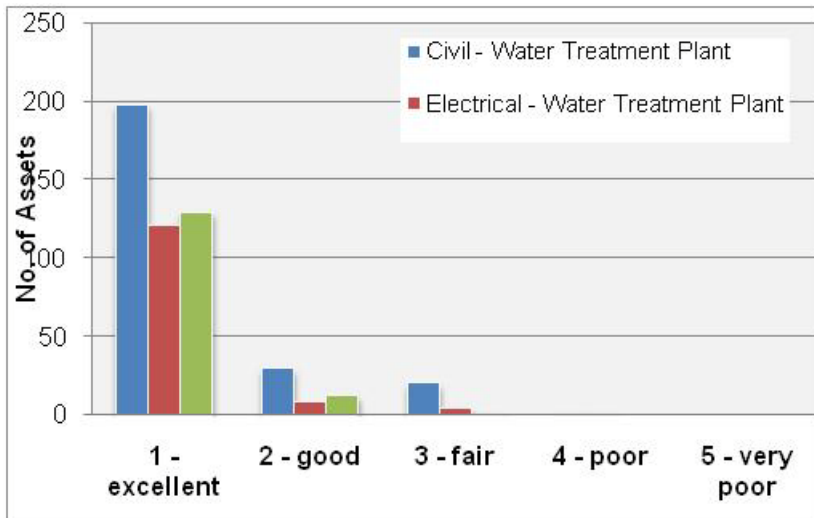
Water Pumping Stations Overall Condition Profile



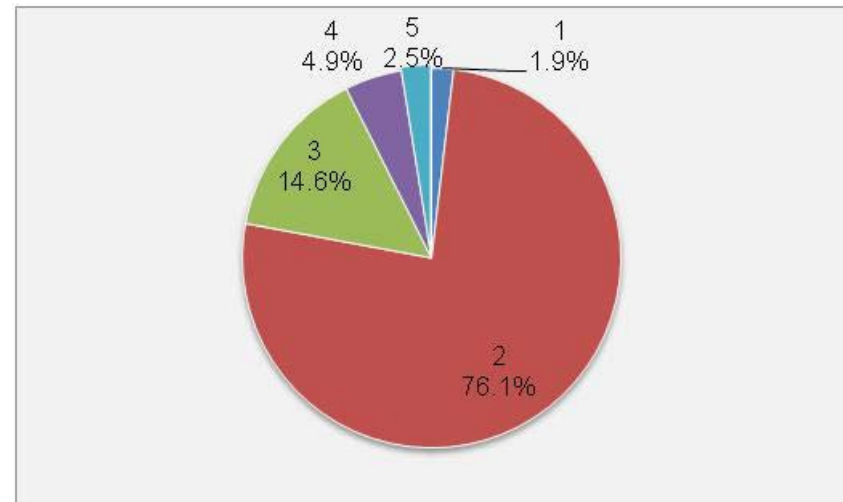
Reservoirs Overall Condition Profile



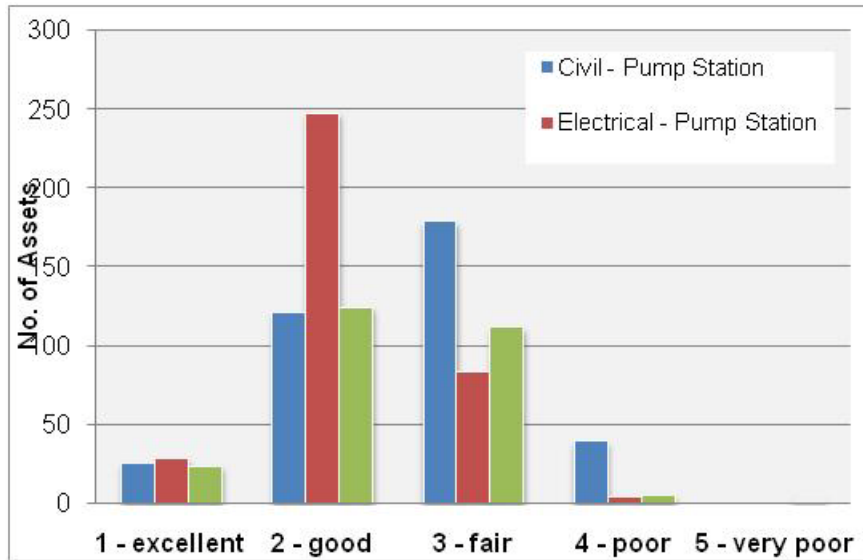
Water Treatment Plants Overall Condition Profile



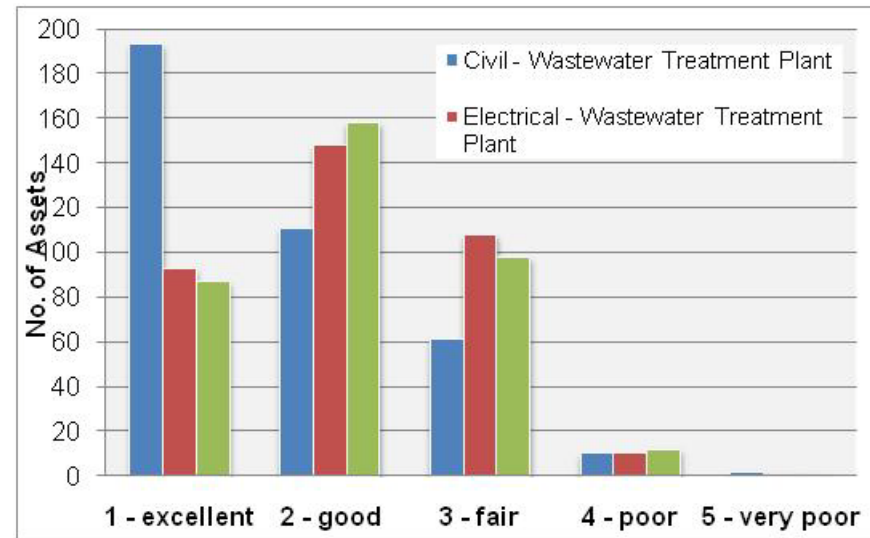
Sewer Pipeline Condition Profile by % of total



Wastewater Pumping Stations Overall Condition Profile

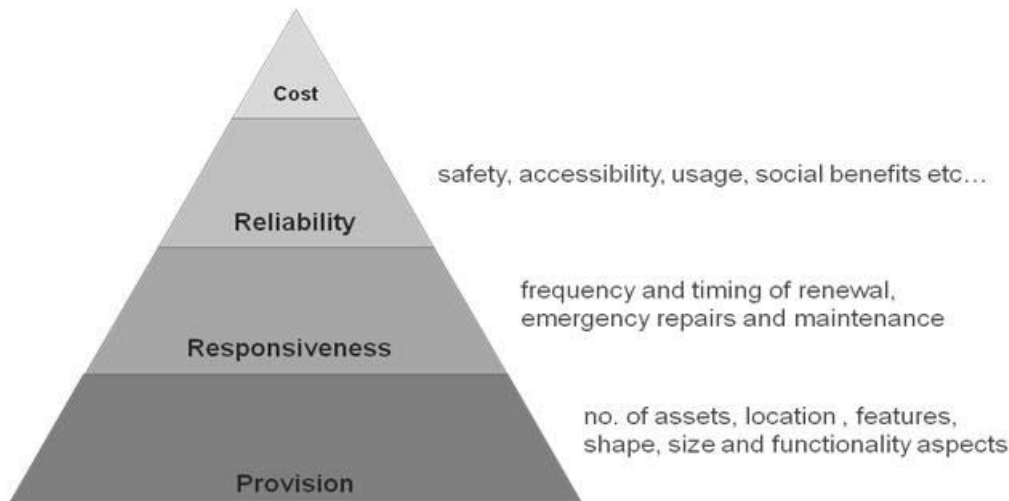


Wastewater Treatment Plants Overall Condition Profile



Asset Management Approach

Council is adopting a Strategic Asset Management (SAM) approach to its asset management responsibilities. The key to Strategic Asset Management is successive layers of knowledge and decision making. This is best illustrated by the Strategic Asset Management Pyramid shown in the following diagram. The SAM Pyramid shows the Council's service-centric asset management planning mechanism. The framework of planning will be:



Strategic Asset Management Pyramid

Asset Provision Layer 1: The foundation of SAM is an understanding of the asset portfolio in terms of its physical attributes and its condition, capacity and functionality as shown by the Provision layer.

Service Responsiveness Layer 2: The Responsiveness layer is a corporate decision matrix, and consists of the planned actions to retain the assets at the desired level of usability over their planned life. The key focus is on the type intervention (minor repairs, major renewal, replacement, etc) and the trigger for action (condition, capacity, functionality, etc).

Service Reliability Layer 3: The Reliability layer is best viewed as the asset performance as seen and experienced by those using and depending on the assets. Reliability will be measured in terms of performance standards i.e. safety, condition, functionality, etc.

Cost of Delivery Layer 4: The top of the pyramid is Cost and this is determined by decisions in the layers below. Application of the Service Driven Framework results in an active pyramid where the Provision, Responsiveness and Reliability are tuned to give optimal outcomes for an affordable cost, which drives the future financial plan.

Long-Term Financial Projections

Assets are necessary products that provide a service to an end user, in Council's case 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 may 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 that Council 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 following graph illustrates the *current* asset management funding shortfall in the General Fund, as presented in the Long Term Financial Plan (LTFP). The required level of funding is based on maintaining Council assets at their current condition levels.

