



Resourcing Strategy

Supporting the 2013/2023 Community Strategic Plan

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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
- 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 four (4) year Delivery Program that details all activities Council will be committing to over the next four years to work towards achieving its long term objectives as documented in the Community Strategic Plan.
- An annual Operational Plan that specifies individual activities Council will be undertaking during the year together with details of income and expenditure estimates for the year. These activities are drawn from the Delivery Program which is based on the Community Strategic Plan.
- *A Resourcing Strategy which is aimed at ensuring that the resources – 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.

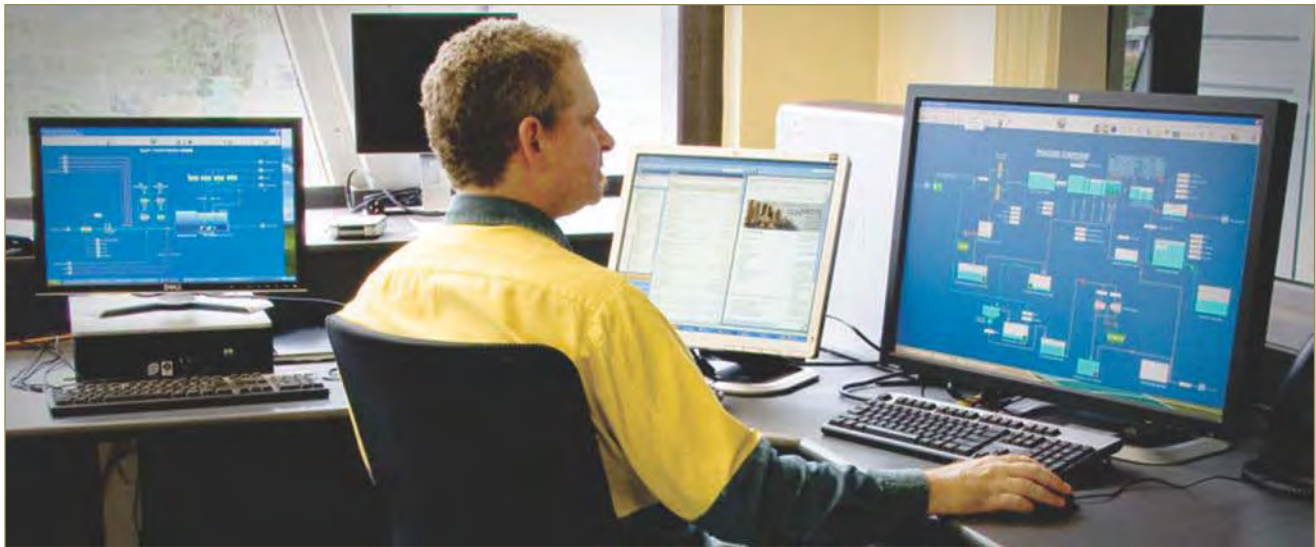
To achieve this it is essential that the Workforce Plan be aligned directly with the objectives detailed within the Community Strategic Plan and Council's Delivery Program.

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 while 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. The Workforce Management Plan reflects Council's commitment to ensuring legislative compliance and demonstrates a proactive commitment to Equal Employment Opportunity in all employment practices.

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, the 2007 Administration Support Review and Council's Equal Employment Opportunity Management Plan. 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
- 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.

However, 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, Council's Equal Employment Management Plan 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 in 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, 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

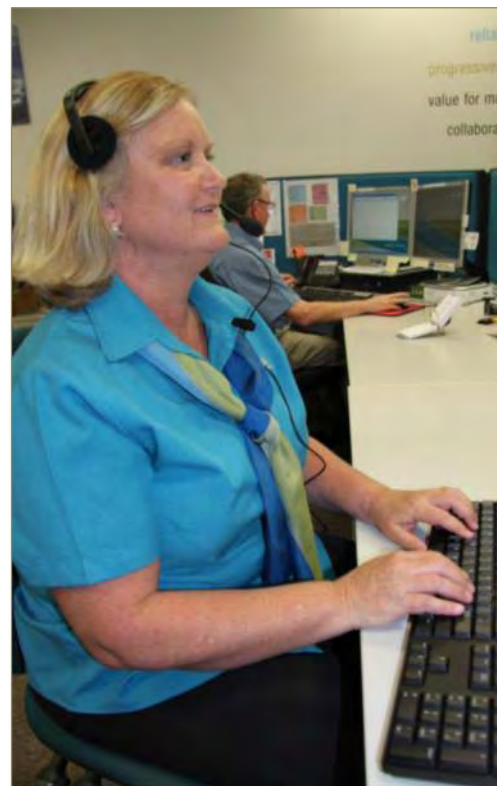
Affordability, speed and flexibility have been identified as critical factors for Council's future success. In particular, the capacity to redirect resources to highest value community uses will be essential in the highly turbulent and uncertain environment in which Council operates.

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:

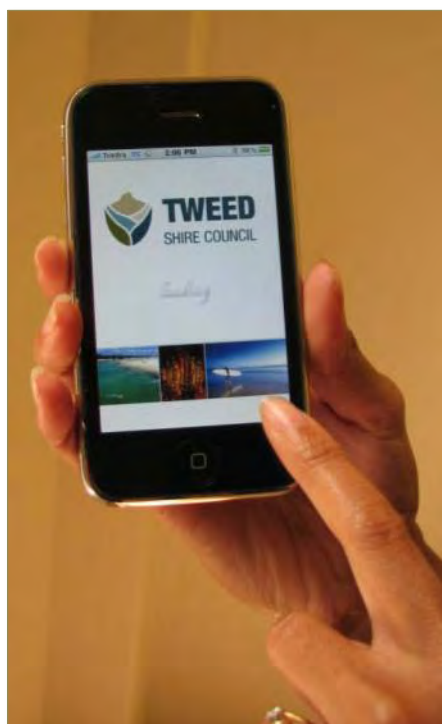
- containment of overall growth through new staff establishment practices and reporting
- priority given to the filling of positions that are critical to maximising productivity
- introduction of an Innovation Fund to increase the level of funds directed to new technologies and initiatives that will 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 per cent 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
- 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.gobroadband.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
- 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 a comprehensive suite of Protocols in place to assist staff to achieve a more sustainable work life balance. These protocols include but are not limited to Flexible Work Hours, Working from Home, Parental Leave, Emergency Services Leave, 9 Day Fortnight, Banking of Rostered Days Off, Long Service Leave at Double and Half Pay, Part Time

Employment and Special Leave Without Pay. These 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.

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
- 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;
 - 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,
 - resourcing 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

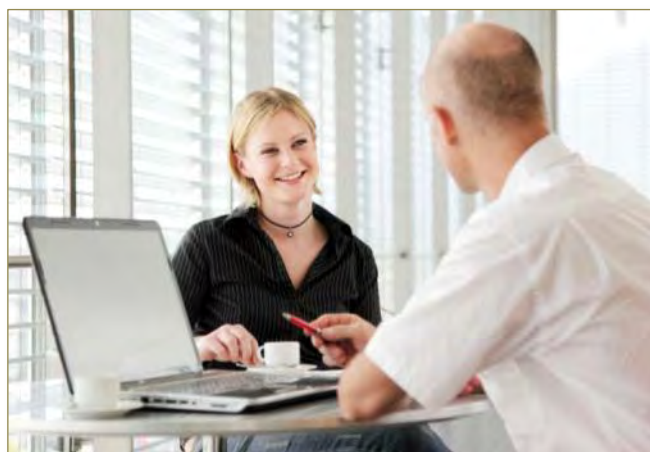
Over recent years, a range of initiatives have been implemented to increase the level of staff participation in planning and decision-making, strengthen organisational culture and facilitate the adoption of a 'community-enabling' model of governance. This has been done in response to the increasingly 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
- establishment of corporate values
- implementation of Council's 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
- a 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.
- 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, management 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 cadet, apprentice and trainee 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 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 is committed to the principles of Equal Employment Opportunity and has well developed systems and processes in place to ensure that all employment practices are free from unlawful discrimination. Council is committed to eliminating discrimination, harassment, bullying and vilification from the workplace and ensuring that staff are provided with a supportive work environment in which to pursue their careers regardless of gender, race, disability or other factors.

Tweed Shire Council is an inclusive workplace that aims to attract Aboriginal and Torres Strait Islander people by offering professional recognition and career development. It is an aim to improve the employment outcomes within the Tweed community for Indigenous Australians.

With an Aboriginal staff ratio of 2.5 per cent, 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 per cent by 2015.

To assist in achieving this aim Council in consultation with the local Aboriginal Community has introduced a program of targeted Aboriginal traineeships.

Council also understands that people with a disability can bring a range of skills, talents and abilities to the workplace. Wherever possible, job tasks, processes, and equipment are modified and adapted, to ensure people with a disability have the opportunity to shine in a position that suits their skills and aptitude.

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 thirteen 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, along with a proactive Reflect Respect training program 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.



2.9 Work Health and Safety Risk Management

Improving Council's performance in the area of Work Health and Safety (WHS) 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 WHS Committee – consisting of the General Manager, Directors, key operational Managers and WHS personnel to provide the required focus, leadership, direction, funding and continual improvement to this vital project.
- Office and Field based WHS Committees – comprised of trained representatives from each work area to provide a forum for consultation, communication, identification and resolution of WHS issues.
- five dedicated WHS positions to provide professional expertise and guidance to line management and staff, as well as strategic direction to improving Council's WHS 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 WHS Management System to Australian Standard 4801.
- repositioning of Council's WHS system to achieve compliance with the requirements of new Work Health and Safety Act within prescribed timeframes.

These strategies have 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,
- 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

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
- 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, while 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
- 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
- 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 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
- 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 Work Health and Safety Legislation, Local Government (State) Award, 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 workers compensation insurance premium costs
- managing change
- increasing resource costs
- supervisory and performance management skills
- human resource reporting mechanisms
- 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 per cent 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 per cent 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 per cent 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 Workplace Health and Safety risk.



3.2.2 Workforce Demographics

Council's workforce demographics are fairly traditional with 74 per cent of total staff, 77 per cent of supervisors and professionals and 93.8% of Managers and Directors being male. This is due in part to the fact that a large proportion of the field workforce is comprised of traditionally male dominated trades.



In contrast the representation of female staff in the office workforce is 47 per cent.

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

In contrast 2.5 per cent 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 per cent and compares favourably with the State Government's aboriginal employment target of two per cent and the Commonwealth Government's target of 2.7 per cent 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 complement 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) Protocols
- establishment of an EEO Sub-Committee
- establishment and training of 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
- 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 have over recent years placed increasing financial pressure on Council.

To address this risk exposure a culture change initiative 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 has been implemented.

Identified strategies include:

- launch 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 Work Health and Safety Induction Program
- implementation of changes required under the National Harmonisation Legislation
- implementation of Council's revised Health Safety and Environment System
- implementation of an updated Health Safety and Environment Intranet Site
- redevelopment of Council's Contractor Management Policy
- development of an Asbestos Management Plan to ensure legislative compliance
- development of a health surveillance protocol and practices



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.

3.2.8 A 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.



While 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 per cent and 36 per cent 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.

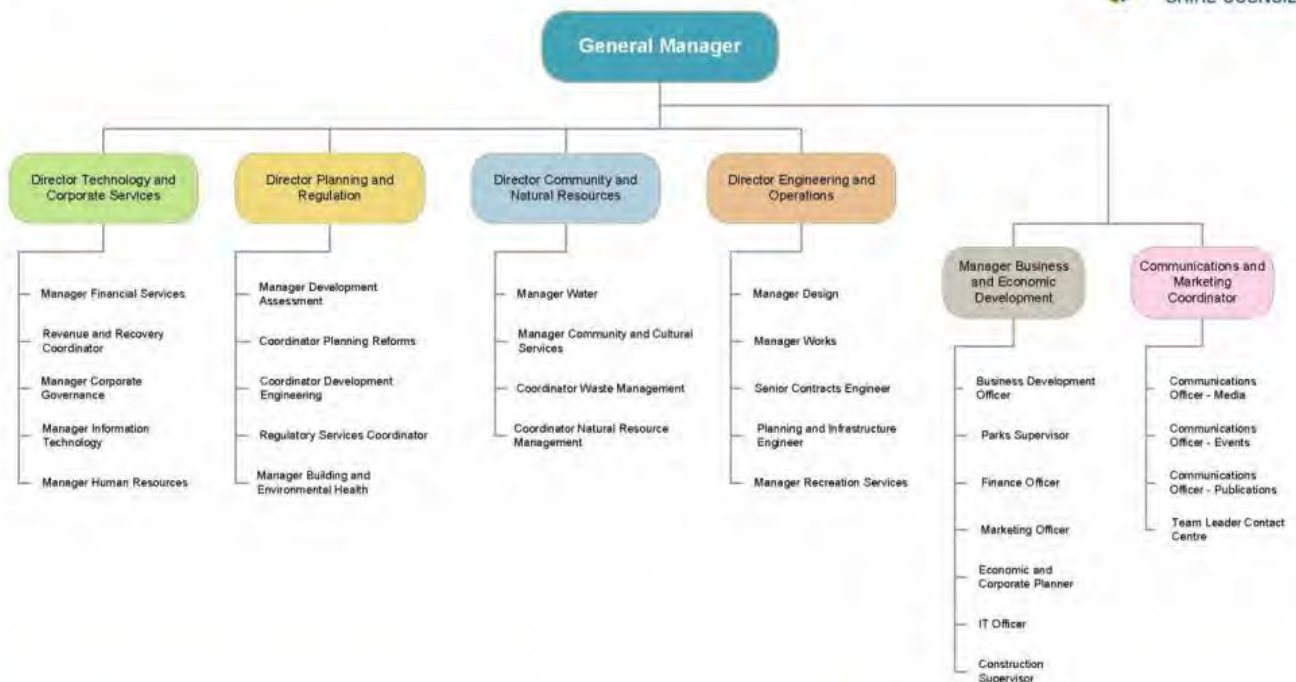
Part 4: Organisational Structure and Staffing Projection

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 2013



TOTAL NUMBER OF PERMANENT EMPLOYEES - LAST REVIEWED DECEMBER 2012: 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.
- 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 other
- for the value-for-money that is offered to the community and citizens

Council will:

- Be clearly focused, 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.
- 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 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
- 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 six key strategies and a multitude of associated actions that will be implemented to ensure Council is appropriately resourced.

