



**TWEED**  
SHIRE COUNCIL

Resourcing Strategy  
Supporting the 2013/2023 Community Strategic Plan

Adopted by Council on xx

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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

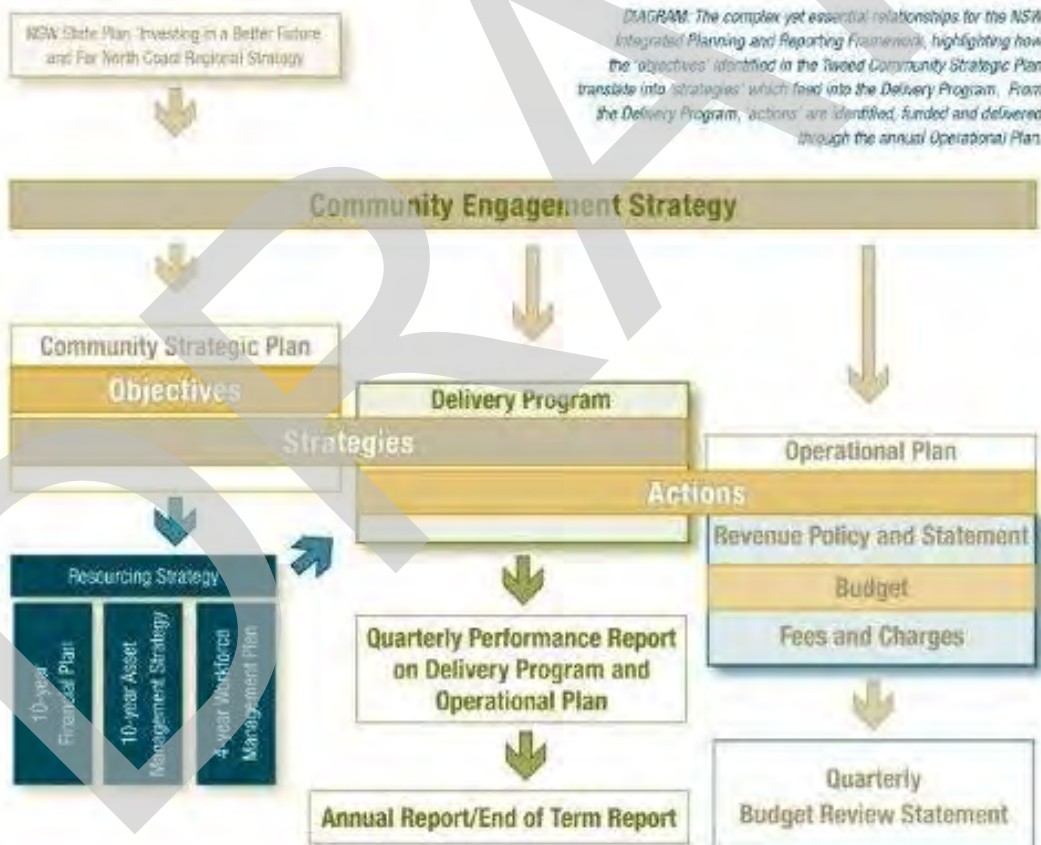
are available as and when required.

## 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.

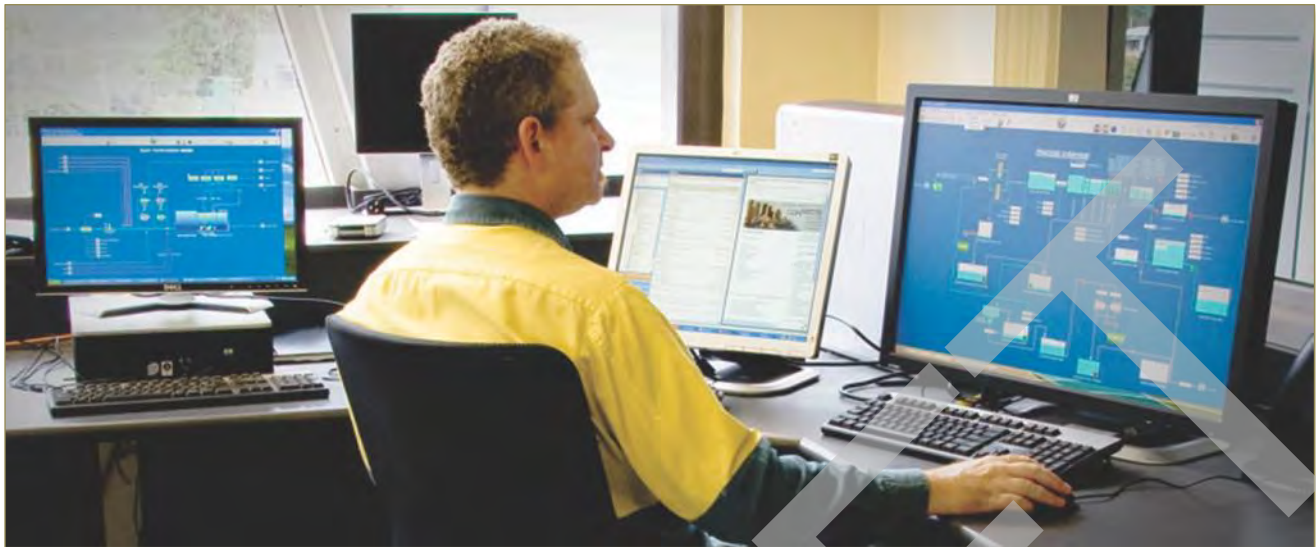
An effective Workforce Management Plan will enable Council to plan its future workforce needs to deliver agreed goals, focus beyond the short term to the medium and long term and provide a framework for dealing with challenges in a consistent way.

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

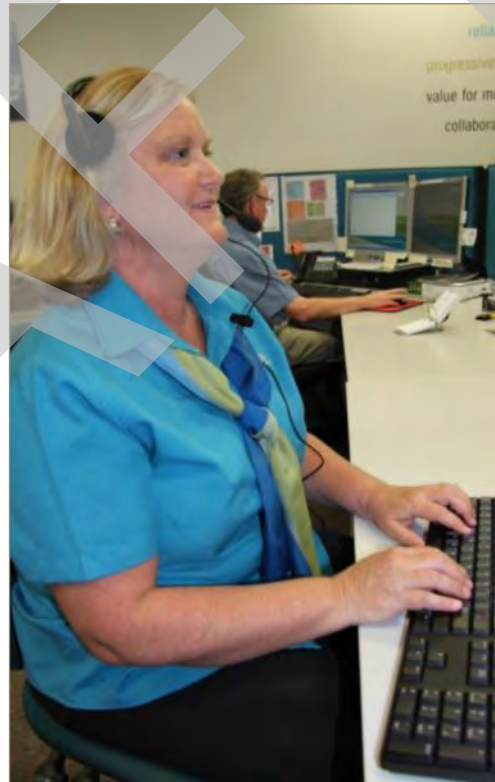
Affordability, speed and flexibility have been identified as critical factors for Council's future success. In particular, the capacity to redirect resources to highest value community uses will be essential in the highly turbulent and uncertain environment in which Council operates.

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](http://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](http://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 gender demographic of 71% total male staff, reflects a concentration of predominantly male based roles in field-based positions. Council's Directors and Managers remain majority male at 73% with Senior Professionals and Office-Based Supervisors represented by 80% male and 20% female.



In contrast the representation of female staff in the office workforce is 53 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 1.2 per cent of Council's workforce has a declared disability.

In contrast 2.6 per cent of Council's work force identifies as being of Aboriginal or Torres Strait Islander descent compared to the State Government's aboriginal employment target of two per cent and 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

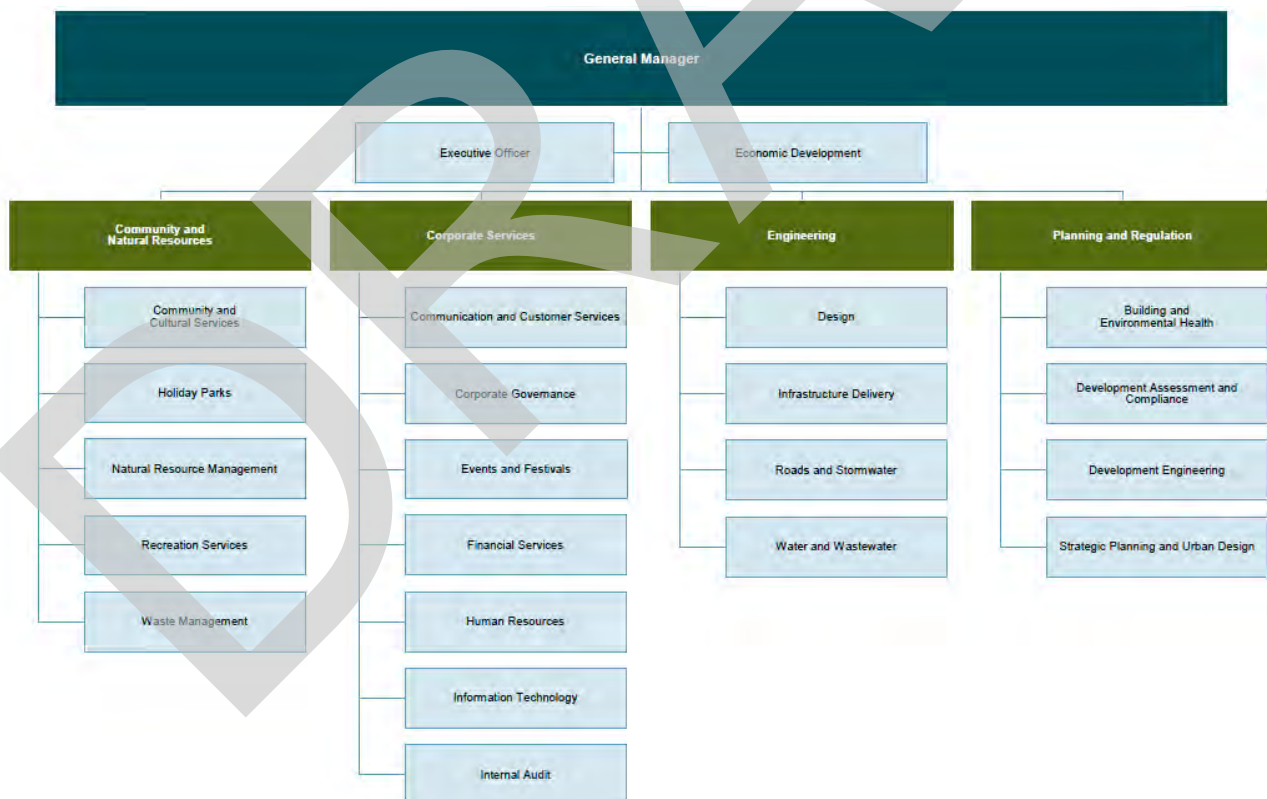
Whilst zero growth in staff numbers has been incorporated into the 10 year long term financial plan, Council recognises that as new neighbourhoods are developed, in line with the Far North Coast Regional Strategy, that these neighbourhoods will need to be serviced and new assets maintained. This will 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





## 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

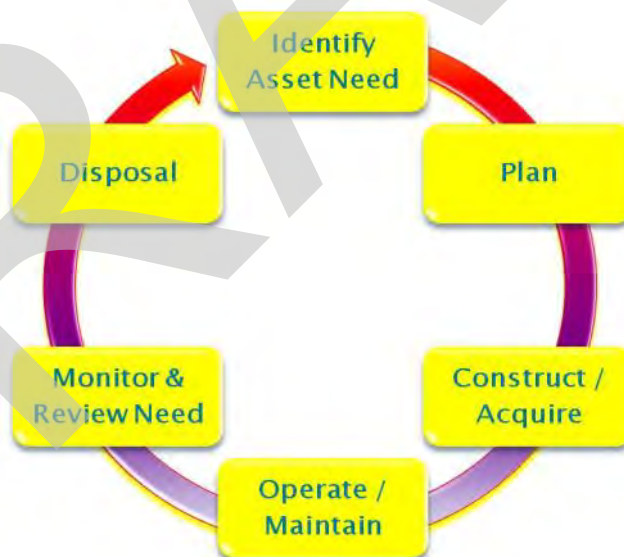
Assets are physical objects owned, controlled and/or maintained by Council to deliver services to the community. Assets provide the foundation on which the community carries out its everyday activities while contributing to overall quality of life.

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.



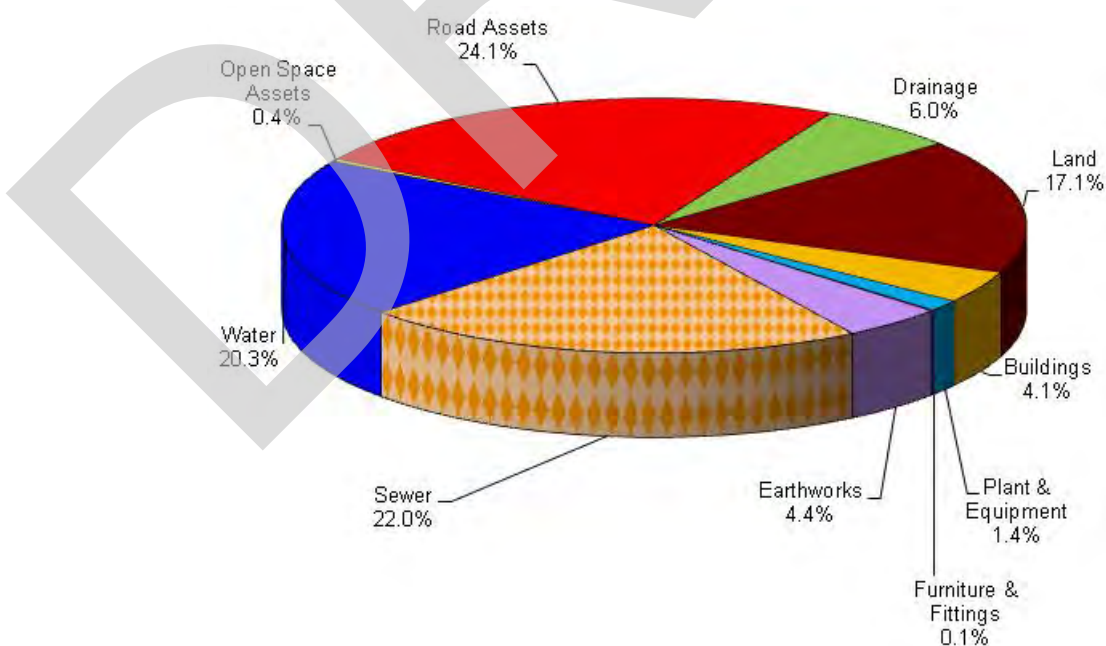
**Asset Lifecycle Diagram**

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 \$2.87 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>
<b>Transport</b>		<b>Stormwater Drainage</b>		<b>Water</b>	
<b>Sealed Roads</b>	1079 km	<b>Stormwater Pipes</b>	378,000 m	Permanent population supplied	73,534
Unsealed Roads	164 km	Stormwater Nodes	15,379	Number of residential connections	32,284
Kerbs	796 km	Stormwater Culverts	238	Number of non-residential connections	1976
Footpaths	240 km	Stormwater Channels	32,013 m	Headworks transfer mains length	3 km
Road Bridges	277	Flood Gates	400	Reticulation mains length	505 km
Footbridges	62			Trunk mains length	185 km
Bus Shelters	157	<b>Fleet</b>		Total length of water mains	693 km
		Light Vehicles	107	Pumping stations - potable and non-potable	27
<b>Building</b>		Commercial Vehicles	183	Number of service reservoirs	41
Ancillary	27	Heavy Plant	202	Volume Treated (2009/10)	10,550 ML/yr
Aquatic Centre	3	Small Plant	560		
Civic Centre	2			<b>Wastewater</b>	
Community Centres	24	<b>Open Space/Land (m<sup>2</sup>)</b>		Permanent population served	68,775
Cultural Buildings	6	Community	2,583,150	Residential Connections	30,618
Depot Structures	15	Operational	667,803	Non-residential Connections	1734
Emergency Services	21	Easement	655	Gravity / reticulation mains length	513 km
Hall	21	Crown Land	140,804	Pressure / Rising mains length	178 km
Library	3	Catholic Church	8094	Total length of wastewater mains	691 km
Maternal Child Health	8	Tweed Shire Council Crown	2,556,891	Volume Treated (2009/10)	8,530 ML/yr
Public Toilets	67	Road Reserve	269,504		
Recreation	65				
Residential	20				
Cemetery buildings	6				