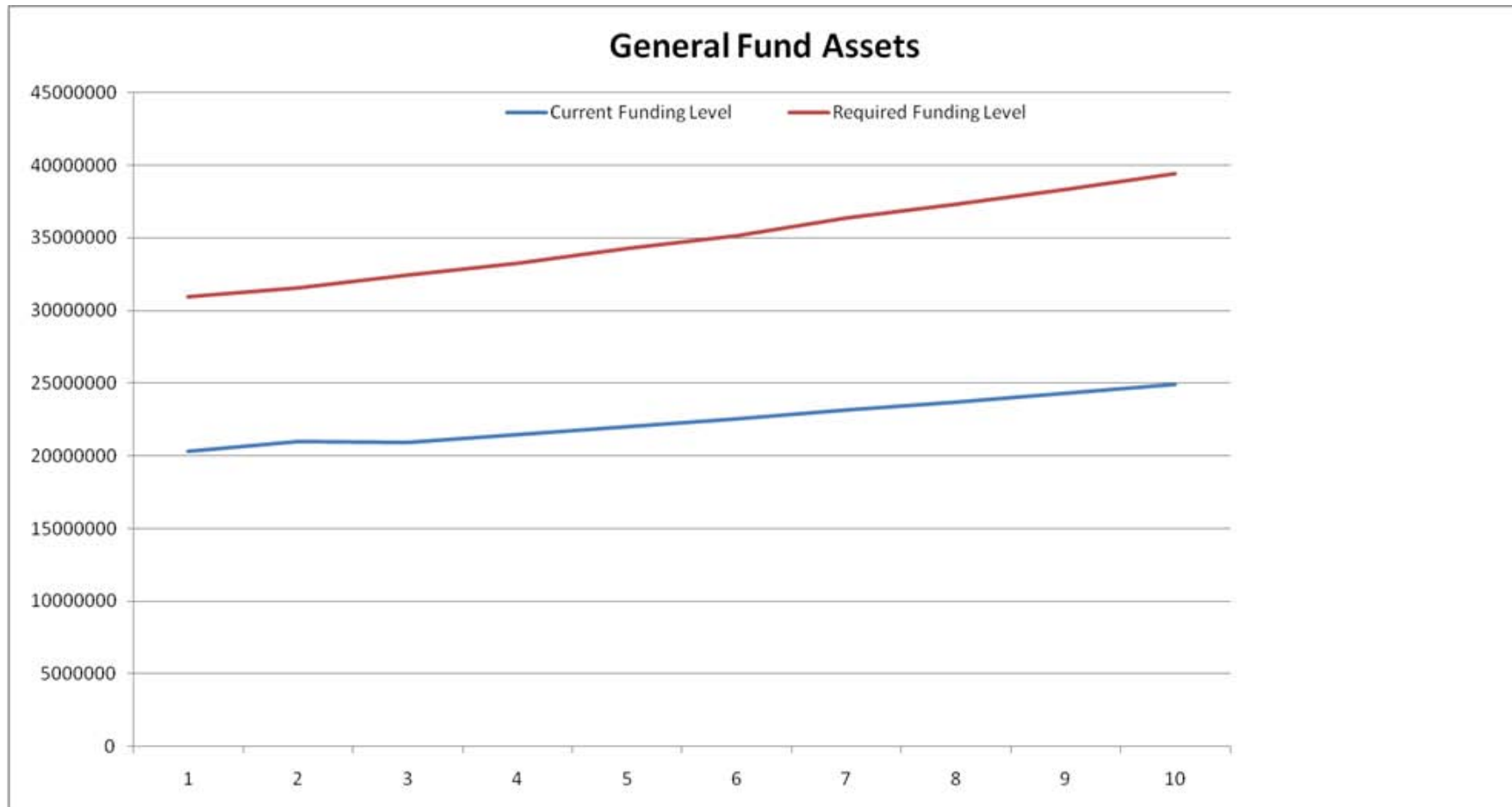
The Water and Wastewater Funds of Council are established for the provision of water and wastewater services. These funds regularly review their revenue requirements in line with long term forecasts of asset requirements and will overcome the current asset management funding shortfall over the longer term.

Qualification

Asset prediction modelling and assumptions used for Asset Management Plans need more testing and maturity before detailed information is considered highly accurate. The asset management funding shortfall in the general fund, as predicted, will need to be addressed by Council and the community in the coming years and budgets.

ASSET MANAGEMENT FUNDING - General Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
LTFP - Current funding level										
Transport	13,161,820	13,902,010	13,647,114	14,023,267	14,406,861	14,797,924	15,196,647	15,603,187	16,018,004	16,441,076
Drainage	2,108,200	1,990,798	2,017,927	2,044,459	2,071,678	2,099,625	2,128,304	2,157,745	2,187,968	2,218,993
Buildings	915,252	916,125	936,016	956,834	977,856	999,092	1,020,566	1,042,606	1,064,218	1,086,823
Open Space	4,151,104	4,213,244	4,321,104	4,434,871	4,549,791	4,665,856	4,783,115	4,902,192	5,021,457	5,143,291
Total Funding	20,336,376	21,022,178	20,922,161	21,459,430	22,006,186	22,562,496	23,128,633	23,705,730	24,291,648	24,890,182
Asset Management Plans (AMP) - Required funding level										
Transport	18,138,000	18,705,000	19,288,000	19,890,000	20,509,000	21,147,000	21,803,000	22,480,000	23,177,000	23,872,310
Drainage	4,203,000	4,173,000	4,302,000	4,434,000	4,565,000	4,705,000	4,844,000	4,993,000	5,140,000	5,294,200
Buildings	4,675,000	4,707,000	4,777,000	4,736,000	4,867,000	4,863,000	4,940,000	4,998,000	5,108,000	5,261,240
Open Space	3,926,000	3,967,000	4,086,000	4,208,000	4,335,000	4,465,000	4,753,000	4,816,000	4,879,000	5,025,370
Total AMP	30,942,000	31,552,000	32,453,000	33,268,000	34,276,000	35,180,000	36,340,000	37,287,000	38,304,000	39,453,120
Shortfall	10,605,624	10,529,822	11,530,839	11,808,570	12,269,814	12,617,504	13,211,367	13,581,270	14,012,352	14,562,938



The graph depicts that assets are currently underfunded in the order of \$11 million per year, which will mean that the condition of assets will deteriorate over time unless this is addressed.

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 that 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; and
- Future maintenance needs for new infrastructure and managing sustainability.

The above outline of Council's Asset Management practices are excerpts from the:-

Draft Asset Management Policy

Draft Asset Management Strategy

Draft Asset Management Plans for:	Transport	Drainage	Fleet
	Buildings	Open Space	Wastewater
	Water		

Copies of the full documents are available on Council's website at www.tweed.nsw.gov.au/IntegratedPlanning

Section 3: Finance - 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 such that monetary transfers between funds are not permitted. They could be considered to be three separate businesses however 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

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 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
<i>Unrestricted Current ratio</i>	> 2:1	> 2:1	n/a	n/a
<i>Unrestricted Cash</i>	>\$8m	>\$4m	>\$2m	>\$2m
<i>Debt Service Ratio</i>	<=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.

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 2010/2011 Budget 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 too 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 limit (set by IPART), 3% per annum following completion of the Seven Year Plan in year 2012/13. Rate income growth from an increased number of assessable properties to grow by 1% in 2011/2012, followed by 500 assessments per annum thereafter.</p> <p>Water Access Charges are predicted to increase by \$12.00 in years 2011/12 and 2012/13 and then \$15.00 for each of the remaining 8 years.</p> <p>Sewer Access Charges are predicted to increase \$41.00 each year to 2017/18 and then \$43.00 for 2018/19, \$45.00 for 2019/20 and \$48.00 for 2020/21.</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 20c/kl from 2011/12 to 2014/15 and then 10c/kl for each of the remaining 6 years.</p> <p>Other fees and charges to increase by 5% per annum.</p>
Interest received	<p>Interest on investments estimated at 6%.</p>
Other revenues	<p>Other revenues to increase by 5% per annum.</p>
Operating Grants and Contributions	<p>Financial Assistance grant to increase by 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 increase by 3% pa.</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	<p>Employee costs to increase by 3.5% per annum. Based on known award increases for the next 2 years.</p> <p>Refer to Part 5 of the Workforce Management Plan.</p>										
Borrowing Costs	<p>Interest rate for new borrowings predicted to be 8%.</p> <p>Repayments of interest and principal of existing loans are known from current loan repayment schedules.</p> <p>The proposed borrowings program excluding the 7 year plan requirements provides for annual borrowings of approximately:-</p> <table border="0" style="margin-left: 40px;"> <thead> <tr> <th style="text-align: left;">General</th> <th style="text-align: right;">Annual</th> </tr> </thead> <tbody> <tr> <td>Public Toilets</td> <td style="text-align: right;">\$100,000</td> </tr> <tr> <td>Bridges</td> <td style="text-align: right;">\$776,000</td> </tr> <tr> <td>Drainage</td> <td style="text-align: right;">\$1,100,000</td> </tr> <tr> <td>Flood Mitigation</td> <td style="text-align: right;">\$100,000 to \$200,000</td> </tr> </tbody> </table>	General	Annual	Public Toilets	\$100,000	Bridges	\$776,000	Drainage	\$1,100,000	Flood Mitigation	\$100,000 to \$200,000
General	Annual										
Public Toilets	\$100,000										
Bridges	\$776,000										
Drainage	\$1,100,000										
Flood Mitigation	\$100,000 to \$200,000										
Materials and Contracts	<p>Materials, contracts, and other costs to increase by 3% per annum based on recent CPI.</p> <p>Plant hire (Council's own fleet) costs to increase by 3.2% per annum.</p>										
Depreciation and Amortisation	<p>Depreciation expense has not been indexed beyond 2011/12 estimates. Asset prediction modelling and assumptions need more testing and maturity before detailed information is known.</p>										
Other Expenses	<p>Electricity costs (excluding street lighting) to increase by 10% per annum.</p> <p>Insurance premiums (excluding workers compensation) to increase by 5% per annum.</p>										

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	<p>Additions - from capital expenditure list.</p> <p>Disposal - from Cash Flow Statement.</p> <p>Depreciation - Income Statement.</p>
Investment Property	Maintained at current levels.
Intangible Assets	Maintained at current levels.

Balance Sheet - Liabilities & 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 under taken in conjunction with the annual Operational Plan.

Commentary on Projections:

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

The operating results for the consolidated and individual fund Income Statements show surpluses before capital contributions around years 7 and 8. This 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 (ie. asset consumption) for the year, it is not a measure of what funds are needed for future asset renewal and maintenance/condition requirements.

Asset Management (attachment 21)

Attachment 21 highlights a shortfall in asset management funding for General Fund assets which is not significantly improved over the ten year period.

As stated in Section 2 of the Resourcing Strategy, the asset prediction modelling and assumptions used for Asset Management Plans need more testing and maturity before detailed information is considered highly accurate. The asset management funding shortfall in the general fund, as predicted, will need to be addressed by Council and the community in the coming years and budgets.

Unrestricted Current Ratio (attachment 17)

The Unrestricted Current ratio maintains a balance above 2:1 for all ten years of the Long Term Financial Plan. When the ratio begins to approach 3:1, consideration should be given to using these excess funds to improve the asset management funding gap as highlighted in Section 2 of the Resourcing Strategy.

Debt Service Ratio (attachment 22)

The predicted Debt Service Ratio's in the early years of the Long Term Financial Plan are slightly above the financial goals for the General and Consolidated Funds, and well above for the Water Fund financial goals. However by Year 4 and beyond all results are within the target.

