

# Resourcing Strategy 2018

Supporting the 2017–2027 Community Strategic Plan



# Council values and statements

## What we value

‘Living and Loving the Tweed’

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

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

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

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

## Vision

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

## Mission

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

## Statement of acknowledgement of the Bundjalung Aboriginal Nation

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

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# Introduction

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

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

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

## Background – Legislative Framework

The Integrated Planning and Reporting Framework requires that Council prepare:

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

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

# Community Engagement Strategy



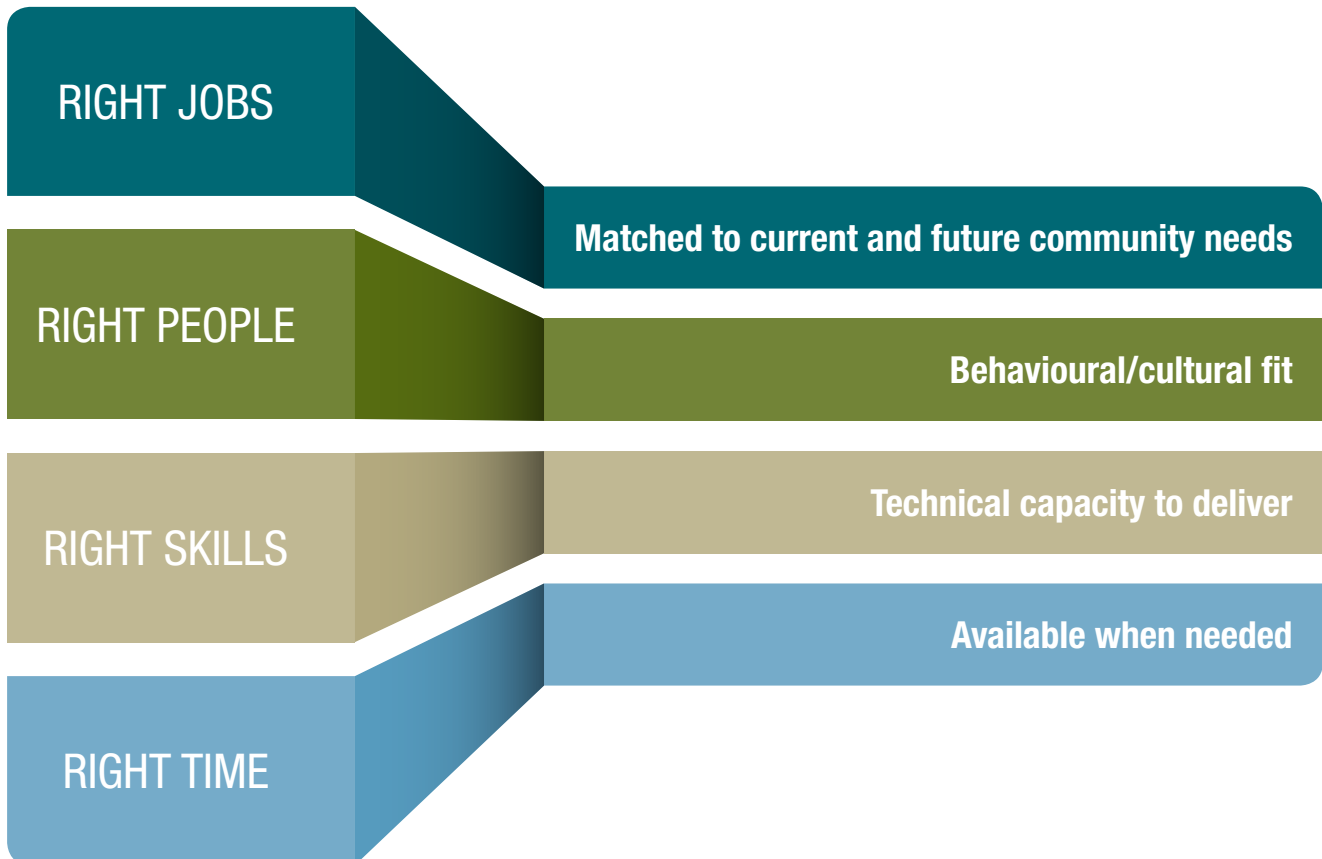
# Section 1: Workforce Management Plan 2017–2021