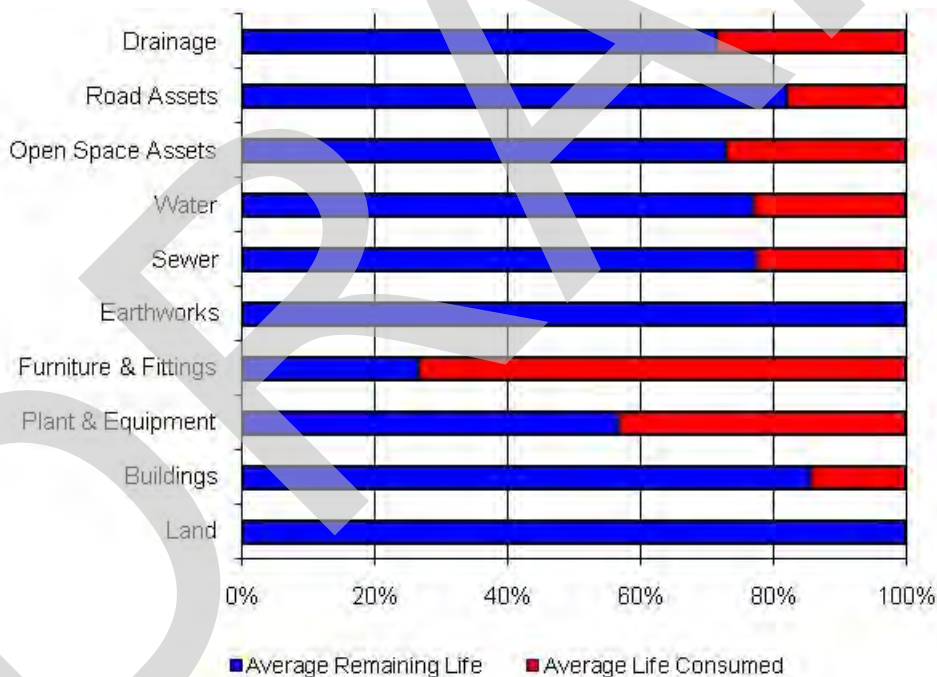
## Health of Asset Stock

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

There are many reasons why Council assets fail/deteriorate and therefore do not meet current performance standards and community expectations. 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**

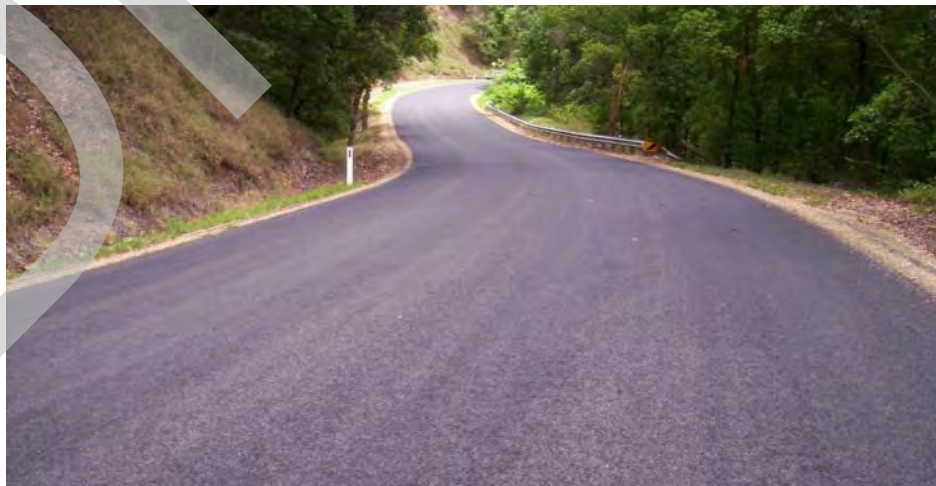
The following graphs illustrate the asset conditions for each of the major asset categories (excluding bridges), based on Council's historical condition data. They are based on the condition rating scales as illustrated in the following table:

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.

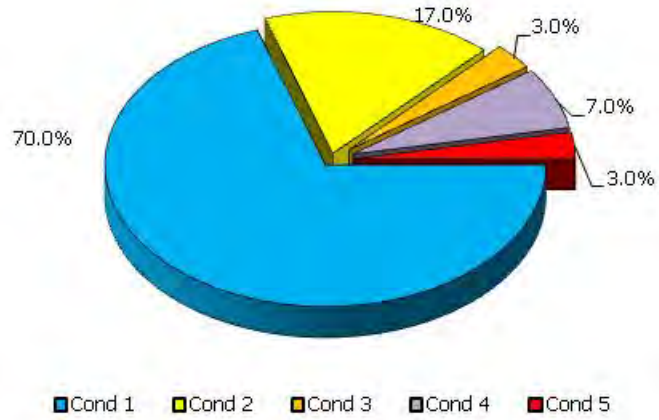
**Condition Scoring Table**

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.

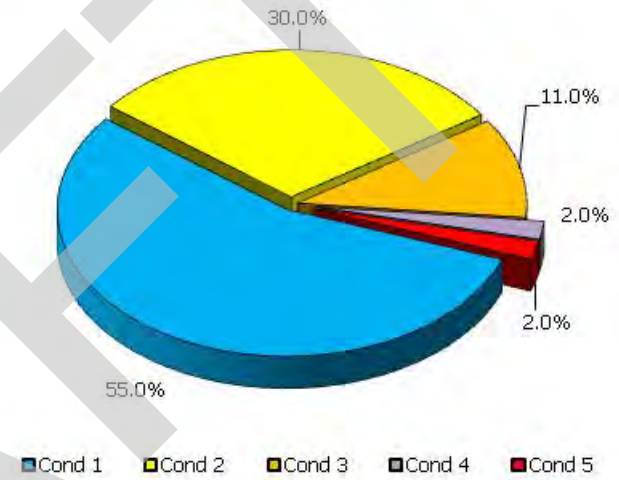
The descriptions in the Condition Scoring Table are a general guide to help understand the meaning of each condition score. In practise, the condition score for an asset is determined by a range of measures and indicators that vary for each asset category.



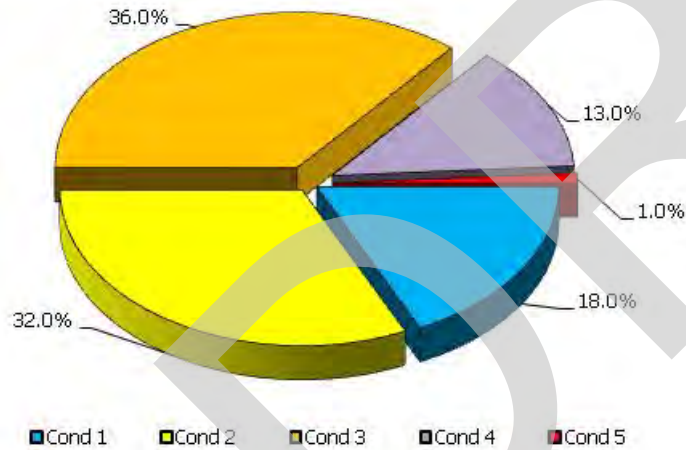
**Distribution of Sealed Road Pavement Condition**



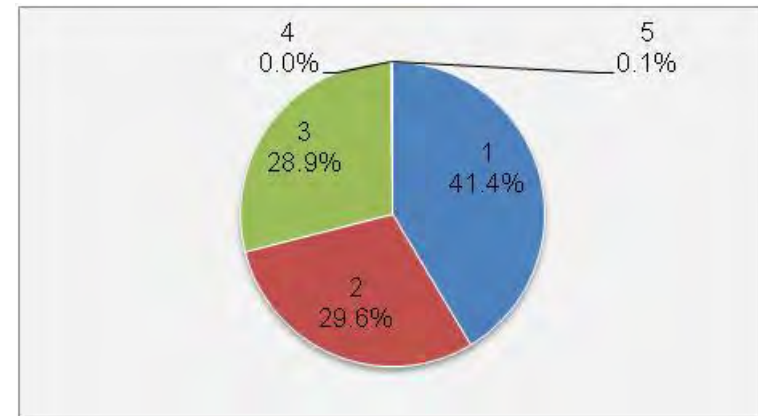
**Distribution of Sealed Road Surface Condition**



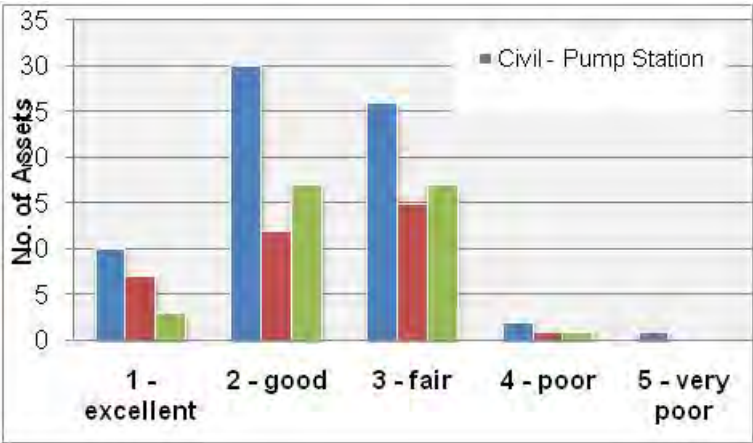
**Distribution of Building Portfolio Condition**



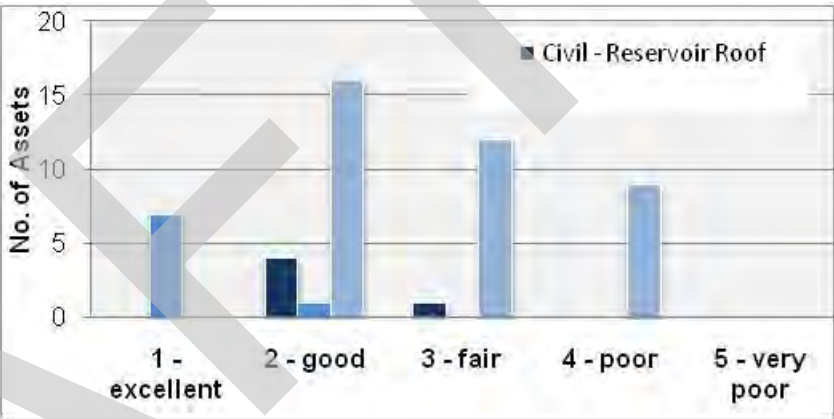
**Water Pipeline Condition Profile (by % of total Length)**



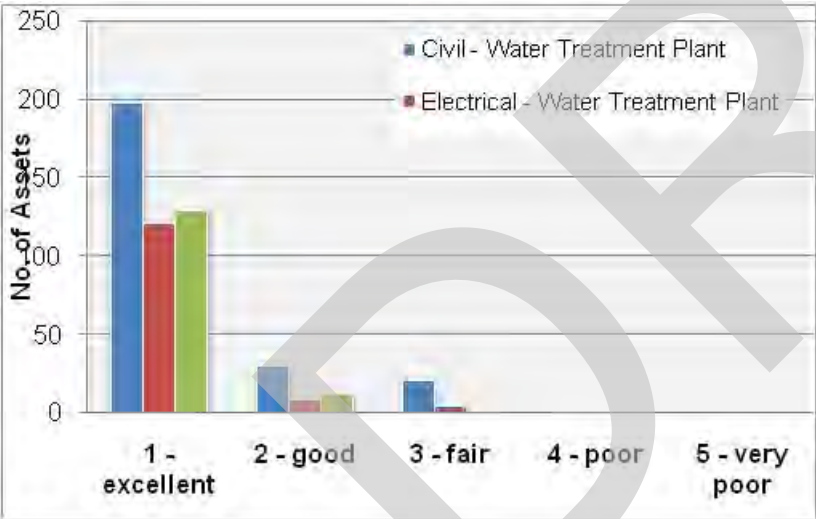
**Water Pumping Stations Overall Condition Profile**



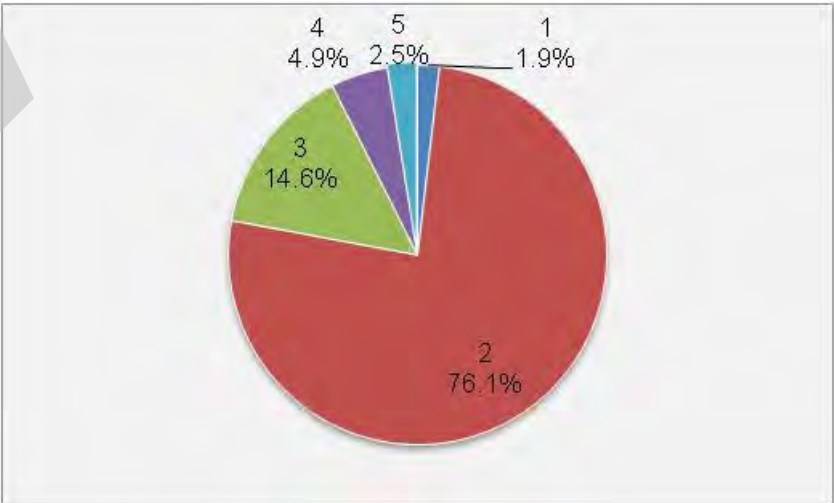
**Reservoirs Overall Condition Profile**



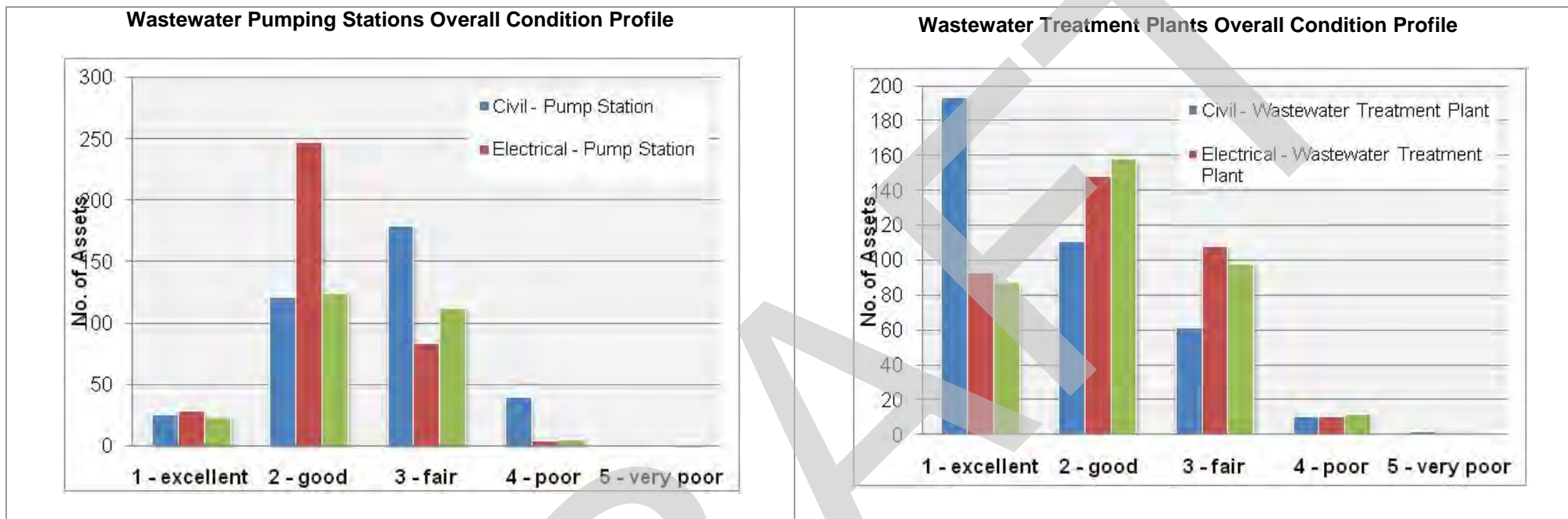
**Water Treatment Plants Overall Condition Profile**