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
	Forecast Rate Notice	20
General Fund	Asset Management	21
Consolidated and Funds	Debt Service Ratio	22

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
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Income										
Rates & Annual Charges	(77,933,643)	(82,851,262)	(86,752,860)	(90,690,765)	(94,866,567)	(99,309,014)	(103,822,918)	(108,602,994)	(113,703,998)	(119,171,910)
User Charges & Fees	(32,034,565)	(34,137,418)	(36,399,801)	(38,835,615)	(40,566,543)	(42,253,376)	(42,798,559)	(44,466,248)	(46,261,031)	(48,117,750)
Interest Received	(7,639,589)	(5,834,569)	(4,914,487)	(4,450,851)	(4,569,967)	(4,770,893)	(5,118,543)	(6,095,893)	(7,368,807)	(6,622,465)
Other Operating Revenues	(1,872,130)	(1,924,677)	(1,987,996)	(2,053,246)	(2,120,775)	(2,190,380)	(2,262,510)	(2,336,959)	(2,402,088)	(2,478,606)
Operating Contributions	(1,660,000)	(1,908,360)	(1,756,731)	(1,805,112)	(1,853,506)	(1,901,912)	(1,950,329)	(1,998,759)	(2,047,202)	(2,095,658)
Operating Grants	(13,899,553)	(14,069,829)	(14,121,523)	(14,296,008)	(14,473,823)	(14,654,967)	(14,839,443)	(15,027,261)	(15,219,360)	(15,414,390)
Capital Contributions	(13,698,275)	(13,515,552)	(17,361,527)	(18,451,950)	(20,047,859)	(22,186,722)	(22,545,132)	(24,695,343)	(26,826,703)	(29,034,339)
Capital Grants	(1,464,554)	(1,265,754)	(1,266,954)	(44,800)	(46,000)	(47,200)	(48,400)	(49,600)	(50,800)	(52,000)
	(150,202,308)	(155,507,421)	(164,561,879)	(170,628,347)	(178,545,039)	(187,314,464)	(193,385,834)	(203,273,057)	(213,879,989)	(222,987,118)
Expenditure										
Employee Costs	43,601,281	45,069,380	45,524,971	46,870,081	48,339,424	49,748,849	51,189,163	52,661,362	54,165,638	55,709,128
Borrowing Costs	13,290,796	13,621,675	13,604,070	13,293,088	13,037,541	12,765,757	12,462,890	12,119,040	11,779,755	11,342,054
Materials & Contracts	42,348,588	44,536,439	43,511,053	44,684,330	46,511,561	48,279,443	49,915,906	51,541,744	53,788,824	56,672,256
Depreciation	38,141,982	38,140,321	38,140,321	38,140,321	38,140,321	38,140,321	38,140,321	38,140,321	38,140,321	38,140,321
Other Expenses	13,367,280	14,092,077	15,155,576	16,289,099	17,495,948	18,417,222	19,410,447	20,491,877	21,660,403	22,944,792
	150,749,927	155,459,892	155,935,991	159,276,919	163,524,795	167,351,591	171,118,727	174,954,344	179,534,941	184,808,551
Net Operating Result	547,619	(47,529)	(8,625,888)	(11,351,428)	(15,020,244)	(19,962,873)	(22,267,108)	(28,318,713)	(34,345,048)	(38,178,566)
Capital Grants/Contributions	(15,162,829)	(14,781,306)	(18,628,481)	(18,496,750)	(20,093,859)	(22,233,922)	(22,593,532)	(24,744,943)	(26,877,503)	(29,086,339)
Net Operating Result before Capital Grants & Contributions	15,710,448	14,733,777	10,002,593	7,145,322	5,073,615	2,271,049	326,424	(3,573,770)	(7,467,545)	(9,092,227)

Attachment 2 - Funding Statement Consolidated

<i>Source and Application of Funds</i>	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Operating Result (Income Statement)	(547,619)	47,529	8,625,888	11,351,428	15,020,244	19,962,873	22,267,108	28,318,713	34,345,048	38,178,566
<i>Add Back non-funded items:</i>										
Depreciation	38,141,982	38,140,321	38,140,321	38,140,321	38,140,321	38,140,321	38,140,321	38,140,321	38,140,321	38,140,321
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	31,154,101	26,985,478	27,003,499	20,221,695	32,614,177	26,920,836	24,504,580	24,441,506	46,541,201	56,775,848
Transfers from Internally Restricted Cash	27,070,333	17,158,231	12,273,901	7,608,116	8,899,684	6,777,085	13,582,452	8,706,440	15,544,780	6,820,492
Proceeds from sale of assets	3,586,959	2,293,391	2,405,737	2,545,088	3,559,113	2,822,389	3,068,142	1,881,885	3,525,977	3,140,408
Loan Funds Utilised	8,643,380	4,448,920	2,076,000	2,076,000	2,176,000	2,126,000	2,126,000	2,126,000	2,176,000	2,176,000
Repayments from Deferred Debtors	0	0	0	0	0	0	0	0	0	0
Funds Available	108,049,136	89,073,870	90,525,346	81,942,648	100,409,539	96,749,504	103,688,603	103,614,865	140,273,327	145,231,635
<i>Funds were applied to:</i>										
Purchase and construction of assets	78,472,727	59,422,714	46,347,495	36,046,228	49,659,594	42,473,901	48,776,508	34,390,453	70,011,194	76,382,345
Repayment of principal on loans	6,431,512	7,017,824	7,473,608	7,518,053	7,388,686	7,688,993	8,208,464	8,594,632	8,984,019	7,719,060
Transfers to Externally Restricted Cash	14,238,842	13,176,878	16,491,071	17,186,121	19,096,568	20,980,937	21,248,058	23,661,952	26,372,678	27,162,718
Transfers to Internally Restricted Cash	8,906,055	9,456,455	20,213,172	21,192,245	24,264,691	25,605,673	25,455,573	36,967,828	34,905,436	33,967,512
Funds Used	108,049,136	89,073,871	90,525,346	81,942,647	100,409,539	96,749,504	103,688,603	103,614,865	140,273,327	145,231,635
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
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	(20,060)	(41,618)	(44,308)	(33,832)	(32,076)	(19,285)	(10,773)	16,621	15,659	14,987
Investments	109,376	109,376	109,376	109,376	109,376	109,376	109,376	109,376	109,376	109,376
Receivables	18,011	18,011	18,011	18,011	18,011	18,011	18,011	18,011	18,011	18,011
Inventories	1,211	1,211	1,211	1,211	1,211	1,211	1,211	1,211	1,211	1,211
Other	1,358	1,358	1,358	1,358	1,358	1,358	1,358	1,358	1,358	1,358
Total current assets	109,896	88,338	85,648	96,124	97,880	110,671	119,183	146,577	145,615	144,943
Non-current assets										
Investments	10,510	10,510	10,510	10,510	10,510	10,510	10,510	10,510	10,510	10,510
Receivables	2,677	2,677	2,677	2,677	2,677	2,677	2,677	2,677	2,677	2,677
Infrastructure, property, plant and equipment	2,414,591	2,433,580	2,439,381	2,434,742	2,442,702	2,444,213	2,451,781	2,446,150	2,474,495	2,509,596
Investment property	2,405	2,405	2,405	2,405	2,405	2,405	2,405	2,405	2,405	2,405
Intangible assets	649	649	649	649	649	649	649	649	649	649
Total non-current assets	2,430,832	2,449,821	2,455,622	2,450,983	2,458,943	2,460,454	2,468,022	2,462,391	2,490,736	2,525,837
Total assets	2,540,728	2,538,159	2,541,270	2,547,107	2,556,823	2,571,126	2,587,206	2,608,968	2,636,351	2,670,780
LIABILITIES										
Current liabilities										
Payables	10,402	10,402	10,402	10,402	10,402	10,402	10,402	10,402	10,402	10,402
Borrowings	7,018	7,474	7,518	7,389	7,689	8,208	8,595	8,984	7,719	8,233
Provisions	17,756	17,756	17,756	17,756	17,756	17,756	17,756	17,756	17,756	17,756
Total current liabilities	35,176	35,632	35,676	35,547	35,847	36,366	36,753	37,142	35,877	36,391

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
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Non-current liabilities										
Payables	353	353	353	353	353	353	353	353	353	353
Borrowings	181,347	178,275	172,715	167,330	161,726	155,546	148,973	142,027	136,329	132,066
Provisions	4,184	4,184	4,184	4,184	4,184	4,184	4,184	4,184	4,184	4,184
Total non-current liabilities	185,884	182,812	177,252	171,867	166,263	160,083	153,510	146,564	140,866	136,603
Total liabilities	221,059	218,443	212,928	207,414	202,110	196,449	190,262	183,706	176,743	172,994
Net assets	2,319,668	2,319,716	2,328,342	2,339,693	2,354,713	2,374,676	2,396,943	2,425,262	2,459,607	2,497,786
EQUITY										
Retained earnings	1,153,627	1,153,675	1,162,301	1,173,652	1,188,672	1,208,635	1,230,902	1,259,221	1,293,566	1,331,745
Revaluation reserves	1,166,041	1,166,041	1,166,041	1,166,041	1,166,041	1,166,041	1,166,041	1,166,041	1,166,041	1,166,041
Council equity interest	2,319,668	2,319,716	2,328,342	2,339,693	2,354,713	2,374,676	2,396,943	2,425,262	2,459,607	2,497,786
Total equity	2,319,668	2,319,716	2,328,342	2,339,693	2,354,713	2,374,676	2,396,943	2,425,262	2,459,607	2,497,786

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
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	77,934	82,851	86,753	90,691	94,867	99,309	103,823	108,603	113,704	119,172
User charges and fees	32,035	34,137	36,400	38,836	40,567	42,253	42,799	44,466	46,261	48,118
Investment revenue and interest	7,640	5,835	4,914	4,451	4,570	4,771	5,119	6,096	7,369	6,622
Grants and contributions	30,722	30,759	34,507	34,598	36,421	38,791	39,383	41,771	44,144	46,596
Other	1,872	1,925	1,988	2,053	2,121	2,190	2,263	2,337	2,402	2,479
<i>Payments:</i>										
Employee benefits and on-costs	(43,601)	(45,069)	(45,525)	(46,870)	(48,339)	(49,749)	(51,189)	(52,661)	(54,166)	(55,709)
Materials & contracts	(41,105)	(43,307)	(42,088)	(43,219)	(45,002)	(46,725)	(48,315)	(49,893)	(52,090)	(54,923)
Borrowing costs	(13,291)	(13,622)	(13,604)	(13,293)	(13,038)	(12,766)	(12,463)	(12,119)	(11,780)	(11,342)
Other	(14,611)	(15,322)	(16,578)	(17,754)	(19,005)	(19,972)	(21,012)	(22,141)	(23,359)	(24,694)
Net cash provided in operating activities	37,594	38,188	46,766	49,492	53,161	58,103	60,407	66,459	72,485	76,319
Cash flows from investing activities										
<i>Receipts:</i>										
Sale of infrastructure, property, plant & equipment	3,587	2,293	2,406	2,545	3,559	2,822	3,068	1,882	3,526	3,140
<i>Payments:</i>										
Purchase of infrastructure property, plant & equipment	(78,473)	(59,423)	(46,347)	(36,046)	(49,660)	(42,474)	(48,777)	(34,390)	(70,011)	(76,382)
Net cash used in Investing activities	(74,886)	(57,129)	(43,942)	(33,501)	(46,100)	(39,652)	(45,708)	(32,509)	(66,485)	(73,242)
Cash flows from financing activities										
<i>Receipts:</i>										
Borrowings and advances	8,643	4,449	2,076	2,076	2,176	2,126	2,126	2,126	2,176	2,176
<i>Payments:</i>										
Borrowings and advances	(6,513)	(7,065)	(7,591)	(7,591)	(7,480)	(7,787)	(8,313)	(8,683)	(9,138)	(5,925)
Net cash provided by financing activities	2,130	(2,616)	(5,515)	(5,515)	(5,304)	(5,661)	(6,187)	(6,557)	(6,962)	(3,749)
Net increase/(decrease) in cash and cash equivalents	(35,161)	(21,558)	(2,690)	10,476	1,756	12,791	8,512	27,394	(962)	(672)
Cash and cash equivalents at beginning of reporting period	124,477	89,316	67,758	65,068	75,544	77,300	90,091	98,603	125,997	125,035
Cash and cash equivalents at end of reporting period	89,316	67,758	65,068	75,544	77,300	90,091	98,603	125,997	125,035	124,363

