



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 is relatively 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

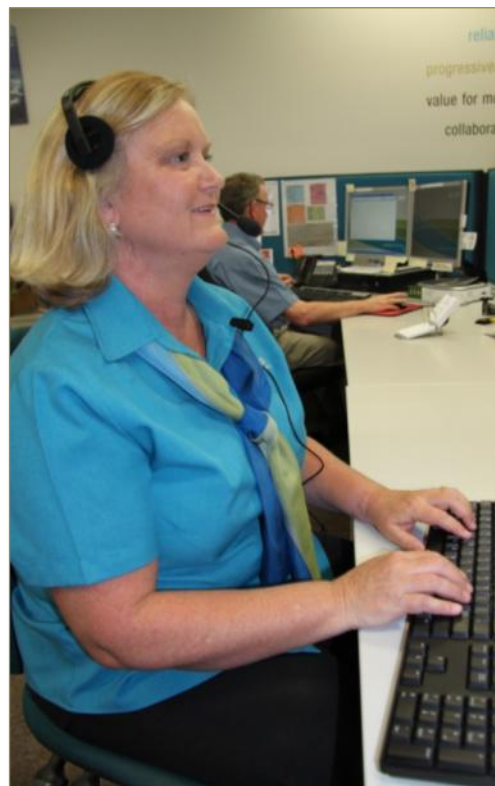
Affordability, speed and flexibility have been identified as critical factors for Council's future success. In particular, the capacity to redirect resources to highest value community uses will be essential in the highly turbulent and uncertain environment in which Council operates.

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 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

As part of this program of locating services where they can be easily accessed by the community, Council has purchased the Southern Cross University building adjacent to the Tweed Civic Centre. This facility will allow for the expansion of service delivery at Tweed Heads as well as providing for income generation through the commercial lease of space not directly required by Council.

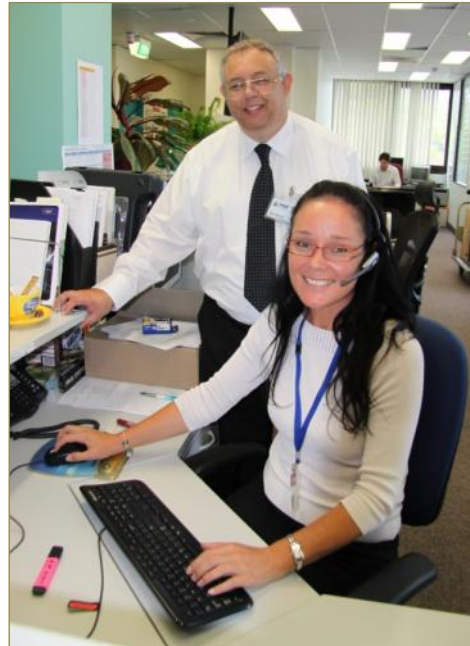
Program delivery staff (whose 'customer' is the whole community) will continue to be centrally located in order to achieve a coordinated and integrated approach and a critical mass of expertise.

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, Health and Wellbeing Leave, a 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 manage resource deployment 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
- 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 2.78 per cent, Council has achieved the Commonwealth Government's Aboriginal Employment target for 2015 of 2.7 per cent.

To assist in further strengthening Indigenous employment 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 introduced a work placement program for disabled job seekers and is exploring opportunities for targeted disability positions.

Council also participates in the Federal Governments work for the dole program.

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

Work Health and Safety (WHS) Risk Management is a priority management issue.

Council's commitment in this area is reflected in the establishment of:

- 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.
- 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 of Council's WHS Management System to the Australian Standard 4801.
- repositioning of Council's WHS system to achieve compliance with the requirements of the new Work Health and Safety Act.

These strategies have resulted in a significant reduction in workplace incidents and lost time injury events and workers compensation premiums, establishing a safer work environment for all.

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,
- 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 internal impact of the 2008 economic downturn from an organisational resourcing perspective was largely positive. 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 improves Council may 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 the focus will be on:

- 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 on an international, national, state and local level occur from time to time 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 at times effectively prices 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
- 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 increasing the age of retirement, Council's workforce is progressively ageing. Currently, 53 employees or 8 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 68 per cent of Council's workforce is currently aged between 40 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 has developed 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 72 per cent of total staff, 77 per cent of supervisors and professionals and 71% 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 3 per cent of Council's workforce as opposed to 16 per cent of the shire wide workforce. Similarly, only 1.5 per cent of Council's workforce has a declared disability and only six per cent work part time.

In contrast 2.78 per cent of Council's work force identifies as being of Aboriginal or Torres Strait Islander descent exceeding the State Government's aboriginal employment target of two per cent and meeting the Commonwealth Government's 2015 target of 2.7 per cent.

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
- participation in the Titan's for Tomorrow Indigenous Youth Empowerment Program
- 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
- establishment of designated Indigenous and Disability employment positions.



3.2.3 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.

3.2.4 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.

3.2.5 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.

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3.2.6 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.

3.2.7 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.

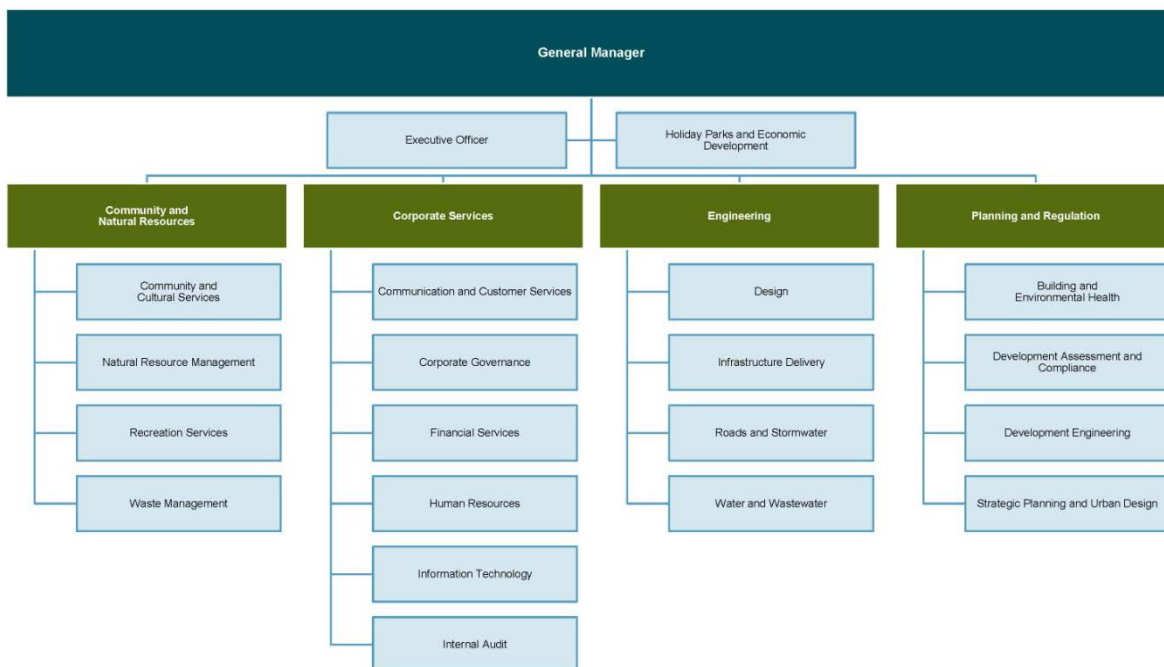
An increasing population also places additional demands on administration resources in areas such as revenue, financial services, planning and engineering and in turn support areas like human resources and information technology. These demands can be resourced through the employment of additional staff, 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.

Ongoing community consultation will continue to inform Council's strategic direction and this Workforce Management Plan.

Organisational structure

Direct reports to directors and supervisors under third level management | March 2015



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
- fairness and transparency in resolving conflict and disputes
- willingness to partner with other
- 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.



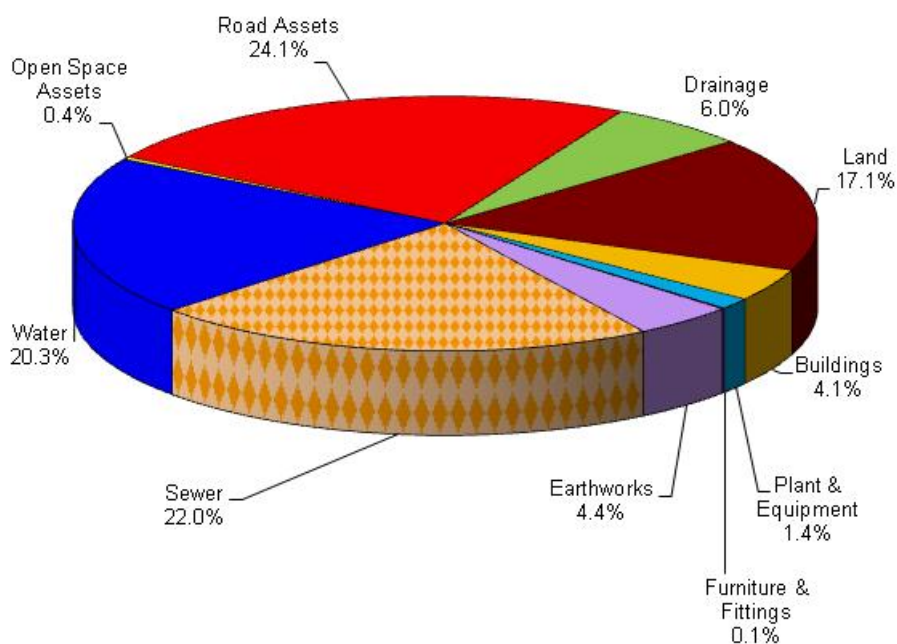
Asset Lifecycle Diagram

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				

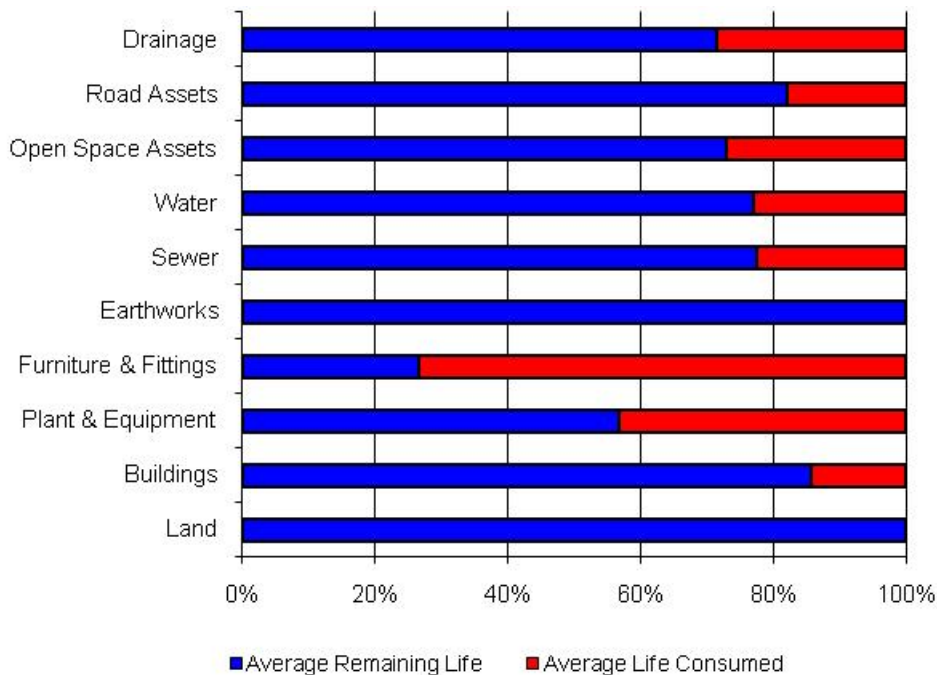
Health of Asset Stock

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.

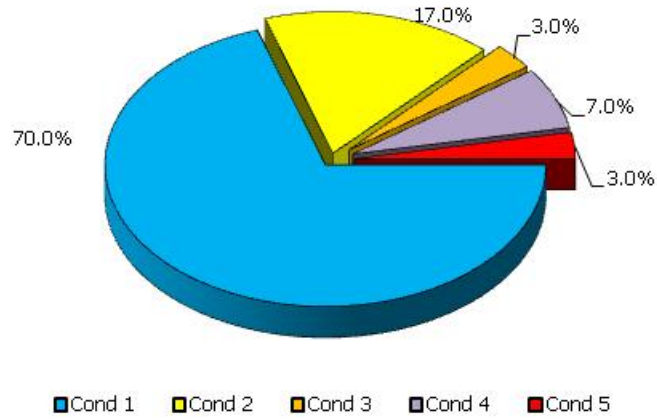
Condition Scoring Table

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.