**Sewer Pipeline Condition Profile by % of total**







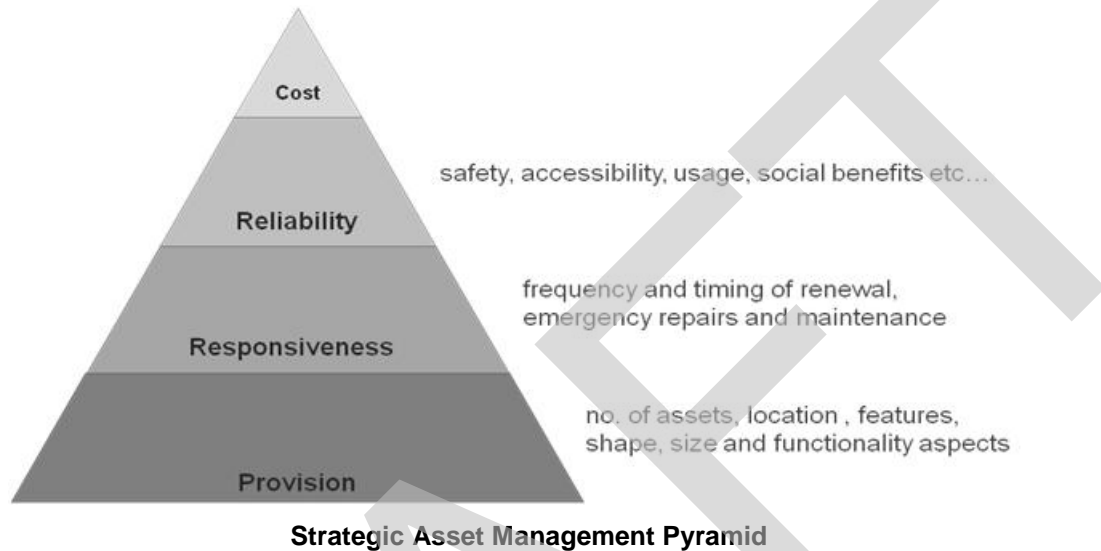
The condition assessments, valuations and updating of Asset Management Plans are undertaken by major asset category on a rolling program as follows:

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:



**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
<b>Funding Provided</b>										
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
<b>Total Funding</b>	<b>20,336,376</b>	<b>21,022,178</b>	<b>20,922,161</b>	<b>21,459,430</b>	<b>22,006,186</b>	<b>22,562,496</b>	<b>23,128,633</b>	<b>23,705,730</b>	<b>24,291,648</b>	<b>24,890,182</b>
<b>Asset Management Plans (AMP)</b>										
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
<b>Total</b>	<b>30,942,000</b>	<b>31,552,000</b>	<b>32,453,000</b>	<b>33,268,000</b>	<b>34,276,000</b>	<b>35,180,000</b>	<b>36,340,000</b>	<b>37,287,000</b>	<b>38,304,000</b>	<b>39,453,120</b>
<b>Shortfall</b>	<b>10,605,624</b>	<b>10,529,822</b>	<b>11,530,839</b>	<b>11,808,570</b>	<b>12,269,814</b>	<b>12,617,504</b>	<b>13,211,367</b>	<b>13,581,270</b>	<b>14,012,352</b>	<b>14,562,938</b>

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](http://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:

	<b>Consolidated</b>	<b>General</b>	<b>Water</b>	<b>Sewer</b>
<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 2015/2016 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

<b>Rates and Annual Charges</b>	<p>Rate pegging (set by IPART) at 1.8%, plus 0.5% growth in assessable properties for year 1 (2016/17); 2% rate pegging plus 0.5% growth for years 2 to 10.</p> <p>Water Access Charges are predicted to increase between \$5.50 and \$7.95 for each of the 10 years.</p> <p>Sewer Access Charges are predicted to increase between \$23.45 and \$29.7 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>
<b>User Charges and fees</b>	<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 10c/kl and 15c/kl for each of the 10 years.</p> <p>Other fees and charges to increase by 5% per annum.</p>
<b>Interest received</b>	Interest on investments estimated at 3.5%.
<b>Other revenues</b>	Other revenues to increase by 5% per annum.
<b>Operating Grants and Contributions</b>	<p>Financial Assistance grant 0% for year 1 (2016/17), and to increase by 1% per annum from year 2 (2017/18)</p> <p>Pensioner Rate Subsidies to remain static.</p> <p>Recurring operating grants and contributions to increase by 3% per annum.</p>
<b>Capital Grants and Contributions</b>	<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**

<b>Employee benefits and on-costs</b>	Employee costs to increase by 3.1% for year 1 (2016/17), and 2.75% per annum thereafter. Based on known and expected award increases for the next year.										
<b>Borrowing Costs</b>	<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;"><b>General</b></th> <th style="text-align: right;"><b>Annual</b></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>	<b>General</b>	<b>Annual</b>	Public Toilets	\$100,000	Bridges	\$776,000	Drainage	\$1,100,000	Flood Mitigation	\$100,000 to \$200,000
<b>General</b>	<b>Annual</b>										
Public Toilets	\$100,000										
Bridges	\$776,000										
Drainage	\$1,100,000										
Flood Mitigation	\$100,000 to \$200,000										
<b>Materials and Contracts</b>	<p>Materials, contracts, and other costs to increase by 2.75% per annum based on recent CPI.</p> <p>Postage to increase by up to 40% in 2016/17</p>										
<b>Plant Hire</b> (Council's own fleet)	Costs to increase by 2.75% per annum.										
<b>Depreciation and Amortisation</b>	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.										
<b>Other Expenses</b>	<p>Electricity costs (excluding street lighting) to increase by 2% per annum.</p> <p>Insurance premiums (excluding workers compensation) to increase by 2% per annum.</p>										

**Balance Sheet - Assets**

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

Balance Sheet - Liabilities & Equity

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

Cash Flow - operating activities

<b>Receipts</b>	From Income Statement
<b>Payments</b>	From Income Statement

Cash Flow - investing activities

<b>Receipts</b>	Disposals from budget
<b>Payments</b>	Additions - from capital expenditure list

Cash Flow - financing activities

<b>Receipts</b>	Balance from loan borrowings in budget
<b>Payments</b>	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, whilst improving over time, 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

<b>Fund</b>	<b>Attachment</b>	<b>Attachment No.</b>
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
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>										
Rates & Annual Charges	103,614	107,152	110,969	114,794	118,767	122,851	127,071	131,451	135,975	140,418
User Charges & Fees	44,047	46,649	49,379	51,719	54,236	56,853	59,573	62,491	65,516	68,568
Interest Received	9,922	10,511	11,012	11,629	12,263	12,044	12,405	13,235	14,660	16,737
Other Operating Revenues	1,986	2,077	2,171	2,270	2,373	2,482	2,595	2,714	2,839	2,979
Operating Grants & Contributions	16,230	16,403	16,666	16,935	17,209	17,490	17,776	18,070	18,369	18,676
Capital Grants & Contributions	19,497	15,306	17,824	16,446	17,145	17,011	17,337	17,976	18,259	18,636
	<b>195,296</b>	<b>198,097</b>	<b>208,020</b>	<b>213,792</b>	<b>221,993</b>	<b>228,729</b>	<b>236,758</b>	<b>245,937</b>	<b>255,618</b>	<b>266,015</b>
<b>Expenditure</b>										
Employee Costs	57,662	59,247	54,735	56,330	57,957	59,666	61,412	63,208	65,062	66,970
Borrowing Costs	12,551	12,191	11,796	11,419	10,675	9,945	9,457	8,939	8,392	7,773
Materials & Contracts	48,525	47,715	55,323	57,353	59,059	60,231	62,255	64,202	66,382	67,719
Depreciation	43,227	44,421	45,727	47,108	48,486	50,215	51,900	53,599	55,195	56,789
Other Expenses	15,714	16,130	16,556	16,995	17,446	17,909	18,385	18,875	19,378	19,895
	<b>177,679</b>	<b>179,703</b>	<b>184,138</b>	<b>189,204</b>	<b>193,623</b>	<b>197,966</b>	<b>203,410</b>	<b>208,823</b>	<b>214,408</b>	<b>219,146</b>
<b>Net Operating Result</b>	<b>17,617</b>	<b>18,394</b>	<b>23,882</b>	<b>24,587</b>	<b>28,370</b>	<b>30,764</b>	<b>33,348</b>	<b>37,114</b>	<b>41,210</b>	<b>46,869</b>
Capital Grants/Contributions	19,497	15,306	17,824	16,446	17,145	17,011	17,337	17,976	18,259	18,636
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>(1,880)</b>	<b>3,089</b>	<b>6,058</b>	<b>8,142</b>	<b>11,225</b>	<b>13,753</b>	<b>16,011</b>	<b>19,138</b>	<b>22,952</b>	<b>28,233</b>

**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
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	17,617	18,394	23,882	24,587	28,370	30,764	33,348	37,114	41,210	46,869
<i>Add Back non-funded items:</i>										
Depreciation	43,227	44,421	45,727	47,108	48,486	50,215	51,900	53,599	55,195	56,789
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	18,103	14,877	14,144	24,522	35,313	37,327	30,587	10,659	13,852	9,149
Transfers from Internally Restricted Cash	9,257	14,372	19,837	6,192	17,687	17,757	17,342	23,508	18,717	17,764
Proceeds from sale of assets	1,457	2,039	1,737	1,912	1,308	2,556	2,156	2,095	1,869	1,522
Loan Funds Utilised	1,976	1,976	2,166	1,976	2,408	1,976	2,304	1,400	1,400	1,400
Repayments from Deferred Debtors	0	0	0	0	0	0	0	0	0	0
<b>Funds Available</b>	<b>91,637</b>	<b>96,080</b>	<b>107,492</b>	<b>106,297</b>	<b>133,573</b>	<b>140,594</b>	<b>137,638</b>	<b>128,375</b>	<b>132,243</b>	<b>133,493</b>
<i>Funds were applied to:</i>										
Purchase and construction of assets	40,771	41,323	44,786	39,875	63,923	66,452	58,389	46,690	43,807	38,390
Repayment of principal on loans	8,047	8,442	8,834	9,231	8,085	8,765	9,397	9,559	9,598	10,121
Transfers to Externally Restricted Cash	12,386	14,268	16,777	17,245	17,952	17,827	18,162	18,809	19,101	19,488
Transfers to Internally Restricted Cash	30,433	32,048	37,095	39,947	43,613	47,551	51,690	53,317	59,737	65,494
<b>Funds Used</b>	<b>91,637</b>	<b>96,080</b>	<b>107,492</b>	<b>106,297</b>	<b>133,573</b>	<b>140,594</b>	<b>137,638</b>	<b>128,375</b>	<b>132,243</b>	<b>133,493</b>
<b>Increase/(Decrease) in Available Working Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**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
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>										
<b>Current assets</b>										
Cash and cash equivalents	10,535	18,452	19,000	19,000	18,000	18,000	18,000	19,000	19,000	19,000
Investments	123,306	131,545	143,711	161,753	165,522	171,628	184,090	209,126	241,473	281,953
Receivables	19,325	19,656	20,602	21,432	22,298	23,134	24,135	25,303	26,568	27,936
Inventories	1,002	1,013	1,044	1,077	1,112	1,130	1,165	1,191	1,237	1,256
Other	969	980	1,022	1,054	1,085	1,105	1,138	1,166	1,206	1,228
<b>Total current assets</b>	<b>155,137</b>	<b>171,645</b>	<b>185,379</b>	<b>204,316</b>	<b>208,017</b>	<b>214,997</b>	<b>228,529</b>	<b>255,786</b>	<b>289,483</b>	<b>331,373</b>
<b>Non-current assets</b>										
Investments	89,706	92,000	100,362	110,168	116,909	122,476	132,959	145,890	160,851	179,320
Receivables	105	106	108	109	110	112	113	115	116	117
Infrastructure, property, plant and equipment	2,877,956	2,872,828	2,870,160	2,861,024	2,875,161	2,888,852	2,893,194	2,884,199	2,870,952	2,851,039
Investment property	-	-	-	-	-	-	-	-	-	-
Intangible assets	97	88	78	69	60	51	42	32	23	14
Other	2	2	2	3	3	3	3	3	3	3
<b>Total non-current assets</b>	<b>2,967,867</b>	<b>2,965,024</b>	<b>2,970,711</b>	<b>2,971,373</b>	<b>2,992,243</b>	<b>3,011,493</b>	<b>3,026,310</b>	<b>3,030,239</b>	<b>3,031,946</b>	<b>3,030,494</b>
<b>Total assets</b>	<b>3,123,003</b>	<b>3,136,668</b>	<b>3,156,090</b>	<b>3,175,689</b>	<b>3,200,260</b>	<b>3,226,490</b>	<b>3,254,838</b>	<b>3,286,025</b>	<b>3,321,429</b>	<b>3,361,867</b>
<b>LIABILITIES</b>										
<b>Current liabilities</b>										
Payables	15,161	15,343	15,994	16,420	16,845	17,168	17,610	18,013	18,527	18,887
Borrowings	8,442	8,834	9,231	8,085	8,765	9,397	9,559	9,598	10,121	10,590
Provisions	20,409	21,621	22,865	24,144	25,457	26,807	28,194	29,618	31,082	32,586
<b>Total current liabilities</b>	<b>44,012</b>	<b>45,798</b>	<b>48,090</b>	<b>48,648</b>	<b>51,067</b>	<b>53,372</b>	<b>55,362</b>	<b>57,229</b>	<b>59,730</b>	<b>62,064</b>
<b>Non-current liabilities</b>										
Payables	351	351	351	351	351	351	351	351	351	351