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
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Income										
Rates & Annual Charges	(55,680,854)	(59,226,340)	(61,620,356)	(64,104,777)	(66,681,053)	(69,402,469)	(72,172,461)	(75,044,598)	(78,022,550)	(81,110,123)
User Charges & Fees	(16,439,561)	(17,154,347)	(18,121,164)	(19,125,475)	(20,172,024)	(21,015,771)	(21,786,328)	(22,625,197)	(23,505,140)	(24,439,610)
Interest Received	(3,511,895)	(3,433,124)	(3,518,959)	(3,648,001)	(3,626,361)	(3,494,421)	(3,463,023)	(3,494,572)	(3,645,209)	(3,565,303)
Other Operating Revenues	(1,651,289)	(1,697,267)	(1,753,874)	(1,812,267)	(1,872,790)	(1,935,234)	(2,000,044)	(2,067,008)	(2,124,485)	(2,193,177)
Operating Contributions	(1,660,000)	(1,908,360)	(1,756,731)	(1,805,112)	(1,853,506)	(1,901,912)	(1,950,329)	(1,998,759)	(2,047,202)	(2,095,658)
Operating Grants	(13,007,823)	(13,178,099)	(13,229,793)	(13,404,278)	(13,582,093)	(13,763,237)	(13,947,713)	(14,135,531)	(14,327,630)	(14,522,660)
Capital Contributions	(9,599,757)	(8,530,740)	(11,501,519)	(11,672,352)	(11,517,869)	(11,817,552)	(12,118,884)	(12,420,402)	(12,722,095)	(13,023,960)
Capital Grants	(1,464,554)	(1,265,754)	(1,266,954)	(44,800)	(46,000)	(47,200)	(48,400)	(49,600)	(50,800)	(52,000)
	(103,015,733)	(106,394,031)	(112,769,350)	(115,617,062)	(119,351,696)	(123,377,796)	(127,487,182)	(131,835,667)	(136,445,111)	(141,002,490)
Expenditure										
Employee Costs	34,957,045	36,203,498	36,398,450	37,478,065	38,676,702	39,810,222	40,969,430	42,155,167	43,367,110	44,612,565
Borrowing Costs	5,748,832	6,253,518	6,384,120	6,295,442	6,209,875	6,108,993	5,990,542	5,845,688	5,696,768	5,524,572
Materials & Contracts	25,566,700	27,263,008	26,748,241	28,251,684	29,661,139	31,016,432	31,961,181	33,616,209	35,380,866	37,770,187
Depreciation	22,934,626	22,932,965	22,932,965	22,932,965	22,932,965	22,932,965	22,932,965	22,932,965	22,932,965	22,932,965
Other Expenses	10,588,663	11,003,093	11,721,203	12,471,424	13,253,816	13,694,927	14,159,157	14,647,280	15,164,008	15,710,566
	99,795,867	103,656,082	104,184,979	107,429,579	110,734,497	113,563,539	116,013,275	119,197,309	122,541,717	126,550,855
Net Operating Result	(3,219,866)	(2,737,949)	(8,584,371)	(8,187,483)	(8,617,198)	(9,814,257)	(11,473,907)	(12,638,358)	(13,903,394)	(14,451,636)
Capital Grants/Contributions	(11,064,311)	(9,796,494)	(12,768,473)	(11,717,152)	(11,563,869)	(11,864,752)	(12,167,284)	(12,470,002)	(12,772,895)	(13,075,960)
Net Operating Result before Capital Grants & Contributions	7,844,445	7,058,545	4,184,102	3,529,669	2,946,671	2,050,495	693,377	(168,356)	(1,130,499)	(1,375,676)

Attachment 6 - Funding Statement - General Fund

<i>Source and Application of Funds</i>	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Operating Result (Income Statement)	3,219,866	2,737,949	8,584,371	8,187,483	8,617,198	9,814,257	11,473,907	12,638,358	13,903,394	14,451,636
<i>Add Back non-funded items:</i>										
Depreciation	22,934,626	22,932,965	22,932,965	22,932,965	22,932,965	22,932,965	22,932,965	22,932,965	22,932,965	22,932,965
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	13,394,664	11,422,233	11,027,927	9,594,714	17,963,973	14,676,334	13,986,181	12,598,491	8,949,820	18,353,987
Transfers from Internally Restricted Cash	1,182,500	2,223,790	1,169,782	0	3,375,964	345,000	11,100,000	650,000	0	547,720
Proceeds from sale of assets	3,586,959	2,293,391	2,405,737	2,545,088	3,559,113	2,822,389	3,068,142	1,881,885	3,525,977	3,140,408
Loan Funds Utilised	8,643,380	4,448,920	2,076,000	2,076,000	2,176,000	2,126,000	2,126,000	2,126,000	2,176,000	2,176,000
Repayments from Deferred Debtors										
Funds Available	52,961,995	46,059,248	48,196,782	45,336,250	58,625,213	52,716,945	64,687,195	52,827,699	51,488,156	61,602,716
<i>Funds were applied to:</i>										
Purchase and construction of assets	34,906,232	28,827,959	27,930,445	23,801,728	37,063,519	29,745,683	40,595,170	26,512,023	25,802,869	35,308,850
Repayment of principal on loans	2,583,040	2,995,547	3,303,123	3,283,278	3,524,946	3,654,350	3,989,406	4,176,577	4,375,601	4,527,637
Transfers to Externally Restricted Cash	10,087,726	8,905,185	11,856,567	12,150,723	12,368,347	12,479,301	12,691,927	12,967,130	13,382,003	13,544,937
Transfers to Internally Restricted Cash	5,384,997	5,330,558	5,106,647	6,100,520	5,668,401	6,837,611	7,410,693	9,171,969	7,927,683	8,221,292
Funds Used	52,961,995	46,059,249	48,196,782	45,336,249	58,625,213	52,716,945	64,687,196	52,827,699	51,488,156	61,602,716
<i>Increase/(Decrease) in Available Working Capital</i>	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
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	14,755	15,344	20,110	28,766	25,463	29,759	24,775	33,666	46,026	48,890
Investments	39,681	39,681	39,681	39,681	39,681	39,681	39,681	39,681	39,681	39,681
Receivables	8,867	8,867	8,867	8,867	8,867	8,867	8,867	8,867	8,867	8,867
Inventories	1,211	1,211	1,211	1,211	1,211	1,211	1,211	1,211	1,211	1,211
Other	1,328	1,328	1,328	1,328	1,328	1,328	1,328	1,328	1,328	1,328
Total current assets	65,842	66,431	71,197	79,853	76,550	80,846	75,862	84,753	97,113	99,977
Non-current assets										
Investments	10,510	10,510	10,510	10,510	10,510	10,510	10,510	10,510	10,510	10,510
Receivables	602	602	602	602	602	602	602	602	602	602
Infrastructure, property, plant and equipment	1,410,615	1,414,216	1,416,808	1,415,132	1,425,703	1,429,693	1,444,288	1,445,985	1,445,329	1,454,564
Investment property	525	525	525	525	525	525	525	525	525	525
Intangible assets	606	606	606	606	606	606	606	606	606	606
Total non-current assets	1,422,858	1,426,459	1,429,051	1,427,375	1,437,946	1,441,936	1,456,531	1,458,228	1,457,572	1,466,807
Total assets	1,488,699	1,492,891	1,500,248	1,507,228	1,514,496	1,522,782	1,532,393	1,542,980	1,554,684	1,566,784
LIABILITIES										
Current liabilities										
Payables	9,435	9,435	9,435	9,435	9,435	9,435	9,435	9,435	9,435	9,435
Borrowings	2,996	3,303	3,283	3,525	3,654	3,989	4,177	4,376	4,528	4,866
Provisions	16,766	16,766	16,766	16,766	16,766	16,766	16,766	16,766	16,766	16,766
Total current liabilities	29,197	29,504	29,484	29,726	29,855	30,190	30,378	30,577	30,729	31,067

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
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Non-current liabilities										
Payables	353	353	353	353	353	353	353	353	353	353
Borrowings	78,064	79,210	78,002	76,553	75,075	73,212	71,161	68,911	66,560	63,870
Provisions	4,184	4,184	4,184	4,184	4,184	4,184	4,184	4,184	4,184	4,184
Total non-current liabilities	82,601	83,747	82,539	81,090	79,612	77,749	75,698	73,448	71,097	68,407
Total liabilities	111,797	113,251	112,024	110,816	109,467	107,939	106,076	104,025	101,825	99,474
Net assets	1,376,902	1,379,640	1,388,224	1,396,412	1,405,029	1,414,843	1,426,317	1,438,955	1,452,859	1,467,310
EQUITY										
Retained earnings	769,535	772,273	780,857	789,045	797,662	807,476	818,950	831,588	845,492	859,943
Revaluation reserves	607,367	607,367	607,367	607,367	607,367	607,367	607,367	607,367	607,367	607,367
Council equity interest	1,376,902	1,379,640	1,388,224	1,396,412	1,405,029	1,414,843	1,426,317	1,438,955	1,452,859	1,467,310
Total equity	1,376,902	1,379,640	1,388,224	1,396,412	1,405,029	1,414,843	1,426,317	1,438,955	1,452,859	1,467,310

Attachment 8 - Cash Flow Statement - General

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	55,681	59,226	61,620	64,105	66,681	69,402	72,172	75,045	78,023	81,110
User charges and fees	16,440	17,154	18,121	19,125	20,172	21,016	21,786	22,625	23,505	24,440
Investment revenue and interest	3,512	3,433	3,519	3,648	3,626	3,494	3,463	3,495	3,645	3,565
Grants and contributions	25,732	24,883	27,755	26,927	26,999	27,530	28,065	28,604	29,148	29,694
Other	1,651	1,697	1,754	1,812	1,873	1,935	2,000	2,067	2,124	2,193
<i>Payments:</i>										
Employee benefits and on-costs	(34,957)	(36,203)	(36,398)	(37,478)	(38,677)	(39,810)	(40,969)	(42,155)	(43,367)	(44,613)
Materials & contracts	(31,542)	(33,418)	(32,929)	(34,611)	(36,202)	(37,741)	(38,872)	(40,716)	(42,671)	(45,254)
Borrowing costs	(5,749)	(6,254)	(6,384)	(6,295)	(6,210)	(6,109)	(5,991)	(5,846)	(5,697)	(5,525)
Other	(11,709)	(12,157)	(13,066)	(13,856)	(14,680)	(15,164)	(15,673)	(16,206)	(16,770)	(17,364)
Internal transfers	7,096	7,309	7,525	7,745	7,968	8,194	8,424	8,658	8,896	9,138
Net cash provided in operating activities	26,154	25,671	31,517	31,120	31,550	32,747	34,407	35,571	36,836	37,385
Cash flows from investing activities										
<i>Receipts:</i>										
Sale of infrastructure, property, plant & equipment	3,587	2,293	2,406	2,545	3,559	2,822	3,068	1,882	3,526	3,140
<i>Payments:</i>										
Purchase of infrastructure property, plant & equipment	(34,906)	(28,828)	(27,930)	(23,802)	(37,064)	(29,746)	(40,595)	(26,512)	(25,803)	(35,309)
Net cash used in Investing activities	(31,319)	(26,535)	(25,525)	(21,257)	(33,504)	(26,923)	(37,527)	(24,630)	(22,277)	(32,168)
Cash flows from financing activities										
<i>Receipts:</i>										
Borrowings and advances	8,643	4,449	2,076	2,076	2,176	2,126	2,126	2,126	2,176	2,176
<i>Payments:</i>										
Borrowings and advances	(2,583)	(2,996)	(3,303)	(3,283)	(3,525)	(3,654)	(3,989)	(4,177)	(4,376)	(4,528)
Net cash provided by financing activities	6,060	1,453	(1,227)	(1,207)	(1,349)	(1,528)	(1,863)	(2,051)	(2,200)	(2,352)
Net increase/(decrease) in cash and cash equivalents	896	590	4,766	8,657	(3,303)	4,296	(4,984)	8,891	12,360	2,865
Cash and cash equivalents at beginning of reporting period	53,540	54,436	55,025	59,791	68,447	65,144	69,440	64,456	73,347	85,707
Cash and cash equivalents at end of reporting period	54,436	55,025	59,791	68,447	65,144	69,440	64,456	73,347	85,707	88,571