# What is a workforce management plan?

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

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



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

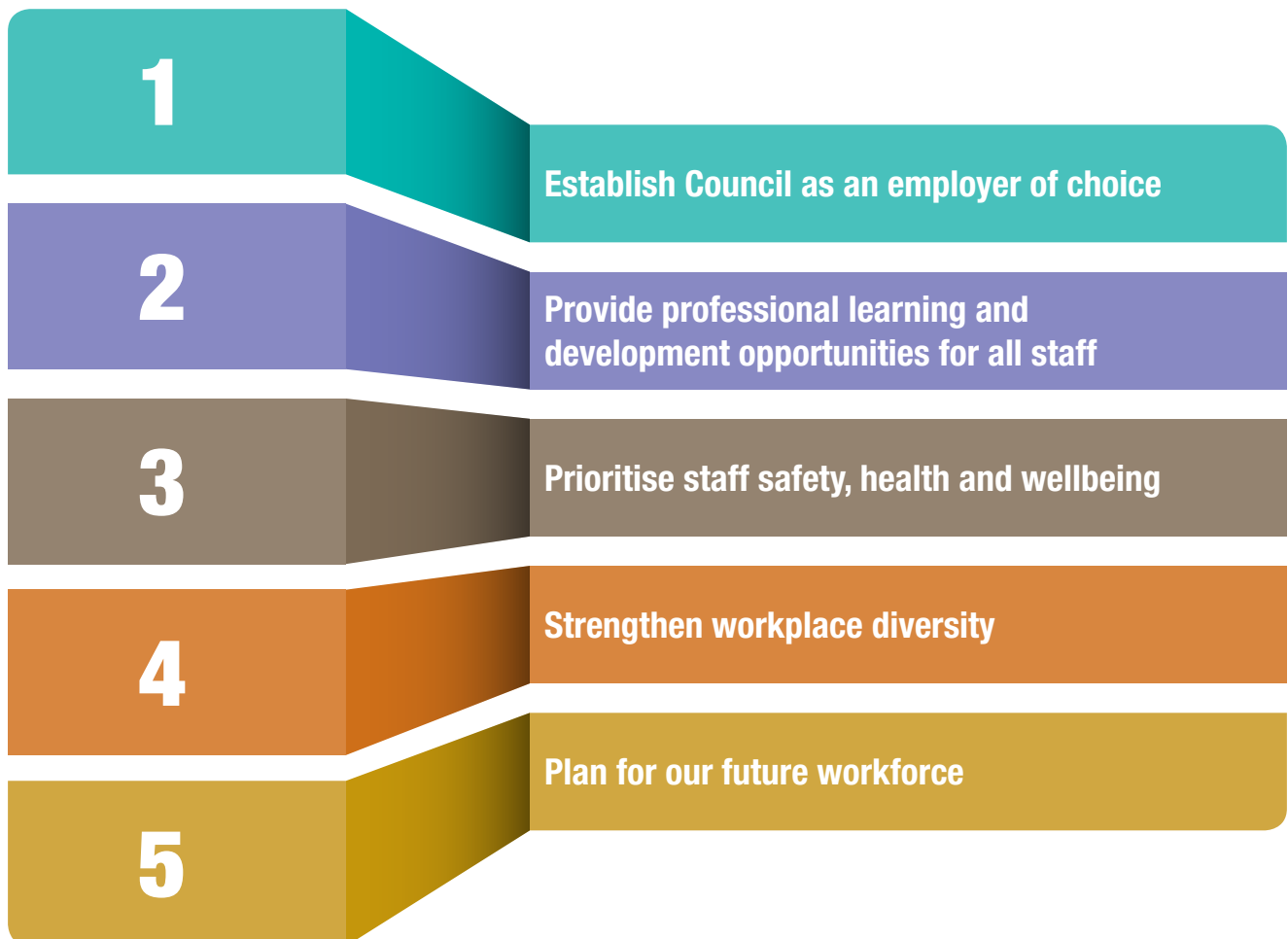
- Attracting and retaining skilled staff.
- Growing community expectations of Council.
- Technological advancements.
- Skill shortages.
- Ageing workforce issues.