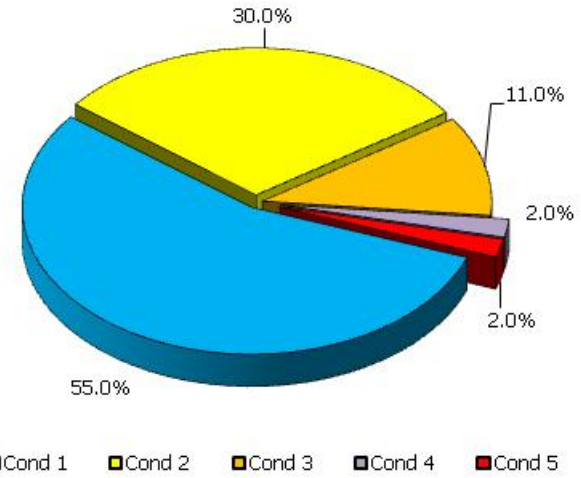
The descriptions in the Condition Scoring Table are a general guide to help understand the meaning of each condition score. In practise, the condition score for an asset is determined by a range of measures and indicators that vary for each asset category.



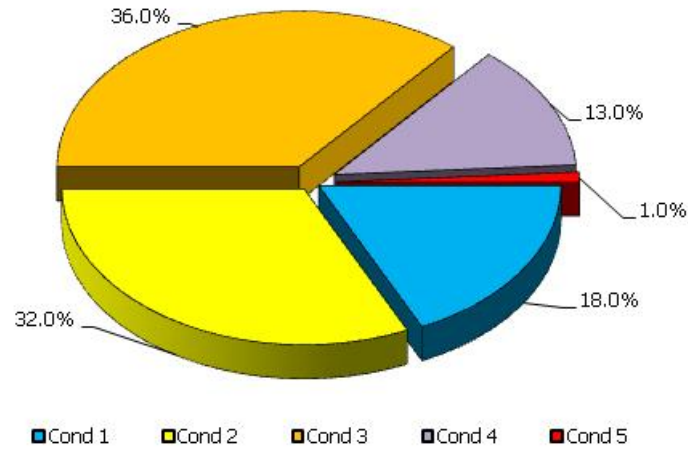
Distribution of Sealed Road Pavement Condition



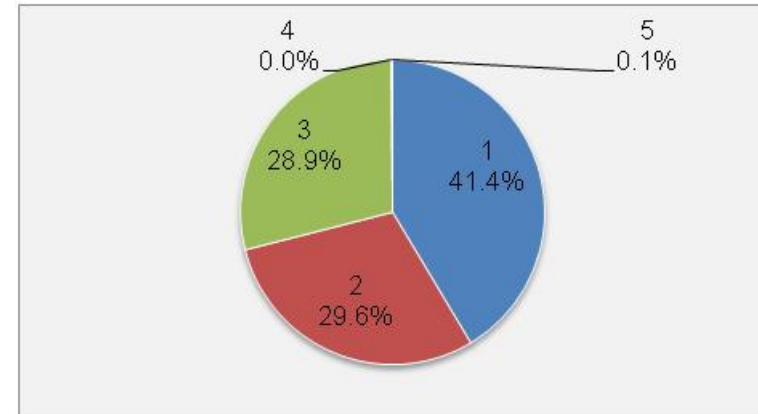
Distribution of Sealed Road Surface Condition



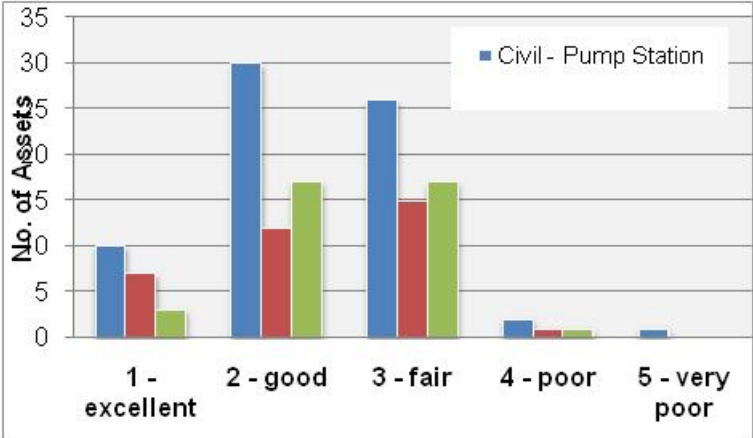
Distribution of Building Portfolio Condition



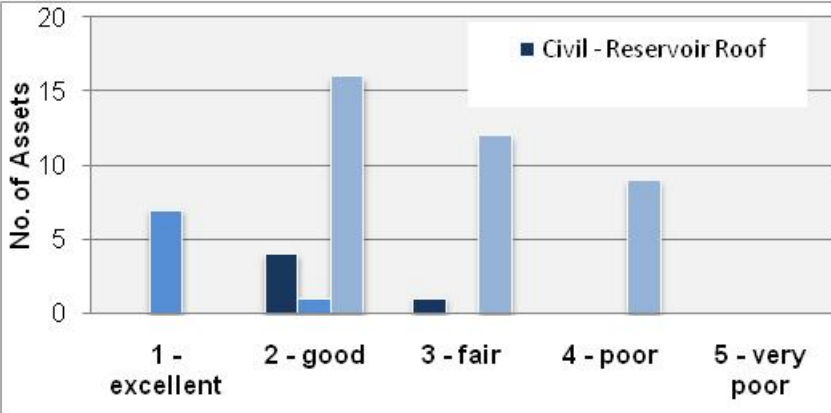
Water Pipeline Condition Profile (by % of total Length)



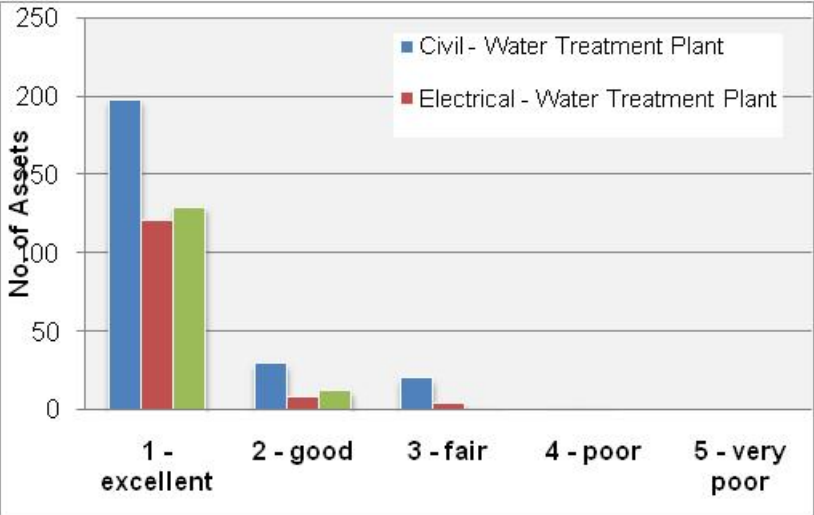
Water Pumping Stations Overall Condition Profile



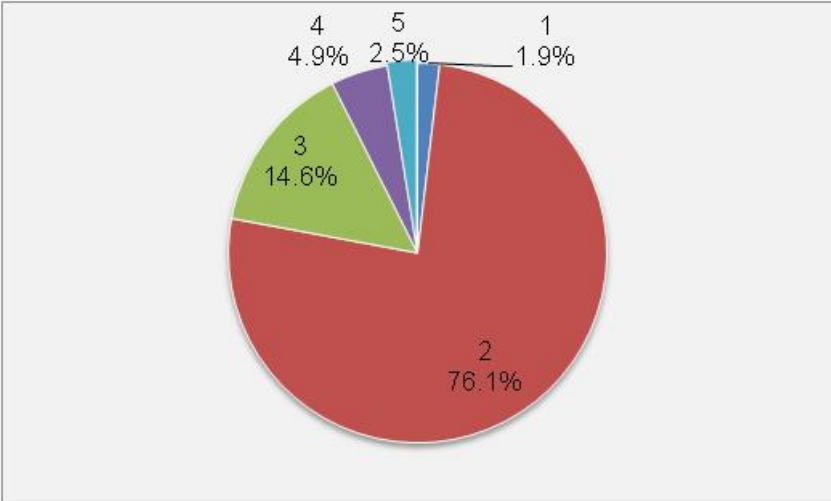
Reservoirs Overall Condition Profile

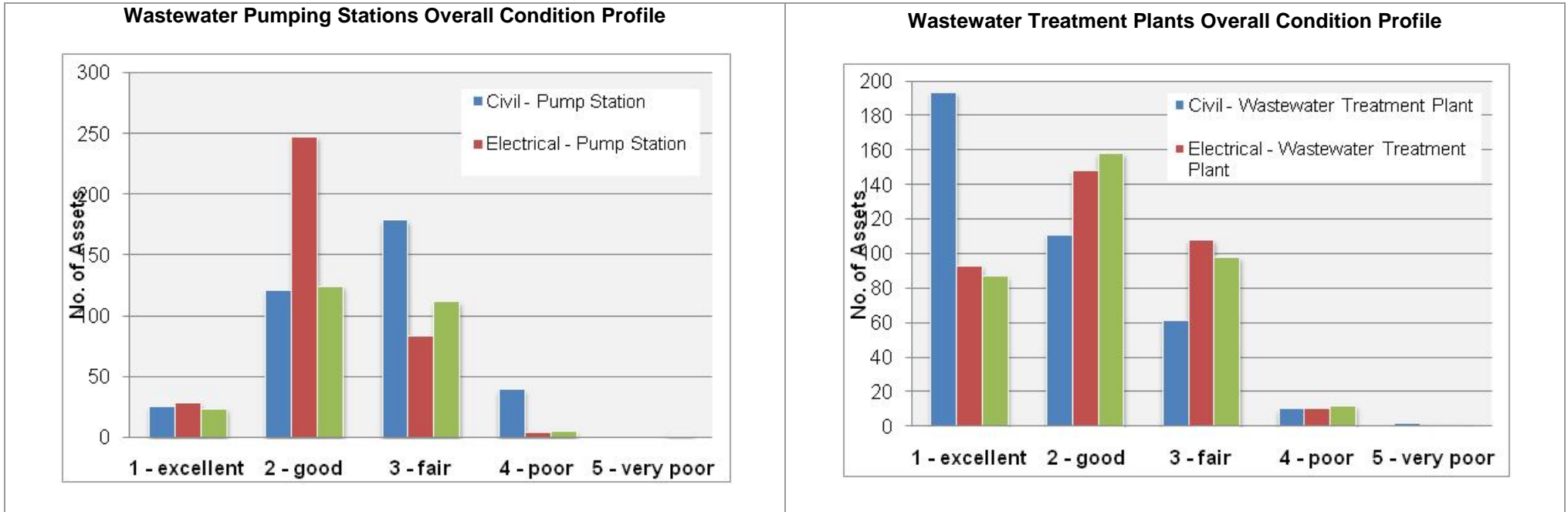


Water Treatment Plants Overall Condition Profile



Sewer Pipeline Condition Profile by % of total



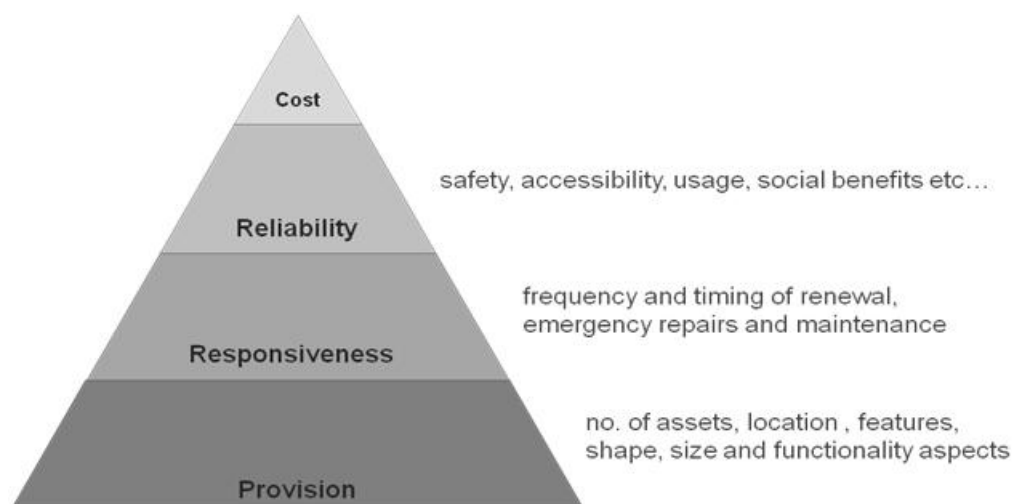


The condition assessments, valuations and updating of Asset Management Plans are undertaken by major asset category on a rolling program as follows:

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 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	915,252	916,125	936,016	956,834	977,856	999,092	1,020,566	1,042,606	1,064,218	1,086,823
Open Space	4,151,104	4,213,244	4,321,104	4,434,871	4,549,791	4,665,856	4,783,115	4,902,192	5,021,457	5,143,291
Total Funding	20,336,376	21,022,178	20,922,161	21,459,430	22,006,186	22,562,496	23,128,633	23,705,730	24,291,648	24,890,182
Asset Management Plans (AMP)										
Transport	18,138,000	18,705,000	19,288,000	19,890,000	20,509,000	21,147,000	21,803,000	22,480,000	23,177,000	23,872,310
Drainage	4,203,000	4,173,000	4,302,000	4,434,000	4,565,000	4,705,000	4,844,000	4,993,000	5,140,000	5,294,200
Buildings	4,675,000	4,707,000	4,777,000	4,736,000	4,867,000	4,863,000	4,940,000	4,998,000	5,108,000	5,261,240
Open Space	3,926,000	3,967,000	4,086,000	4,208,000	4,335,000	4,465,000	4,753,000	4,816,000	4,879,000	5,025,370
Total	30,942,000	31,552,000	32,453,000	33,268,000	34,276,000	35,180,000	36,340,000	37,287,000	38,304,000	39,453,120
Shortfall	10,605,624	10,529,822	11,530,839	11,808,570	12,269,814	12,617,504	13,211,367	13,581,270	14,012,352	14,562,938

The asset management plans are updated on a rolling program. 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.