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
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Income										
Rates & Annual Charges	(3,570,201)	(3,892,362)	(4,324,799)	(4,741,765)	(5,152,514)	(5,593,087)	(6,047,675)	(6,501,723)	(6,992,680)	(7,523,933)
User Charges & Fees	(14,110,532)	(15,454,072)	(16,703,774)	(18,088,042)	(18,723,767)	(19,516,681)	(19,239,749)	(20,015,401)	(20,875,487)	(21,741,334)
Interest Received	(1,478,687)	(948,077)	(581,671)	(201,007)	(158,305)	(159,552)	(340,074)	(698,972)	(1,269,547)	(1,505,886)
Other Operating Revenues	(201,133)	(207,117)	(213,229)	(219,474)	(225,855)	(232,379)	(239,046)	(245,863)	(252,833)	(259,962)
Operating Contributions	0	0	0	0	0	0	0	0	0	0
Operating Grants	(450,204)	(450,204)	(450,204)	(450,204)	(450,204)	(450,204)	(450,204)	(450,204)	(450,204)	(450,204)
Capital Contributions	(2,768,277)	(3,366,910)	(3,958,046)	(4,579,168)	(5,761,442)	(7,003,686)	(7,042,238)	(8,290,908)	(9,526,726)	(10,813,948)
Capital Grants	0	0	0	0	0	0	0	0	0	0
	(22,579,034)	(24,318,741)	(26,231,723)	(28,279,660)	(30,472,087)	(32,955,589)	(33,358,986)	(36,203,071)	(39,367,477)	(42,295,267)
Expenditure										
Employee Costs	3,347,441	3,411,465	3,511,396	3,613,027	3,716,446	3,821,643	3,928,638	4,037,491	4,148,384	4,261,237
Borrowing Costs	4,854,548	4,773,058	4,725,862	4,608,673	4,536,002	4,444,940	4,347,277	4,242,546	4,154,611	4,000,406
Materials & Contracts	8,824,672	8,718,063	8,330,693	7,923,053	8,134,079	8,351,359	8,574,897	8,804,869	9,041,713	9,285,428
Depreciation	7,294,428	7,294,428	7,294,428	7,294,428	7,294,428	7,294,428	7,294,428	7,294,428	7,294,428	7,294,428
Other Expenses	1,267,685	1,415,230	1,580,078	1,764,071	1,969,279	2,199,932	2,456,701	2,744,414	3,064,410	3,424,153
	25,588,774	25,612,245	25,442,457	25,203,252	25,650,234	26,112,302	26,601,940	27,123,749	27,703,546	28,265,652
Net Operating Result	3,009,739	1,293,504	(789,266)	(3,076,409)	(4,821,853)	(6,843,287)	(6,757,045)	(9,079,322)	(11,663,931)	(14,029,615)
Capital Grants/Contributions	(2,768,277)	(3,366,910)	(3,958,046)	(4,579,168)	(5,761,442)	(7,003,686)	(7,042,238)	(8,290,908)	(9,526,726)	(10,813,948)
Net Operating Result before Capital Grants & Contributions	5,778,016	4,660,414	3,168,780	1,502,759	939,589	160,399	285,193	(788,414)	(2,137,205)	(3,215,667)

Attachment 10 - Funding Statement - Water Fund

<i>Source and Application of Funds</i>	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Operating Result (Income Statement)	(3,009,739)	(1,293,504)	789,266	3,076,409	4,821,853	6,843,287	6,757,045	9,079,322	11,663,931	14,029,615
<i>Add Back non-funded items:</i>										
Depreciation	7,294,428	7,294,428	7,294,428	7,294,428	7,294,428	7,294,428	7,294,428	7,294,428	7,294,428	7,294,428
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	12,545,911	5,880,594	9,853,202	8,300,954	10,763,791	9,929,415	8,203,312	7,541,287	11,790,731	16,886,070
Transfers from Internally Restricted Cash	5,093,826	7,218,700	5,089,095	3,055,000	1,128,000	2,087,615	2,482,452	2,237,829	6,328,748	2,840,099
Proceeds from sale of assets										
Loan Funds Utilised										
Repayments from Deferred Debtors										
Funds Available	21,924,426	19,100,218	23,025,991	21,726,791	24,008,072	26,154,745	24,737,237	26,152,866	37,077,838	41,050,212
<i>Funds were applied to:</i>										
Purchase and construction of assets	16,876,995	12,898,005	10,702,150	10,224,500	9,158,500	7,612,718	6,366,338	5,550,930	12,371,075	10,558,495
Repayment of principal on loans	939,581	1,021,070	1,068,266	1,185,456	1,258,126	1,349,189	1,446,851	1,551,582	1,639,517	1,793,722
Transfers to Externally Restricted Cash	4,107,850	4,171,821	4,392,500	4,628,906	5,764,426	7,003,865	7,218,887	8,822,403	10,624,744	12,144,254
Transfers to Internally Restricted Cash	0	1,009,322	6,863,075	5,687,929	7,827,020	10,188,973	9,705,161	10,227,951	12,442,502	16,553,741
Funds Used	21,924,426	19,100,218	23,025,991	21,726,791	24,008,072	26,154,745	24,737,237	26,152,866	37,077,838	41,050,212
<i>Increase/(Decrease) in Available Working Capital</i>	0	0	0	0	0	0	0	0	0	0

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
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	(21,027)	(28,993)	(32,797)	(33,908)	(32,300)	(27,222)	(21,088)	(11,905)	(7,111)	3,654
Investments	31,902	31,902	31,902	31,902	31,902	31,902	31,902	31,902	31,902	31,902
Receivables	7,931	7,931	7,931	7,931	7,931	7,931	7,931	7,931	7,931	7,931
Inventories	0	0	0	0	0	0	0	0	0	0
Other	9	9	9	9	9	9	9	9	9	9
Total current assets	18,815	10,849	7,045	5,934	7,542	12,620	18,754	27,937	32,731	43,496
Non-current assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	301	301	301	301	301	301	301	301	301	301
Infrastructure, property, plant and equipment	468,329	473,932	477,340	480,270	482,134	482,452	481,524	479,781	484,857	488,121
Investment property	1,202	1,202	1,202	1,202	1,202	1,202	1,202	1,202	1,202	1,202
Intangible assets	10	10	10	10	10	10	10	10	10	10
Total non-current assets	469,842	475,445	478,853	481,783	483,647	483,965	483,037	481,294	486,370	489,634
Total assets	488,656	486,294	485,898	487,717	491,189	496,586	501,791	509,231	519,101	533,131
LIABILITIES										
Current liabilities										
Payables	450	450	450	450	450	450	450	450	450	450
Borrowings	1,021	1,068	1,185	1,258	1,349	1,447	1,552	1,640	1,794	1,912
Provisions	0	0	0	0	0	0	0	0	0	0
Total current liabilities	1,471	1,518	1,635	1,708	1,799	1,897	2,002	2,090	2,244	2,362
Non-current liabilities										
Payables	0	0	0	0	0	0	0	0	0	0
Borrowings	66,976	65,860	64,558	63,227	61,787	60,242	58,586	56,858	54,910	54,792
Provisions	0	0	0	0	0	0	0	0	0	0
Total non-current liabilities	66,976	65,860	64,558	63,227	61,787	60,242	58,586	56,858	54,910	54,792

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
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Total liabilities	68,447	67,379	66,193	64,935	63,586	62,139	60,587	58,948	57,154	57,154
Net assets	420,209	418,916	419,705	422,781	427,603	434,447	441,204	450,283	461,947	475,976
EQUITY										
Retained earnings	183,352	182,059	182,848	185,924	190,746	197,590	204,347	213,426	225,090	239,119
Revaluation reserves	236,857	236,857	236,857	236,857	236,857	236,857	236,857	236,857	236,857	236,857
Council equity interest	420,209	418,916	419,705	422,781	427,603	434,447	441,204	450,283	461,947	475,976
Total equity	420,209	418,916	419,705	422,781	427,603	434,447	441,204	450,283	461,947	475,976

Attachment 12 - Cash Flow Statement - Water

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	3,570	3,892	4,325	4,742	5,153	5,593	6,048	6,502	6,993	7,524
User charges and fees	14,111	15,454	16,704	18,088	18,724	19,517	19,240	20,015	20,875	21,741
Investment revenue and interest	1,479	948	582	201	158	160	340	699	1,270	1,506
Grants and contributions	3,218	3,817	4,408	5,029	6,212	7,454	7,492	8,741	9,977	11,264
Other	201	207	213	219	226	232	239	246	253	260
<i>Payments:</i>										
Employee benefits and on-costs	(3,347)	(3,411)	(3,511)	(3,613)	(3,716)	(3,822)	(3,929)	(4,037)	(4,148)	(4,261)
Materials & contracts	(5,216)	(5,001)	(4,502)	(3,980)	(4,073)	(4,169)	(4,267)	(4,369)	(4,473)	(4,580)
Borrowing costs	(4,855)	(4,773)	(4,726)	(4,609)	(4,536)	(4,445)	(4,347)	(4,243)	(4,155)	(4,000)
Other	(1,268)	(1,415)	(1,580)	(1,764)	(1,969)	(2,200)	(2,457)	(2,744)	(3,064)	(3,424)
Internal transfers	(3,609)	(3,717)	(3,828)	(3,943)	(4,061)	(4,183)	(4,308)	(4,436)	(4,569)	(4,705)
Net cash provided in operating activities	4,285	6,001	8,084	10,371	12,116	14,138	14,051	16,374	18,958	21,324
Cash flows from investing activities										
<i>Receipts:</i>										
Sale of infrastructure, property, plant & equipment										
<i>Payments:</i>										
Purchase of infrastructure property, plant & equipment	(16,877)	(12,898)	(10,702)	(10,225)	(9,159)	(7,613)	(6,366)	(5,551)	(12,371)	(10,558)
Net cash used in Investing activities	(16,877)	(12,898)	(10,702)	(10,225)	(9,159)	(7,613)	(6,366)	(5,551)	(12,371)	(10,558)
Cash flows from financing activities										
<i>Receipts:</i>										
Borrowings and advances										
<i>Payments:</i>										
Borrowings and advances	(1,021)	(1,068)	(1,185)	(1,258)	(1,349)	(1,447)	(1,552)	(1,640)	(1,794)	0
Net cash provided by financing activities	(1,021)	(1,068)	(1,185)	(1,258)	(1,349)	(1,447)	(1,552)	(1,640)	(1,794)	0
Net increase/(decrease) in cash and cash equivalents	(13,613)	(7,965)	(3,804)	(1,112)	1,609	5,078	6,134	9,183	4,794	10,766
Cash and cash equivalents at beginning of reporting period	24,488	10,875	2,909	(895)	(2,006)	(398)	4,680	10,814	19,997	24,791
Cash and cash equivalents at end of reporting period	10,875	2,909	(895)	(2,006)	(398)	4,680	10,814	19,997	24,791	35,556