Strategy 1 - W.M.P.1 - Maximise Employee Diversity

Community Strategic Plan Reference 1.3.1

Actions

- | | |
|------------|--|
| W.M.P.1.1 | 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. |
| W.M.P.1.2 | Further develop a flexible approach to employment through the implementation and enhancement of work-life balance strategies. |
| W.M.P.1.3 | Develop strategies to manage employee fitness for work and proactively address issues associated with an ageing workforce. |
| W.M.P.1.4 | 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. |
| W.M.P.1.5 | Implement mitigating strategies including mentoring, succession planning, career breaks and phased retirement to minimise the impact of personnel, skill and knowledge losses. |
| W.M.P.1.6 | Implement training strategies to identify and address current and anticipated skill gaps within Council's workforce. |
| W.M.P.1.7 | Ensure artificial barriers to employment and promotion are identified and addressed. |
| W.M.P.1.8 | Diversify vacancy advertising and recruitment strategies to target non traditional applicant pools maximise applicant diversity and ensure a broad range of meritorious applicants. |
| W.M.P.1.9 | Implement strategies to address discrimination, harassment and bullying in the workplace and to reinforce a culture of acceptance and tolerance for all. |
| W.M.P.1.10 | Implement data capture and reporting protocols to ensure appropriate and timely staffing information is available to managers and supervisors. |

Strategy 2 - W.M.P.2 - Strengthen Council's Position as an Employer of Choice

Community Strategic Plan Reference 1.3.1

Actions

- | | |
|------------|---|
| W.M.P.2.1 | Develop and implement a multi-faceted performance recognition program that meets with the approval of staff and management. |
| W.M.P.2.2 | Continue to seek and implement best practice methodologies to ensure a positive staffing environment/culture. |
| W.M.P.2.3 | Negotiate and implement Council-specific or modified award entitlements that reflect Council's operational needs. |
| W.M.P.2.4 | Strengthen consultative and participative processes within the organisation to maximise staff involvement and commitment. |
| W.M.P.2.5 | Continue to develop alternate staffing, employment and remuneration strategies that support Council's strategic goals. |
| W.M.P.2.6 | Redesign and strengthen Exit Interview practices as an effective barometer of staff opinion. |
| W.M.P.2.7 | Continue to develop and enhance the range of Council specific attraction and retention strategies. |
| W.M.P.2.8 | Continue to expand flexible and family friendly work options available to staff. |
| W.M.P.2.9 | Develop and implement strategies to strengthen the internal career development and mobility options for staff. |
| W.M.P.2.10 | Ensure employment practices and protocols are updated in accordance with Legislative changes. |
| W.M.P.2.11 | Implement enhanced position description templates to facilitate the accurate description and marketing of roles. |
| W.M.P.2.12 | Identify and market Council's distinguishing characteristics as an employer. |

Strategy 3 - W.M.P.3**Community Strategic Plan Reference 1.3.1****Sustainable Employment Growth and Costs****Actions**

- | | |
|------------|--|
| W.M.P.3.1 | Develop an expanded range of employment/staffing models to address staffing issues. |
| W.M.P.3.2 | Integrate workforce planning and human resource planning with long term financial, asset management and business planning. |
| W.M.P.3.3 | Regular review of Council's operations to identify non core functions that can be better serviced through alternate means. |
| W.M.P.3.4 | Maximise the utilisation of technological advancements to achieve improved efficiencies. |
| W.M.P.3.5 | Facilitate the systematic review and challenge of new business functions and positions to determine whether resourcing through the direct employment of staff is the most appropriate model. |
| W.M.P.3.6 | Enhance establishment reporting, data capture and interpretation methodologies to ensure the accurate and timely provision of staffing information. |
| W.M.P.3.7 | Invest in and support Work Health and Safety activities that will result in a reduction in workplace injuries and associated costs. |
| W.M.P.3.8 | A target of total employment costs to no more than 50 per cent of recurrent income. |
| W.M.P.3.9 | Develop and implement strategies to address issues associated with an ageing workforce. |
| W.M.P.3.10 | Research and implement a protocol and associated processes to deal with the broad range of fitness for work issues. |
| W.M.P.3.11 | Utilise legislative change to leverage reductions in employment costs wherever possible. |
| W.M.P.3.12 | Identify and implement best practice processes to minimise the administrative cost of legislative compliance. |
| W.M.P.3.13 | Investigate opportunities for regional cost sharing. |

Strategy 4 - W.M.P 4

Community Strategic Plan Reference 1.3.1

Encourage a Proactive, Change Embracing and Learning Friendly Culture.

Actions

- | | |
|------------|--|
| W.M.P.4.1 | Implement a Supervisor Development Strategy to address skill gaps in the areas of staff selection, recognition, performance management, disciplinary action, development and delegation. |
| W.M.P.4.2 | Maximise the utilisation of available Commonwealth/State funding programs to implement existing worker traineeships in areas of strategic need. |
| W.M.P.4.3 | Diversify the provision of internal training opportunities to include non-technical areas of skill development. |
| W.M.P.4.4 | Conduct regular training needs analysis to ensure appropriate training resources are directed towards areas of strategic need. |
| W.M.P.4.5 | Strengthen internal communication, consultation and project management practices to ensure change is managed positively. |
| W.M.P.4.6 | Develop internal training programs to support Council's and the communities increased expectations in relation to customer service. |
| W.M.P.4.7 | Implement initiatives to strengthen the organisation's Safety Culture. |
| W.M.P.4.8 | Provide appropriate training tools to ensure the maximum take up and efficient utilisation of Council's technological systems. |
| W.M.P.4.9 | Develop strong change management methodologies and processes. |
| W.M.P.4.10 | Further develop and strengthen community development and natural resource management skills within Council. |

Strategy 5 - W.M.P.5

Community Strategic Plan Reference 1.3.1

Focus Council Resources on Core Business Activities

Actions

- | | |
|-----------|---|
| W.M.P.5.1 | Strengthen and regularly apply agreed Business Screening Methodologies to ensure internal resources are focused on areas of highest priority. |
| W.M.P.5.2 | Utilise screening methodologies to determine new and evolving community expectations are best met. |
| W.M.P.5.3 | Develop strategic partnerships to ensure required services are provided through the most effective delivery models. |
| W.M.P.5.4 | Continue to strengthen the organisation's capacity to innovate, to broaden its skill base and pursue new initiatives and services. |
| W.M.P.5.5 | Investigate the feasibility and appropriateness of establishing satellite offices in coastal areas. |
| W.M.P.5.6 | Maximise the take up of technological advancements that support the provision of mobile and decentralised services. |

Strategy 6 - W.M.P.6

Community Strategic Plan Reference 1.3.1

Strengthen Enterprise Risk Management Practices.

Actions

- | | |
|-----------|---|
| W.M.P.6.1 | 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. |
| W.M.P.6.2 | Further develop strategies that ensure the practical application of management's commitment to safety as its number one priority. |
| W.M.P.6.3 | Continuation of safety campaign under the Think, Act, Be Safe slogan. |
| W.M.P.6.4 | Develop and implement a revised Fitness for Work Protocol. |
| W.M.P.6.5 | Implement a competency based manual handling training and incident based refresher training program. |
| W.M.P.6.6 | Implement a revised and strengthened WHS Induction Program. |
| W.M.P.6.7 | Implement the changes required under the National Harmonisation Legislation. |
| W.M.P.6.8 | Finalise realignment of Council's Health Safety and Environment System with Australian Standard 4801. |
| W.M.P.6.9 | Ensure ongoing review of 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 while contributing to overall quality of life.

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

Asset Management

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

The 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.



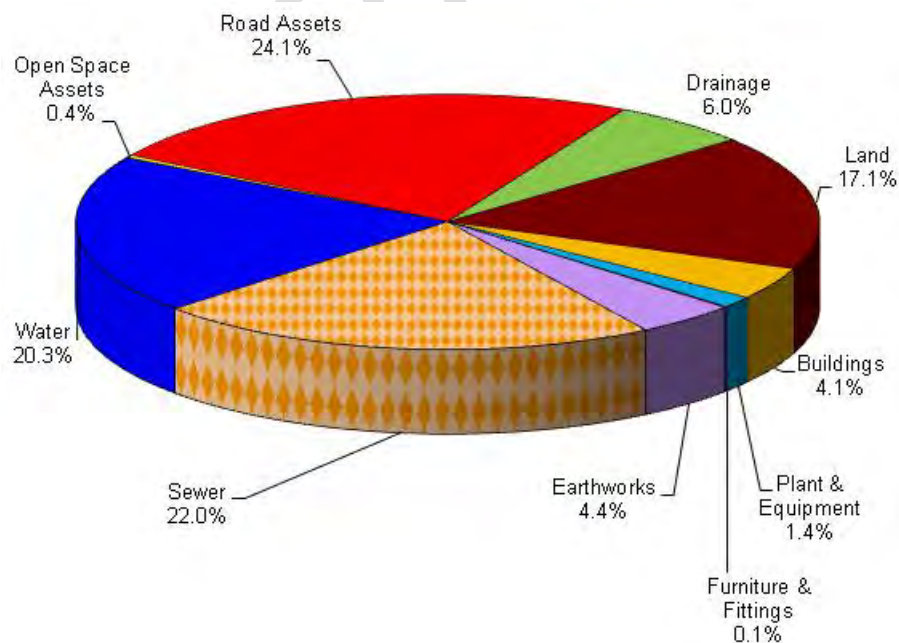
Asset Lifecycle Diagram

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 \$2.54 billion that have been grouped into 10 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, BBQs, 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:

<i>Asset Type</i>	<i>Quantity</i>	<i>Asset Type</i>	<i>Quantity</i>	<i>Asset Type</i>	<i>Quantity</i>
Transport		Stormwater Drainage		Water	
Sealed Roads	1262 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	1976
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
		Commercial Vehicles	183	Number of service reservoirs	41
Building		Heavy Plant	202	Volume Treated (2009/10)	10,550 ML/yr
Ancillary	27	Small Plant	560		
Aquatic Centre	3			Wastewater	
Civic Centre	2			Permanent population served	68,775
Community Centres	24	Open Space/Land (m²)		Residential Connections	30,618
Cultural Buildings	6	Community	2,583,150	Non-residential Connections	1734
Depot Structures	15	Operational	667,803	Gravity / reticulation mains length	513 km
Emergency Services	21	Easement	655	Pressure / Rising mains length	178 km
Hall	21	Crown Land	140,804	Total length of wastewater mains	691 km
Library	3	Catholic Church	8094	Volume Treated (2009/10)	8,530 ML/yr
Maternal Child Health	8	Tweed Shire Council Crown	2,556,891		
Public Toilets	67	Road Reserve	269,504		
Recreation	65				
Residential	20				
Cemetery buildings	6				

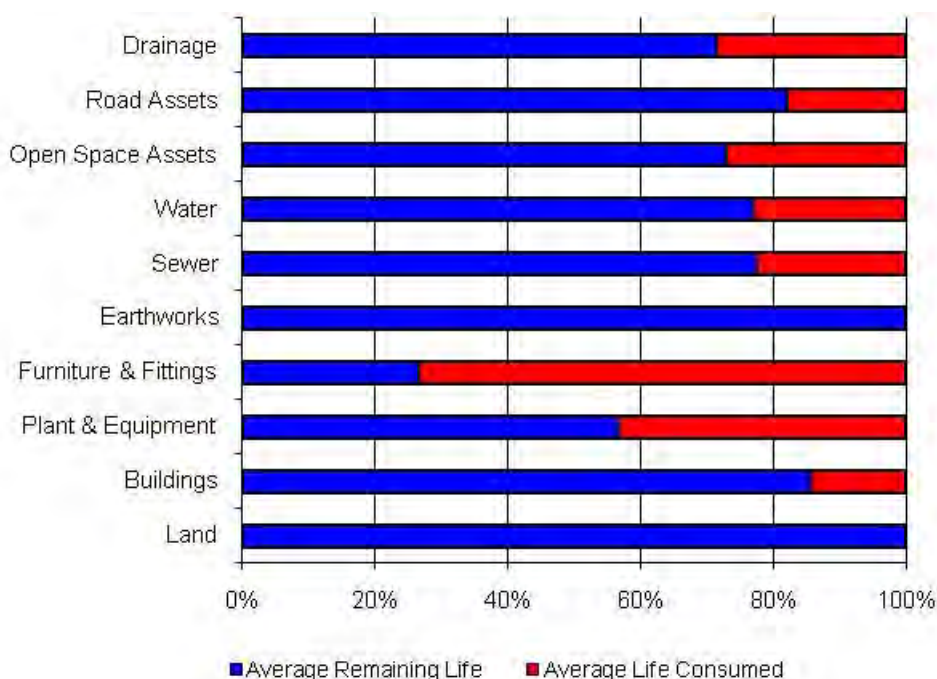
Health of Asset Stock

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. The most common include:

- 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.
- 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, Council's assets have, on average, consumed 25 per cent of their useful life.