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

Rates and Annual Charges	<p>Rate pegging (set by IPART) at 2.4%, plus 0.5% growth in assessable properties for year 1 and 2 (2015/16, 2016/17); 2.5% rate pegging plus 0.5% growth for years 4 to 10.</p> <p>Water Access Charges are predicted to increase between \$6.98 and \$17.80 for each of the 10 years.</p> <p>Sewer Access Charges are predicted to increase between \$50 and \$79 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 25c/kl and 30c/kl for each of the 10 years.</p> <p>Other fees and charges to increase by 5% per annum.</p>
Interest received	Interest on investments estimated at 3.5 per cent.
Other revenues	Other revenues to increase by 5% per annum.
Operating Grants and Contributions	<p>Financial Assistance grant 0% years 1 and 2, and to increase by 1 per cent per annum from year 3 (2017/18)</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 annum.</p> <p>Projects funded from Section 94 plans will commence only when the relevant plan/s have accumulated sufficient funds. The projection of Section 94 receipts is highly uncertain due to the unpredictable timing of developments.</p> <p>Section 64 fees are based on predicted population increases used in the calculation of Developer Services Plan charges.</p>

Income Statement - Expenditure

Employee benefits and on-costs	Employee costs to increase by 3 per cent for year 1 (2015/16), 3.1% in year 2, and 3.3% per annum thereafter. Based on known and expected award increases for the next year.										
Borrowing Costs	<p>Interest rate for new borrowings predicted to be 6%.</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 border="0" style="margin-left: 40px;"> <thead> <tr> <th style="text-align: left;">General</th> <th style="text-align: right;">Annual</th> </tr> </thead> <tbody> <tr> <td>Public Toilets</td> <td style="text-align: right;">\$100,000</td> </tr> <tr> <td>Bridges</td> <td style="text-align: right;">\$776,000</td> </tr> <tr> <td>Drainage</td> <td style="text-align: right;">\$1,100,000</td> </tr> <tr> <td>Flood Mitigation</td> <td style="text-align: right;">\$100,000 to \$200,000</td> </tr> </tbody> </table>	General	Annual	Public Toilets	\$100,000	Bridges	\$776,000	Drainage	\$1,100,000	Flood Mitigation	\$100,000 to \$200,000
General	Annual										
Public Toilets	\$100,000										
Bridges	\$776,000										
Drainage	\$1,100,000										
Flood Mitigation	\$100,000 to \$200,000										
Materials and Contracts	<p>Materials, contracts, and other costs to increase by 3 per cent per annum based on recent CPI.</p> <p>Postage to increase by 7% in 2015/16</p>										
Plant Hire (Council's own fleet)	Costs to increase by 3.2 per cent per annum.										
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 2 per cent per annum.</p> <p>Insurance premiums (excluding workers compensation) to increase by 2 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
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates & Annual Charges	98,086	103,282	107,759	112,690	118,006	123,697	130,917	136,837	143,172	149,421
User Charges & Fees	41,375	45,020	46,772	50,245	53,853	57,611	62,294	65,678	69,272	72,938
Interest Received	7,751	8,449	10,042	10,948	11,839	12,958	13,963	16,313	16,942	15,309
Other Operating Revenues	1,875	1,960	2,049	2,142	2,239	2,341	2,448	2,560	2,677	2,800
Operating Grants & Contributions	16,273	16,164	16,341	16,581	16,827	17,078	17,334	17,596	17,864	18,068
Capital Grants & Contributions	9,750	24,743	6,074	8,446	8,052	9,517	27,092	5,037	7,839	9,020
	175,111	199,617	189,036	201,052	210,816	223,202	254,048	244,022	257,767	267,556
Expenditure										
Employee Costs	51,595	53,174	54,911	56,698	58,555	60,473	62,454	64,499	66,612	68,794
Borrowing Costs	12,977	12,639	12,278	11,882	11,502	11,021	10,560	10,043	9,491	8,951
Materials & Contracts	48,282	50,694	50,750	52,096	53,922	55,859	57,112	59,064	60,728	62,891
Depreciation	42,058	42,940	43,768	44,577	45,395	46,418	47,582	48,602	49,660	51,276
Other Expenses	15,293	15,721	16,161	16,613	17,079	17,559	18,052	18,560	19,083	19,621
	170,205	175,168	177,869	181,866	186,453	191,330	195,760	200,768	205,573	211,533
Net Operating Result	4,906	24,449	11,167	19,186	24,363	31,871	58,289	43,254	52,193	56,023
Capital Grants/Contributions	9,750	24,743	6,074	8,446	8,052	9,517	27,092	5,037	7,839	9,020
Net Operating Result before Capital Grants & Contributions	(4,844)	(295)	5,093	10,740	16,311	22,355	31,197	38,217	44,354	47,003

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
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	4,906	24,449	11,167	19,186	24,363	31,871	58,289	43,254	52,193	56,023
<i>Add Back non-funded items:</i>										
Depreciation	42,058	42,940	43,768	44,577	45,395	46,418	47,582	48,602	49,660	51,276
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	9,911	13,292	7,367	19,587	14,555	19,186	26,869	24,724	44,713	69,653
Transfers from Internally Restricted Cash	10,382	7,842	10,653	5,007	13,620	12,937	16,495	17,199	39,103	35,676
Proceeds from sale of assets	3,559	2,822	3,068	1,882	3,526	3,140	1,277	1,315	1,355	1,395
Loan Funds Utilised	1,976	1,976	1,976	2,126	2,176	2,176	2,176	2,176	2,176	2,176
Repayments from Deferred Debtors	0	0	0	0	0	0	0	0	0	0
Funds Available	72,792	93,321	77,999	92,365	103,635	115,730	152,687	137,270	189,200	216,199
<i>Funds were applied to:</i>										
Purchase and construction of assets	31,144	30,546	28,213	33,347	39,854	49,412	53,152	50,690	93,466	113,982
Repayment of principal on loans	7,731	8,047	8,443	8,837	7,553	7,982	8,548	9,209	9,404	9,504
Transfers to Externally Restricted Cash	7,490	23,755	5,039	7,411	8,771	10,230	27,767	5,702	8,494	9,669
Transfers to Internally Restricted Cash	26,428	30,974	36,304	42,769	47,456	48,105	63,220	71,669	77,835	83,044
Funds Used	72,792	93,321	77,999	92,365	103,635	115,730	152,687	137,270	189,200	216,199
Increase/(Decrease) in Available Working Capital	0	0	0	0	0	0	0	0	0	0

Attachment 3 -Balance Sheet - Consolidated

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	10,259	18,080	19,000	19,000	19,000	19,000	19,000	19,000	18,000	18,000
Investments	96,269	118,052	133,717	149,963	168,553	185,785	222,188	246,878	244,644	229,186
Receivables	25,696	28,050	29,300	31,547	33,782	36,182	39,387	41,677	43,691	45,572
Inventories	961	993	1,009	1,043	1,079	1,118	1,140	1,179	1,209	1,256
Other	931	962	978	1,009	1,042	1,077	1,100	1,136	1,165	1,207
Total current assets	134,117	166,137	184,004	202,561	223,456	243,163	282,815	309,870	308,709	295,220
Non-current assets										
Investments	62,175	65,639	72,845	81,836	91,038	99,663	109,698	120,330	126,256	129,555
Receivables	2,252	2,317	2,383	2,451	2,522	2,596	2,676	2,755	2,837	2,914
Infrastructure, property, plant and equipment	2,762,416	2,747,199	2,728,575	2,715,463	2,706,397	2,706,250	2,710,543	2,711,316	2,753,768	2,815,079
Investment property	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-	-
Other	2	2	2	2	2	2	2	2	2	2
Total non-current assets	2,826,845	2,815,157	2,803,805	2,799,752	2,799,959	2,808,511	2,822,919	2,834,403	2,882,864	2,947,550
Total assets	2,960,962	2,981,295	2,987,809	3,002,313	3,023,415	3,051,674	3,105,734	3,144,273	3,191,572	3,242,771
LIABILITIES										
Current liabilities										
Payables	14,947	15,383	15,630	16,040	16,483	16,949	17,307	17,780	18,210	18,745
Borrowings	8,047	8,443	8,837	7,553	7,982	8,548	9,209	9,404	9,504	8,676
Provisions	19,113	20,302	21,530	22,798	24,108	25,461	26,859	28,303	29,795	31,335
Total current liabilities	42,106	44,129	45,997	46,391	48,573	50,958	53,374	55,487	57,508	58,756

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Non-current liabilities										
Payables	405	405	405	405	405	405	405	405	405	405
Borrowings	170,558	164,091	157,230	151,802	145,996	139,624	132,591	125,363	118,035	111,535
Provisions	6,018	6,348	6,688	7,040	7,403	7,778	8,166	8,566	8,980	9,407
Total non-current liabilities	176,982	170,844	164,323	159,247	153,804	147,807	141,162	134,334	127,420	121,346
Total liabilities	219,088	214,972	210,320	205,638	202,377	198,765	194,536	189,821	184,928	180,103
Net assets	2,741,874	2,766,322	2,777,489	2,796,675	2,821,038	2,852,909	2,911,198	2,954,451	3,006,645	3,062,668
EQUITY										
Retained earnings	1,250,725	1,275,173	1,286,340	1,305,526	1,329,889	1,361,760	1,420,049	1,463,302	1,515,496	1,571,519
Revaluation reserves	1,491,149	1,491,149	1,491,149	1,491,149	1,491,149	1,491,149	1,491,149	1,491,149	1,491,149	1,491,149
Council equity interest	2,741,874	2,766,322	2,777,489	2,796,675	2,821,038	2,852,909	2,911,198	2,954,451	3,006,645	3,062,668
Total equity	2,741,874	2,766,322	2,777,489	2,796,675	2,821,038	2,852,909	2,911,198	2,954,451	3,006,645	3,062,668

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
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
Receipts:										
Rates and annual charges	97,806	102,915	107,434	112,336	117,626	123,293	130,415	136,415	142,722	148,981
User charges and fees	40,309	43,456	46,240	48,812	52,368	56,068	60,279	64,383	67,890	71,505
Investment revenue and interest	7,547	7,928	9,662	10,508	11,387	12,525	13,293	15,762	16,782	15,319
Grants and contributions	26,827	40,991	22,403	25,012	24,941	26,579	44,410	22,617	25,687	27,075
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	2,023	2,036	2,114	2,208	2,330	2,412	2,521	2,635	2,755	2,886
Payments:										
Employee benefits and on-costs	(50,123)	(51,656)	(53,343)	(55,078)	(56,882)	(58,745)	(60,668)	(62,655)	(64,707)	(66,826)
Materials & contracts	(50,120)	(50,434)	(50,654)	(51,875)	(53,676)	(55,599)	(56,933)	(58,802)	(60,502)	(62,591)
Borrowing costs	(12,989)	(12,653)	(12,293)	(11,897)	(11,518)	(11,038)	(10,579)	(10,065)	(9,513)	(8,972)
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(15,293)	(15,721)	(16,161)	(16,613)	(17,079)	(17,559)	(18,052)	(18,560)	(19,083)	(19,621)
Net cash provided in operating activities	45,986	66,862	55,403	63,413	69,497	77,936	104,684	91,730	102,032	107,756
Cash flows from investing activities										
Receipts:										
Sale of investments	0	0	0	0	0	0	0	0	11,577,801	41,642,426
Sale of infrastructure, property, plant & equipment	3,559	2,822	3,068	1,882	3,526	3,140	1,277	1,315	1,355	1,395
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of investments	(7,387)	(25,247)	(22,871)	(25,236)	(27,792)	(25,858)	(46,437)	(35,323)	(15,270)	(29,483)
Purchase of infrastructure property, plant & equipment	(31,144)	(30,546)	(28,213)	(33,347)	(39,854)	(49,412)	(53,152)	(50,690)	(93,466)	(113,982)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash used in Investing activities	(34,972)	(52,971)	(48,016)	(56,701)	(64,120)	(72,130)	(98,312)	(84,698)	(95,804)	(100,428)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from financing activities										
Receipts:										
Borrowings and advances	1,976	1,976	1,976	2,126	2,176	2,176	2,176	2,176	2,176	2,176
Other										
Payments:										
Borrowings and advances	(7,731)	(8,047)	(8,443)	(8,837)	(7,553)	(7,982)	(8,548)	(9,209)	(9,404)	(9,504)
Lease Liabilities										
Other										
Net cash provided by financing activities	(5,755)	(6,071)	(6,467)	(6,711)	(5,377)	(5,806)	(6,372)	(7,033)	(7,228)	(7,328)
Net increase/(decrease) in cash and cash equivalents	5,259	7,821	920	(0)	0	(0)	-	(0)	(1,000)	0
Cash and cash equivalents at beginning of reporting period	5,000	10,259	18,080	19,000	19,000	19,000	19,000	19,000	19,000	18,000
Cash and cash equivalents at end of reporting period	10,259	18,080	19,000	19,000	19,000	19,000	19,000	19,000	18,000	18,000