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
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Income										
Rates & Annual Charges	(18,682,588)	(19,732,560)	(20,807,705)	(21,844,223)	(23,033,000)	(24,313,458)	(25,602,782)	(27,056,673)	(28,688,768)	(30,537,854)
User Charges & Fees	(1,484,471)	(1,528,999)	(1,574,863)	(1,622,098)	(1,670,752)	(1,720,924)	(1,772,482)	(1,825,650)	(1,880,404)	(1,936,806)
Interest Received	(2,649,007)	(1,453,368)	(813,857)	(601,843)	(785,301)	(1,116,920)	(1,315,446)	(1,902,349)	(2,454,052)	(1,551,276)
Other Operating Revenues	(19,708)	(20,294)	(20,893)	(21,504)	(22,129)	(22,768)	(23,421)	(24,088)	(24,770)	(25,467)
Operating Contributions	0	0	0	0	0	0	0	0	0	0
Operating Grants	(441,526)	(441,526)	(441,526)	(441,526)	(441,526)	(441,526)	(441,526)	(441,526)	(441,526)	(441,526)
Capital Contributions	(1,330,241)	(1,617,902)	(1,901,962)	(2,200,430)	(2,768,548)	(3,365,484)	(3,384,010)	(3,984,033)	(4,577,882)	(5,196,431)
Capital Grants	0	0	0	0	0	0	0	0	0	0
	(24,607,541)	(24,794,649)	(25,560,805)	(26,731,624)	(28,721,256)	(30,981,080)	(32,539,667)	(35,234,319)	(38,067,401)	(39,689,360)
Expenditure										
Employee Costs	5,296,795	5,454,417	5,615,125	5,778,990	5,946,276	6,116,984	6,291,095	6,468,704	6,650,144	6,835,327
Borrowing Costs	2,687,416	2,595,099	2,494,088	2,388,973	2,291,664	2,211,824	2,125,071	2,030,806	1,928,376	1,817,076
Materials & Contracts	7,957,216	8,555,368	8,432,118	8,509,593	8,716,343	8,911,652	9,379,828	9,120,665	9,366,245	9,616,641
Depreciation	7,912,928	7,912,928	7,912,928	7,912,928	7,912,928	7,912,928	7,912,928	7,912,928	7,912,928	7,912,928
Other Expenses	1,510,932	1,673,754	1,854,295	2,053,604	2,272,853	2,522,363	2,794,589	3,100,183	3,431,985	3,810,073
	25,365,287	26,191,565	26,308,554	26,644,088	27,140,064	27,675,751	28,503,511	28,633,286	29,289,678	29,992,045
Net Operating Result	757,746	1,396,916	747,749	(87,536)	(1,581,193)	(3,305,329)	(4,036,155)	(6,601,033)	(8,777,723)	(9,697,315)
Capital Grants/Contributions	(1,330,241)	(1,617,902)	(1,901,962)	(2,200,430)	(2,768,548)	(3,365,484)	(3,384,010)	(3,984,033)	(4,577,882)	(5,196,431)
Net Operating Result before Capital Grants & Contributions	2,087,987	3,014,818	2,649,711	2,112,894	1,187,355	60,155	(652,145)	(2,617,000)	(4,199,841)	(4,500,884)

Attachment 14 - Funding Statement - Sewer Fund

<i>Source and Application of Funds</i>	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Operating Result (Income Statement)	(757,746)	(1,396,916)	(747,749)	87,536	1,581,193	3,305,329	4,036,155	6,601,033	8,777,723	9,697,315
<i>Add Back non-funded items:</i>										
Depreciation	7,912,928	7,912,928	7,912,928	7,912,928	7,912,928	7,912,928	7,912,928	7,912,928	7,912,928	7,912,928
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	5,213,526	9,682,651	6,122,370	2,326,027	3,886,413	2,315,087	2,315,087	4,301,728	25,800,650	21,535,791
Transfers from Internally Restricted Cash	20,794,007	7,715,741	6,015,024	4,553,116	4,395,720	4,344,470	0	5,818,611	9,216,032	3,432,673
Proceeds from sale of assets										
Loan Funds Utilised										
Repayments from Deferred Debtors										
Funds Available	33,162,715	23,914,404	19,302,573	14,879,607	17,776,254	17,877,814	14,264,170	24,634,300	51,707,333	42,578,707
<i>Funds were applied to:</i>										
Purchase and construction of assets	26,689,500	17,696,750	7,714,900	2,020,000	3,437,575	5,115,500	1,815,000	2,327,500	31,837,250	30,515,000
Repayment of principal on loans	2,908,891	3,001,207	3,102,219	3,049,319	2,605,614	2,685,454	2,772,207	2,866,473	2,968,901	1,397,701
Transfers to Externally Restricted Cash	43,266	99,872	242,004	406,492	963,795	1,497,771	1,337,244	1,872,419	2,365,931	1,473,527
Transfers to Internally Restricted Cash	3,521,058	3,116,575	8,243,450	9,403,796	10,769,270	8,579,089	8,339,719	17,567,908	14,535,251	9,192,479
Funds Used	33,162,715	23,914,404	19,302,573	14,879,607	17,776,254	17,877,814	14,264,170	24,634,300	51,707,333	42,578,707
<i>Increase/(Decrease) in Available Working Capital</i>	0	0	0	0	0	0	0	0	0	0

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
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	(13,787)	(27,969)	(31,621)	(28,690)	(25,239)	(21,822)	(14,460)	(5,140)	(23,255)	(37,558)
Investments	37,793	37,793	37,793	37,793	37,793	37,793	37,793	37,793	37,793	37,793
Receivables	1,213	1,213	1,213	1,213	1,213	1,213	1,213	1,213	1,213	1,213
Inventories	0	0	0	0	0	0	0	0	0	0
Other	21	21	21	21	21	21	21	21	21	21
Total current assets	25,240	11,058	7,406	10,337	13,788	17,205	24,567	33,887	15,772	1,469
Non-current assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	1,774	1,774	1,774	1,774	1,774	1,774	1,774	1,774	1,774	1,774
Infrastructure, property, plant and equipment	535,648	545,431	545,233	539,340	534,865	532,068	525,970	520,384	544,309	566,911
Investment property	678	678	678	678	678	678	678	678	678	678
Intangible assets	33	33	33	33	33	33	33	33	33	33
Total non-current assets	538,133	547,916	547,718	541,825	537,350	534,553	528,455	522,869	546,794	569,396
Total assets	563,372	558,974	555,124	552,162	551,138	551,758	553,022	556,756	562,565	570,865
LIABILITIES										
Current liabilities										
Payables	517	517	517	517	517	517	517	517	517	517
Borrowings	3,001	3,102	3,049	2,606	2,685	2,772	2,866	2,969	1,398	1,455
Provisions	990	990	990	990	990	990	990	990	990	990
Total current liabilities	4,508	4,609	4,556	4,113	4,192	4,279	4,373	4,476	2,905	2,962
Non-current liabilities										
Payables	0	0	0	0	0	0	0	0	0	0
Borrowings	36,307	33,205	30,155	27,550	24,864	22,092	19,226	16,257	14,859	13,404
Provisions	0	0	0	0	0	0	0	0	0	0
Total non-current liabilities	36,307	33,205	30,155	27,550	24,864	22,092	19,226	16,257	14,859	13,404

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
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Total liabilities	40,815	37,814	34,712	31,662	29,057	26,371	23,599	20,733	17,764	16,366
Net assets	522,557	521,160	520,413	520,500	522,081	525,387	529,423	536,024	544,802	554,499
EQUITY										
Retained earnings	200,740	199,343	198,596	198,683	200,264	203,570	207,606	214,207	222,985	232,682
Revaluation reserves	321,817	321,817	321,817	321,817	321,817	321,817	321,817	321,817	321,817	321,817
Council equity interest	522,557	521,160	520,413	520,500	522,081	525,387	529,423	536,024	544,802	554,499
Total equity	522,557	521,160	520,413	520,500	522,081	525,387	529,423	536,024	544,802	554,499