Borrowings	164,025	157,167	150,062	144,154	137,565	130,344	122,961	114,764	106,043	96,852
Provisions	6,592	6,935	7,287	7,649	8,021	8,403	8,795	9,198	9,612	10,038
<b>Total non-current liabilities</b>	<b>170,968</b>	<b>164,453</b>	<b>157,701</b>	<b>152,154</b>	<b>145,937</b>	<b>139,098</b>	<b>132,108</b>	<b>124,313</b>	<b>116,007</b>	<b>107,242</b>
<b>Total liabilities</b>	<b>214,981</b>	<b>210,251</b>	<b>205,790</b>	<b>200,802</b>	<b>197,004</b>	<b>192,469</b>	<b>187,470</b>	<b>181,543</b>	<b>175,736</b>	<b>169,305</b>
<b>Net assets</b>	<b>2,908,023</b>	<b>2,926,417</b>	<b>2,950,299</b>	<b>2,974,886</b>	<b>3,003,256</b>	<b>3,034,020</b>	<b>3,067,369</b>	<b>3,104,482</b>	<b>3,145,693</b>	<b>3,192,562</b>
<b>EQUITY</b>										
Retained earnings	1,330,160	1,348,554	1,372,436	1,397,023	1,425,393	1,456,157	1,489,506	1,526,619	1,567,830	1,614,699
Revaluation reserves	1,577,863	1,577,863	1,577,863	1,577,863	1,577,863	1,577,863	1,577,863	1,577,863	1,577,863	1,577,863
<b>Council equity interest</b>	<b>2,908,023</b>	<b>2,926,417</b>	<b>2,950,299</b>	<b>2,974,886</b>	<b>3,003,256</b>	<b>3,034,020</b>	<b>3,067,369</b>	<b>3,104,482</b>	<b>3,145,693</b>	<b>3,192,562</b>
<b>Total equity</b>	<b>2,908,023</b>	<b>2,926,417</b>	<b>2,950,299</b>	<b>2,974,886</b>	<b>3,003,256</b>	<b>3,034,020</b>	<b>3,067,369</b>	<b>3,104,482</b>	<b>3,145,693</b>	<b>3,192,562</b>

**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
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>										
<b>Receipts:</b>										
Rates and annual charges	103,268	106,923	110,723	114,548	118,511	122,588	126,800	131,170	135,685	140,132
User charges and fees	43,715	46,327	49,039	51,435	53,930	56,535	59,243	62,136	65,149	68,199
Investment revenue and interest	9,706	10,276	10,739	11,304	12,054	11,887	12,107	12,809	14,164	16,139
Grants and contributions	35,904	32,170	34,471	33,458	34,334	34,480	35,093	36,024	36,606	37,290
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	2,060	2,196	2,231	2,349	2,436	2,546	2,661	2,781	2,907	3,048
<b>Payments:</b>										
Employee benefits and on-costs	(56,148)	(57,693)	(53,139)	(54,689)	(56,272)	(57,934)	(59,633)	(61,381)	(63,184)	(65,041)
Materials & contracts	(50,229)	(47,667)	(54,863)	(57,112)	(58,824)	(60,071)	(62,009)	(63,982)	(66,090)	(67,540)
Borrowing costs	(12,563)	(12,204)	(11,810)	(11,433)	(10,691)	(9,963)	(9,477)	(8,963)	(8,415)	(7,798)
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(15,714)	(16,130)	(16,556)	(16,995)	(17,446)	(17,909)	(18,385)	(18,875)	(19,378)	(19,895)
<b>Net cash provided in operating activities</b>	<b>60,000</b>	<b>64,199</b>	<b>70,834</b>	<b>72,865</b>	<b>78,033</b>	<b>82,158</b>	<b>86,399</b>	<b>91,720</b>	<b>97,444</b>	<b>104,537</b>
<b>Cash flows from investing activities</b>										
<b>Receipts:</b>										
Sale of investments	0	0	0	0	1,656,314	5,401,286	3,039,761	0	0	0
Sale of infrastructure, property, plant & equipment	1,457	2,039	1,737	1,912	1,308	2,556	2,156	2,095	1,869	1,522
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of investments	(9,617)	(10,533)	(20,529)	(27,847)	(12,166)	(17,075)	(25,985)	(37,967)	(47,308)	(58,949)
Purchase of infrastructure property, plant & equipment	(40,771)	(41,323)	(44,786)	(39,875)	(63,923)	(66,452)	(58,389)	(46,690)	(43,807)	(38,390)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Net cash used in Investing activities</b>	<b>(48,931)</b>	<b>(49,816)</b>	<b>(63,578)</b>	<b>(65,811)</b>	<b>(73,124)</b>	<b>(75,569)</b>	<b>(79,178)</b>	<b>(82,562)</b>	<b>(89,247)</b>	<b>(95,816)</b>



**Cash flows from financing activities**

<b>Receipts:</b>										
Borrowings and advances	1,976	1,976	2,126	2,176	2,176	2,176	2,176	1,400	1,400	1,400
Other										
<b>Payments:</b>										
Borrowings and advances	(8,047)	(8,442)	(8,834)	(9,231)	(8,085)	(8,765)	(9,397)	(9,559)	(9,598)	(10,121)
Lease Liabilities										
Other										
<b>Net cash provided by financing activities</b>	<b>(6,071)</b>	<b>(6,466)</b>	<b>(6,708)</b>	<b>(7,055)</b>	<b>(5,909)</b>	<b>(6,589)</b>	<b>(7,221)</b>	<b>(8,159)</b>	<b>(8,198)</b>	<b>(8,721)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	4,997	7,917	548	0	(1,000)	(0)	0	1,000	-	0
<b>Cash and cash equivalents at beginning of reporting period</b>	5,537	10,535	18,452	19,000	19,000	18,000	18,000	18,000	19,000	19,000
<b>Cash and cash equivalents at end of reporting period</b>	<b>10,535</b>	<b>18,452</b>	<b>19,000</b>	<b>19,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>19,000</b>	<b>19,000</b>	<b>19,000</b>

**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
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>										
Rates & Annual Charges	69,860	71,680	73,548	75,465	77,432	79,451	81,522	83,648	85,830	88,069
User Charges & Fees	20,042	21,019	21,988	23,006	24,074	25,195	26,371	27,607	28,895	30,247
Interest Received	4,178	4,190	4,204	4,196	4,210	4,224	4,239	4,254	4,270	4,299
Other Operating Revenues	1,693	1,771	1,852	1,936	2,025	2,118	2,215	2,317	2,424	2,545
Operating Grants & Contributions	15,378	15,528	15,766	16,010	16,259	16,513	16,773	17,038	17,308	17,586
Capital Grants & Contributions	9,679	3,646	3,694	1,889	1,924	1,959	1,995	2,033	2,071	2,111
	<b>120,831</b>	<b>117,834</b>	<b>121,052</b>	<b>122,503</b>	<b>125,923</b>	<b>129,460</b>	<b>133,116</b>	<b>136,897</b>	<b>140,799</b>	<b>144,857</b>
<b>Expenditure</b>										
Employee Costs	42,172	43,275	44,464	45,681	46,930	48,220	49,544	50,903	52,301	53,738
Borrowing Costs	5,894	5,719	5,524	5,337	5,124	4,903	4,654	4,382	4,097	3,797
Materials & Contracts	30,944	31,139	32,134	33,232	34,381	34,834	35,968	36,767	38,311	38,811
Depreciation	25,629	26,303	26,998	27,716	28,457	29,221	30,009	30,822	31,661	32,527
Other Expenses	11,766	12,049	12,339	12,637	12,941	13,253	13,573	13,900	14,236	14,580
	<b>116,407</b>	<b>118,485</b>	<b>121,459</b>	<b>124,602</b>	<b>127,833</b>	<b>130,430</b>	<b>133,748</b>	<b>136,774</b>	<b>140,607</b>	<b>143,453</b>
<b>Net Operating Result</b>	<b>4,424</b>	<b>(651)</b>	<b>(407)</b>	<b>(2,099)</b>	<b>(1,910)</b>	<b>(970)</b>	<b>(632)</b>	<b>123</b>	<b>192</b>	<b>1,404</b>
Capital Grants/Contributions	9,679	3,646	3,694	1,889	1,924	1,959	1,995	2,033	2,071	2,111
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>(5,255)</b>	<b>(4,297)</b>	<b>(4,101)</b>	<b>(3,989)</b>	<b>(3,833)</b>	<b>(2,929)</b>	<b>(2,627)</b>	<b>(1,909)</b>	<b>(1,880)</b>	<b>(707)</b>

### 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
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	4,424	(651)	(407)	(2,099)	(1,910)	(970)	(632)	123	192	1,404
<i>Add Back non-funded items:</i>										
Depreciation	25,629	26,303	26,998	27,716	28,457	29,221	30,009	30,822	31,661	32,527
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	2,819	1,147	1,160	1,160	1,097	5,263	1,097	1,097	1,097	1,097
Transfers from Internally Restricted Cash	375	617	5	63	339	1,814	5	429	705	5
Proceeds from sale of assets	1,457	2,039	1,737	1,912	1,308	2,556	2,156	2,095	1,869	1,522
Loan Funds Utilised	1,976	1,976	2,166	1,976	2,408	1,976	2,304	1,400	1,400	1,400
Repayments from Deferred Debtors										
<b>Funds Available</b>	<b>36,680</b>	<b>31,431</b>	<b>31,660</b>	<b>30,728</b>	<b>31,699</b>	<b>39,859</b>	<b>34,939</b>	<b>35,966</b>	<b>36,924</b>	<b>37,956</b>
<i>Funds were applied to:</i>										
Purchase and construction of assets	24,694	19,401	18,696	17,249	15,885	24,628	18,810	19,574	19,850	18,955
Repayment of principal on loans	4,012	4,222	4,416	4,622	4,783	5,170	5,562	5,479	5,255	5,460
Transfers to Externally Restricted Cash	2,569	2,607	2,647	2,689	2,731	2,775	2,820	2,866	2,914	2,963
Transfers to Internally Restricted Cash	5,406	5,200	5,901	6,169	8,300	7,286	7,747	8,047	8,904	10,577
<b>Funds Used</b>	<b>36,680</b>	<b>31,431</b>	<b>31,660</b>	<b>30,728</b>	<b>31,699</b>	<b>39,859</b>	<b>34,939</b>	<b>35,966</b>	<b>36,924</b>	<b>37,956</b>
<b>Increase/(Decrease) in Available Working Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**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
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>										
<b>Current assets</b>										
Cash and cash equivalents	6,535	14,452	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Investments	41,185	41,185	44,398	48,080	52,321	54,175	58,435	62,715	67,288	72,759
Receivables	12,223	12,106	12,563	12,914	13,420	13,835	14,365	14,908	15,475	16,094
Inventories	1,002	1,013	1,044	1,077	1,112	1,130	1,165	1,191	1,237	1,256
Other	919	932	959	988	1,018	1,036	1,066	1,091	1,129	1,149
<b>Total current assets</b>	<b>61,865</b>	<b>69,688</b>	<b>73,963</b>	<b>78,059</b>	<b>82,871</b>	<b>85,175</b>	<b>90,031</b>	<b>94,905</b>	<b>100,129</b>	<b>106,259</b>
<b>Non-current assets</b>										
Investments	64,412	64,412	69,436	75,195	81,827	84,727	91,389	98,083	105,235	113,792
Receivables	85	85	85	85	85	85	85	85	85	85
Infrastructure, property, plant and equipment	1,781,922	1,772,990	1,762,960	1,750,590	1,736,720	1,729,580	1,716,235	1,702,900	1,689,229	1,674,144
Investment property										
Intangible assets	97	88	78	69	60	51	42	32	23	14
Other										
<b>Total non-current assets</b>	<b>1,846,515</b>	<b>1,837,574</b>	<b>1,832,559</b>	<b>1,825,939</b>	<b>1,818,692</b>	<b>1,814,443</b>	<b>1,807,751</b>	<b>1,801,101</b>	<b>1,794,572</b>	<b>1,788,035</b>
<b>Total assets</b>	<b>1,908,380</b>	<b>1,907,262</b>	<b>1,906,522</b>	<b>1,903,998</b>	<b>1,901,563</b>	<b>1,899,618</b>	<b>1,897,782</b>	<b>1,896,006</b>	<b>1,894,701</b>	<b>1,894,294</b>
<b>LIABILITIES</b>										
<b>Current liabilities</b>										
Payables	14,322	14,547	14,907	15,289	15,685	15,972	16,375	16,726	17,207	17,526
Borrowings	4,222	4,416	4,622	4,783	5,170	5,562	5,479	5,255	5,460	5,619
Provisions	20,409	21,621	22,865	24,144	25,457	26,807	28,194	29,618	31,082	32,586
<b>Total current liabilities</b>	<b>38,954</b>	<b>40,584</b>	<b>42,394</b>	<b>44,215</b>	<b>46,312</b>	<b>48,341</b>	<b>50,047</b>	<b>51,600</b>	<b>53,750</b>	<b>55,732</b>
<b>Non-current liabilities</b>										
Payables	351	351	351	351	351	351	351	351	351	351
Borrowings	77,453	75,013	72,517	69,911	66,917	63,530	60,228	56,373	52,312	48,093

Provisions	6,592	6,935	7,287	7,649	8,021	8,403	8,795	9,198	9,612	10,038
<b>Total non-current liabilities</b>	<b>84,396</b>	<b>82,299</b>	<b>80,156</b>	<b>77,911</b>	<b>75,289</b>	<b>72,284</b>	<b>69,374</b>	<b>65,922</b>	<b>62,276</b>	<b>58,482</b>
<b>Total liabilities</b>	<b>123,350</b>	<b>122,883</b>	<b>122,550</b>	<b>122,126</b>	<b>121,601</b>	<b>120,626</b>	<b>119,421</b>	<b>117,522</b>	<b>116,026</b>	<b>114,214</b>
<b>Net assets</b>	<b>1,785,030</b>	<b>1,784,379</b>	<b>1,783,972</b>	<b>1,781,872</b>	<b>1,779,963</b>	<b>1,778,992</b>	<b>1,778,361</b>	<b>1,778,484</b>	<b>1,778,676</b>	<b>1,780,080</b>
<b>EQUITY</b>										
Retained earnings	885,708	885,057	884,650	882,550	880,641	879,670	879,039	879,162	879,354	880,758
Revaluation reserves	899,322	899,322	899,322	899,322	899,322	899,322	899,322	899,322	899,322	899,322
Council equity interest	1,785,030	1,784,379	1,783,972	1,781,872	1,779,963	1,778,992	1,778,361	1,778,484	1,778,676	1,780,080
<b>Total equity</b>	<b>1,785,030</b>	<b>1,784,379</b>	<b>1,783,972</b>	<b>1,781,872</b>	<b>1,779,963</b>	<b>1,778,992</b>	<b>1,778,361</b>	<b>1,778,484</b>	<b>1,778,676</b>	<b>1,780,080</b>



**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
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>										
<b>Receipts:</b>										
Rates and annual charges	69,702	71,551	73,416	75,329	77,293	79,308	81,376	83,498	85,676	87,911
User charges and fees	19,974	20,925	21,895	22,908	23,971	25,087	26,258	27,488	28,771	30,118
Investment revenue and interest	4,089	4,058	4,042	4,034	4,021	4,138	4,049	4,065	4,068	4,058
Grants and contributions	25,182	19,635	19,442	17,978	18,163	18,452	18,748	19,050	19,359	19,675
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	1,781	1,909	1,930	2,036	2,108	2,204	2,303	2,408	2,517	2,641
<b>Payments:</b>										
Employee benefits and on-costs	(40,658)	(41,722)	(42,867)	(44,041)	(45,245)	(46,488)	(47,765)	(49,075)	(50,423)	(51,809)
Materials & contracts	(32,590)	(31,049)	(31,948)	(33,032)	(34,174)	(34,707)	(35,759)	(36,595)	(38,050)	(38,671)
Borrowing costs	(5,907)	(5,733)	(5,538)	(5,351)	(5,139)	(4,921)	(4,674)	(4,406)	(4,121)	(3,821)
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(11,766)	(12,049)	(12,339)	(12,637)	(12,941)	(13,253)	(13,573)	(13,900)	(14,236)	(14,580)
<b>Net cash provided in operating activities</b>	<b>29,808</b>	<b>27,525</b>	<b>28,033</b>	<b>27,225</b>	<b>28,057</b>	<b>29,819</b>	<b>30,963</b>	<b>32,531</b>	<b>33,561</b>	<b>35,521</b>
<b>Cash flows from investing activities</b>										
<b>Receipts:</b>										
Sale of investments	-	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment	1,457	2,039	1,737	1,912	1,308	2,556	2,156	2,095	1,869	1,522
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of investments	-	-	(8,237)	(9,442)	(10,873)	(4,753)	(10,923)	(10,974)	(11,725)	(14,028)
Purchase of infrastructure property, plant & equipment	(24,694)	(19,401)	(18,696)	(17,249)	(15,885)	(24,628)	(18,810)	(19,574)	(19,850)	(18,955)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Net cash used in Investing activities</b>	<b>(23,237)</b>	<b>(17,362)</b>	<b>(25,196)</b>	<b>(24,779)</b>	<b>(25,450)</b>	<b>(26,825)</b>	<b>(27,577)</b>	<b>(28,453)</b>	<b>(29,705)</b>	<b>(31,461)</b>