In order to address these challenges Council must:

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

## Key themes of Council's Workforce Management Plan

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



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

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

**Sub-stream 4.2:** *Support Services*

The goal being to:

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

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

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



# 1

## Establish Council as an employer of choice

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

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

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

Their responses included:

*People are amazing*

*Good teamwork*

*Friendly culture*

*Working conditions*

*Seems more people at the top care*

*Lots of professions*

*Helping the community on the ground*

*Good training opportunities*

*Treated well and opportunities are provided*

*Teams are passionate about what they do*

*Working for the community – putting back in*

# Establish Council as an employer of choice

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

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

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

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

## Strategies/actions

We need to:

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

## Targets

We aim to:

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

\*White Ribbon Accreditation recognises organisations for:

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

# 2

## **Provide professional learning and development opportunities for all staff**

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

# Provide professional learning and development opportunities for all staff

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

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

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

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

## Strategies/actions

We need to:

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

## Targets

We aim to:

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

# 3

## Prioritise staff safety, health and wellbeing

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

# Prioritise staff safety, health and wellbeing

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

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

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

## Strategies/actions

We need to:

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

## Targets

We aim to:

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

# 4

## Strengthen workplace diversity

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

### Indigenous employment

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

### Women employees

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

### Youth employment

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

### Ageing workforce

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

## Strengthen workplace diversity

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

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

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

### Strategies/actions

We need to:

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

### Targets

We aim to:

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

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



# 5

## Plan for our future workforce

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

# Plan for our future workforce

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

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

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

## Strategies/actions

We need to:

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

## Targets

We aim to:

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

# Supporting the Workforce Management Plan

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

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

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

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

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

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

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

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

# Celebrating our successes: Recognising our achievements

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

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

## **Smarter ways of working**

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

## **Innovation**

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

## **Working collaboratively**

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

## **Customer Service**

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

## **Sustainability**

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

## **Caring, Committed and Cooperative**

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

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

# Service & Productivity *Excellence*



**TWEED**  
SHIRE COUNCIL

### What we value

Living and loving the Tweed.

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

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

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

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

## Section 2: Asset Management Planning

# Introduction

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

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

## Asset Management

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

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

## Asset Management issues

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

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

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

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

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

## Asset Management – current and future condition

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

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

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

### Asset condition scoring scale level

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

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

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



## 2017 flood: impact on Tweed Shire Council planning

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

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

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

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

## Asset category information

### Stormwater drainage

#### Quantity

#### Stormwater drainage quantities

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

#### Value (as at 30 June 2015)

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

#### Condition level (as at May 2015)

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

*Long-term Financial Plan Funding*

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

\*Denotes maintenance requirements included as part of capital

*Long term system/network condition*

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

## Transport (roads, bridges, kerb and gutter pathways)

### Quantity

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

### Value (as at 30 June 2015)

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

### Condition level (as at May 2015)

#### Roads – sealed

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

#### Bridges

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

*Condition level (as at May 2015) (continued)*

**Kerb and gutter**

<b>Condition rating</b>	<b>% of Network</b>
1	59.0%
2	24.1%
3	8.8%
4	6.3%
5	1.8%

**Pathways**

<b>Condition rating</b>	<b>% of Network</b>
1	59.0%
2	6.7%
3	21.5%
4	11.5%
5	1.2%

*Long-term Financial Plan Funding*

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

*Long term system/network condition*

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

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

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

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

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

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

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

## Long-term financial projections

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

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

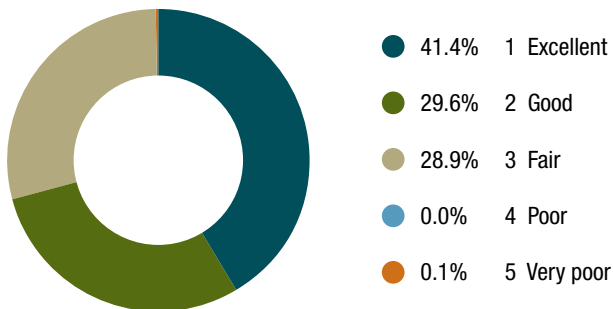
Council is committed to responsible financial management in a constantly changing environment. In order for Council to make responsible financial decisions, it is imperative to understand and plan for the future to ensure there is adequate funding available to properly manage Council's assets in accordance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