Attachment 5 - Income Statement - General Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates & Annual Charges	67,629	69,604	71,692	73,843	76,058	78,340	80,690	83,111	85,604	88,172
User Charges & Fees	19,270	20,153	21,081	22,055	23,078	24,151	25,279	26,463	27,706	28,919
Interest Received	3,837	3,954	4,007	4,108	4,192	4,294	4,367	4,472	4,579	4,708
Other Operating Revenues	1,594	1,667	1,743	1,822	1,906	1,993	2,084	2,180	2,280	2,385
Operating Grants & Contributions	15,417	15,303	15,476	15,712	15,952	16,198	16,450	16,706	16,968	17,165
Capital Grants & Contributions	4,728	3,857	3,918	3,981	2,292	2,358	2,426	2,499	2,573	2,246
	112,475	114,538	117,917	121,520	123,478	127,335	131,296	135,430	139,711	143,595
Expenditure										
Employee Costs	40,643	41,901	43,279	44,707	46,183	47,706	49,281	50,907	52,587	54,322
Borrowing Costs	6,149	5,983	5,806	5,609	5,420	5,205	4,982	4,730	4,455	4,214
Materials & Contracts	29,557	30,609	31,005	32,125	33,347	34,653	35,267	36,551	37,490	39,086
Depreciation	25,959	26,819	27,593	28,380	29,080	29,936	30,807	31,517	32,249	33,003
Other Expenses	11,473	11,773	12,080	12,396	12,721	13,054	13,396	13,748	14,109	14,480
	113,782	117,084	119,764	123,218	126,751	130,554	133,732	137,453	140,890	145,104
Net Operating Result	(1,307)	(2,546)	(1,848)	(1,698)	(3,273)	(3,218)	(2,436)	(2,023)	(1,179)	(1,509)
Capital Grants/Contributions	4,728	3,857	3,918	3,981	2,292	2,358	2,426	2,499	2,573	2,246
Net Operating Result before Capital Grants & Contributions	(6,036)	(6,403)	(5,766)	(5,679)	(5,565)	(5,577)	(4,862)	(4,522)	(3,752)	(3,755)

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
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	(1,307)	(2,546)	(1,848)	(1,698)	(3,273)	(3,218)	(2,436)	(2,023)	(1,179)	(1,509)
<i>Add Back non-funded items:</i>										
Depreciation	25,959	26,819	27,593	28,380	29,080	29,936	30,807	31,517	32,249	33,003
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	1,374	1,040	1,014	1,003	1,003	990	5,156	990	990	990
Transfers from Internally Restricted Cash	1,317	358	60	58	113	340	56	401	5	381
Proceeds from sale of assets	3,559	2,822	3,068	1,882	3,526	3,140	1,277	1,315	1,355	1,395
Loan Funds Utilised	1,976	1,976	1,976	2,126	2,176	2,176	2,176	2,176	2,176	2,176
Repayments from Deferred Debtors										
Funds Available	32,877	30,469	31,863	31,752	32,626	33,364	37,036	34,377	35,597	36,437
<i>Funds were applied to:</i>										
Purchase and construction of assets	21,916	18,662	19,182	17,021	18,969	19,020	21,430	17,775	18,249	15,738
Repayment of principal on loans	3,867	4,012	4,224	4,419	4,627	4,790	5,180	5,575	5,494	5,295
Transfers to Externally Restricted Cash	2,468	2,868	2,884	2,946	3,011	3,072	3,102	3,164	3,228	2,895
Transfers to Internally Restricted Cash	4,627	4,927	5,573	7,366	6,019	6,482	7,323	7,862	8,624	12,509
Funds Used	32,877	30,469	31,863	31,752	32,626	33,364	37,036	34,377	35,597	36,437
<i>Increase/(Decrease) in Available Working Capital</i>	-	-	-	-	-	-	-	-	-	-

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
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	6,259	14,080	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Investments	28,119	28,119	30,934	34,795	38,236	41,771	44,220	48,292	52,804	58,503
Receivables	10,742	11,088	11,571	12,110	12,534	13,080	13,573	14,178	14,821	15,524
Inventories	961	993	1,009	1,043	1,079	1,118	1,140	1,179	1,209	1,256
Other	885	913	929	959	991	1,024	1,046	1,079	1,107	1,147
Total current assets	46,967	55,193	59,443	63,907	67,840	71,994	74,979	79,728	84,940	91,430
Non-current assets										
Investments	49,076	49,076	53,988	60,726	66,732	72,901	77,177	84,282	92,157	102,104
Receivables	2,153	2,208	2,265	2,324	2,385	2,448	2,513	2,579	2,648	2,719
Infrastructure, property, plant and equipment	1,679,052	1,668,073	1,656,594	1,643,352	1,629,715	1,615,659	1,605,006	1,589,949	1,574,594	1,555,934
Investment property										
Intangible assets										
Other										
Total non-current assets	1,730,281	1,719,357	1,712,846	1,706,403	1,698,832	1,691,009	1,684,696	1,676,810	1,669,399	1,660,757
Total assets	1,777,248	1,774,549	1,772,289	1,770,309	1,766,672	1,763,002	1,759,675	1,756,538	1,754,340	1,752,186
LIABILITIES										
Current liabilities										
Payables	14,052	14,418	14,686	15,077	15,491	15,925	16,253	16,694	17,088	17,594
Borrowings	4,012	4,224	4,419	4,627	4,790	5,180	5,575	5,494	5,295	5,421
Provisions	19,113	20,302	21,530	22,798	24,108	25,461	26,859	28,303	29,795	31,335
Total current liabilities	37,178	38,944	40,634	42,502	44,389	46,566	48,687	50,491	52,178	54,351
Non-current liabilities										
Payables	405	405	405	405	405	405	405	405	405	405
Borrowings	80,369	78,121	75,678	73,177	70,563	67,558	64,159	60,841	57,721	54,476
Provisions	6,018	6,348	6,688	7,040	7,403	7,778	8,166	8,566	8,980	9,407
Total non-current liabilities	86,793	84,874	82,771	80,622	78,371	75,742	72,730	69,812	67,106	64,288
Total liabilities	123,970	123,818	123,406	123,124	122,760	122,308	121,417	120,303	119,284	118,639

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Net assets	1,653,278	1,650,731	1,648,883	1,647,186	1,643,912	1,640,694	1,638,258	1,636,235	1,635,056	1,633,547
EQUITY										
Retained earnings	825,059	822,512	820,664	818,967	815,693	812,475	810,039	808,016	806,837	805,328
Revaluation reserves	828,219	828,219	828,219	828,219	828,219	828,219	828,219	828,219	828,219	828,219
Council equity interest	1,653,278	1,650,731	1,648,883	1,647,186	1,643,912	1,640,694	1,638,258	1,636,235	1,635,056	1,633,547
Total equity	1,653,278	1,650,731	1,648,883	1,647,186	1,643,912	1,640,694	1,638,258	1,636,235	1,635,056	1,633,547

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
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
Receipts:										
Rates and annual charges	67,439	69,440	71,519	73,665	75,874	78,151	80,495	82,910	85,397	87,959
User charges and fees	19,047	20,057	20,980	21,948	22,966	24,034	25,156	26,333	27,570	28,786
Investment revenue and interest	3,739	3,765	3,803	3,864	3,976	4,068	4,207	4,213	4,296	4,354
Grants and contributions	20,632	19,245	19,383	19,678	18,307	18,541	18,860	19,189	19,525	19,399
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	1,758	1,759	1,824	1,906	2,014	2,081	2,175	2,273	2,376	2,490
Payments:										
Employee benefits and on-costs	(39,171)	(40,383)	(41,711)	(43,087)	(44,509)	(45,978)	(47,495)	(49,062)	(50,681)	(52,354)
Materials & contracts	(31,302)	(30,417)	(30,889)	(31,921)	(33,129)	(34,423)	(35,117)	(36,320)	(37,298)	(38,813)
Borrowing costs	(6,162)	(5,996)	(5,821)	(5,624)	(5,436)	(5,222)	(5,001)	(4,752)	(4,476)	(4,234)
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(11,473)	(11,773)	(12,080)	(12,396)	(12,721)	(13,054)	(13,396)	(13,748)	(14,109)	(14,480)
Net cash provided in operating activities	24,507	25,697	27,008	28,032	27,342	28,198	29,883	31,036	32,600	33,109
Cash flows from investing activities										
Receipts:										
Sale of investments										
Sale of infrastructure, property, plant & equipment	3,559	2,822	3,068	1,882	3,526	3,140	1,277	1,315	1,355	1,395
Sale of interests in joint ventures/associates										
Other										
Payments:										
Purchase of investments	-	-	(7,726)	(10,599)	(9,447)	(9,704)	(6,725)	(11,177)	(12,387)	(15,646)
Purchase of infrastructure property, plant & equipment	(21,916)	(18,662)	(19,182)	(17,021)	(18,969)	(19,020)	(21,430)	(17,775)	(18,249)	(15,738)
Purchase of real estate										
Purchase of interests in joint ventures/associates										
Other										
Net cash used in Investing activities	(18,357)	(15,840)	(23,840)	(25,739)	(24,891)	(25,584)	(26,879)	(27,637)	(29,282)	(29,989)
Cash flows from financing activities										
Receipts:										
Borrowings and advances	1,976	1,976	1,976	2,126	2,176	2,176	2,176	2,176	2,176	2,176
Other										

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Payments:										
Borrowings and advances	(3,867)	(4,012)	(4,224)	(4,419)	(4,627)	(4,790)	(5,180)	(5,575)	(5,494)	(5,295)
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other										
Net cash provided by financing activities	(1,891)	(2,036)	(2,248)	(2,293)	(2,451)	(2,614)	(3,004)	(3,399)	(3,318)	(3,119)
Net increase/(decrease) in cash and cash equivalents	4,259	7,821	920	(0)	0	0	(0)	-	-	(0)
Cash and cash equivalents at beginning of reporting period	2,000	6,259	14,080	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Cash and cash equivalents at end of reporting period	6,259	14,080	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000

Attachment 9 - Income Statement - Water Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates & Annual Charges	5,092	5,638	6,057	6,528	7,048	7,622	8,431	9,057	9,757	10,086
User Charges & Fees	20,762	23,466	24,230	26,666	29,185	31,801	35,285	37,410	39,681	42,052
Interest Received	1,415	1,873	2,905	3,296	3,694	3,928	4,418	5,714	6,352	6,498
Other Operating Revenues	265	277	290	303	316	331	346	362	378	395
Operating Grants & Contributions	386	386	386	386	386	386	386	386	386	386
Capital Grants & Contributions	3,564	14,822	1,530	3,169	4,087	5,080	17,503	1,801	3,737	4,807
	31,484	46,462	35,398	40,348	44,717	49,148	66,369	54,729	60,292	64,226
Expenditure										
Employee Costs	4,389	4,520	4,668	4,810	4,968	5,132	5,301	5,475	5,655	5,841
Borrowing Costs	4,536	4,445	4,347	4,243	4,155	4,000	3,882	3,743	3,605	3,456
Materials & Contracts	9,906	10,143	10,452	10,433	10,752	11,050	11,423	11,776	12,139	12,464
Depreciation	6,833	6,804	6,831	6,840	6,906	7,046	7,190	7,357	7,491	7,805
Other Expenses	1,317	1,362	1,408	1,455	1,504	1,555	1,608	1,662	1,718	1,776
	26,982	27,274	27,707	27,781	28,285	28,783	29,404	30,013	30,608	31,342
Net Operating Result	4,502	19,188	7,691	12,567	16,431	20,365	36,965	24,716	29,683	32,883
Capital Grants/Contributions	3,564	14,822	1,530	3,169	4,087	5,080	17,503	1,801	3,737	4,807
Net Operating Result before Capital Grants & Contributions	938	4,366	6,162	9,398	12,344	15,285	19,462	22,915	25,947	28,076