Average Useful Life Consumed of Council's Asset Stock

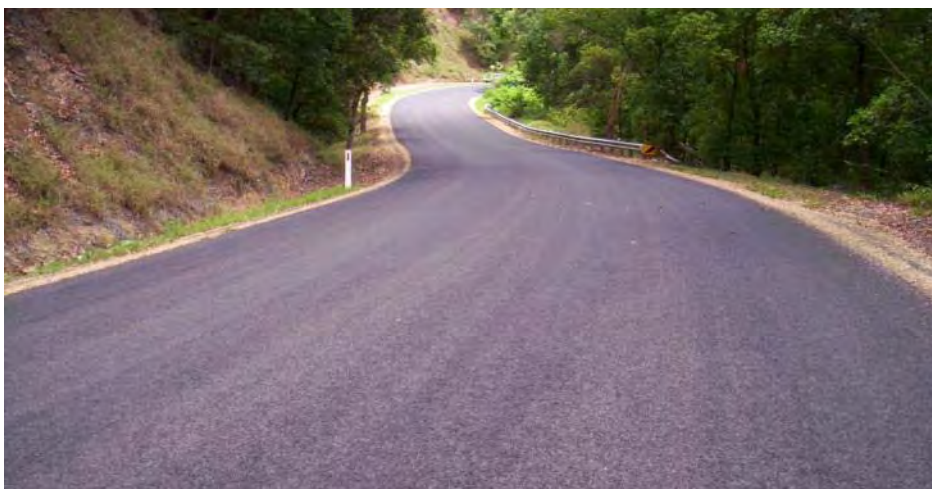
The following graphs illustrate the asset conditions for each of the major asset categories (excluding bridges), based on Council's historical condition data. They are based on the condition rating scales as illustrated in the following table:

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.

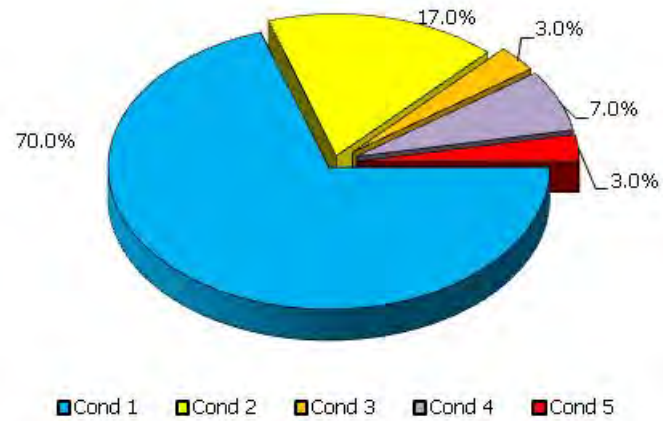
Condition Scoring Table

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.

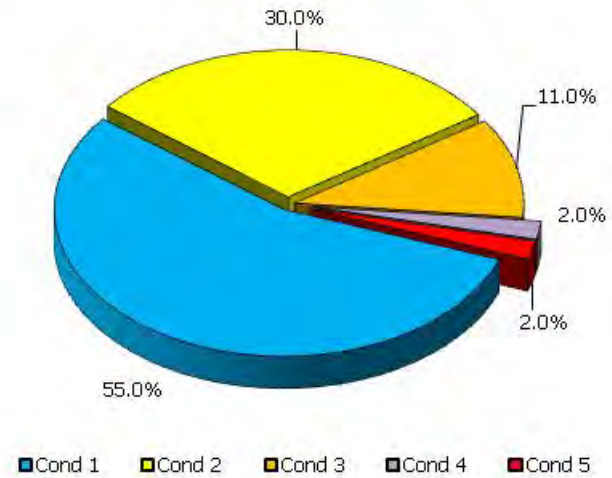
The descriptions in the Condition Scoring Table are a general guide to help understand the meaning of each condition score. In practise, the condition score for an asset is determined by a range of measures and indicators that vary for each asset category.



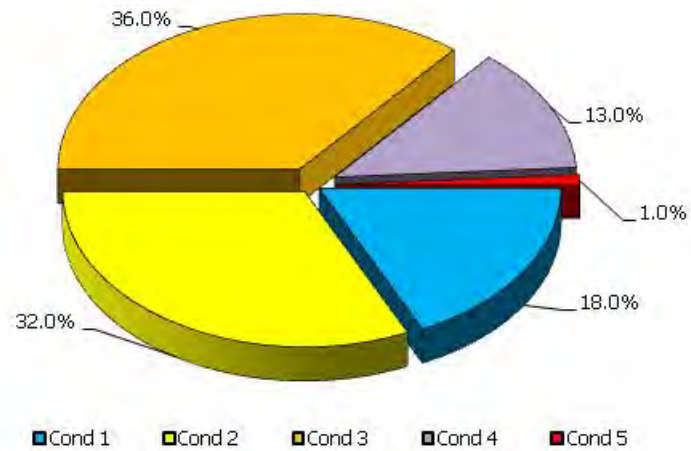
Distribution of Sealed Road Pavement Condition



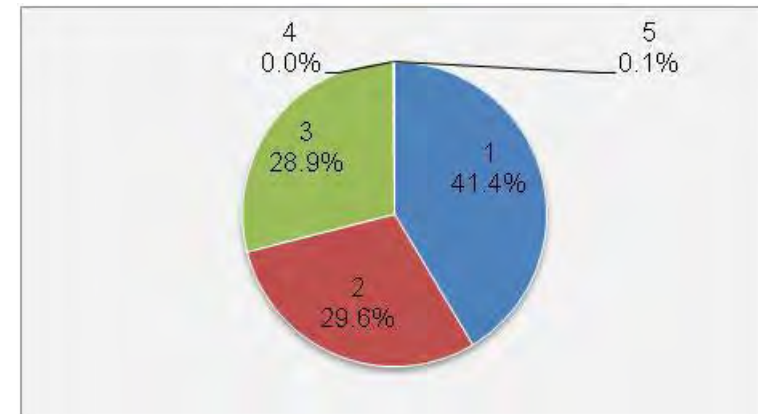
Distribution of Sealed Road Surface Condition



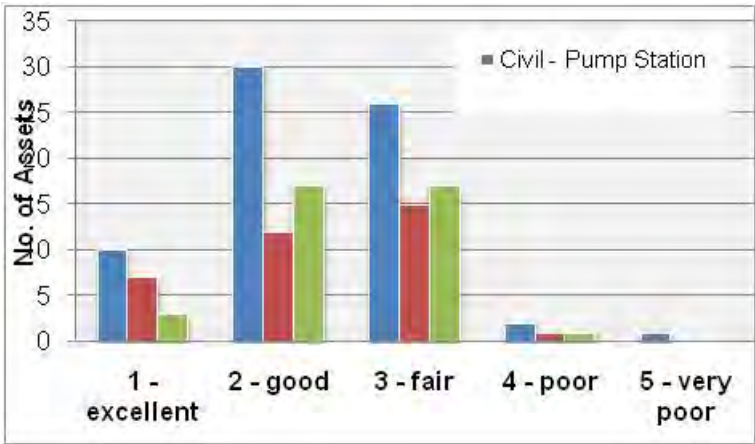
Distribution of Building Portfolio Condition



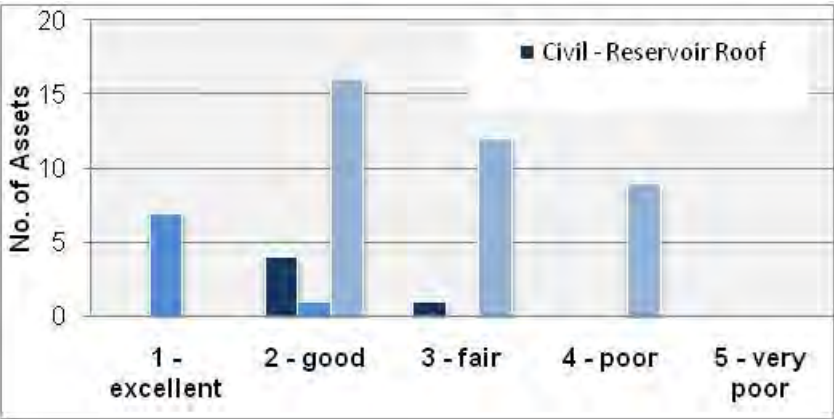
Water Pipeline Condition Profile (by % of total Length)



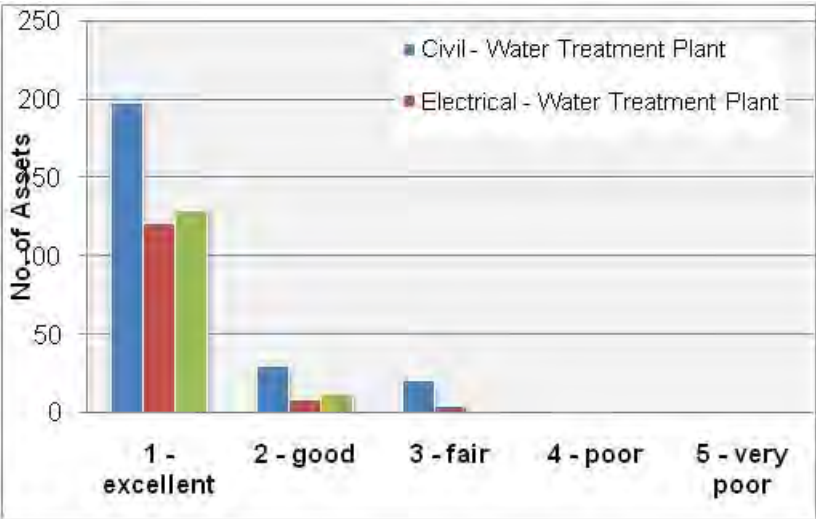
Water Pumping Stations Overall Condition Profile



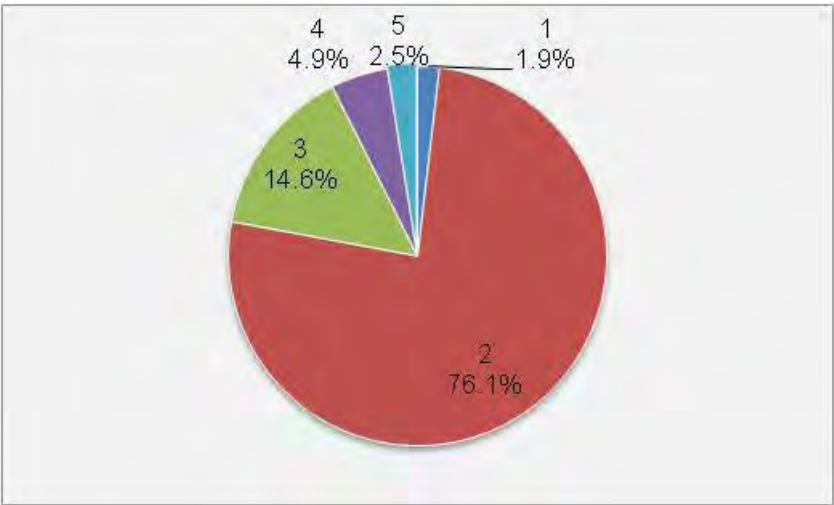
Reservoirs Overall Condition Profile

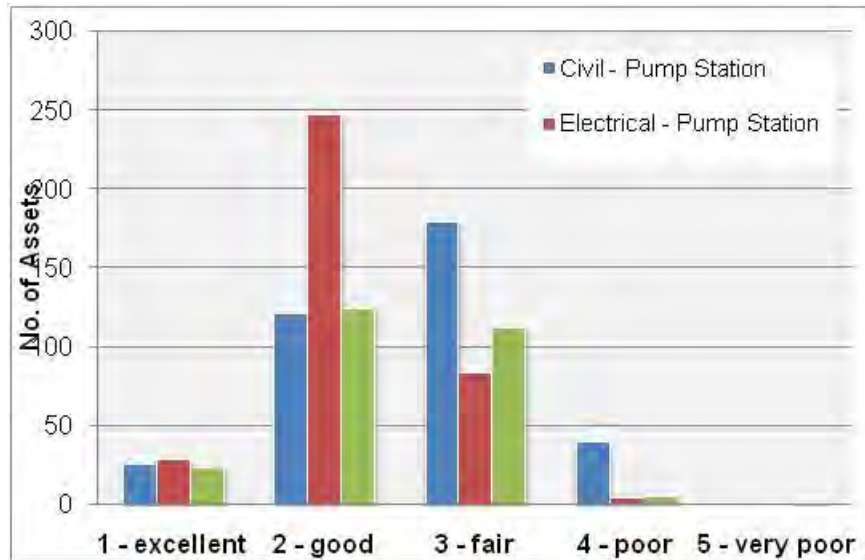
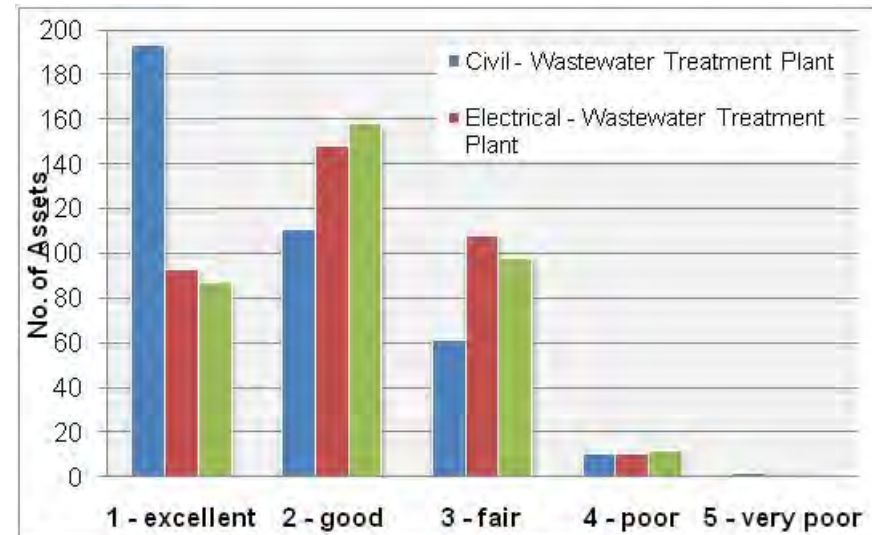