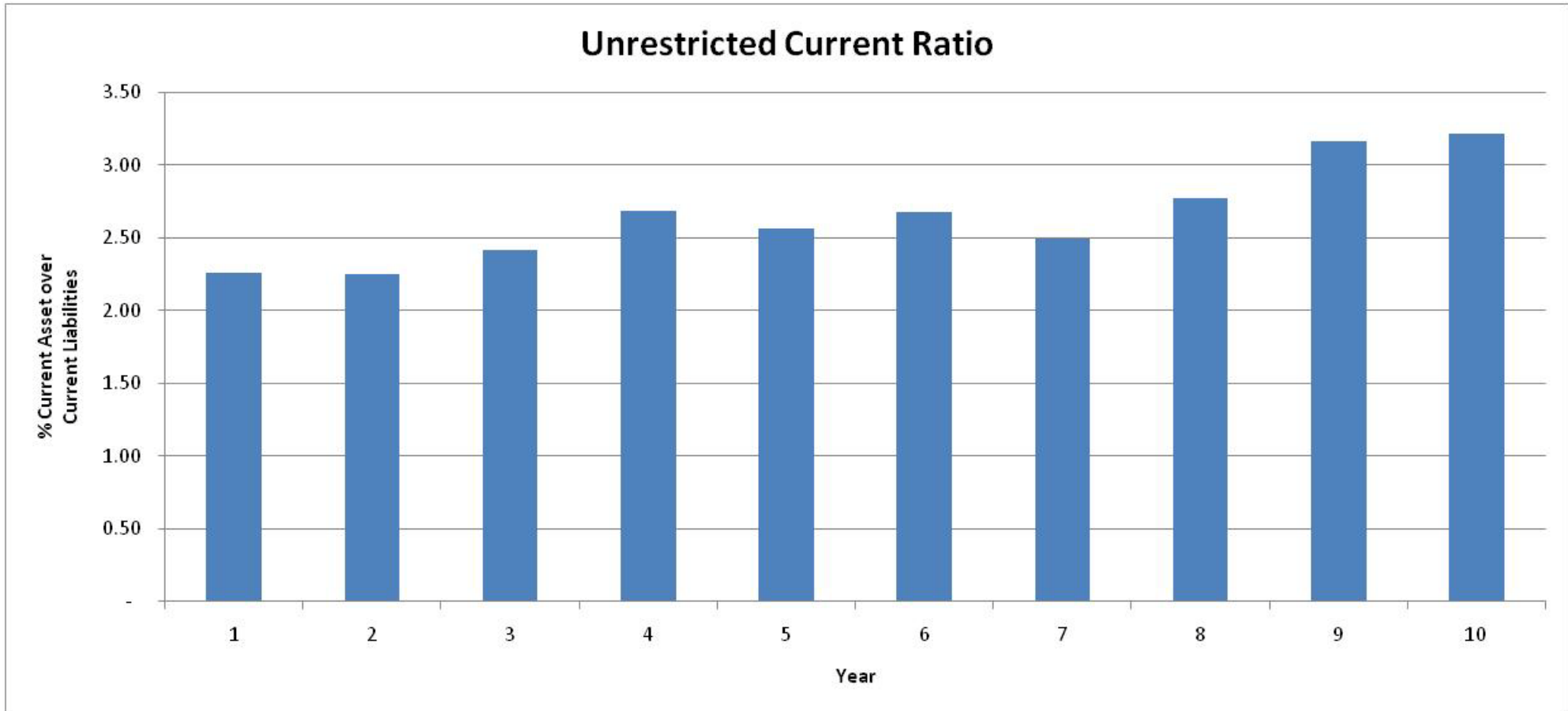
Attachment 16 - Cash Flow Statement - Sewer

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	18,683	19,733	20,808	21,844	23,033	24,313	25,603	27,057	28,689	30,538
User charges and fees	1,484	1,529	1,575	1,622	1,671	1,721	1,772	1,826	1,880	1,937
Investment revenue and interest	2,649	1,453	814	602	785	1,117	1,315	1,902	2,454	1,551
Grants and contributions	1,772	2,059	2,343	2,642	3,210	3,807	3,826	4,426	5,019	5,638
Other	20	20	21	22	22	23	23	24	25	25
<i>Payments:</i>										
Employee benefits and on-costs	(5,297)	(5,454)	(5,615)	(5,779)	(5,946)	(6,117)	(6,291)	(6,469)	(6,650)	(6,835)
Materials & contracts	(4,346)	(4,888)	(4,657)	(4,628)	(4,727)	(4,815)	(5,175)	(4,808)	(4,946)	(5,088)
Borrowing costs	(2,687)	(2,595)	(2,494)	(2,389)	(2,292)	(2,212)	(2,125)	(2,031)	(1,928)	(1,817)
Other	(1,634)	(1,749)	(1,932)	(2,134)	(2,355)	(2,607)	(2,882)	(3,190)	(3,525)	(3,906)
Internal transfers	(3,488)	(3,592)	(3,697)	(3,802)	(3,907)	(4,012)	(4,117)	(4,222)	(4,327)	(4,433)
Net cash provided in operating activities	7,155	6,516	7,165	8,000	9,494	11,218	11,949	14,514	16,691	17,610
Cash flows from investing activities										
<i>Receipts:</i>										
Sale of infrastructure, property, plant & equipment										
<i>Payments:</i>										
Purchase of infrastructure property, plant & equipment	(26,690)	(17,697)	(7,715)	(2,020)	(3,438)	(5,116)	(1,815)	(2,328)	(31,837)	(30,515)
Net cash used in Investing activities	(26,690)	(17,697)	(7,715)	(2,020)	(3,438)	(5,116)	(1,815)	(2,328)	(31,837)	(30,515)
Cash flows from financing activities										
<i>Receipts:</i>										
Borrowings and advances										
<i>Payments:</i>										
Borrowings and advances	(2,909)	(3,001)	(3,102)	(3,049)	(2,606)	(2,685)	(2,772)	(2,866)	(2,969)	(1,398)
Net cash provided by financing activities	(2,909)	(3,001)	(3,102)	(3,049)	(2,606)	(2,685)	(2,772)	(2,866)	(2,969)	(1,398)
Net increase/(decrease) in cash and cash equivalents	(22,443)	(14,182)	(3,652)	2,931	3,451	3,417	7,362	9,320	(18,115)	(14,302)
Cash and cash equivalents at beginning of reporting period	46,449	24,006	9,824	6,172	9,103	12,554	15,971	23,333	32,653	14,538
Cash and cash equivalents at end of reporting period	24,006	9,824	6,172	9,103	12,554	15,971	23,333	32,653	14,538	235

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
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Consolidated	2.26:1	2.25:1	2.41:1	2.69:1	2.56:1	2.68:1	2.50:1	2.77:1	3.16:1	3.22:1

Unrestricted Current Ratio



Attachment 18 - Capital Works

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Job/Project Number	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Community Buildings	1,596,000	246,283	1,500,000	990,961			990,961			7,659,649
A1562. Kingscliff Community Centre			1,500,000							
A1602. Amenities Hall Kingscliff	500,000									
A2455. S94 Community Facilities Shire Wide		246,283		990,961			990,961			7,659,649
A2495. Pottsville Beach Neighbourhood Centre	1,096,000									
Museums & Heritage	4,300,000									
A1557. TRRM Flagstaff	1,100,000									
A1590. TRRM Murwillumbah	3,200,000									
Community Development	26,003	26,783	27,587	28,413	29,266	30,145	31,050	31,981	32,941	33,929
Waterways	110,000	110,000								
Domestic Waste Management Fee	556,000	920,000	598,000		1,170,000		5,772,000	338,000		86,000
Non-Domestic Waste	504,000	850,000	552,000		1,080,000		5,328,000	312,000		80,000
Sewer Mains	1,515,000	5,489,500	2,670,875	2,020,000	3,283,825	5,115,500	1,815,000	1,815,000	1,815,000	1,815,000
Sewer Pumping Stations	2,034,500	1,305,000	507,375		102,500				164,000	
Sewer Treatment Plants	23,140,000	10,902,250	4,536,650		51,250			512,500	29,858,250	28,700,000
D3510. Tweed Heads STP	150,000									
D3521. Banora Point STP Eff Quality Upgrade	11,375,000									
D3523. Banora Pt WWTP Outfall Upgrade	1,925,000	2,100,000								
D3524. Banora Point WWTP Upgrade									10,250,000	10,250,000
D3537. Kingscliff WWTP Upgrade								512,500	18,450,000	18,450,000
D3550. Hastings Point STP	30,000	4,051,000	2,050,000							
D3551. Hastings Pt STP Tertiary Filtration Upgrade		51,250	2,050,000							
D3552. Hastings Point STP Sludge Lagoon		4,000,000								
D3570. Tyalgum STP	160,000				51,250					
D3590. Burringbar STP	3,500,000									
D3591. Burringbar Reticulation	5,300,000									
D4030. Kielvale STP									1,158,250	

Attachment 18 - Capital Works

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Job/Project Number	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
D4050. Memorial Park Tweed Heads	700,000									
D4051. Arkinstall Park		700,000								
D4054. Turf Farm Round Mountain Rd			436,650							
Dams & Weirs	4,710,495	5,646,505	3,740,000	2,050,000						
B1401. CH Dam Spillway	540,000	1,775,000	3,740,000							
B1450. Preferred Augmentation Option	4,170,495	3,871,505								
B1480. Bray Park Weir				2,050,000						
Reservoirs	3,900,000			2,460,000	1,845,000	1,845,000			3,690,000	
Water Pumping Stations	544,000	2,745,000	640,250	15,000	1,737,000	117,500	15,000	15,000	271,250	15,000
Water Mains	6,841,000	1,685,000	5,900,400	5,278,000	5,155,000	5,228,718	5,929,838	5,114,430	3,375,825	10,121,995
Water Treatment	460,000	2,400,000							4,612,500	
B1276. Bray Park WTP									4,612,500	
B1580. Uki WTP	100,000	2,400,000								
B1590. Tyalgum WTP Upgrade	360,000									
Water Consumer Services	371,500	371,500	371,500	371,500	371,500	371,500	371,500	371,500	371,500	371,500
Water Fund Management	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
B1300. Catchment Management	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Civic Centres			2,267,620							
Active Recreation	1,351,842	4,576,261	329,168		415,751	2,208,630	600,000	600,000	600,000	600,000
Passive Recreation	1,109,868	649,780	1,630,732	1,281,224	1,000,000	1,200,000	217,000	500,000	500,000	500,000
Traffic & Street Lighting	52,400		13,100	13,100		13,100	13,100		13,100	13,100
Stores/ Purchasing & Works Depots	80,000									
Road Construction	7,443,229	7,900,405	7,730,925	6,591,462	6,279,063	6,420,373	6,565,394	6,714,125	6,866,963	7,023,874
A1611. Extension to Rural Road Network		350,000								
A3650. Urban Road Construction	2,120,730	2,184,352	2,249,882	2,317,322	2,386,882	2,458,562	2,532,364	2,608,286	2,686,541	2,767,129
A3652. Rural Road Construction	1,362,690	1,403,571	1,445,678	1,489,011	1,533,708	1,579,767	1,627,188	1,675,972	1,726,256	1,778,038
A3700. Roads To Recovery Program	1,223,354	1,223,354	1,223,354							
A3900. Federal Assistance Grant Maintenance	2,266,455	2,289,128	2,312,011	2,335,129	2,358,473	2,382,044	2,405,842	2,429,867	2,454,166	2,478,707

Attachment 18 - Capital Works

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Job/Project Number	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
A3951. Kyogle Rd Palmers Rd	470,000	450,000	500,000	450,000						
Footpaths	266,000	241,272	248,510	255,965	263,644	271,554	279,700	288,091	296,734	305,636
A1550. Footpaths rehabilitation	266,000	241,272	248,510	255,965	263,644	271,554	279,700	288,091	296,734	305,636
Bridges	750,000	1,400,000	776,000	776,000	776,000	776,000	776,000	776,000	776,000	776,000
Drainage	1,718,480	1,895,400	1,606,224	2,231,411	1,759,053	1,653,165	1,974,760	1,686,853	1,704,458	1,722,592
Cycle ways & Pedestrian Facilities	298,333	307,198	316,271	325,531	334,998	344,673	354,554	364,657	374,986	385,540
Tweed Roads Contribution Plan	8,446,500	3,750,000	4,031,330	5,440,550	15,164,350	10,009,901	10,638,763	10,297,346	6,632,204	8,373,258
Plant Administration	5,598,510	5,230,636	5,954,055	5,502,569	8,415,909	6,431,389	6,655,538	4,192,668	7,582,873	7,313,989
Airfield	12,917	13,305	13,704	14,114	14,538	14,975	15,424	15,887	16,363	16,854
Emergency Services	400,000	400,000								
Information Technology	286,150	310,636	335,219	350,428	360,947	371,778	382,926	394,415	406,247	418,429
Grand Total	78,472,727	59,407,714	46,332,495	36,031,228	49,644,594	42,458,901	48,761,508	34,375,453	69,996,194	76,367,345