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

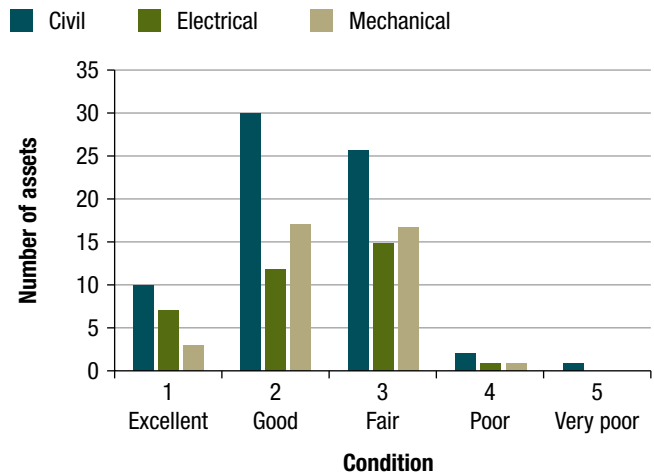
## Water and sewerage

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

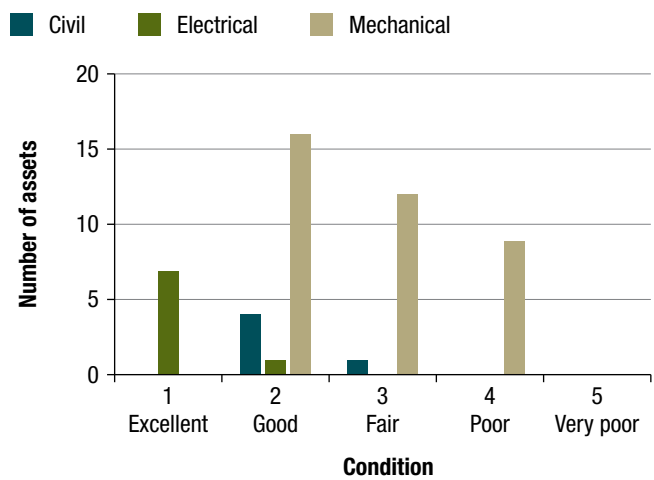
Water pipeline condition profile (by % of total length)



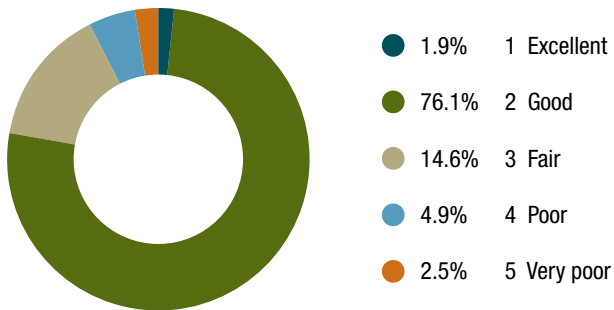
Sewer pumping stations overall condition profile



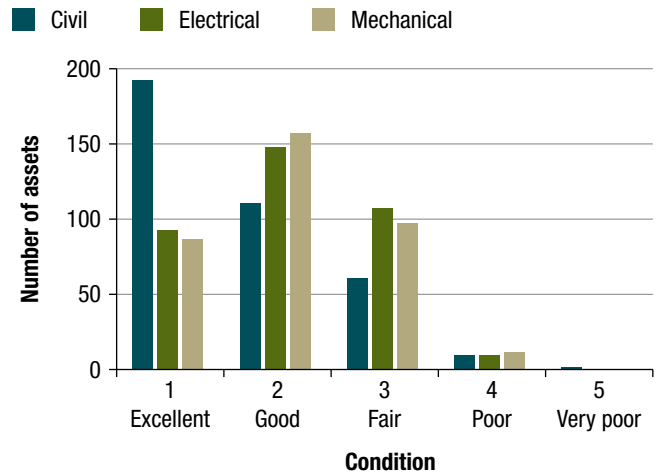
Water reservoirs overall condition profile



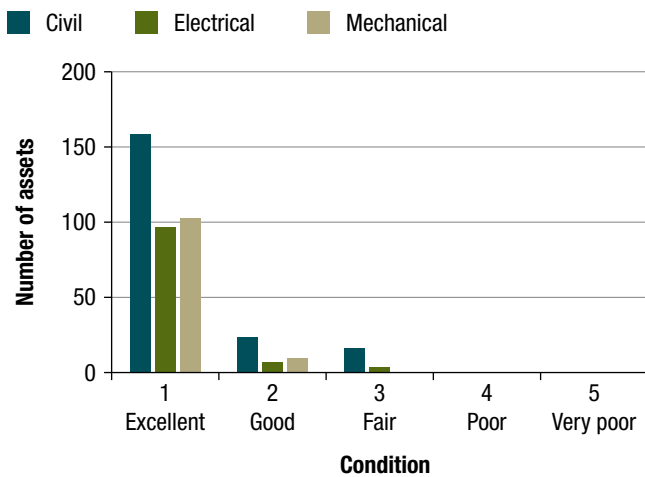
Sewer treatment plants overall condition profile