Water Treatment Plants Overall Condition Profile



Sewer Pipeline Condition Profile by % of total



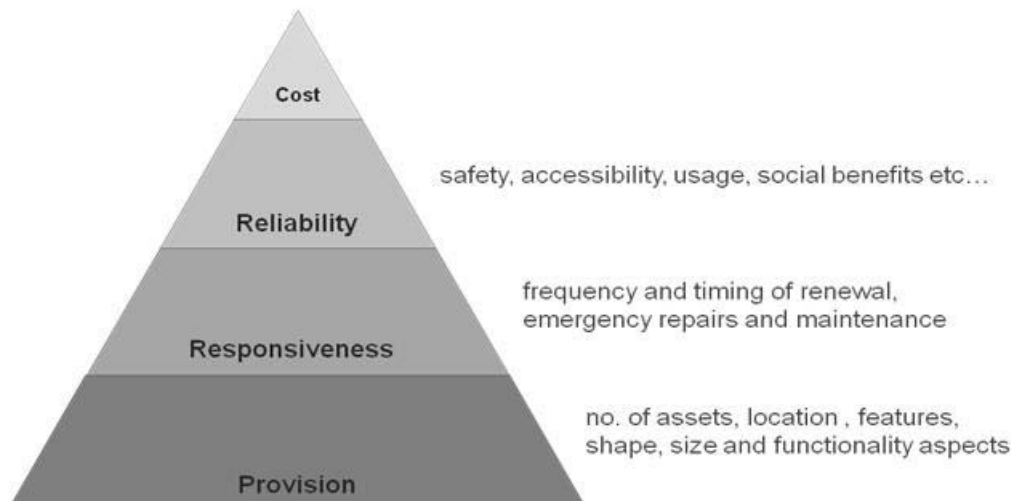
Wastewater Pumping Stations Overall Condition Profile**Wastewater Treatment Plants Overall Condition Profile**

The condition assessments, valuations and updating of Asset Management Plans are undertaken by major asset category on a rolling program as follows:

2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Operational Land		Transport	Water	Transport	Operational Land			Transport	
Buildings		Drainage	Sewer		Buildings			Drainage	
								Water	
								Sewer	

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, this is the community.

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

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

The 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 asset management plans are updated on a rolling program as shown on page 36 – the above figures were derived from 2011/2012 calculations.

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

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

Asset Management Policy

Asset Management Strategy

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 which do not permit monetary transfers between funds. They could be considered to be three separate businesses but they can also be combined to present a single consolidated result.

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

Income Statement

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

Balance Sheet

Discloses the assets, liabilities and equity of Council.

Cash Flow Statement

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

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

Financial Goals

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 2012/2013 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 to continue as ongoing expenditure after 2012/13.
- Asset management or service expenditures created by new infrastructure and facilities, funded from Section 94 plans or contributed by developers, will commence in the year following construction/contribution.
- Any budget surplus for General Fund has been utilised for asset management expenditure. Any surpluses in Water and Sewer Funds have been placed into reserves for future asset replacement works.

Income Statement - Revenue

<i>Rates and Annual Charges</i>	<p>Rate pegging limit (set by IPART), 3.2 per cent per annum inclusive of growth from an increase of 250 assessable properties per annum.</p> <p>Water Access Charges are predicted to increase between \$10 and \$20 for each of the 10 years.</p> <p>Sewer Access Charges are predicted to increase between \$41 and \$71 for each of the 10 years.</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 between 20c/kl and 30c/kl for each of the 10 years.</p> <p>Other fees and charges to increase by 5 per cent per annum.</p>
Interest received	Interest on investments estimated at 6 per cent.
Other revenues	Other revenues to increase by 5 per cent per annum.
Operating Grants and Contributions	<p>Financial Assistance grant to increase by 1 per cent per annum.</p> <p>Pensioner Rate Subsidies to remain static.</p> <p>Recurring operating grants and contributions to increase by 3 per cent per annum.</p>
Capital Grants and Contributions	<p>Section 94 fees to increase by 3 per cent 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	Employee costs to increase by 3.5 per cent per annum. Based on known award increases for the next year.										
Borrowing Costs	<p>Interest rate for new borrowings predicted to be 7 per cent.</p> <p>Repayments of interest and principal of existing loans are known from current loan repayment schedules.</p> <p>The proposed borrowings program provides for annual borrowings of approximately:-</p> <table> <tr> <th>General</th><th>Annual</th></tr> <tr> <td>Public Toilets</td><td>\$100,000</td></tr> <tr> <td>Bridges</td><td>\$776,000</td></tr> <tr> <td>Drainage</td><td>\$1,100,000</td></tr> <tr> <td>Flood Mitigation</td><td>\$100,000 to \$200,000</td></tr> </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 cent per annum based on recent CPI.</p> <p>Plant hire (Council's own fleet) costs to increase by 3.2 per cent per annum.</p>										
Depreciation and Amortisation	Depreciation expense has been calculated based on expected acquisitions and useful lives. Asset prediction modelling and assumptions need more testing and maturity before detailed information is known.										
Other Expenses	<p>Electricity costs (excluding street lighting) to increase by 10 per cent per annum.</p> <p>Insurance premiums (excluding workers compensation) to increase by 5 per cent 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 Water and Sewerage fund Income Statements show surpluses before capital contributions at various stages. The General fund continues to show deficit results in the long term. A surplus is a positive result and meets one of the key financial goals of providing surplus results before capital grants and contributions.

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

Asset Management (attachment 21)

Attachment 21 highlights a shortfall in asset management funding for General Fund assets which is not significantly improved over the 10-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 10 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. However, this can only be achieved if cash is the major component of the ratio.

Debt Service Ratio (attachment 22)

The predicted Debt Service Ratios for the individual and consolidated funds are within the Long Term Financial Plan goals from year two onwards.

Sensitivity Analysis (Modelling Scenarios) (attachment 19)

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

Attachments - planned scenario

Fund	Attachment	Attachment No.
Consolidated	Income Statement	1
	Funding Statement	2
	Balance Sheet	3
	Cash Flow Statement	4
General Fund	Income Statement	5
	Funding Statement	6
	Balance Sheet	7
	Cash Flow Statement	8
Water Fund	Income Statement	9
	Funding Statement	10
	Balance Sheet	11
	Cash Flow Statement	12
Sewer Fund	Income Statement	13
	Funding Statement	14
	Balance Sheet	15
	Cash Flow Statement	16
Consolidated	Unrestricted Current Ratio	17
	Capital Expenditure	18
	Sensitivity Analysis	19
	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
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates & Annual Charges	(90,062)	(93,999)	(98,577)	(103,329)	(108,461)	(113,957)	(119,984)	(126,741)	(133,780)	(139,559)
User Charges & Fees	(36,295)	(38,812)	(41,781)	(44,789)	(46,738)	(50,444)	(54,292)	(58,436)	(62,689)	(64,826)
Interest Received	(6,265)	(5,720)	(5,444)	(5,805)	(6,095)	(6,692)	(7,332)	(7,773)	(8,401)	(9,416)
Other Operating Revenues	(2,031)	(2,099)	(2,169)	(2,241)	(2,316)	(2,393)	(2,462)	(2,542)	(2,624)	(2,706)
Operating Contributions	(1,958)	(2,009)	(2,062)	(2,116)	(2,172)	(2,229)	(2,287)	(2,348)	(2,412)	(2,469)
Operating Grants	(13,108)	(13,349)	(13,493)	(13,744)	(14,001)	(14,263)	(14,531)	(14,805)	(15,085)	(15,462)
Capital Contributions	(8,274)	(8,244)	(7,958)	(8,088)	(9,912)	(11,790)	(11,895)	(14,704)	(14,834)	(15,279)
Capital Grants	(7,103)	(1,263)	(1,263)	(1,263)	(1,263)	(1,263)	(40)	(40)	(40)	(41)
	(165,097)	(165,494)	(172,748)	(181,375)	(190,958)	(203,032)	(212,824)	(227,389)	(239,865)	(249,759)
Expenditure										
Employee Costs	44,740	46,124	47,601	49,256	50,947	52,683	54,464	56,328	58,211	60,251
Borrowing Costs	13,418	13,080	12,822	12,546	12,242	11,903	11,575	11,087	10,613	7,554
Materials & Contracts	45,481	48,556	47,895	50,200	50,382	50,632	52,436	54,266	55,941	57,718
Depreciation	40,809	41,717	42,543	43,626	44,672	45,554	46,479	47,433	49,049	50,396
Other Expenses	13,945	14,755	15,635	16,597	17,637	18,667	19,984	21,301	22,772	24,241
	158,393	164,231	166,495	172,225	175,882	179,440	184,938	190,416	196,586	200,159
Net Operating Result	(6,704)	(1,263)	(6,253)	(9,150)	(15,076)	(23,592)	(27,886)	(36,972)	(43,278)	(49,600)
Capital Grants/Contributions	(15,378)	(9,507)	(9,222)	(9,352)	(11,176)	(13,053)	(11,935)	(14,744)	(14,874)	(15,321)
Net Operating Result before Capital Grants & Contributions	8,674	8,245	2,969	202	(3,901)	(10,539)	(15,950)	(22,228)	(28,404)	(34,279)

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
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	6,704	1,263	6,253	9,150	15,076	23,592	27,886	36,972	43,278	49,600
<i>Add Back non-funded items:</i>										
Depreciation	40,809	41,717	42,543	43,626	44,672	45,554	46,479	47,433	49,049	50,396
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	19,325	23,338	10,798	11,284	15,597	22,876	22,393	13,349	34,581	30,998
Transfers from Internally Restricted Cash	10,858	16,046	18,421	24,187	17,309	16,822	18,504	16,296	20,494	20,985
Proceeds from sale of assets	2,806	2,845	3,559	2,822	3,068	1,882	3,526	3,140	1,277	1,315
Loan Funds Utilised	2,076	2,076	2,176	2,126	2,126	2,126	2,176	2,176	2,176	2,241
Repayments from Deferred Debtors	0	0	0	0	0	0	0	0	0	0
Funds Available	82,578	87,285	83,750	93,195	97,848	112,852	120,963	119,368	150,855	155,535
<i>Funds were applied to:</i>										
Purchase and construction of assets	51,593	46,330	39,727	44,052	42,116	48,514	51,719	40,412	64,383	61,473
Repayment of principal on loans	7,655	7,711	7,585	7,888	8,272	8,653	9,037	7,786	8,350	8,894
Transfers to Externally Restricted Cash	6,749	6,626	6,472	6,417	8,092	9,571	9,272	11,353	9,390	9,672
Transfers to Internally Restricted Cash	16,581	26,618	29,967	34,838	39,369	46,114	50,936	59,818	68,732	75,496
Funds Used	82,578	87,285	83,750	93,195	97,848	112,852	120,963	119,368	150,855	155,535
<i>Increase/(Decrease) in Available Working Capital</i>	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
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	6,771	6,158	7,905	6,717	7,299	7,314	7,152	7,704	7,279	7,491
Investments	90,400	84,900	90,400	90,400	93,900	94,900	94,400	98,400	100,900	103,900
Receivables	19,185	19,185	19,185	19,185	19,185	19,185	19,185	19,185	19,185	19,185
Inventories	1,660	1,660	1,660	1,660	1,660	1,660	1,660	1,660	1,660	1,660
Other	2,369	2,369	2,369	2,369	2,369	2,369	2,369	2,369	2,369	2,369
Total current assets	120,385	114,272	121,519	120,331	124,413	125,428	124,766	129,318	131,393	134,605
Non-current assets										
Investments	59,190	59,190	59,190	66,190	76,690	91,690	111,690	148,690	169,690	199,690
Receivables	2,913	2,913	2,913	2,913	2,913	2,913	2,913	2,913	2,913	2,913
Infrastructure, property, plant and equipment	2,533,914	2,535,682	2,529,307	2,526,910	2,521,285	2,522,363	2,524,077	2,513,915	2,527,972	2,537,734
Investment property	1,688	1,688	1,688	1,688	1,688	1,688	1,688	1,688	1,688	1,688
Intangible assets	615	615	615	615	615	615	615	615	615	615
Total non-current assets	2,598,320	2,600,088	2,593,713	2,598,316	2,603,191	2,619,269	2,640,983	2,667,821	2,702,878	2,742,640
Total assets	2,718,705	2,714,360	2,715,232	2,718,647	2,727,604	2,744,697	2,765,749	2,797,139	2,834,271	2,877,245
LIABILITIES										
Current liabilities										
Payables	14,786	14,786	14,786	14,786	14,786	14,786	14,786	14,786	14,786	14,786
Borrowings	7,711	7,585	7,888	8,272	8,653	9,037	7,786	8,350	8,894	8,233
Provisions	16,916	16,916	16,916	16,916	16,916	16,916	16,916	16,916	16,916	16,916
Total current liabilities	39,413	39,287	39,590	39,974	40,355	40,739	39,488	40,052	40,596	39,935