Attachment 10 - Funding Statement - Water Fund

<i>Source and Application of Funds</i>	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	4,502	19,188	7,691	12,567	16,431	20,365	36,965	24,716	29,683	32,883
<i>Add Back non-funded items:</i>										
Depreciation	6,833	6,804	6,831	6,840	6,906	7,046	7,190	7,357	7,491	7,805
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	4,639	8,810	4,346	13,574	11,589	14,342	15,875	13,192	22,014	19,951
Transfers from Internally Restricted Cash	2,915	2,445	6,374	1,585	8,600	7,555	7,892	7,990	14,153	8,456
Proceeds from sale of assets										
Loan Funds Utilised										
Repayments from Deferred Debtors										
Funds Available	18,889	37,248	25,243	34,566	43,525	49,308	67,922	53,255	73,341	69,095
<i>Funds were applied to:</i>										
Purchase and construction of assets	2,464	6,983	5,392	9,873	16,187	16,535	18,376	15,803	30,801	23,054
Repayment of principal on loans	1,258	1,349	1,447	1,552	1,640	1,794	1,912	2,051	2,189	2,338
Transfers to Externally Restricted Cash	3,564	14,822	1,530	3,169	4,087	5,080	17,503	1,801	3,737	4,807
Transfers to Internally Restricted Cash	11,603	14,093	16,874	19,974	21,612	25,899	30,132	33,600	36,614	38,895
Funds Used	18,889	37,248	25,243	34,566	43,525	49,308	67,922	53,255	73,341	69,095
<i>Increase/(Decrease) in Available Working Capital</i>	-	-	-	-	-	-	-	-	-	-

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
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Investments	26,662	40,967	47,394	53,261	56,913	63,675	83,091	94,642	97,224	109,622
Receivables	11,879	13,569	14,079	15,505	16,939	18,470	20,661	21,986	23,284	24,746
Inventories	-	-	-	-	-	-	-	-	-	-
Other	23	24	24	24	25	26	27	28	28	29
Total current assets	40,564	56,559	63,498	70,791	75,877	84,172	105,779	118,656	122,537	136,397
Non-current assets										
Investments	3,096	4,757	5,503	6,185	6,609	7,394	9,648	10,990	11,289	12,729
Receivables	99	109	118	127	137	148	164	176	189	196
Infrastructure, property, plant and equipment	484,729	484,908	483,469	486,502	495,782	505,271	516,457	524,903	548,213	563,462
Investment property										
Intangible assets										
Other										
Total non-current assets	487,924	489,775	489,090	492,813	502,528	512,813	526,269	536,068	559,692	576,387
Total assets	528,488	546,334	552,587	563,604	578,405	596,984	632,048	654,724	682,228	712,783
LIABILITIES										
Current liabilities										
Payables	295	303	312	312	322	331	341	352	363	372
Borrowings	1,349	1,447	1,552	1,640	1,794	1,912	2,051	2,189	2,338	2,536
Provisions										
Total current liabilities	1,645	1,749	1,863	1,952	2,115	2,243	2,392	2,541	2,701	2,909
Non-current liabilities										
Payables										
Borrowings	62,196	60,749	59,198	57,558	55,764	53,852	51,802	49,612	47,274	44,738
Provisions										

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Total non-current liabilities	62,196	60,749	59,198	57,558	55,764	53,852	51,802	49,612	47,274	44,738
Total liabilities	63,841	62,499	61,061	59,510	57,880	56,095	54,194	52,153	49,975	47,646
Net assets	464,647	483,835	491,527	504,094	520,525	540,889	577,854	602,570	632,254	665,137
EQUITY										
Retained earnings	194,887	214,075	221,767	234,334	250,765	271,130	308,094	332,810	362,494	395,377
Revaluation reserves	269,760	269,760	269,760	269,760	269,760	269,760	269,760	269,760	269,760	269,760
Council equity interest	464,647	483,835	491,527	504,094	520,525	540,890	577,854	602,570	632,254	665,137
Total equity	464,647	483,835	491,527	504,094	520,525	540,890	577,854	602,570	632,254	665,137

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
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
Receipts:										
Rates and annual charges	5,072	5,595	6,024	6,491	7,007	7,577	8,368	9,008	9,702	10,061
User charges and fees	19,924	22,018	23,821	25,361	27,836	30,400	33,419	36,271	38,465	40,782
Investment revenue and interest	1,324	1,663	2,830	3,202	3,640	3,831	4,141	5,563	6,313	6,326
Grants and contributions	4,194	15,208	1,916	3,555	4,474	5,466	17,889	2,187	4,123	5,193
Bonds and Deposits received										
Other	265	277	290	303	316	331	346	362	378	395
Payments:										
Employee benefits and on-costs	(4,389)	(4,520)	(4,668)	(4,810)	(4,968)	(5,132)	(5,301)	(5,475)	(5,655)	(5,841)
Materials & contracts	(9,925)	(10,136)	(10,444)	(10,432)	(10,744)	(11,041)	(11,413)	(11,766)	(12,129)	(12,455)
Borrowing costs	(4,536)	(4,445)	(4,347)	(4,243)	(4,155)	(4,001)	(3,882)	(3,743)	(3,605)	(3,456)
Bonds and Deposits refunded										
Other	(1,317)	(1,362)	(1,408)	(1,455)	(1,504)	(1,555)	(1,608)	(1,662)	(1,718)	(1,776)
Net cash provided in operating activities	10,612	24,299	14,013	17,972	21,902	25,876	41,959	30,745	35,873	39,229
Cash flows from investing activities										
Receipts:										
Sale of investments										
Sale of infrastructure, property, plant & equipment										
Sale of interests in joint ventures/associates										
Other										
Payments:										
Purchase of investments	(6,890)	(15,966)	(7,174)	(6,548)	(4,076)	(7,548)	(21,671)	(12,891)	(2,882)	(13,837)
Purchase of infrastructure property, plant & equipment	(2,464)	(6,983)	(5,392)	(9,873)	(16,187)	(16,535)	(18,376)	(15,803)	(30,801)	(23,054)
Purchase of real estate										
Purchase of interests in joint ventures/associates										
Other										
Net cash used in Investing activities	(9,354)	(22,949)	(12,566)	(16,421)	(20,263)	(24,083)	(40,047)	(28,694)	(33,684)	(36,891)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from financing activities										
Receipts:										
Borrowings and advances	-	-	-	-	-	-	-	-	-	-
Other										
Payments:										
Borrowings and advances	(1,258)	(1,349)	(1,447)	(1,552)	(1,640)	(1,794)	(1,912)	(2,051)	(2,189)	(2,338)
Lease Liabilities										
Other										
Net cash provided by financing activities	(1,258)	(1,349)	(1,447)	(1,552)	(1,640)	(1,794)	(1,912)	(2,051)	(2,189)	(2,338)
Net increase/(decrease) in cash and cash equivalents	0	(0)	(0)	-	(0)	0	-	(0)	0	-
Cash and cash equivalents at beginning of reporting period	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Cash and cash equivalents at end of reporting period	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000

Attachment 13 - Income Statement - Sewer Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates & Annual Charges	25,366	28,040	30,009	32,318	34,900	37,735	41,795	44,670	47,812	51,162
User Charges & Fees	1,343	1,401	1,461	1,524	1,590	1,659	1,731	1,806	1,885	1,967
Interest Received	2,500	2,622	3,130	3,545	3,954	4,735	5,178	6,128	6,010	4,103
Other Operating Revenues	16	16	16	17	17	18	18	19	19	19
Operating Grants & Contributions	470	474	478	483	488	493	498	504	510	516
Capital Grants & Contributions	1,458	6,065	626	1,297	1,673	2,079	7,163	737	1,529	1,967
	31,152	38,617	35,721	39,184	42,621	46,718	56,383	53,863	57,764	59,735
Expenditure										
Employee Costs	6,563	6,754	6,964	7,181	7,404	7,635	7,872	8,118	8,370	8,631
Borrowing Costs	2,291	2,211	2,124	2,030	1,928	1,816	1,696	1,569	1,431	1,282
Materials & Contracts	8,819	9,942	9,293	9,539	9,822	10,156	10,421	10,737	11,098	11,341
Depreciation	9,266	9,317	9,344	9,356	9,408	9,436	9,585	9,728	9,919	10,467
Other Expenses	2,503	2,586	2,673	2,762	2,854	2,950	3,048	3,151	3,256	3,365
	29,441	30,810	30,398	30,868	31,416	31,993	32,623	33,302	34,076	35,086
Net Operating Result	1,711	7,807	5,323	8,317	11,205	14,725	23,760	20,561	23,689	24,649
Capital Grants/Contributions	1,458	6,065	626	1,297	1,673	2,079	7,163	737	1,529	1,967
Net Operating Result before Capital Grants & Contributions	253	1,742	4,697	7,020	9,532	12,646	16,597	19,824	22,160	22,682

Attachment 14 - Funding Statement - Sewer Fund

<i>Source and Application of Funds</i>	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	1,711	7,807	5,323	8,317	11,205	14,725	23,760	20,561	23,689	24,649
<i>Add Back non-funded items:</i>										
Depreciation	9,266	9,317	9,344	9,356	9,408	9,436	9,585	9,728	9,919	10,467
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	3,899	3,442	2,007	5,010	1,963	3,855	5,838	10,542	21,709	48,712
Transfers from Internally Restricted Cash	6,150	5,039	4,219	3,364	4,907	5,042	8,547	8,808	24,945	26,839
Proceeds from sale of assets										
Loan Funds Utilised										
Repayments from Deferred Debtors										
Funds Available	21,026	25,604	20,894	26,046	27,484	33,057	47,729	49,639	80,262	110,667
<i>Funds were applied to:</i>										
Purchase and construction of assets	6,765	4,900	3,639	6,453	4,699	13,856	13,345	17,112	44,416	75,189
Repayment of principal on loans	2,606	2,686	2,772	2,867	1,287	1,398	1,456	1,583	1,721	1,870
Transfers to Externally Restricted Cash	1,458	6,065	626	1,297	1,673	2,079	7,163	737	1,529	1,967
Transfers to Internally Restricted Cash	10,197	11,954	13,857	15,430	19,826	15,724	25,765	30,207	32,596	31,640
Funds Used	21,026	25,604	20,894	26,046	27,484	33,057	47,729	49,639	80,262	110,667
<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
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	1,000	1,000
Investments	41,553	49,032	55,455	61,973	73,470	80,405	94,942	104,011	94,682	61,127
Receivables	3,076	3,394	3,651	3,932	4,311	4,633	5,153	5,514	5,587	5,303
Inventories										
Other	23	26	25	25	26	27	28	28	29	30
Total current assets	46,653	54,452	61,130	67,930	79,806	87,064	102,123	111,553	101,298	67,461
Non-current assets										
Investments	10,016	11,819	13,367	14,938	17,709	19,381	22,885	25,071	22,822	14,734
Receivables										
Infrastructure, property, plant and equipment	598,554	594,138	588,432	585,529	580,819	585,239	588,999	596,384	630,881	695,603
Investment property										
Intangible assets										
Other	2	2	2	2	2	2	2	2	2	2
Total non-current assets	608,572	605,959	601,801	600,469	598,531	604,622	611,887	621,457	653,705	710,339
Total assets	655,225	660,410	662,931	668,399	678,337	691,686	714,010	733,010	755,003	777,800
LIABILITIES										
Current liabilities										
Payables	599	663	633	651	671	693	713	735	759	778
Borrowings	2,686	2,772	2,867	1,287	1,398	1,456	1,583	1,721	1,870	719
Provisions										
Total current liabilities	3,284	3,435	3,500	1,937	2,069	2,149	2,295	2,455	2,630	1,496
Non-current liabilities										
Payables										
Borrowings	27,993	25,220	22,354	21,067	19,669	18,213	16,630	14,910	13,039	12,321
Provisions										
Total non-current liabilities	27,993	25,220	22,354	21,067	19,669	18,213	16,630	14,910	13,039	12,321

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Total liabilities	31,277	28,656	25,853	23,004	21,738	20,362	18,926	17,365	15,669	13,817
Net assets	623,948	631,755	637,078	645,394	656,599	671,324	695,084	715,645	739,334	763,982
EQUITY										
Retained earnings	230,778	238,585	243,908	252,224	263,429	278,154	301,914	322,475	346,164	370,812
Revaluation reserves	393,170	393,170	393,170	393,170	393,170	393,170	393,170	393,170	393,170	393,170
Council equity interest	623,948	631,755	637,078	645,394	656,599	671,324	695,084	715,645	739,334	763,982
Total equity	623,948	631,755	637,078	645,394	656,599	671,324	695,084	715,645	739,334	763,982