**Cash flows from financing activities**

<b>Receipts:</b>										
Borrowings and advances	1,976	1,976	2,126	2,176	2,176	2,176	2,176	1,400	1,400	1,400
Other										
<b>Payments:</b>										
Borrowings and advances	(4,012)	(4,222)	(4,416)	(4,622)	(4,783)	(5,170)	(5,562)	(5,479)	(5,255)	(5,460)
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other										
<b>Net cash provided by financing activities</b>	<b>(2,036)</b>	<b>(2,246)</b>	<b>(2,290)</b>	<b>(2,446)</b>	<b>(2,607)</b>	<b>(2,994)</b>	<b>(3,386)</b>	<b>(4,079)</b>	<b>(3,855)</b>	<b>(4,060)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	4,535	7,917	548	0	(0)	(0)	0	-	0	(0)
<b>Cash and cash equivalents at beginning of reporting period</b>	2,000	6,535	14,452	15,000	15,000	15,000	15,000	15,000	15,000	15,000
<b>Cash and cash equivalents at end of reporting period</b>	<b>6,535</b>	<b>14,452</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>

**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
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>										
Rates & Annual Charges	5,318	5,670	6,097	6,415	6,749	7,095	7,454	7,832	8,226	8,595
User Charges & Fees	22,618	24,183	25,881	27,138	28,519	29,943	31,413	33,017	34,672	36,286
Interest Received	2,234	2,572	2,856	2,946	3,288	2,978	2,688	2,751	3,427	4,581
Other Operating Revenues	277	290	303	316	331	346	362	378	395	414
Operating Grants & Contributions	389	399	409	419	429	440	451	462	474	486
Capital Grants & Contributions	6,948	8,245	9,995	10,305	10,798	10,686	10,896	11,341	11,533	11,791
	<b>37,783</b>	<b>41,358</b>	<b>45,540</b>	<b>47,539</b>	<b>50,114</b>	<b>51,487</b>	<b>53,263</b>	<b>55,781</b>	<b>58,727</b>	<b>62,153</b>
<b>Expenditure</b>										
Employee Costs	6,389	6,589	4,534	4,699	4,857	5,049	5,233	5,425	5,624	5,830
Borrowing Costs	4,445	4,347	4,243	4,155	4,000	3,882	3,743	3,605	3,456	3,258
Materials & Contracts	9,812	9,671	12,073	12,487	12,719	13,061	13,593	14,176	14,496	14,863
Depreciation	7,415	7,656	7,943	8,327	8,637	9,120	9,655	10,183	10,557	10,892
Other Expenses	1,362	1,408	1,455	1,504	1,555	1,608	1,662	1,718	1,776	1,836
	<b>29,422</b>	<b>29,672</b>	<b>30,247</b>	<b>31,172</b>	<b>31,768</b>	<b>32,719</b>	<b>33,887</b>	<b>35,108</b>	<b>35,909</b>	<b>36,680</b>
<b>Net Operating Result</b>	<b>8,361</b>	<b>11,686</b>	<b>15,293</b>	<b>16,368</b>	<b>18,345</b>	<b>18,768</b>	<b>19,376</b>	<b>20,673</b>	<b>22,818</b>	<b>25,473</b>
Capital Grants/Contributions	6,948	8,245	9,995	10,305	10,798	10,686	10,896	11,341	11,533	11,791
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>1,413</b>	<b>3,441</b>	<b>5,298</b>	<b>6,063</b>	<b>7,548</b>	<b>8,082</b>	<b>8,480</b>	<b>9,332</b>	<b>11,285</b>	<b>13,682</b>

### 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
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	8,361	11,686	15,293	16,368	18,345	18,768	19,376	20,673	22,818	25,473
<i>Add Back non-funded items:</i>										
Depreciation	7,415	7,656	7,943	8,327	8,637	9,120	9,655	10,183	10,557	10,892
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	10,519	9,637	8,363	15,936	23,682	28,556	27,170	7,062	9,188	6,251
Transfers from Internally Restricted Cash	3,757	7,366	16,715	3,057	9,055	8,266	8,374	14,546	8,860	9,116
Proceeds from sale of assets										
Loan Funds Utilised										
Repayments from Deferred Debtors										
<b>Funds Available</b>	<b>30,052</b>	<b>36,347</b>	<b>48,314</b>	<b>43,687</b>	<b>59,719</b>	<b>64,710</b>	<b>64,575</b>	<b>52,464</b>	<b>51,422</b>	<b>51,732</b>
<i>Funds were applied to:</i>										
Purchase and construction of assets	9,128	12,052	20,140	13,386	27,654	31,203	29,825	15,900	12,353	10,736
Repayment of principal on loans	1,349	1,447	1,552	1,640	1,794	1,912	2,051	2,189	2,338	2,536
Transfers to Externally Restricted Cash	6,948	8,245	9,995	10,305	10,798	10,686	10,896	11,341	11,533	11,791
Transfers to Internally Restricted Cash	12,627	14,603	16,627	18,356	19,474	20,908	21,803	23,033	25,198	26,669
<b>Funds Used</b>	<b>30,052</b>	<b>36,347</b>	<b>48,314</b>	<b>43,687</b>	<b>59,719</b>	<b>64,710</b>	<b>64,575</b>	<b>52,464</b>	<b>51,422</b>	<b>51,732</b>
<b><i>Increase/(Decrease) in Available Working Capital</i></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**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
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>										
<b>Current assets</b>										
Cash and cash equivalents	2,000	2,000	2,000	2,000	1,000	1,000	1,000	2,000	2,000	2,000
Investments	35,220	39,901	41,016	48,943	47,547	42,995	40,433	50,066	65,478	84,587
Receivables	3,907	4,194	4,471	4,744	4,940	5,122	5,329	5,680	6,085	6,516
Inventories	-	-	-	-	-	-	-	-	-	-
Other	27	27	32	33	34	35	37	38	39	40
<b>Total current assets</b>	<b>41,154</b>	<b>46,122</b>	<b>47,520</b>	<b>55,721</b>	<b>53,522</b>	<b>49,152</b>	<b>46,799</b>	<b>57,784</b>	<b>73,602</b>	<b>93,143</b>
<b>Non-current assets</b>										
Investments	6,566	7,439	7,647	9,125	8,865	8,016	7,538	9,334	12,208	15,770
Receivables	20	21	23	24	25	27	28	30	31	32
Infrastructure, property, plant and equipment	496,687	501,082	513,279	518,339	537,356	559,439	579,609	585,326	587,122	586,966
Investment property										
Intangible assets										
Other										
<b>Total non-current assets</b>	<b>503,273</b>	<b>508,543</b>	<b>520,949</b>	<b>527,488</b>	<b>546,246</b>	<b>567,482</b>	<b>587,175</b>	<b>594,690</b>	<b>599,361</b>	<b>602,768</b>
<b>Total assets</b>	<b>544,427</b>	<b>554,664</b>	<b>568,469</b>	<b>583,209</b>	<b>599,768</b>	<b>616,634</b>	<b>633,974</b>	<b>652,474</b>	<b>672,963</b>	<b>695,911</b>
<b>LIABILITIES</b>										
<b>Current liabilities</b>										
Payables	292	289	353	364	372	382	397	413	423	434
Borrowings	1,447	1,552	1,640	1,794	1,912	2,051	2,189	2,338	2,536	2,719
Provisions										
<b>Total current liabilities</b>	<b>1,739</b>	<b>1,841</b>	<b>1,992</b>	<b>2,158</b>	<b>2,284</b>	<b>2,433</b>	<b>2,586</b>	<b>2,752</b>	<b>2,960</b>	<b>3,153</b>
<b>Non-current liabilities</b>										
Payables										
Borrowings	60,749	59,198	57,558	55,764	53,852	51,802	49,612	47,274	44,738	42,019
Provisions										



<b>Total non-current liabilities</b>	60,749	59,198	57,558	55,764	53,852	51,802	49,612	47,274	44,738	42,019
<b>Total liabilities</b>	62,488	61,038	59,550	57,923	56,136	54,234	52,199	50,026	47,697	45,172
<b>Net assets</b>	481,939	493,626	508,919	525,286	543,632	562,399	581,775	602,448	625,266	650,740
<b>EQUITY</b>										
Retained earnings	205,145	216,832	232,125	248,492	266,838	285,605	304,981	325,654	348,472	373,946
Revaluation reserves	276,794	276,794	276,794	276,794	276,794	276,794	276,794	276,794	276,794	276,794
Council equity interest	481,939	493,626	508,919	525,286	543,632	562,399	581,775	602,448	625,266	650,740
<b>Total equity</b>	481,939	493,626	508,919	525,286	543,632	562,399	581,775	602,448	625,266	650,740

**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
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>										
<b>Receipts:</b>										
Rates and annual charges	5,303	5,647	6,069	6,394	6,727	7,072	7,430	7,807	8,200	8,571
User charges and fees	22,362	23,967	25,647	26,965	28,328	29,747	31,210	32,796	34,444	36,064
Investment revenue and interest	2,195	2,526	2,843	2,870	3,307	3,018	2,709	2,650	3,280	4,400
Grants and contributions	7,338	8,644	10,403	10,724	11,227	11,125	11,347	11,803	12,006	12,277
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	274	286	299	313	327	342	357	374	391	409
<b>Payments:</b>										
Employee benefits and on-costs	(6,389)	(6,589)	(4,534)	(4,699)	(4,857)	(5,049)	(5,233)	(5,425)	(5,624)	(5,830)
Materials & contracts	(9,811)	(9,674)	(12,015)	(12,476)	(12,713)	(13,052)	(13,579)	(14,161)	(14,488)	(14,853)
Borrowing costs	(4,445)	(4,347)	(4,243)	(4,155)	(4,000)	(3,882)	(3,743)	(3,605)	(3,456)	(3,258)
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,362)	(1,408)	(1,455)	(1,504)	(1,555)	(1,608)	(1,662)	(1,718)	(1,776)	(1,836)
<b>Net cash provided in operating activities</b>	<b>15,465</b>	<b>19,052</b>	<b>23,014</b>	<b>24,431</b>	<b>26,791</b>	<b>27,714</b>	<b>28,836</b>	<b>30,519</b>	<b>32,977</b>	<b>35,942</b>
<b>Cash flows from investing activities</b>										
<b>Receipts:</b>										
Sale of investments	-	-	-	-	1,656	5,401	3,040	-	-	-
Sale of infrastructure, property, plant & equipment	-	-	-	-	-	-	-	-	-	-
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of investments	(4,988)	(5,554)	(1,323)	(9,406)	-	-	-	(11,429)	(18,286)	(22,671)
Purchase of infrastructure property, plant & equipment	(9,128)	(12,052)	(20,140)	(13,386)	(27,654)	(31,203)	(29,825)	(15,900)	(12,353)	(10,736)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Net cash used in Investing activities</b>	<b>(14,116)</b>	<b>(17,605)</b>	<b>(21,463)</b>	<b>(22,792)</b>	<b>(25,998)</b>	<b>(25,802)</b>	<b>(26,785)</b>	<b>(27,330)</b>	<b>(30,639)</b>	<b>(33,406)</b>
<b>Cash flows from financing activities</b>										

<b>Receipts:</b>										
Borrowings and advances	-	-	-	-	-	-	-	-	-	-
Other										
<b>Payments:</b>										
Borrowings and advances	(1,349)	(1,447)	(1,552)	(1,640)	(1,794)	(1,912)	(2,051)	(2,189)	(2,338)	(2,536)
Lease Liabilities										
Other										
<b>Net cash provided by financing activities</b>	<b>(1,349)</b>	<b>(1,447)</b>	<b>(1,552)</b>	<b>(1,640)</b>	<b>(1,794)</b>	<b>(1,912)</b>	<b>(2,051)</b>	<b>(2,189)</b>	<b>(2,338)</b>	<b>(2,536)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>(1,000)</b>	<b>(0)</b>	<b>(0)</b>	<b>1,000</b>	<b>(0)</b>	<b>0</b>
<b>Cash and cash equivalents at beginning of reporting period</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>2,000</b>	<b>2,000</b>
<b>Cash and cash equivalents at end of reporting period</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>

**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
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>										
Rates & Annual Charges	28,437	29,802	31,324	32,914	34,586	36,305	38,095	39,971	41,919	43,754
User Charges & Fees	1,387	1,446	1,509	1,575	1,643	1,714	1,789	1,867	1,949	2,035
Interest Received	3,510	3,748	3,952	4,486	4,765	4,842	5,478	6,229	6,963	7,857
Other Operating Revenues	16	16	17	17	18	18	19	19	19	20
Operating Grants & Contributions	463	477	491	506	521	537	553	570	587	605
Capital Grants & Contributions	2,869	3,415	4,135	4,251	4,424	4,366	4,446	4,602	4,654	4,733
	<b>36,682</b>	<b>38,905</b>	<b>41,428</b>	<b>43,750</b>	<b>45,956</b>	<b>47,783</b>	<b>50,379</b>	<b>53,259</b>	<b>56,092</b>	<b>59,005</b>
<b>Expenditure</b>										
Employee Costs	9,101	9,382	5,738	5,949	6,169	6,398	6,635	6,881	7,136	7,402
Borrowing Costs	2,211	2,124	2,030	1,928	1,551	1,160	1,059	952	839	719
Materials & Contracts	7,769	6,905	11,117	11,634	11,958	12,336	12,695	13,259	13,574	14,045
Depreciation	10,183	10,462	10,785	11,065	11,393	11,874	12,236	12,593	12,977	13,370
Other Expenses	2,586	2,673	2,762	2,854	2,950	3,048	3,151	3,256	3,365	3,478
	<b>31,851</b>	<b>31,546</b>	<b>32,432</b>	<b>33,431</b>	<b>34,022</b>	<b>34,816</b>	<b>35,775</b>	<b>36,942</b>	<b>37,892</b>	<b>39,013</b>
<b>Net Operating Result</b>	<b>4,832</b>	<b>7,359</b>	<b>8,996</b>	<b>10,319</b>	<b>11,934</b>	<b>12,966</b>	<b>14,604</b>	<b>16,317</b>	<b>18,201</b>	<b>19,992</b>
Capital Grants/Contributions	2,869	3,415	4,135	4,251	4,424	4,366	4,446	4,602	4,654	4,733
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>1,962</b>	<b>3,944</b>	<b>4,861</b>	<b>6,068</b>	<b>7,511</b>	<b>8,600</b>	<b>10,158</b>	<b>11,715</b>	<b>13,546</b>	<b>15,258</b>