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Non-current liabilities										
Payables	523	523	523	523	523	523	523	523	523	523
Borrowings	173,205	167,696	161,984	155,838	149,311	142,400	136,790	130,616	123,898	117,906
Provisions	4,943	4,943	4,943	4,943	4,943	4,943	4,943	4,943	4,943	4,943
Total non-current liabilities	178,671	173,162	167,450	161,304	154,777	147,866	142,256	136,082	129,364	123,372
Total liabilities	218,084	212,449	207,040	201,278	195,132	188,605	181,744	176,134	169,960	163,307
Net assets	2,500,621	2,501,911	2,508,192	2,517,369	2,532,472	2,556,092	2,584,005	2,621,005	2,664,311	2,713,938
EQUITY										
Retained earnings	1,209,069	1,210,359	1,216,640	1,225,817	1,240,920	1,264,540	1,292,453	1,329,453	1,372,759	1,422,386
Revaluation reserves	1,291,552	1,291,552	1,291,552	1,291,552	1,291,552	1,291,552	1,291,552	1,291,552	1,291,552	1,291,552
Council equity interest	2,500,621	2,501,911	2,508,192	2,517,369	2,532,472	2,556,092	2,584,005	2,621,005	2,664,311	2,713,938
Total equity	2,500,621	2,501,911	2,508,192	2,517,369	2,532,472	2,556,092	2,584,005	2,621,005	2,664,311	2,713,938

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
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	90,062	93,999	98,577	103,329	108,461	113,957	119,984	126,741	133,780	139,559
User charges and fees	36,445	38,967	41,941	44,953	46,907	50,618	54,472	58,621	62,879	65,023
Investment revenue and interest	6,265	5,720	5,444	5,805	6,095	6,692	7,332	7,773	8,401	9,416
Grants and contributions	30,443	24,866	24,776	25,212	27,348	29,545	28,754	31,897	32,371	33,252
Other	2,031	2,099	2,169	2,241	2,316	2,393	2,462	2,542	2,624	2,706
<i>Payments:</i>										
Employee benefits and on-costs	(44,740)	(46,124)	(47,601)	(49,256)	(50,947)	(52,683)	(54,464)	(56,328)	(58,211)	(60,251)
Materials & contracts	(44,566)	(47,586)	(46,897)	(49,172)	(49,325)	(49,544)	(51,316)	(53,114)	(54,754)	(56,496)
Borrowing costs	(13,418)	(13,080)	(12,822)	(12,546)	(12,242)	(11,903)	(11,575)	(11,087)	(10,613)	(7,554)
Other	(15,011)	(15,852)	(16,765)	(17,762)	(18,837)	(19,902)	(21,256)	(22,612)	(24,122)	(25,631)
Net cash provided in operating activities	47,513	43,007	48,823	52,803	59,776	69,174	74,392	84,433	92,355	100,023
Cash flows from investing activities										
<i>Receipts:</i>										
Sale of investments	0	5,500	0	3,000	0	0	0	0	0	0
Sale of infrastructure, property, plant & equipment	2,806	2,845	3,559	2,822	3,068	1,882	3,526	3,140	1,277	1,315
Sale of interests in joint ventures/associates	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
<i>Payments:</i>										
Purchase of investments	-46,000	0	-5,500	-10,000	-14,000	-16,000	-19,500	-41,000	-23,500	-33,000
Purchase of infrastructure property, plant & equipment	(51,593)	(46,330)	(39,727)	(44,052)	(42,116)	(48,514)	(51,719)	(40,412)	(64,383)	(61,473)
Other	0	0	0	0	0	0	0	0	0	0
Net cash used in Investing activities	(94,787)	(37,985)	(41,667)	(48,229)	(53,048)	(62,632)	(67,693)	(78,271)	(86,606)	(93,158)
Cash flows from financing activities										
<i>Receipts:</i>										
Borrowings and advances	2,076	2,076	2,176	2,126	2,126	2,126	2,176	2,176	2,176	2,241
<i>Payments:</i>										
Borrowings and advances	(7,655)	(7,711)	(7,585)	(7,888)	(8,272)	(8,653)	(9,037)	(7,786)	(8,350)	(8,894)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Net cash provided by financing activities	(5,579)	(5,635)	(5,409)	(5,762)	(6,146)	(6,527)	(6,861)	(5,610)	(6,174)	(6,653)
Net increase/(decrease) in cash and cash equivalents	(52,853)	(613)	1,747	(1,188)	582	15	(162)	552	(425)	212
Cash and cash equivalents at beginning of reporting period	3,609	(49,245)	(49,858)	(48,111)	(49,299)	(48,717)	(48,702)	(48,864)	(48,312)	(48,737)
Cash and cash equivalents at end of reporting period	(49,245)	(49,858)	(48,111)	(49,299)	(48,717)	(48,702)	(48,864)	(48,312)	(48,737)	(48,525)

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
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates & Annual Charges	(63,551)	(65,553)	(67,618)	(69,799)	(71,997)	(74,263)	(76,602)	(79,013)	(81,500)	(84,065)
User Charges & Fees	(17,703)	(18,437)	(19,201)	(19,950)	(20,799)	(21,695)	(22,641)	(23,626)	(24,630)	(25,612)
Interest Received	(3,112)	(2,996)	(2,949)	(2,977)	(2,973)	(3,007)	(2,993)	(2,957)	(2,859)	(2,944)
Other Operating Revenues	(1,798)	(1,858)	(1,921)	(1,986)	(2,053)	(2,123)	(2,183)	(2,255)	(2,329)	(2,402)
Operating Contributions	(1,958)	(2,009)	(2,062)	(2,116)	(2,172)	(2,229)	(2,287)	(2,348)	(2,412)	(2,469)
Operating Grants	(12,147)	(12,360)	(12,474)	(12,695)	(12,920)	(13,150)	(13,384)	(13,624)	(13,868)	(14,209)
Capital Contributions	(2,414)	(2,312)	(1,987)	(2,040)	(2,093)	(2,145)	(2,199)	(2,252)	(2,293)	(2,362)
Capital Grants	(6,263)	(1,263)	(1,263)	(1,263)	(1,263)	(1,263)	(40)	(40)	(40)	(41)
	(108,946)	(106,789)	(109,475)	(112,825)	(116,269)	(119,875)	(122,329)	(126,114)	(129,931)	(134,105)
Expenditure										
Employee Costs	34,949	36,009	37,135	38,423	39,736	41,087	42,470	43,917	45,416	47,009
Borrowing Costs	6,199	6,083	5,994	5,890	5,771	5,631	5,493	5,326	5,142	5,130
Materials & Contracts	28,690	31,531	30,551	31,557	32,218	32,428	33,747	35,087	36,256	37,523
Depreciation	24,837	25,561	26,208	27,191	28,047	28,803	29,460	30,188	31,693	32,644
Other Expenses	10,079	10,480	10,908	11,374	11,854	12,272	12,901	13,468	14,074	14,687
	104,753	109,664	110,797	114,435	117,626	120,221	124,071	127,986	132,581	136,994
Net Operating Result	(4,192)	2,875	1,322	1,610	1,357	345	1,742	1,873	2,649	2,889
Capital Grants/Contributions	(8,678)	(3,575)	(3,251)	(3,303)	(3,356)	(3,409)	(2,239)	(2,292)	(2,333)	(2,403)
Net Operating Result before Capital Grants & Contributions	4,486	6,450	4,572	4,913	4,713	3,754	3,981	4,164	4,982	5,292

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
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	4,192	(2,875)	(1,322)	(1,610)	(1,357)	(345)	(1,742)	(1,873)	(2,649)	(2,889)
<i>Add Back non-funded items:</i>										
Depreciation	24,837	25,561	26,208	27,191	28,047	28,803	29,460	30,188	31,693	32,644
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	4,312	7,745	2,816	1,086	3,854	1,361	5,003	2,856	5,801	5,972
Transfers from Internally Restricted Cash	2,168	1,226	2,374	1,588	1,349	1,386	1,427	1,749	1,457	1,501
Proceeds from sale of assets	2,806	2,845	3,559	2,822	3,068	1,882	3,526	3,140	1,277	1,315
Loan Funds Utilised	2,076	2,076	2,176	2,126	2,126	2,126	2,176	2,176	2,176	2,241
Repayments from Deferred Debtors										
Funds Available	40,391	36,579	35,812	33,203	37,087	35,212	39,850	38,238	39,754	40,784
<i>Funds were applied to:</i>										
Purchase and construction of assets	28,854	24,127	23,705	20,564	23,951	19,395	25,593	23,577	24,861	25,235
Repayment of principal on loans	3,485	3,476	3,721	3,854	4,053	4,235	4,428	4,575	4,947	5,231
Transfers to Externally Restricted Cash	2,330	2,211	2,160	2,184	2,175	2,204	2,206	2,165	2,060	2,121
Transfers to Internally Restricted Cash	5,722	6,765	6,226	6,601	6,908	9,377	7,623	7,921	7,887	8,196
Funds Used	40,391	36,579	35,812	33,203	37,087	35,212	39,850	38,238	39,754	40,784
<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
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	3,519	3,551	3,774	2,912	2,821	3,684	3,110	3,618	3,334	3,207
Investments	42,525	42,525	45,525	49,525	50,025	49,025	48,025	48,025	48,025	50,025
Receivables	8,871	8,871	8,871	8,871	8,871	8,871	8,871	8,871	8,871	8,871
Inventories	1,660	1,660	1,660	1,660	1,660	1,660	1,660	1,660	1,660	1,660
Other	2,340	2,340	2,340	2,340	2,340	2,340	2,340	2,340	2,340	2,340
Total current assets	58,915	58,947	62,170	65,308	65,717	65,580	64,006	64,514	64,230	66,103
Non-current assets										
Investments	43,190	43,190	43,190	46,190	49,690	58,690	63,690	68,690	71,690	72,690
Receivables	1,003	1,003	1,003	1,003	1,003	1,003	1,003	1,003	1,003	1,003
Infrastructure, property, plant and equipment	1,530,541	1,526,261	1,520,199	1,510,750	1,503,585	1,492,296	1,484,902	1,475,150	1,467,041	1,458,317
Investment property	471	471	471	471	471	471	471	471	471	471
Intangible assets	615	615	615	615	615	615	615	615	615	615
Total non-current assets	1,575,820	1,571,540	1,565,478	1,559,029	1,555,364	1,553,075	1,550,681	1,545,929	1,540,820	1,533,096
Total assets	1,634,735	1,630,487	1,627,648	1,624,337	1,621,081	1,618,654	1,614,688	1,610,443	1,605,050	1,599,199
LIABILITIES										
Current liabilities										
Payables	10,865	10,865	10,865	10,865	10,865	10,865	10,865	10,865	10,865	10,865
Borrowings	3,476	3,721	3,854	4,053	4,235	4,428	4,575	4,947	5,231	4,866
Provisions	16,402	16,402	16,402	16,402	16,402	16,402	16,402	16,402	16,402	16,402
Total current liabilities	30,743	30,988	31,121	31,320	31,502	31,695	31,842	32,214	32,498	32,133

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Non-current liabilities										
Payables	523	523	523	523	523	523	523	523	523	523
Borrowings	73,517	71,872	70,195	68,268	66,159	63,857	61,458	58,687	55,632	53,007
Provisions	4,943	4,943	4,943	4,943	4,943	4,943	4,943	4,943	4,943	4,943
Total non-current liabilities	78,983	77,338	75,661	73,734	71,625	69,323	66,924	64,153	61,098	58,473
Total liabilities	109,727	108,326	106,781	105,054	103,127	101,018	98,766	96,367	93,596	90,606
Net assets	1,525,008	1,522,161	1,520,867	1,519,284	1,517,954	1,517,636	1,515,922	1,514,076	1,511,454	1,508,593
EQUITY										
Retained earnings	820,478	817,631	816,337	814,754	813,424	813,106	811,392	809,546	806,924	804,063
Revaluation reserves	704,530	704,530	704,530	704,530	704,530	704,530	704,530	704,530	704,530	704,530
Council equity interest	1,525,008	1,522,161	1,520,867	1,519,284	1,517,954	1,517,636	1,515,922	1,514,076	1,511,454	1,508,593
Total equity	1,525,008	1,522,161	1,520,867	1,519,284	1,517,954	1,517,636	1,515,922	1,514,076	1,511,454	1,508,593

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
	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	63,551	65,553	67,618	69,799	71,997	74,263	76,602	79,013	81,500	84,065
User charges and fees	17,747	18,483	19,248	19,999	20,850	21,747	22,694	23,681	24,687	25,670
Investment revenue and interest	3,112	2,996	2,949	2,977	2,973	3,007	2,993	2,957	2,859	2,944
Grants and contributions	22,783	17,944	17,787	18,114	18,447	18,787	17,910	18,263	18,613	19,081
Other	1,798	1,858	1,921	1,986	2,053	2,123	2,183	2,255	2,329	2,402
Internal transfers										
<i>Payments:</i>										
Employee benefits and on-costs	(34,949)	(36,009)	(37,135)	(38,423)	(39,736)	(41,087)	(42,470)	(43,917)	(45,416)	(47,009)
Materials & contracts	(35,219)	(38,156)	(37,300)	(38,433)	(39,223)	(39,566)	(41,018)	(42,495)	(43,802)	(45,211)
Borrowing costs	(6,199)	(6,083)	(5,994)	(5,890)	(5,771)	(5,631)	(5,493)	(5,326)	(5,142)	(5,130)
Other	(11,145)	(11,578)	(12,040)	(12,539)	(13,054)	(13,508)	(14,174)	(14,780)	(15,424)	(16,078)
Internal transfers	7,551	7,704	7,860	8,020	8,182	8,349	8,519	8,691	8,868	9,048
Net cash provided in operating activities	29,030	22,714	24,913	25,608	26,718	28,485	27,745	28,343	29,071	29,782
Cash flows from investing activities										
<i>Receipts:</i>										
Sale of investments										
Sale of infrastructure, property, plant & equipment	2,806	2,845	3,559	2,822	3,068	1,882	3,526	3,140	1,277	1,315
Sale of interests in joint ventures/associates										
Other										
<i>Payments:</i>										
Purchase of investments	(8,000)		(3,000)	(7,000)	(4,000)	(8,000)	(4,000)	(5,000)	(3,000)	(3,000)
Purchase of infrastructure property, plant & equipment	(28,854)	(24,127)	(23,705)	(20,564)	(23,951)	(19,395)	(25,593)	(23,577)	(24,861)	(25,235)
Purchase of real estate										
Purchase of interests in joint ventures/associates										
Other										
Other										
Net cash used in Investing activities	(34,048)	(21,281)	(23,146)	(24,742)	(24,883)	(25,513)	(26,067)	(25,436)	(26,584)	(26,920)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Cash flows from financing activities										
<i>Receipts:</i>										
Borrowings and advances	2,076	2,076	2,176	2,126	2,126	2,126	2,176	2,176	2,176	2,241
Other										
<i>Payments:</i>										
Borrowings and advances	(3,485)	(3,476)	(3,721)	(3,854)	(4,053)	(4,235)	(4,428)	(4,575)	(4,947)	(5,231)
Lease Liabilities										
Other										
Net cash provided by financing activities	(1,409)	(1,400)	(1,545)	(1,728)	(1,927)	(2,109)	(2,252)	(2,399)	(2,771)	(2,990)
Net increase/(decrease) in cash and cash equivalents	(6,427)	32	223	(862)	(92)	863	(573)	508	(284)	(128)
Cash and cash equivalents at beginning of reporting period	15,251	8,824	8,856	9,079	8,217	8,126	8,989	8,415	8,923	8,639
Cash and cash equivalents at end of reporting period	8,824	8,856	9,079	8,217	8,126	8,989	8,415	8,923	8,639	8,512