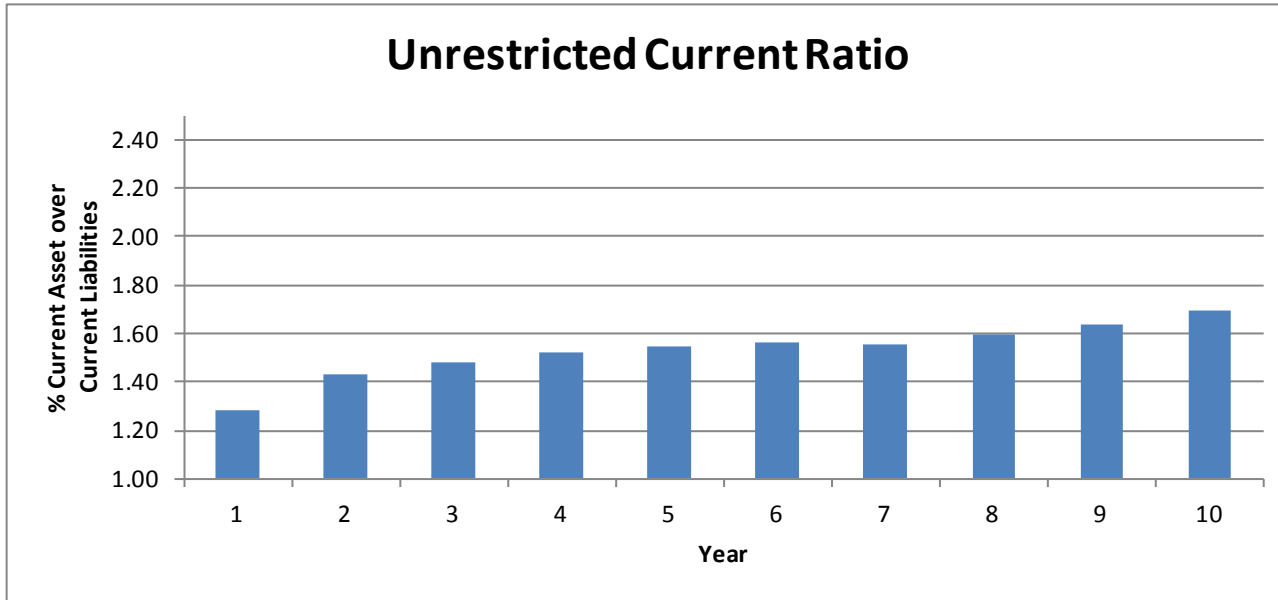
Attachment 16 - Cash Flow Statement - Sewer

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
Receipts:										
Rates and annual charges	25,295	27,879	29,891	32,180	34,745	37,565	41,552	44,497	47,623	50,961
User charges and fees	1,339	1,381	1,440	1,502	1,567	1,634	1,705	1,778	1,855	1,936
Investment revenue and interest	2,483	2,500	3,029	3,442	3,771	4,626	4,945	5,986	6,174	4,638
Grants and contributions	2,000	6,539	1,104	1,780	2,160	2,572	7,661	1,241	2,039	2,483
Bonds and Deposits received										
Other										
Internal transfers										
Payments:										
Employee benefits and on-costs	(6,563)	(6,754)	(6,964)	(7,181)	(7,404)	(7,635)	(7,872)	(8,118)	(8,370)	(8,631)
Materials & contracts	(8,893)	(9,881)	(9,321)	(9,522)	(9,803)	(10,135)	(10,403)	(10,716)	(11,075)	(11,323)
Borrowing costs	(2,291)	(2,211)	(2,124)	(2,030)	(1,928)	(1,816)	(1,696)	(1,569)	(1,431)	(1,282)
Bonds and Deposits refunded										
Other	(2,503)	(2,586)	(2,673)	(2,762)	(2,854)	(2,950)	(3,048)	(3,151)	(3,256)	(3,365)
Net cash provided in operating activities	10,868	16,867	14,382	17,409	20,253	23,861	32,843	29,949	33,559	35,418
Cash flows from investing activities										
Receipts:										
Sale of investments	-	-	-	-	-	-	-	-	11,578	41,642
Sale of infrastructure, property, plant & equipment										
Sale of interests in joint ventures/associates										
Other										
Payments:										
Purchase of investments	(497)	(9,281)	(7,971)	(8,089)	(14,268)	(8,607)	(18,042)	(11,254)	-	-
Purchase of infrastructure property, plant & equipment	(6,765)	(4,900)	(3,639)	(6,453)	(4,699)	(13,856)	(13,345)	(17,112)	(44,416)	(75,189)
Purchase of real estate										
Purchase of interests in joint ventures/associates										
Other										
Net cash used in Investing activities	(7,262)	(14,181)	(11,610)	(14,542)	(18,967)	(22,463)	(31,387)	(28,367)	(32,838)	(33,547)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from financing activities										
Receipts:										
Borrowings and advances	-	-	-	-	-	-	-	-	-	-
Other										
Payments:										
Borrowings and advances	(2,606)	(2,686)	(2,772)	(2,867)	(1,287)	(1,398)	(1,456)	(1,583)	(1,721)	(1,870)
Lease Liabilities										
Other										
Net cash provided by financing activities	(2,606)	(2,686)	(2,772)	(2,867)	(1,287)	(1,398)	(1,456)	(1,583)	(1,721)	(1,870)
Net increase/(decrease) in cash and cash equivalents	1,000	0	-	-	0	(0)	(0)	(0)	(1,000)	0
Cash and cash equivalents at beginning of reporting period	1,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	1,000
Cash and cash equivalents at end of reporting period	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	1,000	1,000

Attachment 17 - Unrestricted Current Ratio - Consolidated

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
1.28	1.43	1.48	1.52	1.54	1.56	1.55	1.59	1.64	1.69



Attachment 18 - Capital Works

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Division/Budget Group/Job Number	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Community & Natural Resources	404	104	105	105	105	105	4,258	105	105	106
C006 Public Facilities 2.3.6	100	100	100	100	100	100	100	100	100	100
A2183. Public Toilets Capital	0	100	100	100	100	100	100	100	100	100
A2187. Faux Park Toilet Block replacement	100	0	0	0	0	0	0	0	0	0
C009 Libraries 2.1.1	0	0	0	0	0	0	4,153	0	0	0
A1624. Library extension Kingscliff	0	0	0	0	0	0	4,153	0	0	0
C022 Swimming Centres 2.3.6	4	4	5	5	5	5	5	5	5	6
A2750. Murwillumbah Swimming Pool	4	4	5	5	5	5	5	5	5	6
C027 Active Recreation 2.3.6	300	0	0	0	0	0	0	0	0	0
A3206. Depot road sportsfield construction s94	300	0	0	0	0	0	0	0	0	0
Engineering	30,740	30,441	28,108	33,242	39,749	49,307	48,894	50,585	93,361	113,876
E004 Traffic & Street Lighting 2.4.3	13	0	0	0	0	0	0	0	0	0
A5633. Sec 94 Bus Shelter Construction	13	0	0	0	0	0	0	0	0	0
E009 Transport Maintenance 2.4.3	2,798	2,523	2,600	2,678	2,759	2,842	2,928	3,016	3,107	3,201
A1544. Sealed road resurfacing	479	494	509	524	540	556	573	590	608	627
A3760. AC Resurfacing	290	298	307	317	326	336	346	357	367	378
A3761. Local roads resurfacing	1,085	759	782	805	830	855	881	907	935	963
A3900. Federal Assistance Grant Maintenance	530	546	563	580	597	615	633	652	672	692
A6010. Regional Road Maintenance	414	426	439	452	466	480	495	510	525	541
E010 Transport Construction 2.4.3	8,273	7,588	7,803	8,022	6,494	6,727	6,966	7,213	7,429	7,652
A3650. Unallocated Rehabilitation	4,354	2,206	6,012	6,193	5,127	5,318	5,516	5,719	5,890	6,067
A3652. Roads Upgrading Unallocated	0	0	1,289	1,327	1,367	1,408	1,450	1,494	1,539	1,585
A3659. Boronia Ave Elanora to Tweed Coast Rd	170	0	0	0	0	0	0	0	0	0
A3686. Gray Street	0	350	0	0	0	0	0	0	0	0
A3713. Buchanan St, Murwillumbah	217	0	0	0	0	0	0	0	0	0
A3714. Fingal Rd, Fingal	500	0	0	0	0	0	0	0	0	0
A3716. Dalton Street, Terranora	140	0	0	0	0	0	0	0	0	0
A3720. Chinderah Road	750	0	0	0	0	0	0	0	0	0
A3721. Murphys Road, Kingscliff	250	0	0	0	0	0	0	0	0	0
A3834. Pottsville Road - Coronation Ave to House 1128	600	0	0	0	0	0	0	0	0	0
A3838. Regional roads rehabilitation unallocated	502	502	502	502	0	0	0	0	0	0
A3856. Duffy Street	320	0	0	0	0	0	0	0	0	0
A3858. Vintage Lakes Drive	470	0	0	0	0	0	0	0	0	0

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A3859. Cadell Road	0	280	0	0	0	0	0	0	0	0
A3861. Hillcrest Avenue	0	600	0	0	0	0	0	0	0	0
A3863. Kirkwood Road	0	570	0	0	0	0	0	0	0	0
A3864. Moolau Avenue	0	360	0	0	0	0	0	0	0	0
A3865. Philp Parade	0	160	0	0	0	0	0	0	0	0
A3866. Tumbulgum Road	0	1,700	0	0	0	0	0	0	0	0
A3867. Darlington Drive	0	860	0	0	0	0	0	0	0	0
E011 Bridges Construction 2.4.3	776	776	776	776	776	776	776	776	776	776
A4509. Anthony's Bridge	776	0	0	0	0	0	0	0	0	0
A4514. Cudgen Creek Bridge	0	776	776	0	0	0	0	0	0	0
A4549. Bridges construction unallocated	0	0	0	776	776	776	776	776	776	776
E013 Drainage Construction 2.3.5	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
A4653. Monomeeth Avenue	120	0	0	0	0	0	0	0	0	0
A4658. Mayal Street	100	0	0	0	0	0	0	0	0	0
A4659. Ballymore Crt	160	0	0	0	0	0	0	0	0	0
A4660. Nullum Street	0	300	0	0	0	0	0	0	0	0
A4661. Reynolds Street	0	150	0	0	0	0	0	0	0	0
A4666. Banner Lane	70	0	0	0	0	0	0	0	0	0
A4668. Kirkwood road	0	200	0	0	0	0	0	0	0	0
A4679. Elanora Avenue	650	0	0	0	0	0	0	0	0	0
A4684. Buenavista Dr	0	450	0	0	0	0	0	0	0	0
A4749. Drainage construction unallocated	0	0	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
E014 Cycleways & Pedestrian Facilities 2.4.3	135	139	144	148	152	157	162	166	171	177
A5608. Footpaths	135	139	144	148	152	157	162	166	171	177
P001 Plant Administration 1.3.1	8,416	6,431	6,656	4,193	7,583	7,314	5,241	5,398	5,560	2,727
A4866. Plant Ledger Transactions	8,416	6,431	6,656	4,193	7,583	7,314	5,241	5,398	5,560	2,727
S001 Sewer Mains 2.3.3	1,693	992	1,658	3,962	2,648	4,712	5,709	6,399	2,964	4,478
D2200. Estimate Only	0	0	0	0	1,188	1,229	1,272	1,317	1,363	2,821
D2305. SRM 2005 MERIDIAN WAY 300mm x 360m	332	0	0	0	0	0	0	0	0	0
D2352. SRM 2052 Kennedy Dr 450mm x 1050m	0	0	0	0	0	0	1,250	0	0	0
D2437. SRM 3037 TERRANORA AREA E REGIONAL (FUT	0	0	0	0	0	1,971	0	0	0	0
D2523. SRM 4023 KINGS FOREST REGIONAL (FUTURE)	0	0	0	2,614	0	0	0	0	0	0
D2525. SRM 4025 COAST ROAD CASUARINA BEACH SUB	0	0	0	0	0	0	1,693	0	0	0
D2580. SRM 4023 Kings Forest Regional (Future) stg 2 375mm	0	0	0	0	0	0	0	3,536	0	0
D3100. Gravity Sewer Rehabilitation	961	992	1,302	1,348	1,395	1,444	1,494	1,547	1,601	1,657