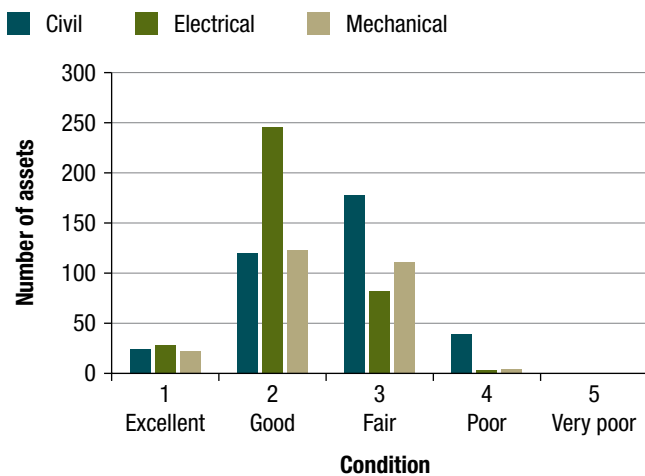
Sewer treatment plants overall condition profile



Sewer pipeline condition profile by % of total



Sewer pumping stations overall condition profile



## Section 3: Long-term Financial Plan



# Introduction

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

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

## Long-term Financial Plan structure and format

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

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

### Income Statement

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

### Balance Sheet

Discloses the assets, liabilities and equity of Council.

### Cash Flow Statement

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

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

## Financial goals – consolidated

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

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

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

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

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

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

## Fit for the Future – General Fund

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

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

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

The financial criteria are:

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

## Assumption and estimates

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

### Global

- The adopted July 2016 Long-term Financial Plan is used as the base year for the Long-term Financial Plan.
- Local and national economic activity to remain similar to current conditions.
- Revenue funded seven year plan projects to continue as ongoing expenditure after 2012/13.
- Asset management or service expenditures created by new infrastructure and facilities, funded from Section 94 plans or contributed by developers, will commence in the year following construction/contribution.
- Any budget surplus for General Fund has been utilised for asset management expenditure. Any surpluses in Water and Sewer Funds have been placed into reserves for future asset replacement works.

## Income Statement – Revenue

<b>Rates and Annual Charges</b>	<p>Rate pegging (set by IPART) at 2.3%, plus 0% growth in assessable properties for year 1 (2018/19); 2.5% rate pegging plus 0.25% growth for years 2 to 10.</p> <p>Water Access Charges are predicted to increase by \$3.65 (2.15%) for 2018/19 and by similar indexation thereafter.</p> <p>Sewer Access Charges are predicted to increase by \$17.70 (2.15%) for 2018/19 and by similar indexation thereafter.</p> <p>Domestic Waste Management charges are based on the reasonable costs calculations as required by legislation. The introduction of the Waste Levy by the NSW Government will see charges increase initially before more moderate increases in later years.</p>
<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 approximately 6c/kl per annum 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 3.0%.
<b>Other revenues</b>	Other revenues to increase by 5% per annum.
<b>Operating Grants and Contributions</b>	<p>Financial Assistance Grant to increase 1% per annum.</p> <p>Pensioner Rate Subsidies to remain static.</p> <p>Recurring operating grants and contributions to increase by 3% per annum.</p>
<b>Capital Grants and Contributions</b>	<p>Section 94 fees to have variable increase approximating 3% per annum.</p> <p>Projects funded from Section 94 plans will commence only when the relevant plan/s have accumulated sufficient funds. The projection of Section 94 receipts is highly uncertain due to the unpredictable timing of developments.</p> <p>Section 64 fees are based on predicted population increases used in the calculation of Developer Services Plan charges.</p>

## Income Statement – Expenditure

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

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

## Balance Sheet – Liabilities and 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 undertaken in conjunction with the annual Operational Plan.

### Commentary on projections

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

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

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

#### **Unrestricted current ratio (attachment 17)**

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

#### **Debt service ratio (attachment 22)**

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

#### **Sensitivity analysis (modelling scenarios) (attachment 19)**

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

## Attachments – planned scenario

<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
	Rate Notice estimate	20
Consolidated and Funds	Debt Service Ratio	21