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
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates & Annual Charges	(4,374)	(4,750)	(5,299)	(5,860)	(6,454)	(7,087)	(7,916)	(8,811)	(9,740)	(10,032)
User Charges & Fees	(17,319)	(19,053)	(21,209)	(23,416)	(24,461)	(27,216)	(30,061)	(33,159)	(36,372)	(37,464)
Interest Received	(971)	(807)	(694)	(934)	(828)	(975)	(1,032)	(1,642)	(1,807)	(2,111)
Other Operating Revenues	(213)	(220)	(226)	(233)	(240)	(247)	(255)	(262)	(270)	(278)
Operating Contributions	0	0	0	0	0	0	0	0	0	0
Operating Grants	(492)	(507)	(522)	(538)	(554)	(570)	(587)	(605)	(623)	(642)
Capital Contributions	(3,958)	(4,007)	(4,033)	(4,085)	(5,282)	(6,514)	(6,550)	(8,411)	(8,471)	(8,725)
Capital Grants	(840)	0	0	0	0	0	0	0	0	0
	(28,167)	(29,343)	(31,984)	(35,065)	(37,820)	(42,610)	(46,401)	(52,890)	(57,283)	(59,251)
Expenditure										
Employee Costs	3,980	4,104	4,246	4,396	4,550	4,706	4,868	5,038	5,165	5,345
Borrowing Costs	4,726	4,609	4,536	4,445	4,347	4,243	4,155	4,000	3,882	957
Materials & Contracts	9,009	9,044	9,160	9,340	9,598	9,409	9,668	9,927	10,194	10,458
Depreciation	6,812	6,866	6,936	6,965	7,105	7,182	7,349	7,486	7,548	7,786
Other Expenses	1,748	1,938	2,149	2,382	2,644	2,930	3,256	3,612	4,031	4,427
	26,275	26,560	27,026	27,529	28,244	28,470	29,295	30,063	30,820	28,973
Net Operating Result	(1,892)	(2,783)	(4,958)	(7,536)	(9,576)	(14,140)	(17,105)	(22,827)	(26,463)	(30,278)
Capital Grants/Contributions	(4,798)	(4,007)	(4,033)	(4,085)	(5,282)	(6,514)	(6,550)	(8,411)	(8,471)	(8,725)
Net Operating Result before Capital Grants & Contributions	2,906	1,224	(925)	(3,451)	(4,294)	(7,626)	(10,555)	(14,416)	(17,992)	(21,553)

Attachment 10 - Funding Statement - Water Fund*Source and Application of Funds*

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	1,892	2,783	4,958	7,536	9,576	14,140	17,105	22,827	26,463	30,278
<i>Add Back non-funded items:</i>										
Depreciation	6,812	6,866	6,936	6,965	7,105	7,182	7,349	7,486	7,548	7,786
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	7,457	9,810	5,641	7,915	9,450	16,962	11,774	8,167	22,370	14,956
Transfers from Internally Restricted Cash	3,127	5,637	7,382	13,755	7,256	7,180	8,631	7,588	7,926	8,025
Proceeds from sale of assets										
Loan Funds Utilised	0	0	0	0	0	0	0	0	0	0
Repayments from Deferred Debtors										
Funds Available	19,288	25,096	24,917	36,171	33,387	45,464	44,860	46,068	64,307	61,046
<i>Funds were applied to:</i>										
Purchase and construction of assets	9,833	10,936	7,696	16,809	11,629	18,902	16,650	10,443	24,956	17,656
Repayment of principal on loans	1,068	1,185	1,258	1,349	1,447	1,552	1,640	1,794	1,912	2,051
Transfers to Externally Restricted Cash	3,666	3,652	3,549	3,458	4,557	5,515	5,216	6,969	5,728	5,900
Transfers to Internally Restricted Cash	4,720	9,323	12,414	14,556	15,755	19,496	21,355	26,862	31,710	35,438
Funds Used	19,288	25,096	24,917	36,171	33,387	45,464	44,860	46,068	64,307	61,046
<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
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	2,144	1,672	2,111	1,455	2,060	1,929	2,094	2,171	1,813	2,170
Investments	13,000	11,000	13,500	10,500	13,500	14,500	15,500	18,500	20,000	20,000
Receivables	7,118	7,118	7,118	7,118	7,118	7,118	7,118	7,118	7,118	7,118
Inventories	0	0	0	0	0	0	0	0	0	0
Other	13	13	13	13	13	13	13	13	13	13
Total current assets	22,275	19,803	22,742	19,086	22,691	23,560	24,725	27,802	28,944	29,301
Non-current assets										
Investments	3,000	3,000	3,000	3,000	3,000	3,000	8,000	23,000	29,000	47,000
Receivables	262	262	262	262	262	262	262	262	262	262
Infrastructure, property, plant and equipment	475,670	479,740	480,500	490,344	494,868	506,587	515,888	518,844	536,252	546,123
Investment property	746	746	746	746	746	746	746	746	746	746
Intangible assets	0	0	0	0	0	0	0	0	0	0
Total non-current assets	479,678	483,748	484,508	494,352	498,876	510,595	524,896	542,852	566,260	594,131
Total assets	501,953	503,550	507,250	513,438	521,567	534,156	549,621	570,654	595,205	623,432
LIABILITIES										
Current liabilities										
Payables	426	426	426	426	426	426	426	426	426	426
Borrowings	1,185	1,258	1,349	1,447	1,552	1,640	1,794	1,912	2,051	1,912
Provisions	0	0	0	0	0	0	0	0	0	0
Total current liabilities	1,611	1,684	1,775	1,873	1,978	2,066	2,220	2,338	2,477	2,338
Non-current liabilities										
Payables	0	0	0	0	0	0	0	0	0	0
Borrowings	65,743	64,485	63,136	61,689	60,137	58,498	56,704	54,792	52,741	50,829
Provisions	0	0	0	0	0	0	0	0	0	0
Total non-current liabilities	65,743	64,485	63,136	61,689	60,137	58,498	56,704	54,792	52,741	50,829
Total liabilities	67,355	66,169	64,911	63,562	62,115	60,563	58,924	57,130	55,218	53,167

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Net assets	434,598	437,381	442,339	449,876	459,452	473,592	490,697	513,524	539,987	570,265
EQUITY										
Retained earnings	184,133	186,916	191,874	199,411	208,987	223,127	240,232	263,059	289,522	319,800
Revaluation reserves	250,465	250,465	250,465	250,465	250,465	250,465	250,465	250,465	250,465	250,465
Council equity interest	434,598	437,381	442,339	449,876	459,452	473,592	490,697	513,524	539,987	570,265
Total equity	434,598	437,381	442,339	449,876	459,452	473,592	490,697	513,524	539,987	570,265

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
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	4,374	4,750	5,299	5,860	6,454	7,087	7,916	8,811	9,740	10,032
User charges and fees	17,409	19,146	21,305	23,514	24,563	27,321	30,169	33,270	36,486	37,581
Investment revenue and interest	971	807	694	934	828	975	1,032	1,642	1,807	2,111
Grants and contributions	5,290	4,513	4,555	4,623	5,835	7,085	7,137	9,016	9,094	9,367
Other	213	220	226	233	240	247	255	262	270	278
Internal transfers										
<i>Payments:</i>										
Employee benefits and on-costs	(3,980)	(4,104)	(4,246)	(4,396)	(4,550)	(4,706)	(4,868)	(5,038)	(5,165)	(5,345)
Materials & contracts	(5,338)	(5,299)	(5,339)	(5,444)	(5,623)	(5,354)	(5,532)	(5,708)	(5,890)	(6,068)
Borrowing costs	(4,726)	(4,609)	(4,536)	(4,445)	(4,347)	(4,243)	(4,155)	(4,000)	(3,882)	(957)
Other	(1,747)	(1,937)	(2,148)	(2,381)	(2,643)	(2,929)	(3,255)	(3,611)	(4,030)	(4,426)
Internal transfers	(3,762)	(3,839)	(3,917)	(3,996)	(4,077)	(4,160)	(4,245)	(4,331)	(4,419)	(4,509)
Net cash provided in operating activities	8,704	9,649	11,894	14,501	16,681	21,323	24,454	30,313	34,011	38,064
Cash flows from investing activities										
<i>Receipts:</i>										
Sale of investments		2,000		3,000						
Sale of infrastructure, property, plant & equipment										
Sale of interests in joint ventures/associates										
Other										
<i>Payments:</i>										
Purchase of investments	(13,000)		(2,500)		(3,000)	(1,000)	(6,000)	(18,000)	(7,500)	(18,000)
Purchase of infrastructure property, plant & equipment	(9,833)	(10,936)	(7,696)	(16,809)	(11,629)	(18,902)	(16,650)	(10,443)	(24,956)	(17,656)
Other										
Net cash used in Investing activities	(22,833)	(8,936)	(10,196)	(13,809)	(14,629)	(19,902)	(22,650)	(28,443)	(32,456)	(35,656)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from financing activities										
<i>Receipts:</i>										
Borrowings and advances	0	0	0	0	0	0	0	0	0	0
<i>Payments:</i>										
Borrowings and advances	(1,068)	(1,185)	(1,258)	(1,349)	(1,447)	(1,552)	(1,640)	(1,794)	(1,912)	(2,051)
Net cash provided by financing activities	(1,068)	(1,185)	(1,258)	(1,349)	(1,447)	(1,552)	(1,640)	(1,794)	(1,912)	(2,051)
Net increase/(decrease) in cash and cash equivalents	(15,198)	(473)	440	(656)	605	(131)	165	76	(357)	357
Cash and cash equivalents at beginning of reporting period	(5,497)	(20,696)	(21,168)	(20,729)	(21,385)	(20,780)	(20,911)	(20,746)	(20,669)	(21,027)
Cash and cash equivalents at end of reporting period	(20,696)	(21,168)	(20,729)	(21,385)	(20,780)	(20,911)	(20,746)	(20,669)	(21,027)	(20,670)

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
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates & Annual Charges	(22,138)	(23,696)	(25,659)	(27,670)	(30,010)	(32,606)	(35,467)	(38,917)	(42,540)	(45,462)
User Charges & Fees	(1,274)	(1,322)	(1,372)	(1,423)	(1,477)	(1,533)	(1,591)	(1,652)	(1,686)	(1,751)
Interest Received	(2,183)	(1,917)	(1,801)	(1,895)	(2,294)	(2,711)	(3,306)	(3,174)	(3,735)	(4,360)
Other Operating Revenues	(20)	(21)	(21)	(22)	(23)	(23)	(24)	(25)	(26)	(26)
Operating Contributions	0	0	0	0	0	0	0	0	0	0
Operating Grants	(468)	(482)	(497)	(512)	(527)	(543)	(559)	(576)	(593)	(611)
Capital Contributions	(1,902)	(1,925)	(1,938)	(1,963)	(2,538)	(3,130)	(3,147)	(4,042)	(4,070)	(4,193)
Capital Grants	0	0	0	0	0	0	0	0	0	0
	(27,985)	(29,362)	(31,288)	(33,485)	(36,869)	(40,546)	(44,094)	(48,385)	(52,651)	(56,404)
Expenditure										
Employee Costs	5,811	6,012	6,219	6,437	6,661	6,890	7,126	7,373	7,630	7,897
Borrowing Costs	2,494	2,389	2,291	2,211	2,124	2,030	1,928	1,761	1,588	1,467
Materials & Contracts	7,782	7,981	8,185	9,302	8,567	8,795	9,021	9,253	9,492	9,736
Depreciation	9,160	9,289	9,399	9,470	9,520	9,569	9,669	9,759	9,808	9,966
Other Expenses	2,119	2,337	2,578	2,841	3,140	3,465	3,828	4,221	4,667	5,127
	27,364	28,008	28,672	30,262	30,011	30,749	31,572	32,366	33,186	34,193
Net Operating Result	(620)	(1,355)	(2,616)	(3,224)	(6,857)	(9,797)	(12,523)	(16,018)	(19,465)	(22,211)
Capital Grants/Contributions	(1,902)	(1,925)	(1,938)	(1,963)	(2,538)	(3,130)	(3,147)	(4,042)	(4,070)	(4,193)
Net Operating Result before Capital Grants & Contributions	1,282	571	(678)	(1,260)	(4,319)	(6,667)	(9,375)	(11,977)	(15,395)	(18,018)