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D3215. Grassmere Place Gravity Upgrade Stg 2	400	0	0	0	0	0	0	0	0	0
D3411. Manhole Telemetry Sites	0	0	0	0	66	68	0	0	0	0
D5004. SRM 2005 Meridian Way Stage 2	0	0	356	0	0	0	0	0	0	0
S002 Sewer Pumping Stations 2.3.3	3,806	3,328	788	492	1,100	1,031	1,071	1,109	1,148	1,188
D1202. Tumbulgum Vacuum System	50	0	0	0	0	0	0	0	0	0
D1300. SPS Replacement	0	0	0	0	600	621	1,071	1,109	1,148	1,188
D1303. SPS 1003 CHARLES LANE	0	0	29	0	0	0	0	0	0	0
D1304. SPS 1004 HARTIGAN STREET	0	0	29	0	0	0	0	0	0	0
D1306. SPS 1006 MOOBALL STREET	0	0	29	0	0	0	0	0	0	0
D1307. SPS 1008 Harwood Street	0	0	29	0	0	0	0	0	0	0
D1368. SPS 1008 Greenhills Caravan Park - telemetry upgrade	0	0	17	0	0	0	0	0	0	0
D1371. SPS 1011 Showgrounds - telemetry upgrade	0	0	29	0	0	0	0	0	0	0
D1372. SPS 1002 River Street	0	0	0	285	0	0	0	0	0	0
D1402. SPS 2002 FLORENCE STREET, WEST	0	33	0	0	0	0	0	0	0	0
D1403. SPS 2003 Beryl Street	0	33	0	0	0	0	0	0	0	0
D1410. SPS 2010 Coral Street - telemetry upgrade	0	33	0	0	0	0	0	0	0	0
D1414. SPS 2014 PARKES DRIVE	0	33	0	0	0	0	0	0	0	0
D1416. SPS 2016 POWELL STREET	0	33	0	0	0	0	0	0	0	0
D1417. SPS 2017 FRANCES STREET	0	33	0	0	0	0	0	0	0	0
D1420. SPS 2020 JACARANDA AVENUE	0	33	0	0	0	0	0	0	0	0
D1421. SPS 2021 GOLLAN DRIVE (SMALL)	0	33	0	0	0	0	0	0	0	0
D1430. SPS 2030 Carramar Drive - telemetry upgrade	0	39	0	0	0	0	0	0	0	0
D1431. SPS 2031 KIATA PARADE	0	33	0	0	0	0	0	0	0	0
D1432. SPS 2032 Caloola Drive - telemetry upgrade	0	33	0	0	0	0	0	0	0	0
D1433. SPS 2033 AFEX PARK	155	0	0	0	0	0	0	0	0	0
D1434. SPS 2034 Piggabeen Road West - telemetry upgrade	0	33	0	0	0	0	0	0	0	0
D1444. SPS 2044 Vail Court - telemetry upgrade	0	22	0	0	0	0	0	0	0	0
D1445. SPS 2045 LAKE TAHOE DRIVE	0	33	0	0	0	0	0	0	0	0
D1448. SPS 2048 Silkwood Terrace - telemetry upgrade	0	33	0	0	0	0	0	0	0	0
D1450. SPS 2050 Balwarra Place - telemetry upgrade	0	33	0	0	0	0	0	0	0	0
D1452. SPS 2052 Boyd Family Park Regional	0	0	0	0	500	0	0	0	0	0
D1475. SPS 2042 River Terrace - telemetry upgrade	0	33	0	0	0	0	0	0	0	0
D1504. SPS 3004 MARTINELLI AVENUE	282	0	0	0	0	0	0	0	0	0
D1507. SPS 3007 Kirkwood Road, East - telemetry upgrade	0	33	0	0	0	0	0	0	0	0
D1508. SPS 3008 Eunga Street Park	0	33	0	0	0	0	0	0	0	0

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D1519. SPS 3019 Leisure Drive East	0	211	0	0	0	0	0	0	0	0
D1522. SPS 3022 FRASER DRIVE (SMOKE HOUSE)	461	0	0	0	0	0	0	0	0	0
D1523. SPS 3023 Acacia & James St - telemetry upgrade	37	0	0	0	0	0	0	0	0	0
D1526. SPS 3026 Winders Place - telemetry upgrade	0	33	0	0	0	0	0	0	0	0
D1527. SPS 3027 Shallow Bay Drive - Mech/elec/telem upgrade	74	0	0	0	0	0	0	0	0	0
D1528. SPS 3028 ENTERPRISE AVE	0	341	0	0	0	0	0	0	0	0
D1529. SPS 3029 CHARDONNAY CRESENT	32	0	0	0	0	0	0	0	0	0
D1533. SPS 3033 HENRY LAWSON DRIVE	0	94	0	0	0	0	0	0	0	0
D1535. SPS 3035 Botanical Circuit South - telemetry upgrade	0	0	34	0	0	0	0	0	0	0
D1536. SPS 3036 Botanical Circuit North - telemetry upgrade	0	0	34	0	0	0	0	0	0	0
D1537. SPS 3037 TERRANORA AREA E REGIONAL (FUT	0	382	0	0	0	0	0	0	0	0
D1538. SPS 3038 Banora Cove - telemetry upgrade	0	0	34	0	0	0	0	0	0	0
D1540. SPS 3040 Boat Pumpout Facility At Foysters Jetty - telemetry	0	0	34	0	0	0	0	0	0	0
D1541. SPS 3041 Dobbys Cres - telemetry upgrade	0	0	34	0	0	0	0	0	0	0
D1542. SPS 3042 Henry Lawson Dr Nth - telemetry upgrade	0	0	34	0	0	0	0	0	0	0
D1579. SPS 3005 Bimbadeen Avenue - mech/elec/telem upgrade	0	140	0	0	0	0	0	0	0	0
D1588. SPS 3006 Darlington Drive (South) - mech/elec/telem upgrade	0	564	0	0	0	0	0	0	0	0
D1590. SPS 3028 Enterprise Ave - Collector manhole	0	0	0	207	0	0	0	0	0	0
D1591. SPS 3012 Amber Road - Relocation	1,309	0	0	0	0	0	0	0	0	0
D1592. SPS 3037 Terranora Area E Regional	0	0	0	0	0	410	0	0	0	0
D1615. SPS 4015 FINGAL ROAD SOUTH	0	234	0	0	0	0	0	0	0	0
D1623. SPS 4023 Kings Forest Regional	0	277	0	0	0	0	0	0	0	0
D1624. SPS 4024 MARINE PARADE (CHOUX BOX)	32	0	0	0	0	0	0	0	0	0
D1626. SPS 4026 Casuarina Way (South), (Lift Stn 1) - telemetry upg	32	0	0	0	0	0	0	0	0	0
D1627. SPS 4027 Collins Lane (Lift Stn 2) - telemetry upgrade	32	0	0	0	0	0	0	0	0	0
D1628. SPS 4028 Barclay Drive (Lift Stn 3) - telemetry upgrade	32	0	0	0	0	0	0	0	0	0
D1629. SPS 4029 Kamala Crescent(Lift Stn 4) - telemetry upgrade	32	0	0	0	0	0	0	0	0	0
D1631. SPS 4031 Bells Bvd "Seaside City" - telemetry upgrade	32	0	0	0	0	0	0	0	0	0
D1632. SPS 4032 Longboard Circuit - telemetry upgrade	32	0	0	0	0	0	0	0	0	0
D1671. SPS 4025 Coast Road Casuarina Beach Sub Regional	120	0	0	0	0	0	0	0	0	0
D1677. SPS 4007 Rutile Street - telemetry upgrade	32	0	0	0	0	0	0	0	0	0
D1678. SPS 4011 Chinderah Industrial Est. Morton Street - telemetry	37	0	0	0	0	0	0	0	0	0
D1680. SPS 4014 Kingscliff High School Oxford Street - telemetry up	0	0	34	0	0	0	0	0	0	0
D1706. SPS 5006 Young Street - telemetry upgrade	32	0	0	0	0	0	0	0	0	0
D1707. SPS 5007 Coast Road - telemetry upgrade	0	33	0	0	0	0	0	0	0	0

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D1709. SPS 5009 The Coaster Caravan Park - telemetry upgrade	32	0	0	0	0	0	0	0	0	0
D1711. SPS 5011 Coronation Ave - telemetry upgrade	0	33	0	0	0	0	0	0	0	0
D1712. SPS 5012 MOUNTBATTEN COURT	0	33	0	0	0	0	0	0	0	0
D1716. SPS 5016 CUDGERA AVENUE (Koala Beach)	0	33	0	0	0	0	0	0	0	0
D1717. SPS 5017 Tallowood Avenue - telemetry upgrade	0	33	0	0	0	0	0	0	0	0
D1718. SPS 5018 McKENZIE AVENUE	0	33	0	0	0	0	0	0	0	0
D1719. SPS 5019 Cabarita Road - telemetry upgrade	0	33	0	0	0	0	0	0	0	0
D1720. SPS 5020 Sassafras Court - telemetry upgrade	0	0	34	0	0	0	0	0	0	0
D1721. SPS 5021 Buckingham Drive - telemetry upgrade	0	0	34	0	0	0	0	0	0	0
D1722. SPS 5022 Koala Beach 3 - telemetry upgrade	0	0	40	0	0	0	0	0	0	0
D1723. SPS 5023 Urunga Dr - SPS Upgrade	653	0	0	0	0	0	0	0	0	0
D1724. SPS 5024 Overall Drive South - telemetry upgrade	0	0	34	0	0	0	0	0	0	0
D1725. SPS 5025 Seabreeze Boulevard - telemetry upgrade	0	0	34	0	0	0	0	0	0	0
D1726. SPS 5026 Sugarglider Dr Koala Beach - telemetry upgrade	0	0	34	0	0	0	0	0	0	0
D1727. SPS 5027 Lomandra Ave - telemetry upgrade	0	0	34	0	0	0	0	0	0	0
D1771. SPS 5008 Rajungra Street - telemetry upgrade	32	0	0	0	0	0	0	0	0	0
D1772. SPS 5013 Andrew Avenue - telemetry upgrade	0	33	0	0	0	0	0	0	0	0
D4306. SPS 2033 Afex Park Generator	60	0	0	0	0	0	0	0	0	0
D4308. SPS 5005 Creek St Generator	80	0	0	0	0	0	0	0	0	0
D4309. SPS 8001 Smiths Ck Rd Generator	0	0	70	0	0	0	0	0	0	0
D4310. SPS 5010 Phillip Dr Generator	0	80	0	0	0	0	0	0	0	0
D4311. SPS 5014 Overall Dr Generator	0	80	0	0	0	0	0	0	0	0
D4312. SPS 5016 Cudgera Ave Generator	0	0	70	0	0	0	0	0	0	0
D4313. SPS 5028 Coast Rd Generator	100	0	0	0	0	0	0	0	0	0
S003 Sewer Treatment Plants 2.3.3	1,266	580	1,193	2,000	950	8,113	6,565	9,605	40,305	69,524
D3500. STP Estimate Only	0	0	0	0	950	983	2,545	2,634	2,726	2,821
D3523. Banora Pt WWTP Outfall Upgrade to 125,000 EP	340	0	0	0	0	7,130	0	0	0	0
D3524. Banora Point WWTP Upgrade to 125,000ep	0	0	0	0	0	0	2,821	2,920	34,755	35,971
D3527. Banora Point WWTP Biosolids Upgrade	0	0	5	0	0	0	0	0	0	0
D3537. Kingscliff WWTP Upgrade	0	0	0	0	0	0	0	0	774	28,855
D3538. Kingscliff WWTP - emergency storm lagoon	0	0	1,188	0	0	0	0	0	0	0
D3542. Murwillumbah WWTP Biosolids and StormLagoon Upgrade	440	0	0	0	0	0	0	0	0	0
D3543. Murwillumbah WWTP Inlet Works & Tank Odour Treatment	40	400	0	0	0	0	0	0	0	0
D3550. Hastings Point STP	0	0	0	0	0	0	0	4,051	2,050	0
D3552. Hastings Point STP Biosolid & Balance Lagoon	440	0	0	0	0	0	0	0	0	0

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D3570. Tyalgum STP	6	180	0	0	0	0	0	0	0	0
D4030. Kielvale STP	0	0	0	0	0	0	0	0	0	1,877
D4050. Memorial Park Tweed Heads	0	0	0	0	0	0	212	0	0	0
D4051. Arkinstall Park	0	0	0	0	0	0	987	0	0	0
D4062. Parkes Lane Sewerage Scheme	0	0	0	2,000	0	0	0	0	0	0
W001 Dams & Weirs 2.3.2	0	0	0	0	0	2,477	1,177	1,355	8,053	10,580
B1450. Preferred Augmentation Option	0	0	0	0	0	2,477	1,177	1,355	7,439	10,580
B1491. Tyalgum Weir Refurbishment	0	0	0	0	0	0	0	0	613	0
W002 Reservoirs 2.3.2	103	2,395	0	4,047	1,000	414	556	6,230	4,910	475
B1701. Water Asset Replacement allocation	0	0	0	0	400	414	428	443	459	475
B1711. Chambers 2 Reservoir	0	2,300	0	0	0	0	0	0	0	0
B1740. DURANBAH 3 RESERVOIR	0	0	0	0	0	0	0	5,787	0	0
B1763. Country Club Reservoir Inline Chlorination Upgrade	0	48	0	0	0	0	0	0	0	0
B1778. McAllisters Reservoir 4	0	0	0	0	600	0	0	0	4,451	0
B1785. Nth Tumbulgum Res - Terranora Rd Pt 2//785420 Area E land	0	0	0	0	0	0	127	0	0	0
B1794. Cowell Park 1 Reservoir	57	0	0	0	0	0	0	0	0	0
B1797. Hillcrest Reservoir - In line chlorination	46	0	0	0	0	0	0	0	0	0
B1814. Walmsleys Road 1 Reservoir - inline chlorination upgrade	0	48	0	0	0	0	0	0	0	0
B1816. Walmsleys Road 2 Reservoir	0	0	0	4,047	0	0	0	0	0	0
W003 Water Pumping Stations 2.3.2	0	544	0	0	3,532	311	6,381	333	344	356
B1600. WPS's Estimate Only	0	0	0	0	300	311	321	333	344	356
B1605. WPS 5 BANORA POINT RES	0	80	0	0	0	0	0	0	0	0
B1609. WPS 9 North Tumbulgum	0	0	0	0	0	0	1,476	0	0	0
B1624. WPS 24 TUMBULGUM BOOSTER PS	0	0	0	0	0	0	4,338	0	0	0
B1628. WPS 28 Fingal Booster	0	369	0	0	0	0	0	0	0	0
B1631. WPS 31 Point Danger	0	0	0	0	395	0	0	0	0	0
B1633. WPS 33 Lamanda Crt	0	0	0	0	300	0	0	0	0	0
B1659. WPS 9 North Tumbulgum	0	0	0	0	0	0	246	0	0	0
B1681. WPS 1 & 1A Kyogle Road	0	0	0	0	2,502	0	0	0	0	0
B3006. Flow meter WPS 7 Marana Reservoir	0	0	0	0	35	0	0	0	0	0
B3020. Flow meter WPS 20 Rayles Lane	0	48	0	0	0	0	0	0	0	0
B3021. Flow meter WPS 20A Rayles Lane Booster to Azure	0	48	0	0	0	0	0	0	0	0
W004 Water Mains 2.3.2	1,525	3,698	580	5,458	10,076	11,701	8,574	6,140	10,368	9,776
B1901. Kings Forest Duplication	0	0	0	4,494	0	0	0	0	0	0
B1902. Wharf St to Little St Watermain 750mm x 270m	0	0	0	689	0	0	0	0	0	0