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
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
General Fund Rates	O	+2.00%	0	0	(968,811)	(2,039,803)	(3,220,667)	(4,519,599)	(5,945,326)	(7,507,141)	(9,214,939)	(11,079,248)
	A		(44,830,477)	(48,048,450)	(50,110,747)	(52,253,293)	(54,479,054)	(56,791,089)	(59,192,572)	(61,686,775)	(64,277,103)	(66,967,077)
	W	-1.00%	0	0	484,405	1,005,369	1,564,732	2,164,413	2,806,412	3,492,813	4,225,786	5,007,594
User Charges & Fees (non statutory)	O	+1.00%	(304,246)	(324,317)	(343,773)	(365,808)	(381,069)	(395,072)	(399,588)	(414,640)	(430,836)	(447,542)
	A		(31,945,813)	(34,053,297)	(36,096,114)	(38,409,813)	(40,012,269)	(41,482,545)	(41,956,712)	(43,537,242)	(45,237,771)	(46,991,874)
	W	-2.00%	608,492	648,634	687,545	731,615	762,138	790,144	799,175	829,281	861,672	895,083
Interest Received	O	+2.00%	(2,252,895)	(1,814,904)	(1,576,363)	(1,462,611)	(1,510,288)	(1,548,432)	(1,592,448)	(1,831,618)	(2,132,594)	(1,811,102)
	A		(6,758,686)	(5,444,713)	(4,729,089)	(4,387,833)	(4,530,865)	(4,645,295)	(4,777,343)	(5,494,855)	(6,397,782)	(5,433,306)
	W	-2.00%	2,252,895	1,814,904	1,576,363	1,462,611	1,510,288	1,548,432	1,592,448	1,831,618	2,132,594	1,811,102
Employee Costs	O	-1.00%	(421,343)	(435,529)	(439,932)	(452,929)	(467,126)	(480,744)	(494,659)	(508,882)	(523,414)	(538,325)
	A		43,608,979	45,077,256	45,532,979	46,878,179	48,347,557	49,756,967	51,197,211	52,669,295	54,173,396	55,716,657
	W	+0.50%	210,671	217,765	219,966	226,465	233,563	240,372	247,330	254,441	261,707	269,163
Borrowing Costs	O	-2.00%	(76,940)	(249,808)	(338,786)	(380,306)	(421,826)	(465,346)	(507,866)	(550,386)	(592,906)	(636,426)
	A		13,290,796	13,621,675	13,604,070	13,293,088	13,037,541	12,765,757	12,462,890	12,119,040	11,779,755	11,342,054
	W	+2.00%	76,940	249,808	338,786	380,306	421,826	465,346	507,866	550,386	592,906	636,426
Materials & Contracts	O	-1.00%	(411,151)	(432,393)	(422,437)	(433,828)	(451,569)	(468,732)	(484,620)	(500,405)	(522,222)	(550,216)
	A		42,348,588	44,536,439	43,511,053	44,684,330	46,511,561	48,279,443	49,915,906	51,541,744	53,788,824	56,672,256
	W	+1.00%	411,151	432,393	422,437	433,828	451,569	468,732	484,620	500,405	522,222	550,216

O = Optimistic

A = Adopted

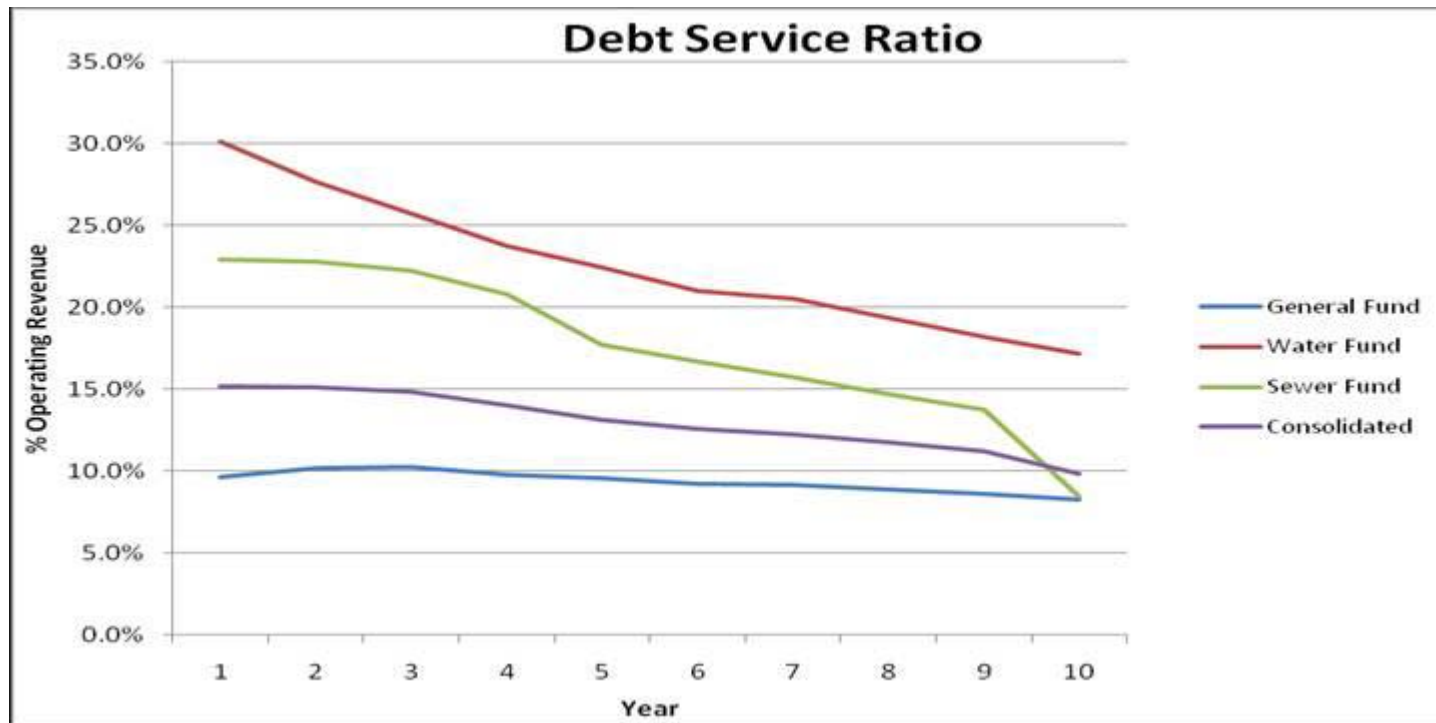
W = Worse case

Attachment 20 - Rate Notice	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Rates										
Residential	\$871.40	\$936.75	\$964.85	\$993.80	\$1,023.61	\$1,054.32	\$1,085.95	\$1,118.53	\$1,152.08	\$1,186.65
Waste Management										
Garbage charge	\$229.80	\$233.83	\$243.52	\$252.83	\$261.69	\$264.52	\$265.79	\$266.19	\$266.71	\$266.42
Landfill management charge	\$30.00	\$35.00	\$40.00	\$41.20	\$42.44	\$43.71	\$45.02	\$46.37	\$47.76	\$49.19
Greenwaste collection charge x 1	\$52.00	\$52.00	\$52.00	\$52.00	\$52.00	\$52.19	\$52.51	\$52.81	\$53.11	\$53.39
	\$311.80	\$320.83	\$335.52	\$346.03	\$356.13	\$360.42	\$363.31	\$365.37	\$367.58	\$369.00
Sewer Access Charge	\$609.00	\$650.00	\$691.00	\$732.00	\$773.00	\$814.00	\$855.00	\$898.00	\$943.00	\$991.00
Water Access Charge										
20mm service	\$118.00	\$130.00	\$145.00	\$160.00	\$175.00	\$190.00	\$205.00	\$220.00	\$235.00	\$250.00
Water Volumetric										
@ 200 KI	\$370.00	\$410.00	\$450.00	\$490.00	\$510.00	\$530.00	\$550.00	\$570.00	\$590.00	\$610.00
Water Volumetric /KI	\$1.85	\$2.05	\$2.25	\$2.45	\$2.55	\$2.65	\$2.75	\$2.85	\$2.95	\$3.05
Total for a Residential Property	\$2,280.20	\$2,447.58	\$2,586.37	\$2,721.83	\$2,837.74	\$2,948.74	\$3,059.26	\$3,171.90	\$3,287.66	\$3,406.65

Attachment
21**ASSET MANAGEMENT FUNDING - General Fund**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Funding Provided										
Transport	13,161,820	13,902,010	13,647,114	14,023,267	14,406,861	14,797,924	15,196,647	15,603,187	16,018,004	16,441,076
Drainage	2,108,200	1,990,798	2,017,927	2,044,459	2,071,678	2,099,625	2,128,304	2,157,745	2,187,968	2,218,993
Buildings	915,252	916,125	936,016	956,834	977,856	999,092	1,020,566	1,042,606	1,064,218	1,086,823
Open Space	4,151,104	4,213,244	4,321,104	4,434,871	4,549,791	4,665,856	4,783,115	4,902,192	5,021,457	5,143,291
Total Funding	20,336,376	21,022,178	20,922,161	21,459,430	22,006,186	22,562,496	23,128,633	23,705,730	24,291,648	24,890,182
Asset Management Plans (AMP)										
Transport	18,138,000	18,705,000	19,288,000	19,890,000	20,509,000	21,147,000	21,803,000	22,480,000	23,177,000	23,872,310
Drainage	4,203,000	4,173,000	4,302,000	4,434,000	4,565,000	4,705,000	4,844,000	4,993,000	5,140,000	5,294,200
Buildings	4,675,000	4,707,000	4,777,000	4,736,000	4,867,000	4,863,000	4,940,000	4,998,000	5,108,000	5,261,240
Open Space	3,926,000	3,967,000	4,086,000	4,208,000	4,335,000	4,465,000	4,753,000	4,816,000	4,879,000	5,025,370
Total	30,942,000	31,552,000	32,453,000	33,268,000	34,276,000	35,180,000	36,340,000	37,287,000	38,304,000	39,453,120
Shortfall	10,605,624	10,529,822	11,530,839	11,808,570	12,269,814	12,617,504	13,211,367	13,581,270	14,012,352	14,562,938

Attachment 22	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Financial Goals
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
General Fund	9.6%	10.2%	10.3%	9.8%	9.5%	9.2%	9.1%	8.8%	8.6%	8.3%	10%
Water Fund	30.1%	27.6%	25.7%	23.8%	22.4%	21.0%	20.5%	19.3%	18.2%	17.2%	25%
Sewer Fund	22.9%	22.8%	22.2%	20.8%	17.7%	16.7%	15.7%	14.7%	13.7%	8.4%	25%
Consolidated	15.17%	15.14%	14.83%	14.00%	13.14%	12.57%	12.24%	11.72%	11.22%	9.84%	15%





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