Attachment 14 - Funding Statement - Sewer Fund*Source and Application of Funds*

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	620	1,355	2,616	3,224	6,857	9,797	12,523	16,018	19,465	22,211
<i>Add Back non-funded items:</i>										
Depreciation	9,160	9,289	9,399	9,470	9,520	9,569	9,669	9,759	9,808	9,966
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	7,556	5,783	2,341	2,283	2,293	4,554	5,615	2,326	6,410	10,070
Transfers from Internally Restricted Cash	5,563	9,182	8,665	8,845	8,704	8,256	8,445	6,959	11,111	11,459
Proceeds from sale of assets										
Loan Funds Utilised	0	0	0	0	0	0	0	0	0	0
Repayments from Deferred Debtors										
Funds Available	22,899	25,609	23,021	23,821	27,375	32,176	36,253	35,062	46,793	53,705
<i>Funds were applied to:</i>										
Purchase and construction of assets	12,906	11,267	8,326	6,678	6,536	10,217	9,476	6,392	14,566	18,581
Repayment of principal on loans	3,102	3,049	2,606	2,686	2,772	2,867	2,969	1,417	1,491	1,612
Transfers to Externally Restricted Cash	753	763	763	776	1,360	1,851	1,850	2,219	1,602	1,650
Transfers to Internally Restricted Cash	6,139	10,530	11,327	13,681	16,706	17,241	21,957	25,034	29,135	31,862
Funds Used	22,899	25,609	23,021	23,821	27,375	32,176	36,253	35,062	46,793	53,705
<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
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	1,108	936	2,020	2,350	2,418	1,701	1,948	1,915	2,131	2,114
Investments	34,875	31,375	31,375	30,375	30,375	31,375	30,875	31,875	32,875	33,875
Receivables	3,196	3,196	3,196	3,196	3,196	3,196	3,196	3,196	3,196	3,196
Inventories	0	0	0	0	0	0	0	0	0	0
Other	16	16	16	16	16	16	16	16	16	16
Total current assets	39,195	35,523	36,607	35,937	36,005	36,288	36,035	37,002	38,218	39,201
Non-current assets										
Investments	13,000	13,000	13,000	17,000	24,000	30,000	40,000	57,000	69,000	80,000
Receivables	1,648	1,648	1,648	1,648	1,648	1,648	1,648	1,648	1,648	1,648
Infrastructure, property, plant and equipment	527,703	529,681	528,608	525,816	522,832	523,480	523,287	519,920	524,678	533,294
Investment property	471	471	471	471	471	471	471	471	471	471
Intangible assets	0	0	0	0	0	0	0	0	0	0
Total non-current assets	542,822	544,800	543,727	544,935	548,951	555,599	565,406	579,039	595,797	615,413
Total assets	582,017	580,323	580,334	580,872	584,957	591,887	601,440	616,042	634,016	654,614
LIABILITIES										
Current liabilities										
Payables	3,495	3,495	3,495	3,495	3,495	3,495	3,495	3,495	3,495	3,495
Borrowings	3,049	2,606	2,686	2,772	2,867	2,969	1,417	1,491	1,612	1,455
Provisions	514	514	514	514	514	514	514	514	514	514
Total current liabilities	7,058	6,615	6,695	6,781	6,876	6,978	5,426	5,500	5,621	5,464
Non-current liabilities										
Payables	0	0	0	0	0	0	0	0	0	0
Borrowings	33,945	31,339	28,654	25,881	23,015	20,045	18,628	17,137	15,525	14,070
Provisions	0	0	0	0	0	0	0	0	0	0
Total non-current liabilities	33,945	31,339	28,654	25,881	23,015	20,045	18,628	17,137	15,525	14,070
Total liabilities	41,003	37,954	35,348	32,663	29,890	27,024	24,054	22,637	21,146	19,534

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Net assets	541,014	542,369	544,986	548,209	555,067	564,863	577,386	593,405	612,870	635,081
EQUITY										
Retained earnings	204,457	205,812	208,429	211,652	218,510	228,306	240,829	256,848	276,313	298,524
Revaluation reserves	336,557	336,557	336,557	336,557	336,557	336,557	336,557	336,557	336,557	336,557
Council equity interest	541,014	542,369	544,986	548,209	555,067	564,863	577,386	593,405	612,870	635,081
Total equity	541,014	542,369	544,986	548,209	555,067	564,863	577,386	593,405	612,870	635,081

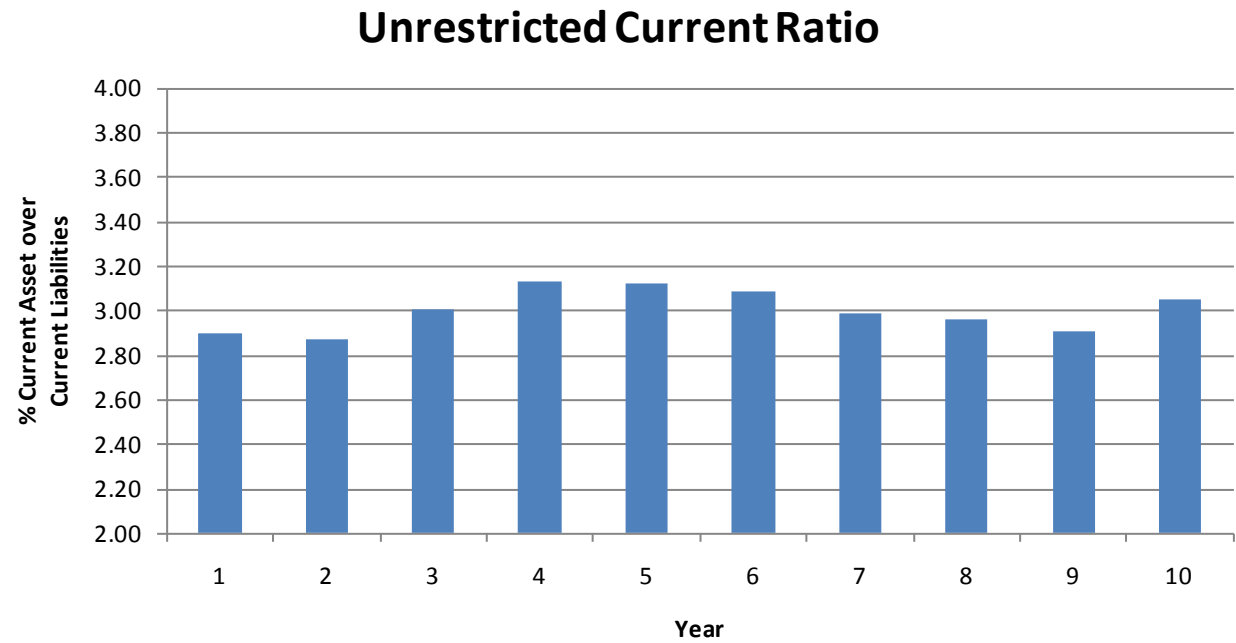
Attachment 16 - Cash Flow Statement - Sewer

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	22,138	23,696	25,659	27,670	30,010	32,606	35,467	38,917	42,540	45,462
User charges and fees	1,289	1,337	1,388	1,440	1,494	1,551	1,609	1,671	1,706	1,771
Investment revenue and interest	2,183	1,917	1,801	1,895	2,294	2,711	3,306	3,174	3,735	4,360
Grants and contributions	2,370	2,408	2,435	2,475	3,065	3,673	3,707	4,618	4,664	4,804
Other	20	21	21	22	23	23	24	25	26	26
Internal transfers										
<i>Payments:</i>										
Employee benefits and on-costs	(5,811)	(6,012)	(6,219)	(6,437)	(6,661)	(6,890)	(7,126)	(7,373)	(7,630)	(7,897)
Materials & contracts	(4,009)	(4,131)	(4,258)	(5,295)	(4,479)	(4,624)	(4,766)	(4,911)	(5,062)	(5,217)
Borrowing costs	(2,494)	(2,389)	(2,291)	(2,211)	(2,124)	(2,030)	(1,928)	(1,761)	(1,588)	(1,467)
Other	(2,119)	(2,337)	(2,578)	(2,841)	(3,140)	(3,465)	(3,828)	(4,221)	(4,667)	(5,127)
Internal transfers	(3,788)	(3,865)	(3,943)	(4,023)	(4,105)	(4,189)	(4,274)	(4,360)	(4,449)	(4,539)
Net cash provided in operating activities	9,780	10,644	12,016	12,694	16,377	19,366	22,192	25,777	29,273	32,177
Cash flows from investing activities										
<i>Receipts:</i>										
Sale of investments		3,500								
Sale of infrastructure, property, plant & equipment										
Sale of interests in joint ventures/associates										
Other										
<i>Payments:</i>										
Purchase of investments	(25,000)			(3,000)	(7,000)	(7,000)	(9,500)	(18,000)	(13,000)	(12,000)
Purchase of infrastructure property, plant & equipment	(12,906)	(11,267)	(8,326)	(6,678)	(6,536)	(10,217)	(9,476)	(6,392)	(14,566)	(18,581)
Other										
Net cash used in Investing activities	(37,906)	(7,767)	(8,326)	(9,678)	(13,536)	(17,217)	(18,976)	(24,392)	(27,566)	(30,581)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from financing activities										
<i>Receipts:</i>										
Borrowings and advances	0	0	0	0	0	0	0	0	0	0
<i>Payments:</i>										
Borrowings and advances	(3,102)	(3,049)	(2,606)	(2,686)	(2,772)	(2,867)	(2,969)	(1,417)	(1,491)	(1,612)
Net cash provided by financing activities	(3,102)	(3,049)	(2,606)	(2,686)	(2,772)	(2,867)	(2,969)	(1,417)	(1,491)	(1,612)
Net increase/(decrease) in cash and cash equivalents	(31,228)	(172)	1,084	330	69	(717)	247	(32)	216	(17)
Cash and cash equivalents at beginning of reporting period	(6,145)	(37,373)	(37,545)	(36,461)	(36,131)	(36,063)	(36,780)	(36,533)	(36,566)	(36,350)
Cash and cash equivalents at end of reporting period	(37,373)	(37,545)	(36,461)	(36,131)	(36,063)	(36,780)	(36,533)	(36,566)	(36,350)	(36,367)

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
2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
2.90	2.87	3.01	3.13	3.12	3.09	2.99	2.96	2.91	3.05



Attachment 18 - Capital Works

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2013/14 LTFP	2014/15 LTFP	2015/16 LTFP	2016/17 LTFP	2017/18 LTFP	2018/19 LTFP	2019/20 LTFP	2020/21 LTFP	2021/22 LTFP	2022/23 LTFP
Job/Project Number	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
A004 Information Technology 1.3.1	248	255	263	271	279	288	296	305	314	324
A0065. Software Maintenance	248	255	263	271	279	288	296	305	314	324
C003 Emergency Services 2.1.4	68	18	19	19	20	21	21	22	423	23
A0456. Pt Danger Lighthouse Asset Mgt	68	18	19	19	20	21	21	22	23	23
A2071. CP16 Works	0	0	0	0	0	0	0	0	400	0
C005 Civic Centres 1.3.1	0	2	2	2	2	2	2	2	3	3
A2120. Civic Centre-Murwillumbah	0	2	2	2	2	2	2	2	3	3
C006 Public Facilities 2.3.6	100	100	100	0	0	0	0	0	0	0
A2181. Budd Park toilet replacement	100	0	0	0	0	0	0	0	0	0
A2186. Faulks park toilet replacement	0	100	0	0	0	0	0	0	0	0
A2187. Faux Park Toilet Block replacement	0	0	100	0	0	0	0	0	0	0
C007 Community Buildings 2.3.6	246	991	0	0	991	0	1,500	985	0	0
A1562. Kingscliff Community Centre	0	0	0	0	0	0	1,500	0	0	0
A2455. S94 Comm Fac Shire Wide	246	991	0	0	991	0	0	985	0	0
C009 Libraries 2.1.3	0	0	0	0	0	0	0	0	4,153	4,277
A1624. Library extension Kingscliff	0	0	0	0	0	0	0	0	4,153	4,277
C022 Swimming Centres 2.3.6	4	4	4	4	5	5	5	5	5	5
A2750. Murwillumbah Swimming Pool	4	4	4	4	5	5	5	5	5	5
C027 Active Recreation 2.3.6	8,050	0	0	0	0	0	0	0	0	0
A4303. Barry Sheppard Sports Facility Capital works	50	0	0	0	0	0	0	0	0	0
Sportsfields Asset Maintenance	250	0	0	0	0	0	0	0	0	0
A4307. Cabarita Sports Club/Les Burger Capital works	250	0	0	0	0	0	0	0	0	0
Sportsfields Capital Works	7,750	0	0	0	0	0	0	0	0	0
A3156. Arkinstall Park Master Plan Implementation	7,750	0	0	0	0	0	0	0	0	0