### 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
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Operating Result (Income Statement)	4,832	7,359	8,996	10,319	11,934	12,966	14,604	16,317	18,201	19,992
<i>Add Back non-funded items:</i>										
Depreciation	10,183	10,462	10,785	11,065	11,393	11,874	12,236	12,593	12,977	13,370
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	4,765	4,092	4,621	7,426	10,534	3,509	2,320	2,501	3,567	1,801
Transfers from Internally Restricted Cash	5,125	6,389	3,116	3,072	8,293	7,677	8,963	8,533	9,152	8,642
Proceeds from sale of assets										
Loan Funds Utilised										
Repayments from Deferred Debtors										
<b>Funds Available</b>	<b>24,905</b>	<b>28,302</b>	<b>27,519</b>	<b>31,882</b>	<b>42,154</b>	<b>36,026</b>	<b>38,123</b>	<b>39,945</b>	<b>43,897</b>	<b>43,805</b>
<i>Funds were applied to:</i>										
Purchase and construction of assets	6,950	9,870	5,950	9,240	20,384	10,620	9,754	11,216	11,604	8,699
Repayment of principal on loans	2,686	2,772	2,867	2,969	1,508	1,683	1,784	1,891	2,004	2,124
Transfers to Externally Restricted Cash	2,869	3,415	4,135	4,251	4,424	4,366	4,446	4,602	4,654	4,733
Transfers to Internally Restricted Cash	12,400	12,245	14,568	15,422	15,839	19,357	22,140	22,236	25,634	28,248
<b>Funds Used</b>	<b>24,905</b>	<b>28,302</b>	<b>27,519</b>	<b>31,882</b>	<b>42,154</b>	<b>36,026</b>	<b>38,123</b>	<b>39,945</b>	<b>43,897</b>	<b>43,805</b>
<b><i>Increase/(Decrease) in Available Working Capital</i></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**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
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>										
<b>Current assets</b>										
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	46,900	50,458	58,297	64,729	65,654	74,459	85,223	96,345	108,706	124,607
Receivables	3,195	3,356	3,568	3,774	3,937	4,177	4,441	4,715	5,008	5,326
Inventories	-	-	-	-	-	-	-	-	-	-
Other	23	21	31	32	33	34	35	37	38	39
<b>Total current assets</b>	<b>52,118</b>	<b>55,835</b>	<b>63,896</b>	<b>70,535</b>	<b>71,624</b>	<b>80,670</b>	<b>91,699</b>	<b>103,097</b>	<b>115,752</b>	<b>131,972</b>
<b>Non-current assets</b>										
Investments	18,728	20,149	23,279	25,848	26,217	29,733	34,031	38,472	43,409	49,758
Receivables										
Infrastructure, property, plant and equipment	599,348	598,756	593,921	592,095	601,086	599,832	597,350	595,972	594,600	589,929
Investment property										
Intangible assets										
Other	2	2	2	3	3	3	3	3	3	3
<b>Total non-current assets</b>	<b>618,078</b>	<b>618,907</b>	<b>617,203</b>	<b>617,946</b>	<b>627,305</b>	<b>629,568</b>	<b>631,384</b>	<b>634,448</b>	<b>638,012</b>	<b>639,690</b>
<b>Total assets</b>	<b>670,196</b>	<b>674,742</b>	<b>681,099</b>	<b>688,481</b>	<b>698,929</b>	<b>710,238</b>	<b>723,083</b>	<b>737,545</b>	<b>753,764</b>	<b>771,662</b>
<b>LIABILITIES</b>										
<b>Current liabilities</b>										
Payables	548	507	734	766	789	814	838	874	896	927
Borrowings	2,772	2,867	2,969	1,508	1,683	1,784	1,891	2,004	2,124	2,252
Provisions										
<b>Total current liabilities</b>	<b>3,320</b>	<b>3,373</b>	<b>3,703</b>	<b>2,275</b>	<b>2,471</b>	<b>2,598</b>	<b>2,729</b>	<b>2,878</b>	<b>3,021</b>	<b>3,179</b>
<b>Non-current liabilities</b>										
Payables										
Borrowings	25,823	22,956	19,987	18,478	16,796	15,012	13,121	11,117	8,993	6,741
Provisions										
<b>Total non-current liabilities</b>	<b>25,823</b>	<b>22,956</b>	<b>19,987</b>	<b>18,478</b>	<b>16,796</b>	<b>15,012</b>	<b>13,121</b>	<b>11,117</b>	<b>8,993</b>	<b>6,741</b>

<b>Total liabilities</b>	29,143	26,329	23,690	20,753	19,267	17,610	15,850	13,995	12,013	9,920
<b>Net assets</b>	641,054	648,413	657,409	667,728	679,662	692,628	707,233	723,550	741,751	761,742
<b>EQUITY</b>										
Retained earnings	239,307	246,666	255,662	265,981	277,915	290,881	305,485	321,803	340,004	359,995
Revaluation reserves	401,747	401,747	401,747	401,747	401,747	401,747	401,747	401,747	401,747	401,747
Council equity interest	641,054	648,413	657,409	667,728	679,662	692,628	707,232	723,550	741,751	761,742
<b>Total equity</b>	641,054	648,413	657,409	667,728	679,662	692,628	707,232	723,550	741,751	761,742

**Attachment 16 - Cash Flow Statement - Sewer**

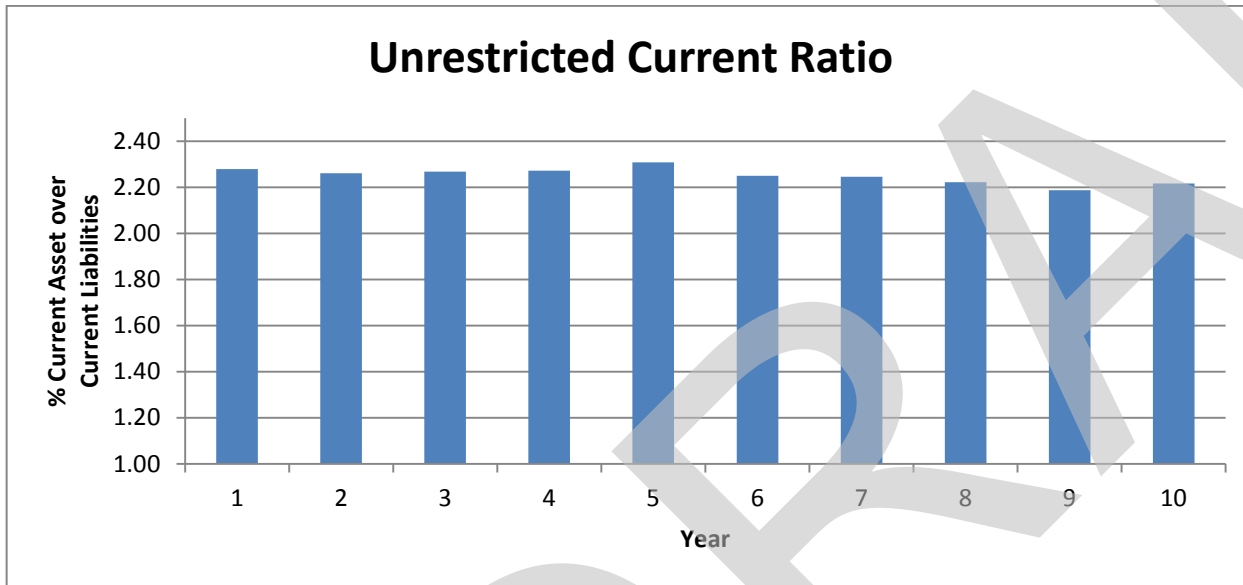
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>										
<b>Receipts:</b>										
Rates and annual charges	28,264	29,725	31,238	32,825	34,492	36,209	37,995	39,866	41,810	43,651
User charges and fees	1,378	1,435	1,497	1,562	1,630	1,701	1,775	1,852	1,934	2,018
Investment revenue and interest	3,423	3,692	3,854	4,400	4,726	4,731	5,348	6,095	6,816	7,681
Grants and contributions	3,384	3,892	4,626	4,757	4,944	4,902	4,998	5,171	5,241	5,338
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	5	1	1	1	1	0	(0)	(0)	(1)	(1)
Internal transfers										
<b>Payments:</b>										
Employee benefits and on-costs	(9,101)	(9,382)	(5,738)	(5,949)	(6,169)	(6,398)	(6,635)	(6,881)	(7,136)	(7,402)
Materials & contracts	(7,829)	(6,944)	(10,900)	(11,603)	(11,937)	(12,312)	(12,672)	(13,225)	(13,553)	(14,015)
Borrowing costs	(2,211)	(2,124)	(2,030)	(1,928)	(1,551)	(1,160)	(1,059)	(952)	(839)	(719)
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(2,586)	(2,673)	(2,762)	(2,854)	(2,950)	(3,048)	(3,151)	(3,256)	(3,365)	(3,478)
<b>Net cash provided in operating activities</b>	<b>14,726</b>	<b>17,621</b>	<b>19,786</b>	<b>21,209</b>	<b>23,185</b>	<b>24,624</b>	<b>26,600</b>	<b>28,670</b>	<b>30,906</b>	<b>33,073</b>
<b>Cash flows from investing activities</b>										
<b>Receipts:</b>										
Sale of investments	-	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment										
Sale of interests in joint ventures/associates										
Other										
<b>Payments:</b>										
Purchase of investments	(4,628)	(4,979)	(10,970)	(9,000)	(1,293)	(12,322)	(15,062)	(15,563)	(17,298)	(22,250)
Purchase of infrastructure property, plant & equipment	(6,950)	(9,870)	(5,950)	(9,240)	(20,384)	(10,620)	(9,754)	(11,216)	(11,604)	(8,699)
Purchase of real estate										
Purchase of interests in joint ventures/associates										
Other										
<b>Net cash used in Investing activities</b>	<b>(11,578)</b>	<b>(14,849)</b>	<b>(16,920)</b>	<b>(18,240)</b>	<b>(21,677)</b>	<b>(22,942)</b>	<b>(24,816)</b>	<b>(26,779)</b>	<b>(28,902)</b>	<b>(30,949)</b>

**Cash flows from financing activities**

<b>Receipts:</b>										
Borrowings and advances	-	-	-	-	-	-	-	-	-	-
Other										
<b>Payments:</b>										
Borrowings and advances	(2,686)	(2,772)	(2,867)	(2,969)	(1,508)	(1,683)	(1,784)	(1,891)	(2,004)	(2,124)
Lease Liabilities										
Other										
<b>Net cash provided by financing activities</b>	<b>(2,686)</b>	<b>(2,772)</b>	<b>(2,867)</b>	<b>(2,969)</b>	<b>(1,508)</b>	<b>(1,683)</b>	<b>(1,784)</b>	<b>(1,891)</b>	<b>(2,004)</b>	<b>(2,124)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	463	0	-	(0)	(0)	-	(0)	0	0	(0)
<b>Cash and cash equivalents at beginning of reporting period</b>	1,537	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
<b>Cash and cash equivalents at end of reporting period</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>

**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
2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
2.28	2.26	2.27	2.27	2.31	2.25	2.25	2.22	2.19	2.22





**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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Community &amp; Natural Resources</b>	<b>1,922</b>	<b>105</b>	<b>105</b>	<b>105</b>	<b>105</b>	<b>4,258</b>	<b>105</b>	<b>105</b>	<b>106</b>	<b>106</b>
<b>C006 Public Facilities 2.3.6</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
A2183. Public Toilets Capital	100	100	100	100	100	100	100	100	100	100
<b>C009 Libraries 2.1.1</b>	<b>1,818</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,153</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
A1624. Library extension Kingscliff	0	0	0	0	0	4,153	0	0	0	0
A2289. Tweed Heads Library Expansion/Re-fit	1,818	0	0	0	0	0	0	0	0	0
<b>C022 Swimming Centres 2.3.6</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>
A2750. Murwillumbah Swimming Pool	4	5	5	5	5	5	5	5	6	6
<b>Engineering</b>	<b>38,849</b>	<b>41,218</b>	<b>44,681</b>	<b>39,770</b>	<b>63,818</b>	<b>62,194</b>	<b>58,284</b>	<b>46,585</b>	<b>43,702</b>	<b>38,284</b>
<b>E009 Transport Maintenance 2.4.3</b>	<b>2,656</b>	<b>2,735</b>	<b>2,815</b>	<b>2,899</b>	<b>2,985</b>	<b>3,073</b>	<b>3,164</b>	<b>3,258</b>	<b>3,354</b>	<b>3,454</b>
A1542. Gravel Resheeting of Unsealed Roads	406	418	430	443	456	470	484	499	514	529
A1544. Sealed road resurfacing	494	509	524	540	556	573	590	607	626	644
A3745. Gravel Resheeting	219	225	232	239	246	254	261	269	277	285
A3760. AC Resurfacing	298	307	316	326	336	346	356	367	378	389
A3761. Local roads resurfacing	759	782	805	829	854	880	906	933	961	990
A3900. Federal Assistance Grant Maintenance	55	55	56	56	57	57	58	59	59	60
A6010. Regional Road Maintenance	426	439	452	466	480	494	509	524	540	556
<b>E010 Transport Construction 2.4.3</b>	<b>13,522</b>	<b>7,871</b>	<b>8,113</b>	<b>6,172</b>	<b>6,357</b>	<b>6,548</b>	<b>6,744</b>	<b>6,946</b>	<b>7,155</b>	<b>7,369</b>
A3650. Unallocated Rehabilitation	1,951	5,744	5,916	4,805	4,949	5,097	5,250	5,408	5,570	5,737
A3652. Roads Upgrading Unallocated	2,877	1,289	1,327	1,367	1,408	1,450	1,494	1,539	1,585	1,632
A3686. Gray Street Tumbulgum	350	0	0	0	0	0	0	0	0	0
A3780. Kennedy Drive - Limosa Avenue to Cobaki Creek Bridge	3,000	0	0	0	0	0	0	0	0	0
A3838. Regional roads rehabilitation unallocated	814	839	870	0	0	0	0	0	0	0
A3859. Cadell Road Mount Burrell	280	0	0	0	0	0	0	0	0	0
A3861. Hillcrest Avenue Tweed Heads South	600	0	0	0	0	0	0	0	0	0
A3863. Kirkwood Road Tweed Heads South	570	0	0	0	0	0	0	0	0	0
A3864. Moolau Avenue	360	0	0	0	0	0	0	0	0	0
A3865. Philp Parade Tweed Heads South	160	0	0	0	0	0	0	0	0	0
A3866. Tumbulgum Road Tygalgah	1,700	0	0	0	0	0	0	0	0	0
A3867. Darlington Drive East of Leisure Dr	860	0	0	0	0	0	0	0	0	0
<b>E011 Bridges Construction 2.4.3</b>	<b>776</b>	<b>776</b>	<b>816</b>	<b>576</b>	<b>1,008</b>	<b>576</b>	<b>904</b>	<b>776</b>	<b>776</b>	<b>776</b>
A4514. Cudgen Creek Bridge	776	776	0	0	0	0	0	0	0	0
A4521. Richards Deviation Bridge	0	0	384	0	0	0	0	0	0	0