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B1903. Civic Centre To Condong	0	0	0	0	5,008	5,183	0	0	0	0
B1904. South Tumbulgum to Tweed River Crossing	0	0	0	0	0	0	3,866	0	0	0
B1905. Tumbulgum - Tweed River Crossing	0	0	0	0	0	0	0	1,267	0	0
B1906. North Tumbulgum - River Crossing To WPS	0	0	0	0	0	0	0	0	4,236	0
B1907. WPS 9 to WPS 12	0	0	0	0	0	0	0	0	0	4,556
B1936. Intersection Cane Rd TV Way 600mm	264	0	0	0	0	0	0	0	0	0
B1961. Taggets Hill bypass 300mm x 500??m	0	0	0	0	875	0	0	0	0	0
B1965. Kings Forest Duplication TSC Contribution	0	2,036	0	0	0	2,336	0	0	0	0
B1968. Mountain View Esp to McAllisters 4 Res	0	0	0	0	0	0	0	0	1,088	0
B2000. Mains Replacement	0	0	0	0	4,000	4,140	4,285	4,435	4,590	4,751
B2077. Prospero Street 150mm x 160m	0	0	0	136	0	0	0	0	0	0
B2092. Hastings Pt Bridge Watermain Repl 250mm x 250m	150	0	0	0	0	0	0	0	0	0
B2104. Hillcrest Ave (James to Ridgeway)	264	0	0	0	0	0	0	0	0	0
B2500. Mains New	0	0	0	0	0	0	423	438	453	469
B2502. Terranora Rd 250mm to East Banora	0	491	0	0	0	0	0	0	0	0
B2562. Kennedy Dr Phase 3 Retic Upgrade (Limosa St to Bridge) 150mm	0	642	0	0	0	0	0	0	0	0
B2564. WPS 31 associated mains	0	0	0	0	85	0	0	0	0	0
B2612. Stuart St (Bay to Navigation Ln) 150mm x 125m	35	0	0	0	0	0	0	0	0	0
B2634. Boundary St Wharf to WPS 31	450	0	0	0	0	0	0	0	0	0
B2635. Burringbar Res to Broadway/TVW 250mm x 600m	0	355	0	0	0	0	0	0	0	0
B2636. Broadway/TVW to Station St 200mm x 120m	0	75	0	0	0	0	0	0	0	0
B2637. Broadway/TVW to Burringbar School 150mm x 600m	0	0	325	0	0	0	0	0	0	0
B2638. Burringbar School to existing 150m near Greenvale 150mm x 35	0	0	145	0	0	0	0	0	0	0
B3004. Flow meter Botanical Cct PRV4	90	0	0	0	0	0	0	0	0	0
B3005. Flow meter Kennedy Dr Plasson PRV	0	100	0	0	0	0	0	0	0	0
B3007. Flow meter Interconnection at Simpson Dr	0	0	0	70	0	0	0	0	0	0
B3008. Flow meter Interconnection at Simpson Dr North	0	0	0	70	0	0	0	0	0	0
B3009. Flow meter Short St	0	0	70	0	0	0	0	0	0	0
B3010. Flow meter Wilson Park crossing	0	0	40	0	0	0	0	0	0	0
B3013. Flow meter Banora Hill Dr (Oxley Cove)	0	0	0	0	42	0	0	0	0	0
B3014. Flow meter Llyod St Actuator	0	0	0	0	0	42	0	0	0	0
B3015. Flow meter Kirkwood/Minjungbal	0	0	0	0	67	0	0	0	0	0
B3022. Leisure Dr Flow meter/Control Valve	80	0	0	0	0	0	0	0	0	0
B3503. Boundary St Wharf to Stuart St 200mm x 225m	191	0	0	0	0	0	0	0	0	0
W005 Water Treatment 2.3.2	500	0	4,456	0	1,200	1,242	1,285	1,330	6,697	1,425

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Division/Budget Group/Job Number	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
B1276. Bray Park WTP capital non project	0	0	4,456	0	0	0	0	0	5,320	0
B1301. Water Asset Replacement allocation	0	0	0	0	1,200	1,242	1,285	1,330	1,377	1,425
B1580. Uki WTP	500	0	0	0	0	0	0	0	0	0
W006 Water Consumer Services 2.3.2	335	346	356	367	379	391	403	415	428	442
B0611. Twd District Water Retic	335	346	356	367	379	391	403	415	428	442
Grand Total	31,144	30,546	28,213	33,347	39,854	49,412	53,152	50,690	93,466	113,982

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
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
General Fund Rates	O	+2.00%	1,035,972	1,066,015	1,097,995	1,130,935	1,164,863	1,199,809	1,235,803	1,272,877	1,311,064	1,350,395
	A		53,352,549	54,899,770	56,546,759	58,243,160	59,990,451	61,790,166	63,643,871	65,553,180	67,519,775	69,545,360
	W	-1.00%	(517,986)	(533,007)	(548,998)	(565,468)	(582,432)	(599,905)	(617,902)	(636,439)	(655,532)	(675,198)
User Charges & Fees (non statutory)	O	+1.00%	394,048	428,758	445,447	478,522	512,883	548,674	593,278	625,508	659,732	694,646
	A		41,375,050	45,019,597	46,771,889	50,244,821	53,852,683	57,610,813	62,294,216	65,678,316	69,271,844	72,937,879
	W	-2.00%	(788,096)	(857,516)	(890,893)	(957,044)	(1,025,765)	(1,097,349)	(1,186,556)	(1,251,016)	(1,319,464)	(1,389,293)
Interest Received	O	+2.00%	(2,583,792)	(2,816,212)	(3,347,374)	(3,649,468)	(3,946,333)	(4,319,284)	(4,654,332)	(5,437,671)	(5,647,207)	(5,103,021)
	A		(7,751,376)	(8,448,636)	(10,042,121)	(10,948,404)	(11,838,998)	(12,957,853)	(13,962,995)	(16,313,013)	(16,941,622)	(15,309,062)
	W	-2.00%	2,583,792	2,816,212	3,347,374	3,649,468	3,946,333	4,319,284	4,654,332	5,437,671	5,647,207	5,103,021
Employee Costs	O	-1.00%	(498,503)	(513,759)	(530,545)	(547,809)	(565,751)	(584,280)	(603,417)	(623,181)	(643,593)	(664,674)
	A		51,595,041	53,174,028	54,911,414	56,698,203	58,555,203	60,473,016	62,453,676	64,499,264	66,611,882	68,793,792
	W	+0.50%	249,251	256,879	265,273	273,904	282,875	292,140	301,709	311,591	321,797	332,337
Borrowing Costs	O	-2.00%	(131,520)	(171,040)	(210,560)	(250,080)	(292,600)	(336,120)	(379,640)	(423,160)	(466,680)	(510,200)
	A		12,976,600	12,639,414	12,277,925	11,881,792	11,502,033	11,021,230	10,559,815	10,042,544	9,491,120	8,951,187
	W	+2.00%	131,520	171,040	210,560	250,080	292,600	336,120	379,640	423,160	466,680	510,200
Materials & Contracts	O	-1.00%	(468,722)	(492,133)	(492,681)	(505,745)	(523,468)	(542,274)	(554,436)	(573,391)	(589,539)	(610,538)
	A		48,278,328	50,689,730	50,746,100	52,091,757	53,917,206	55,854,188	57,106,879	59,059,320	60,722,564	62,885,422
	W	+1.00%	468,722	492,133	492,681	505,745	523,468	542,274	554,436	573,391	589,539	610,538

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
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Rates										
Residential	\$990.00	\$1,013.76	\$1,039.10	\$1,065.08	\$1,091.71	\$1,119.00	\$1,146.98	\$1,175.65	\$1,205.04	\$1,235.17
Waste Management										
Garbage charge	\$315.30	\$331.07	\$347.62	\$365.00	\$383.25	\$402.41	\$422.53	\$443.66	\$465.84	\$489.13
Landfill management charge	\$50.40	\$52.92	\$55.57	\$58.34	\$61.26	\$64.32	\$67.54	\$70.92	\$74.46	\$78.19
Greenwaste collection charge x 1	\$59.50	\$62.48	\$65.60	\$68.88	\$72.32	\$75.94	\$79.74	\$83.72	\$87.91	\$92.30
	\$425.20	\$446.46	\$468.78	\$492.22	\$516.83	\$542.67	\$569.81	\$598.30	\$628.21	\$659.62
Sewer Access Charge	\$782.00	\$832.00	\$887.00	\$948.00	\$1,014.00	\$1,084.00	\$1,157.00	\$1,232.00	\$1,309.00	\$1,388.00
Water Access Charge										
20mm service	\$158.50	\$169.60	\$181.50	\$194.20	\$207.80	\$222.40	\$238.00	\$254.70	\$272.50	\$279.48
Water Volumetric										
@ 200 KI	\$540.00	\$590.00	\$640.00	\$700.00	\$760.00	\$820.00	\$880.00	\$930.00	\$980.00	\$1,030.00
Water Volumetric /KI	\$2.70	\$2.95	\$3.20	\$3.50	\$3.80	\$4.10	\$4.40	\$4.65	\$4.90	\$5.15
Total for a Residential Property	\$2,895.70	\$3,051.82	\$3,216.39	\$3,399.50	\$3,590.34	\$3,788.08	\$3,991.79	\$4,190.65	\$4,394.76	\$4,592.27

Attachment 21 - Asset Management Funding - General Fund

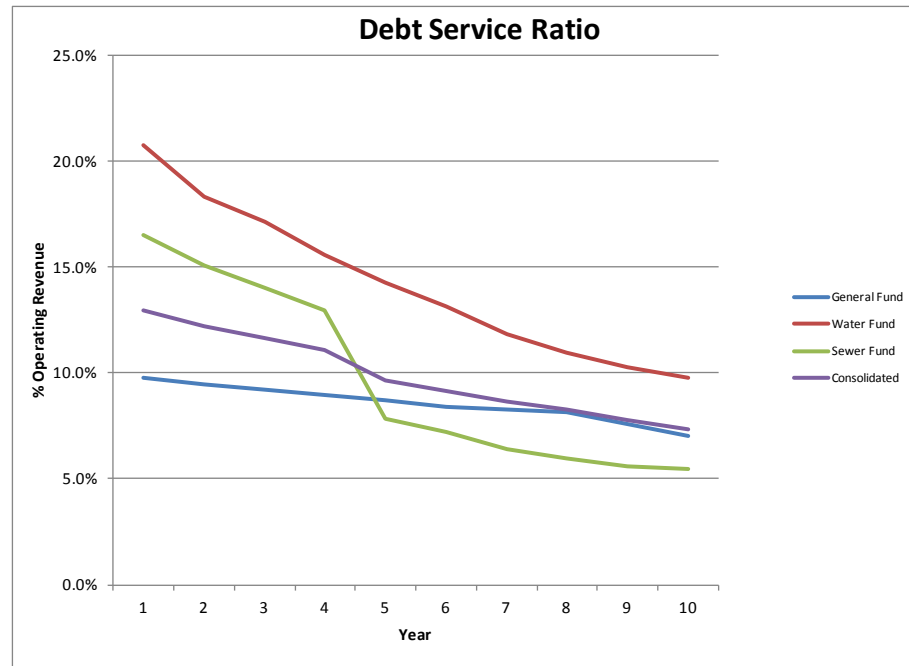
	Year 1 2011/12	Year 2 2012/13	Year 3 2013/14	Year 4 2014/15	Year 5 2015/16	Year 6 2016/17	Year 7 2017/18	Year 8 2018/19	Year 9 2019/20	Year 10 2020/21
Funding Provided										
Transport	13,161,820	13,902,010	13,647,114	14,023,267	14,406,861	14,797,924	15,196,647	15,603,187	16,018,004	16,441,076
Drainage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

The asset management plans are updated on a rolling program. 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
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
General Fund	9.8%	9.5%	9.2%	8.9%	8.7%	8.4%	8.3%	8.1%	7.6%	7.0%
Water Fund	20.8%	18.3%	17.1%	15.6%	14.3%	13.1%	11.9%	10.9%	10.2%	9.8%
Sewer Fund	16.5%	15.1%	14.0%	13.0%	7.9%	7.2%	6.4%	5.9%	5.6%	5.5%
Consolidated	12.94%	12.20%	11.67%	11.08%	9.67%	9.14%	8.65%	8.27%	7.76%	7.32%





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