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Job/Project Number	2013/14 LTFP	2014/15 LTFP	2015/16 LTFP	2016/17 LTFP	2017/18 LTFP	2018/19 LTFP	2019/20 LTFP	2020/21 LTFP	2021/22 LTFP	2022/23 LTFP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
C028 Passive Recreation 2.3.6	924	76	78	81	83	86	89	91	94	97
A3406. Knox Park playground and recreation area	250	0	0	0	0	0	0	0	0	0
A3407. McIlwraith Park upgrade	50	0	0	0	0	0	0	0	0	0
A3408. Wilsons park facilities	100	0	0	0	0	0	0	0	0	0
A3409. Park furniture replacement	100	0	0	0	0	0	0	0	0	0
Park Maintenance	74	76	78	81	83	86	89	91	94	97
A3047. Murwillumbah General	74	76	78	81	83	86	89	91	94	97
Parks Capital Works	350	0	0	0	0	0	0	0	0	0
A1625. Regional All Access Playground	350	0	0	0	0	0	0	0	0	0
E004 Traffic & Street Lighting 2.4.3	13	0	13	0	0	13	13	0	13	13
A5633. Sec 94 Bus Shelter Construction	13	0	13	0	0	13	13	0	13	13
E005 Stores/ Purchasing & Works Depots 1.3.1	50	52	53	55	56	58	60	61	63	65
A4917. Depot compliance/improvement expenditure	50	52	53	55	56	58	60	61	63	65
E010 Roads 2.4.3	9,080	9,289	9,105	9,379	9,665	9,958	9,035	9,345	9,664	9,993
Local roads maintenance	50	52	53	55	56	58	60	61	63	65
Local roads rehabilitation	5,314	4,313	3,669	5,018	5,984	6,165	5,127	5,318	5,516	5,719
Local roads resurfacing	1,621	1,671	1,722	1,775	1,830	1,886	1,944	2,003	2,065	2,128
Local roads upgrading	1,145	2,340	3,183	2,040	1,289	1,327	1,367	1,408	1,450	1,494
Regional Roads Rehabilitation	950	914	477	492	506	522	537	553	570	587
E011 Streetscape & furniture 2.4.3	26	27	28	29	30	31	32	33	34	35
Local roads miscellaneous	26	27	28	29	30	31	32	33	34	35
A4850. Car Parks	26	27	28	29	30	31	32	33	34	35
E012 Bridges 2.4.3	776	776	776	776	776	776	776	776	776	799
Bridges upgrading	776	776	776	776	776	776	776	776	776	799
A4509. Anthony's Bridge	776	776	0	0	0	0	0	0	0	0
A4514. Cudgen Creek Bridge	0	0	0	776	776	0	0	0	0	0
A4516. Bartletts Road cane drains	0	0	776	0	0	0	0	0	0	0

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Job/Project Number	2013/14 LTFP	2014/15 LTFP	2015/16 LTFP	2016/17 LTFP	2017/18 LTFP	2018/19 LTFP	2019/20 LTFP	2020/21 LTFP	2021/22 LTFP	2022/23 LTFP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
A4549. Bridges construction unallocated	0	0	0	0	0	776	776	776	776	799
E013 Drainage 2.3.5	1,607	1,623	1,640	1,658	1,676	1,999	2,323	1,855	2,058	2,121
Drainage miscellaneous	0	0	0	0	0	305	610	122	305	314
A4705. Sec 94 Drainage	0	0	0	0	0	305	610	122	305	314
Drainage rehabilitation	507	523	540	558	576	594	613	633	653	674
A1532. Stormwater drainage rehabilitation	507	523	540	558	576	594	613	633	653	674
Drainage upgrading	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,133
E014 Cycleways & Pedestrian Facilities 2.4.3	558	572	587	602	617	634	535	667	562	579
A1550. Footpaths rehabilitation	249	256	264	272	280	288	297	306	315	324
A4823. Cycleways construction s94	97	100	103	106	109	112	0	119	0	0
A5606. Pedestrian Facilities	80	80	80	80	80	80	80	80	80	82
A5608. Footpaths	132	136	140	144	149	153	158	162	167	172
E019 Tweed Roads Contribution Plan 2.4.3	0	3,654	1,400	0	1,800	0	1,950	700	0	0
A5219. Sec 94 TRCP Expenditure	0	3,654	1,400	0	1,800	0	1,950	700	0	0
G003 Domestic Waste Management Fee 2.3.4	598	616	634	653	673	693	714	735	758	780
A2563. DWM Capital Works	598	616	634	653	673	693	714	735	758	780
G004 Non-Domestic Waste 2.3.4	552	569	586	603	621	640	659	679	699	720
A2564. Non-DWM Capital Works	552	569	586	603	621	640	659	679	699	720
P001 Plant Administration 1.3.1	5,954	5,503	8,416	6,431	6,656	4,193	7,583	7,314	5,241	5,398
A4866. Plant purchases	5,954	5,503	8,416	6,431	6,656	4,193	7,583	7,314	5,241	5,398
S001 Sewer Mains 2.3.3	4,764	6,892	4,005	4,145	4,290	6,280	7,896	4,757	7,513	6,482
S002 Sewer Pumping Stations 2.3.3	3,502	3,162	1,999	1,702	1,386	1,046	658	681	1,411	1,460
S003 Sewer Treatment Plants 2.3.3	4,639	1,213	2,322	831	860	2,891	922	954	5,642	10,639
W001 Dams & Weirs 2.3.2	4,715	1,031	1,067	1,105	1,143	1,183	3,453	1,267	1,312	3,373
W002 Reservoirs 2.3.2	1,250	4,439	425	3,292	455	471	487	504	8,077	6,327
W003 Water Pumping Stations 2.3.2	604	502	230	804	496	254	3,452	273	6,342	292
W004 Water Mains 2.3.2	2,904	4,494	5,092	4,258	9,127	16,573	8,825	7,952	8,764	7,189

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Job/Project Number	2013/14 LTFP	2014/15 LTFP	2015/16 LTFP	2016/17 LTFP	2017/18 LTFP	2018/19 LTFP	2019/20 LTFP	2020/21 LTFP	2021/22 LTFP	2022/23 LTFP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
W005 Water Treatment 2.3.2	0	100	500	6,956	0	0	0	0	0	0
W006 Water Consumer Services 2.3.2	306	316	326	336	347	358	369	381	393	406
W007 Water Fund Management 2.3.2	54	55	57	59	60	62	64	66	68	70
	0	0	0	0	0	0	0	0	0	0
Grand Total	51,593	46,330	39,727	44,052	42,116	48,514	51,719	40,412	64,383	61,473

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
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
General Fund Rates	O	+2.00%	982	1,013	1,046	1,079	1,114	1,149	1,186	1,224	1,263	1,304
	A		50,568	52,186	53,856	55,580	57,359	59,194	61,089	63,044	65,061	67,143
	W	-1.00%	(491)	(507)	(523)	(540)	(557)	(575)	(593)	(612)	(632)	(652)
User Charges & Fees (non statutory)	O	+1.00%	346	370	398	427	445	480	517	557	597	617
	A		36,295	38,812	41,781	44,789	46,738	50,444	54,292	58,436	62,689	64,826
	W	-2.00%	(691)	(739)	(796)	(853)	(890)	(961)	(1,034)	(1,113)	(1,194)	(1,235)
Interest Received	O	+2.00%	2,088	1,907	1,815	1,935	2,032	2,231	2,444	2,591	2,800	3,139
	A		6,265	5,720	5,444	5,805	6,095	6,692	7,332	7,773	8,401	9,416
	W	-2.00%	(2,088)	(1,907)	(1,815)	(1,935)	(2,032)	(2,231)	(2,444)	(2,591)	(2,800)	(3,139)
Employee Costs	O	-1.00%	(432)	(446)	(460)	(476)	(492)	(509)	(526)	(544)	(562)	(582)
	A		44,740	46,124	47,601	49,256	50,947	52,683	54,464	56,328	58,211	60,251
	W	+0.50%	216	223	230	238	246	255	263	272	281	291
Borrowing Costs	O	-2.00%	(133)	(175)	(216)	(260)	(302)	(345)	(387)	(431)	(474)	(518)
	A		13,418	13,080	12,822	12,546	12,242	11,903	11,575	11,087	10,613	7,554
	W	+2.00%	133	175	216	260	302	345	387	431	474	518
Materials & Contracts	O	-1.00%	(442)	(471)	(465)	(487)	(489)	(492)	(509)	(527)	(543)	(560)
	A		45,481	48,556	47,895	50,200	50,382	50,632	52,436	54,266	55,941	57,718
	W	+1.00%	442	471	465	487	489	492	509	527	543	560

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
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Rates										
Residential - minimum	\$972.20	\$1,003.31	\$1,035.42	\$1,068.55	\$1,102.74	\$1,138.03	\$1,174.45	\$1,212.03	\$1,250.82	\$1,290.84
Waste Management										
Garbage charge	\$279.25	293.21	307.87	323.27	332.96	342.95	353.24	363.84	374.75	386.00
Landfill management charge	\$45.70	47.99	50.38	52.90	54.49	56.13	57.81	59.54	61.33	63.17
Greenwaste collection charge x 1	\$54.00	56.70	59.54	62.51	64.39	66.32	68.31	70.36	72.47	74.64
	\$378.95	\$397.90	\$417.79	\$438.68	\$451.84	\$465.40	\$479.36	\$493.74	\$508.55	\$523.81
Sewer Access Charge	\$691.00	\$732.00	\$782.00	\$832.00	\$887.00	\$944.00	\$1,006.00	\$1,076.00	\$1,147.00	\$1,204.35
Water Access Charge										
20mm service	\$138.00	\$148.00	\$163.00	\$178.00	\$193.00	\$208.00	\$228.00	\$248.00	\$268.00	\$281.40
Water Volumetric										
@ 200 KI	\$450.00	\$490.00	\$540.00	\$590.00	\$640.00	\$700.00	\$760.00	\$820.00	\$880.00	\$924.00
Water Volumetric /KI	\$2.25	\$2.45	\$2.70	\$2.95	\$3.20	\$3.50	\$3.80	\$4.10	\$4.40	\$4.62
Total for a Residential Property (Minimum)	\$2,630.15	\$2,771.21	\$2,938.21	\$3,107.23	\$3,274.59	\$3,455.43	\$3,647.81	\$3,849.77	\$4,054.37	\$4,224.40

Attachment 21

ASSET MANAGEMENT FUNDING - General Fund

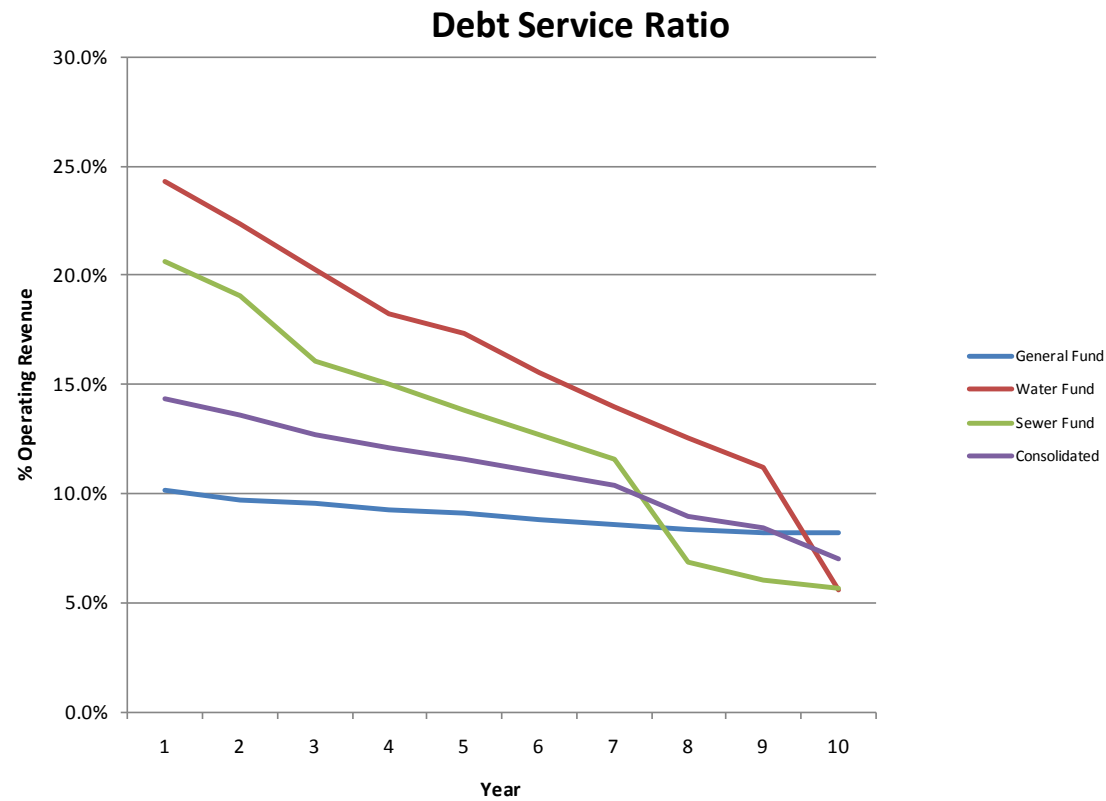
	Year 1 2011/12	Year 2 2012/13	Year 3 2013/14	Year 4 2014/15	Year 5 2015/16	Year 6 2016/17	Year 7 2017/18	Year 8 2018/19	Year 9 2019/20	Year 10 2020/21
Funding Provided										
Transport	13,161,820	13,902,010	13,647,114	14,023,267	14,406,861	14,797,924	15,196,647	15,603,187	16,018,004	16,441,076
Drainage	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 Open Space	915,252	916,125	936,016	956,834	977,856	999,092	1,020,566	1,042,606	1,064,218	1,086,823
	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 Open Space	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
	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

The asset management plans are updated on a rolling program as shown on page 36 – the above figures were derived from 2011/12 calculations.

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.

Attachment 22

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Financial Goals	Goals
General Fund	10.1%	9.7%	9.6%	9.3%	9.1%	8.8%	8.6%	8.3%	8.2%	8.2%	10.0%	10%
Water Fund	24.3%	22.4%	20.2%	18.2%	17.3%	15.5%	14.0%	12.6%	11.2%	5.6%	25.0%	25%
Sewer Fund	20.7%	19.1%	16.1%	15.0%	13.8%	12.7%	11.6%	6.9%	6.0%	5.6%	25.0%	25%
Consolidated	14.37%	13.59%	12.69%	12.06%	11.58%	10.95%	10.36%	8.93%	8.41%	7.00%	15.00%	15%





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