A4522. Palmers Road Bridge	0	0	432	0	0	0	0	0	0	0	0
A4523. Bisaros Bridge Cobaki Road	0	0	0	576	0	0	0	0	0	0	0
A4524. Booka Road Bridge	0	0	0	0	432	0	0	0	0	0	0
A4525. Shackles Bridge Upper Burringbar	0	0	0	0	576	0	0	0	0	0	0
A4526. Purlos Bridge Ophir Glen Road	0	0	0	0	0	576	0	0	0	0	0
A4527. Brooks Road Bridge	0	0	0	0	0	0	384	0	0	0	0
A4528. Tweed River Bridge Byrill Creek	0	0	0	0	0	0	520	0	0	0	0
A4549. Bridges construction unallocated	0	0	0	0	0	0	0	776	776	776	776
<b>E013 Drainage Construction 2.3.5</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>
A4660. Nullum Street Murwillumbah	300	0	0	0	0	0	0	0	0	0	0
A4661. Reynolds Street Murwillumbah	150	0	0	0	0	0	0	0	0	0	0
A4668. Kirkwood Road Tweed Heads South	200	0	0	0	0	0	0	0	0	0	0
A4684. Buenavista Drive Bilambil Heights	450	0	0	0	0	0	0	0	0	0	0
A4749. Drainage construction unallocated	0	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
<b>E014 Cycleways &amp; Pedestrian Facilities 2.4.3</b>	<b>139</b>	<b>144</b>	<b>148</b>	<b>152</b>	<b>157</b>	<b>162</b>	<b>166</b>	<b>171</b>	<b>177</b>	<b>182</b>	<b>182</b>
A5608. Footpaths	139	144	148	152	157	162	166	171	177	182	182
<b>P001 Plant Administration 1.3.1</b>	<b>4,578</b>	<b>6,671</b>	<b>5,599</b>	<b>6,246</b>	<b>4,174</b>	<b>8,912</b>	<b>6,626</b>	<b>7,217</b>	<b>7,183</b>	<b>5,969</b>	<b>5,969</b>
A4866. Plant Ledger Transactions	4,578	6,671	5,599	6,246	4,174	8,912	6,626	7,217	7,183	5,969	5,969
<b>S001 Sewer Mains 2.3.3</b>	<b>1,536</b>	<b>7,907</b>	<b>5,491</b>	<b>6,873</b>	<b>8,508</b>	<b>5,650</b>	<b>5,873</b>	<b>4,241</b>	<b>6,601</b>	<b>4,542</b>	<b>4,542</b>
D2200. Estimate Only	0	0	0	0	2,524	2,612	2,704	2,800	2,896	2,998	2,998
D2214. SRM 1014 Tree St Replacement/Realignment 675 m x 200mm	364	0	0	0	0	0	0	0	0	0	0
D2215. SRM 1015 Tweed Valley Way South Murwillumbah to Riverview St	0	0	0	0	0	0	1,448	0	0	0	0
D2229. SRM Riverview to MWWTP Duplication 250 x 950m	0	0	0	0	0	0	0	0	987	0	0
D2384. SRM 2002 (Receiving Sewer Solution) 200mm x 500m	0	0	0	0	0	0	329	0	0	0	0
D2423. SRM 3023 Acacia & James Streets Replacement/Extension 250mm	0	0	230	0	0	0	0	0	0	0	0
D2437. SRM 3037 TERRANORA AREA E REGIONAL ( FUT	0	0	0	0	860	0	0	0	0	0	0
D2470. SRM 3037 (SPS 3037 to Exist SRM 3033 outlet) 300mm x 600m	0	0	0	0	0	0	0	0	522	0	0
D2523. SRM 4023 KINGS FOREST REGIONAL (FUTURE)	0	0	2,614	0	0	0	0	0	0	0	0
D2525. SRM 4025 COAST ROAD CASUARINA BEACH SUB	0	0	0	0	0	1,693	0	0	0	0	0
D3050. Trunk SRM Aug. Drydock Road to WWTP 675mm x 1620m	0	0	0	4,988	0	0	0	0	0	0	0
D3100. Gravity Sewer Rehabilitation	867	1,172	1,213	1,255	1,300	1,345	1,392	1,441	1,491	1,544	1,544
D3219. SGM Upgrade - SPS 2002 Catchment 225mm x 40m	0	0	0	0	111	0	0	0	0	0	0
D3220. SGM Upgrade - SPS 2004 Catchment 225mm x 85m + 200mm x 115m	0	0	0	0	492	0	0	0	0	0	0

D3302. SGM Upgrade CA/6 to SPS 3023 300mm x 750m	0	776	0	0	0	0	0	0	0	0	0
D3303. SGM Upgrade CA/14 to CA/10 225mm x 280m	305	0	0	0	0	0	0	0	0	0	0
D3304. SGM Upgrade AA/5A to SPS 3022 375 mm x 360m	0	0	0	564	0	0	0	0	0	0	0
D3305. SGM into SPS 3001 Upgrade to 450 Location and Length still	0	2,217	0	0	0	0	0	0	0	0	0
D3306. SGM Receiving from SPS 3006 (Ext SRM 3006 as 300 dia) x 915m	0	1,031	0	0	0	0	0	0	0	0	0
D3307. SGM in SPS 1007 Catchment Upgrades	0	0	0	0	0	0	0	0	705	0	0
D3308. Catchment Gravity Main Line 1/1 to A/5 at SPS 1014	0	0	0	0	80	0	0	0	0	0	0
D3315. Sewer Emergency Relief Structures - Conform to Standard 1	0	55	0	0	0	0	0	0	0	0	0
D3316. Sewer Emergency Relief Structures - Conform to Standard 2	0	0	57	0	0	0	0	0	0	0	0
D3411. Manhole Telemetry Sites	0	0	0	66	68	0	0	0	0	0	0
D3512. West Tweed Remediation Stage 1 lagoons	0	2,217	0	0	0	0	0	0	0	0	0
D3528. Banora Point WWTP Sludge Hopper	0	0	1,377	0	0	0	0	0	0	0	0
D3529. Banora Point WWTP Liquid Polymer Dosing System	0	83	0	0	0	0	0	0	0	0	0
D4200. Effluent Pump Station Upgrade 1500 L/s	0	0	0	0	3,073	0	0	0	0	0	0
D5004. SRM 2005 Meridian Way Stage 2	0	356	0	0	0	0	0	0	0	0	0
<b>S002 Sewer Pumping Stations 2.3.3</b>	<b>3,876</b>	<b>1,772</b>	<b>459</b>	<b>297</b>	<b>2,278</b>	<b>1,217</b>	<b>1,238</b>	<b>2,780</b>	<b>2,172</b>	<b>1,227</b>	
D1300. SPS Replacement	0	0	0	0	1,033	1,069	1,106	1,145	1,185	1,227	
D1369. SPS 2000 Upgrade	0	0	0	0	0	0	0	0	564	0	
D1370. SPS 3023 Upgrade to 83L/s	0	0	459	0	0	0	0	0	0	0	
D1373. SPS 3029 Upgrade to 50L/s	0	0	0	0	430	0	0	0	0	0	
D1375. SPS 2002 Upgrade about 45L/s & storage 60m3	0	0	0	0	0	0	132	136	0	0	
D1382. SPS 1004 Hartigan St Upgrade	0	0	0	0	0	0	0	409	0	0	
D1383. SPS 1015 Tweed Valley Way/Reserve Creek Rd Upgrade	0	0	0	0	0	0	0	409	0	0	
D1384. SPS 1002 River Street - Mech/elec	0	0	0	0	0	0	0	681	0	0	
D1402. SPS 2002 FLORENCE STREET, WEST	33	0	0	0	0	0	0	0	0	0	
D1417. SPS 2017 FRANCES STREET	33	0	0	0	0	0	0	0	0	0	
D1420. SPS 2020 JACARANDA AVENUE	33	0	0	0	0	0	0	0	0	0	
D1421. SPS 2021 GOLLAN DRIVE (SMALL)	33	0	0	0	0	0	0	0	0	0	
D1426. SPS 2026 PIGGABEEN ROAD EAST (BEE HIVE)	0	0	0	0	0	0	0	0	423	0	
D1446. SPS 2046 Cobaki Broadwater Village - mech/telem upgrade	0	44	0	0	0	0	0	0	0	0	
D1452. SPS 2052 Cobaki (Regional)	803	0	0	0	0	0	0	0	0	0	
D1453. SPS 2053 The View - Telemetry Upgrade	0	34	0	0	0	0	0	0	0	0	
D1482. SPS 2001 Emergency Storage 160m3	0	0	0	0	184	0	0	0	0	0	
D1484. SPS 2004 Upgrade about 70L/s & VSD	0	0	0	297	0	0	0	0	0	0	
D1504. SPS 3004 MARTINELLI AVENUE	292	0	0	0	0	0	0	0	0	0	

D1519. SPS 3019 Leisure Drive East	0	333	0	0	0	0	0	0	0	0
D1522. SPS 3022 FRASER DRIVE (SMOKE HOUSE)	331	0	0	0	0	0	0	0	0	0
D1523. SPS 3023 Acacia & James St - telemetry upgrade	39	0	0	0	0	0	0	0	0	0
D1525. SPS 3025 The Hermitage - telemetry upgrade	0	34	0	0	0	0	0	0	0	0
D1528. SPS 3028 ENTERPRISE AVE	325	0	0	0	0	0	0	0	0	0
D1533. SPS 3033 HENRY LAWSON DRIVE	94	0	0	0	0	0	0	0	0	0
D1535. SPS 3035 Botanical Circuit South - telemetry upgrade	0	34	0	0	0	0	0	0	0	0
D1536. SPS 3036 Botanical Circuit North - telemetry upgrade	0	34	0	0	0	0	0	0	0	0
D1537. SPS 3037 TERRANORA AREA E REGIONAL ( FUT	382	0	0	0	0	0	0	0	0	0
D1538. SPS 3038 Banora Cove - telemetry upgrade	0	34	0	0	0	0	0	0	0	0
D1540. SPS 3040 Boat Pumpout Facility At Foysters Jetty - telemetry	0	34	0	0	0	0	0	0	0	0
D1541. SPS 3041 Dobbys Cres - telemetry upgrade	0	34	0	0	0	0	0	0	0	0
D1542. SPS 3042 Henry Lawson Dr Nth - telemetry upgrade	0	34	0	0	0	0	0	0	0	0
D1579. SPS 3005 Bimbadeen Avenue - mech/elec/telem upgrade	0	52	0	0	0	0	0	0	0	0
D1580. SPS 3010 Cox Drive (small) - telemetry upgrade	0	34	0	0	0	0	0	0	0	0
D1588. SPS 3006 Darlington Drive (South) - mech/elec/telem upgrade	0	585	0	0	0	0	0	0	0	0
D1590. SPS 3028 Enterprise Ave - Collector manhole	0	0	0	0	221	0	0	0	0	0
D1592. SPS 3037 Terranora Area E Regional	0	0	0	0	410	0	0	0	0	0
D1615. SPS 4015 FINGAL ROAD SOUTH	235	0	0	0	0	0	0	0	0	0
D1623. SPS 4023 Kings Forest Regional	277	0	0	0	0	0	0	0	0	0
D1671. SPS 4025 Coast Road Casuarina Beach Sub Regional	0	0	0	0	0	148	0	0	0	0
D1680. SPS 4014 Kingscliff High School Oxford Street - telemetry up	0	34	0	0	0	0	0	0	0	0
D1707. SPS 5007 Coast Road - telemetry upgrade	33	0	0	0	0	0	0	0	0	0
D1716. SPS 5016 CUDGERA AVENUE (Koala Beach)	33	0	0	0	0	0	0	0	0	0
D1720. SPS 5020 Sassafras Court - telemetry upgrade	0	34	0	0	0	0	0	0	0	0
D1721. SPS 5021 Buckingham Drive - telemetry upgrade	0	34	0	0	0	0	0	0	0	0
D1722. SPS 5022 Koala Beach 3 - telemetry upgrade	0	40	0	0	0	0	0	0	0	0
D1723. SPS 5023 Urunga Dr - SPS Upgrade	740	0	0	0	0	0	0	0	0	0
D1724. SPS 5024 Overall Drive South - telemetry upgrade	0	34	0	0	0	0	0	0	0	0
D1725. SPS 5025 Seabreeze Boulevard - telemetry upgrade	0	34	0	0	0	0	0	0	0	0
D1726. SPS 5026 Sugarglider Dr Koala Beach - telemetry upgrade	0	34	0	0	0	0	0	0	0	0
D1727. SPS 5027 Lomandra Ave - telemetry upgrade	0	34	0	0	0	0	0	0	0	0
D1729. SPS 5029 Newcastle Dr - Telemetry Upgrade	0	34	0	0	0	0	0	0	0	0
D4309. SPS 8001 Smiths Ck Rd Generator	0	70	0	0	0	0	0	0	0	0
D4310. SPS 5010 Phillip Dr Generator	80	0	0	0	0	0	0	0	0	0

D4311. SPS 5014 Overall Dr Generator	80	0	0	0	0	0	0	0	0	0	0
D4312. SPS 5016 Cudgera Ave Generator	0	70	0	0	0	0	0	0	0	0	0
<b>S003 Sewer Treatment Plants 2.3.3</b>	<b>1,538</b>	<b>191</b>	<b>0</b>	<b>2,070</b>	<b>9,597</b>	<b>3,753</b>	<b>2,643</b>	<b>4,195</b>	<b>2,831</b>	<b>2,930</b>	<b>2,930</b>
D3500. STP Estimate Only	0	0	0	0	2,467	2,554	2,643	2,735	2,831	2,930	2,930
D3523. Banora Pt WWTP Outfall Upgrade to 125,000 EP	0	0	0	0	7,130	0	0	0	0	0	0
D3527. Banora Point WWTP Biosolids Upgrade	0	5	0	0	0	0	0	0	0	0	0
D3538. Kingscliff WWTP - emergency storm lagoon	0	0	0	0	0	0	0	1,460	0	0	0
D3543. Murwillumbah WWTP Inlet Works & Tank Odour Treatment	400	0	0	0	0	0	0	0	0	0	0
D3544. Murwillumbah WWTP Storm Lagoon Upgrade	438	0	0	0	0	0	0	0	0	0	0
D3552. Hastings Point STP Sludge Lagoon	700	0	0	0	0	0	0	0	0	0	0
D3570. Tyalgum STP	0	186	0	0	0	0	0	0	0	0	0
D4050. Memorial Park Tweed Heads	0	0	0	0	0	212	0	0	0	0	0
D4051. Arkinstall Park	0	0	0	0	0	987	0	0	0	0	0
D4062. Parkes Lane Sewerage Scheme	0	0	0	2,070	0	0	0	0	0	0	0
<b>W001 Dams &amp; Weirs 2.3.2</b>	<b>3,588</b>	<b>4,046</b>	<b>3,730</b>	<b>3,801</b>	<b>7,991</b>	<b>20,356</b>	<b>21,069</b>	<b>613</b>	<b>0</b>	<b>0</b>	<b>0</b>
B1451. Clarrie Hall Dam Raising	3,588	4,046	3,730	3,801	7,991	20,356	21,069	0	0	0	0
B1491. Tyalgum Weir Refurbishment	0	0	0	0	0	0	0	613	0	0	0
<b>W002 Reservoirs 2.3.2</b>	<b>2,396</b>	<b>111</b>	<b>0</b>	<b>600</b>	<b>5,364</b>	<b>555</b>	<b>443</b>	<b>459</b>	<b>4,848</b>	<b>492</b>	<b>492</b>
B1701. Water Asset Replacement allocation	0	0	0	0	414	428	443	459	475	492	492
B1711. Chambers 2 Reservoir	2,300	0	0	0	0	0	0	0	0	0	0
B1763. Country Club Reservoir Inline Chlorination Upgrade	48	0	0	0	0	0	0	0	0	0	0
B1769. Koala Beach 1 -Reservoir Controls and structure rehabilitati	0	111	0	0	0	0	0	0	0	0	0
B1778. McAllisters Reservoir 4	0	0	0	600	0	0	0	0	0	0	0
B1785. Nth Tumbulgum Res - Terranora Rd Pt 2//785420 Area E land	0	0	0	0	0	127	0	0	4,373	0	0
B1812. Uki 2 Reservoir	0	0	0	0	615	0	0	0	0	0	0
B1814. Walmsleys Road 1 Reservoir - inline chlorination upgrade	48	0	0	0	0	0	0	0	0	0	0
B1816. Walmsleys Road 2 Reservoir	0	0	0	0	4,335	0	0	0	0	0	0
<b>W003 Water Pumping Stations 2.3.2</b>	<b>62</b>	<b>277</b>	<b>395</b>	<b>2,537</b>	<b>2,163</b>	<b>679</b>	<b>333</b>	<b>344</b>	<b>356</b>	<b>738</b>	<b>738</b>
B1600. WPS's Estimate Only	0	0	0	0	311	321	333	344	356	369	369
B1605. WPS 5 BANORA POINT RES	27	0	0	0	123	0	0	0	0	0	0
B1609. WPS 9 North Tumbulgum	0	0	0	0	1,729	0	0	0	0	0	0
B1628. WPS 28 Fingal Booster	0	0	395	0	0	0	0	0	0	0	0
B1633. WPS 33 Lamanda Crt	0	0	0	0	0	0	0	0	0	369	369
B1651. WPS 1 & 1A KYOGLE ROAD joint project	35	0	0	0	0	0	0	0	0	0	0
B1659. WPS 9 North Tumbulgum	0	0	0	0	0	246	0	0	0	0	0
B1662. WPS 21 Koala Beach Pump Station Building	0	55	0	0	0	0	0	0	0	0	0

B1681. WPS 1 & 1A Kyogle Road	0	0	0	2,502	0	0	0	0	0	0	0
B1682. WPS 18 replacement	0	222	0	0	0	0	0	0	0	0	0
B3006. Flow meter WPS 7 Marana Reservoir	0	0	0	35	0	0	0	0	0	0	0
B3020. Flow meter WPS 20 Rayles Lane	0	0	0	0	0	56	0	0	0	0	0
B3021. Flow meter WPS 20A Rayles Lane Booster to Azure	0	0	0	0	0	56	0	0	0	0	0
<b>W004 Water Mains 2.3.2</b>	<b>2,303</b>	<b>2,800</b>	<b>15,632</b>	<b>6,047</b>	<b>10,474</b>	<b>7,889</b>	<b>6,190</b>	<b>7,306</b>	<b>5,220</b>	<b>7,503</b>	
B1303. Water security contingency SEQ link	571	518	14,918	0	0	0	0	0	0	0	0
B1903. Tumbulgum Rd Old Ferry Rd to Cane Road 600mm x 2915m	0	0	0	5,938	6,146	0	0	0	0	0	0
B1904. South Tumbulgum to Tweed River Crossing	0	0	0	0	0	3,181	0	0	0	0	0
B1905. Tumbulgum - Tweed River Crossing	0	0	0	0	0	0	1,317	1,363	0	0	0
B1933. Cane Road Tumbulgum to McLeod incl bridge 450mm x 880m	0	0	0	0	0	0	0	900	0	0	0
B1965. Kings Forest Duplication	0	955	0	0	0	0	0	0	0	0	0
B2000. Mains Replacement	0	0	0	0	4,140	4,285	4,435	4,590	4,751	4,917	
B2077. Prospero Street 150mm x 160m	0	0	0	0	146	0	0	0	0	0	0
B2500. Mains New	0	0	0	0	0	423	438	453	469	486	
B2502. Terranora Rd 250mm to East Banora	0	508	0	0	0	0	0	0	0	0	0
B2504. Chambers Reservoir Zone Distribution Watermains Upgrade	536	0	574	0	0	0	0	0	0	0	0
B2562. Kennedy Dr Phase 3 Retic Upgrade (Limosa St to Bridge) 150mm	642	0	0	0	0	0	0	0	0	0	0
B2568. Cowell Park to Mooball Duplication 200mm x 3800m	0	0	0	0	0	0	0	0	0	2,100	
B2635. Burringbar Res to Broadway/TVW 250mm x 600m	0	368	0	0	0	0	0	0	0	0	0
B2637. Broadway/TVW to Burringbar School 150mm x 600m	314	0	0	0	0	0	0	0	0	0	0
B2638. Burringbar School to existing 150m near Greenvale 150mm x 35	140	0	0	0	0	0	0	0	0	0	0
B3005. Flow meter Kennedy Dr Plasson PRV	100	0	0	0	0	0	0	0	0	0	0
B3007. Flow meter Interconnection at Simpson Dr	0	0	70	0	0	0	0	0	0	0	0
B3008. Flow meter Interconnection at Simpson Dr North	0	0	70	0	0	0	0	0	0	0	0
B3009. Flow meter Short St	0	70	0	0	0	0	0	0	0	0	0
B3010. Flow meter Wilson Park crossing	0	40	0	0	0	0	0	0	0	0	0
B3013. Flow meter Banora Hill Dr (Oxley Cove)	0	0	0	42	0	0	0	0	0	0	0
B3014. Flow meter Llyod St Actuator	0	0	0	0	42	0	0	0	0	0	0
B3015. Flow meter Kirkwood/Minjungbal	0	0	0	67	0	0	0	0	0	0	0
B3022. Leisure Dr Flow meter/Control Valve	0	86	0	0	0	0	0	0	0	0	0
B3023. Kirkwood Road main ACV/PRV	0	166	0	0	0	0	0	0	0	0	0
B3024. Koala Beach Reservoir ACV	0	89	0	0	0	0	0	0	0	0	0
<b>W005 Water Treatment 2.3.2</b>	<b>428</b>	<b>4,456</b>	<b>0</b>	<b>0</b>	<b>1,242</b>	<b>1,285</b>	<b>1,330</b>	<b>6,697</b>	<b>1,425</b>	<b>1,475</b>	



B1276. Bray Park WTP - membrane replacement	0	4,456	0	0	0	0	0	5,320	0	0
B1301. Water Asset Replacement allocation	0	0	0	0	1,242	1,285	1,330	1,377	1,425	1,475
B1580. Uki WTP Upgrade	428	0	0	0	0	0	0	0	0	0
<b>W006 Water Consumer Services 2.3.2</b>	<b>351</b>	<b>362</b>	<b>383</b>	<b>401</b>	<b>420</b>	<b>439</b>	<b>460</b>	<b>481</b>	<b>504</b>	<b>528</b>
B0611. Twd District Water Retic	351	362	383	401	420	439	460	481	504	528
<b>Grand Total</b>	<b>40,771</b>	<b>41,323</b>	<b>44,786</b>	<b>39,875</b>	<b>63,923</b>	<b>66,452</b>	<b>58,389</b>	<b>46,690</b>	<b>43,807</b>	<b>38,390</b>

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**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
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
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%	419,496	444,272	470,272	492,557	516,531	541,454	567,364	595,154	623,966	653,032
	A		44,047,071	46,648,588	49,378,516	51,718,508	54,235,750	56,852,668	59,573,237	62,491,133	65,516,449	68,568,375
	W	-2.00%	(838,992)	(888,545)	(940,543)	(985,114)	(1,033,062)	(1,082,908)	(1,134,728)	(1,190,307)	(1,247,932)	(1,306,064)
Interest Received	O	+2.00%	(3,307,267)	(3,503,595)	(3,670,639)	(3,876,270)	(4,087,739)	(4,014,673)	(4,134,868)	(4,411,505)	(4,886,660)	(5,579,034)
	A		(9,921,800)	(10,510,786)	(11,011,918)	(11,628,811)	(12,263,216)	(12,044,020)	(12,404,605)	(13,234,516)	(14,659,981)	(16,737,102)
	W	-2.00%	3,307,267	3,503,595	3,670,639	3,876,270	4,087,739	4,014,673	4,134,868	4,411,505	4,886,660	5,579,034
Employee Costs	O	-1.00%	(557,123)	(572,431)	(528,844)	(544,247)	(559,970)	(576,482)	(593,357)	(610,710)	(628,614)	(647,058)
	A		57,662,230	59,246,608	54,735,357	56,329,611	57,956,870	59,665,867	61,412,403	63,208,498	65,061,577	66,970,465
	W	+0.50%	278,561	286,215	264,422	272,124	279,985	288,241	296,678	305,355	314,307	323,529
Borrowing Costs	O	-2.00%	(131,520)	(171,040)	(210,560)	(253,080)	(296,600)	(340,120)	(383,640)	(427,160)	(455,160)	(483,160)
	A		12,550,600	12,190,750	11,796,439	11,418,699	10,675,438	9,945,254	9,456,567	8,938,992	8,392,230	7,773,185
	W	+2.00%	131,520	171,040	210,560	253,080	296,600	340,120	383,640	427,160	455,160	483,160
Materials & Contracts	O	-1.00%	(471,116)	(463,253)	(537,121)	(556,824)	(573,386)	(584,767)	(604,421)	(623,321)	(644,486)	(657,464)
	A		48,524,990	47,715,068	55,323,432	57,352,847	59,058,759	60,231,014	62,255,388	64,202,039	66,382,099	67,718,822
	W	+1.00%	471,116	463,253	537,121	556,824	573,386	584,767	604,421	623,321	644,486	657,464

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
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Rates</b>										
Residential	\$1,007.80	\$1,027.96	\$1,048.52	\$1,069.49	\$1,090.88	\$1,112.69	\$1,134.95	\$1,157.65	\$1,180.80	\$1,204.41
<b>Waste Management</b>										
Garbage charge	\$324.70	\$340.94	\$357.98	\$375.88	\$394.67	\$414.41	\$435.13	\$456.89	\$479.73	\$503.72
Landfill management charge	\$51.90	\$54.50	\$57.22	\$60.08	\$63.08	\$66.24	\$69.55	\$73.03	\$76.68	\$80.51
Greenwaste collection charge x 1	\$62.50	\$65.63	\$68.91	\$72.35	\$75.97	\$79.77	\$83.76	\$87.94	\$92.34	\$96.96
	\$439.10	\$461.06	\$484.11	\$508.31	\$533.73	\$560.42	\$588.44	\$617.86	\$648.75	\$681.19
<b>Sewer Access Charge</b>	\$805.45	\$829.60	\$854.50	\$880.15	\$906.55	\$933.75	\$961.75	\$990.60	\$1,020.30	\$1,046.40
<b>Water Access Charge</b>										
20mm service	\$166.45	\$174.75	\$183.50	\$189.00	\$194.65	\$200.50	\$206.50	\$212.70	\$219.10	\$224.70
<b>Water Volumetric</b>										
@ 200 KI	\$570.00	\$600.00	\$630.00	\$650.00	\$670.00	\$690.00	\$710.00	\$730.00	\$750.00	\$770.00
Water Volumetric /KI	\$2.85	\$3.00	\$3.15	\$3.25	\$3.35	\$3.45	\$3.55	\$3.65	\$3.75	\$3.85
<b>Total for a Residential Property</b>	<b>\$2,988.80</b>	<b>\$3,093.36</b>	<b>\$3,200.62</b>	<b>\$3,296.95</b>	<b>\$3,395.80</b>	<b>\$3,497.36</b>	<b>\$3,601.63</b>	<b>\$3,708.80</b>	<b>\$3,818.95</b>	<b>\$3,926.70</b>

**Attachment 21 - Asset Management Funding - General Fund**

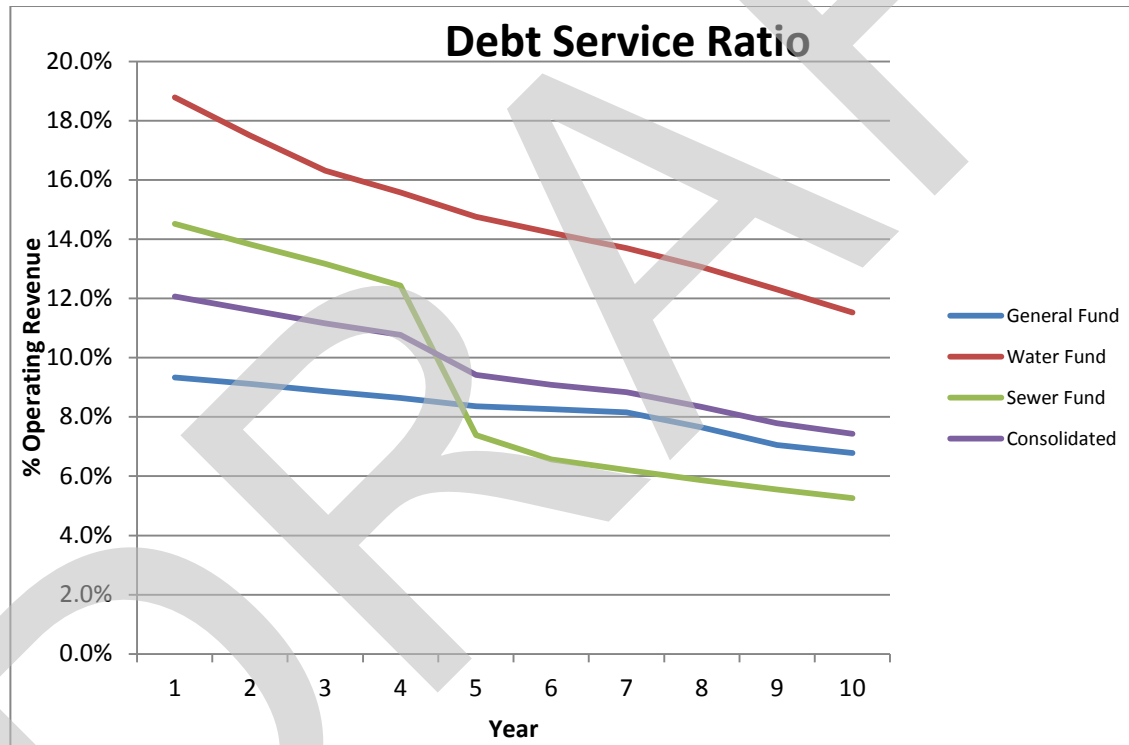
	Year 1 2011/12	Year 2 2012/13	Year 3 2013/14	Year 4 2014/15	Year 5 2015/16	Year 6 2016/17	Year 7 2017/18	Year 8 2018/19	Year 9 2019/20	Year 10 2020/21
<b>Funding Provided</b>										
Transport	13,161,820	13,902,010	13,647,114	14,023,267	14,406,861	14,797,924	15,196,647	15,603,187	16,018,004	16,441,076
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
<b>Total Funding</b>	<b>20,336,376</b>	<b>21,022,178</b>	<b>20,922,161</b>	<b>21,459,430</b>	<b>22,006,186</b>	<b>22,562,496</b>	<b>23,128,633</b>	<b>23,705,730</b>	<b>24,291,648</b>	<b>24,890,182</b>
<b>Asset Management Plans (AMP)</b>										
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
<b>Total</b>	<b>30,942,000</b>	<b>31,552,000</b>	<b>32,453,000</b>	<b>33,268,000</b>	<b>34,276,000</b>	<b>35,180,000</b>	<b>36,340,000</b>	<b>37,287,000</b>	<b>38,304,000</b>	<b>39,453,120</b>
<b>Shortfall</b>	<b>10,605,624</b>	<b>10,529,822</b>	<b>11,530,839</b>	<b>11,808,570</b>	<b>12,269,814</b>	<b>12,617,504</b>	<b>13,211,367</b>	<b>13,581,270</b>	<b>14,012,352</b>	<b>14,562,938</b>

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 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21	Year 6 2021/22	Year 7 2022/23	Year 8 2023/24	Year 9 2024/25	Year 10 2025/26
General Fund	9.3%	9.1%	8.9%	8.6%	8.4%	8.3%	8.2%	7.7%	7.1%	6.8%
Water Fund	18.8%	17.5%	16.3%	15.6%	14.8%	14.2%	13.7%	13.1%	12.3%	11.5%
Sewer Fund	14.5%	13.8%	13.2%	12.4%	7.4%	6.6%	6.2%	5.9%	5.5%	5.3%
Consolidated	12.06%	11.62%	11.16%	10.77%	9.42%	9.09%	8.84%	8.34%	7.79%	7.43%



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