# Attachment 1 – Income Statement – Consolidated

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>										
Rates & Annual Charges	111,136	114,607	118,201	121,873	125,650	129,545	133,547	137,662	141,924	146,342
User Charges & Fees	46,920	48,718	50,579	52,505	54,497	56,560	58,863	61,246	63,713	66,150
Interest Received	9,821	10,346	11,109	11,725	12,289	12,201	12,366	12,945	13,893	15,076
Other Operating Revenues	2,954	2,546	2,641	2,741	2,844	2,952	3,064	3,190	3,321	3,458
Operating Grants & Contributions	17,553	17,621	17,878	18,125	18,398	18,676	18,948	19,240	19,471	19,789
Capital Grants & Contributions	17,319	18,465	19,183	19,036	19,376	20,030	20,306	20,680	21,723	22,852
	<b>205,703</b>	<b>212,303</b>	<b>219,591</b>	<b>226,004</b>	<b>233,054</b>	<b>239,963</b>	<b>247,093</b>	<b>254,963</b>	<b>264,043</b>	<b>273,667</b>
<b>Expenditure</b>										
Employee Costs	57,915	59,379	60,837	62,540	64,290	66,087	67,939	69,839	71,806	73,806
Borrowing Costs	11,665	11,317	10,547	9,686	9,204	8,693	8,169	7,590	6,995	6,377
Materials & Contracts	47,707	50,090	50,043	50,455	52,005	53,792	55,986	56,840	58,879	60,845
Depreciation	42,624	43,486	44,316	45,280	46,081	47,436	48,917	50,141	51,125	51,367
Other Expenses	16,931	17,394	17,870	18,358	18,861	19,378	19,910	20,457	21,020	21,599
	<b>176,843</b>	<b>181,666</b>	<b>183,613</b>	<b>186,320</b>	<b>190,441</b>	<b>195,385</b>	<b>200,921</b>	<b>204,867</b>	<b>209,826</b>	<b>213,994</b>
<b>Net Operating Result</b>	<b>28,860</b>	<b>30,637</b>	<b>35,978</b>	<b>39,684</b>	<b>42,613</b>	<b>44,578</b>	<b>46,172</b>	<b>50,096</b>	<b>54,218</b>	<b>59,673</b>
Capital Grants/Contributions	17,319	18,465	19,183	19,036	19,376	20,030	20,306	20,680	21,723	22,852
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>11,541</b>	<b>12,173</b>	<b>16,796</b>	<b>20,648</b>	<b>23,237</b>	<b>24,548</b>	<b>25,867</b>	<b>29,416</b>	<b>32,495</b>	<b>36,821</b>



## Attachment 2 – Funding Statement – Consolidated

Source and Application of Funds	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	28,860	30,637	35,978	39,684	42,613	44,578	46,172	50,096	54,218	59,673
Add Back non-funded items:										
Depreciation	42,624	43,486	44,316	45,280	46,081	47,436	48,917	50,141	51,125	51,367
Add non-operating funding sources										
Transfers from Externally Restricted Cash	25,659	21,726	16,232	22,437	57,214	62,118	41,511	32,287	29,480	43,128
Transfers from Internally Restricted Cash	3,499	642	541	467	4,241	30	2,107	1,647	30	30
Proceeds from sale of assets	2,210	884	1,230	2,345	1,724	2,493	2,433	2,349	2,190	1,176
Loan Funds Utilised	3,066	2,076	2,226	2,308	2,276	1,888	1,888	1,500	1,400	1,200
Repayments from Deferred Debtors	-	-	-	-	-	-	-	-	-	-
<b>Funds Available</b>	<b>105,918</b>	<b>99,451</b>	<b>100,523</b>	<b>112,521</b>	<b>154,150</b>	<b>158,543</b>	<b>143,028</b>	<b>138,021</b>	<b>138,444</b>	<b>156,574</b>
Funds were applied to:										
Purchase and construction of assets	45,771	31,960	44,659	38,428	79,801	86,922	64,069	52,122	45,066	64,783
Repayment of principal on loans	8,838	9,265	8,123	8,790	9,411	9,559	9,596	10,109	10,667	11,163
Transfers to Externally Restricted Cash	47,592	51,950	41,853	61,155	59,905	57,718	64,041	69,740	74,913	71,271
Transfers to Internally Restricted Cash	3,718	6,276	5,888	4,148	5,033	4,344	5,322	6,051	7,798	9,357
<b>Funds Used</b>	<b>105,918</b>	<b>99,451</b>	<b>100,523</b>	<b>112,521</b>	<b>154,150</b>	<b>158,543</b>	<b>143,028</b>	<b>138,021</b>	<b>138,444</b>	<b>156,574</b>
<b>Increase/(Decrease) in Available Working Capital</b>	<b>-</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
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>										
<b>Current assets</b>										
Cash and cash equivalents	9,317	19,000	19,000	19,000	18,000	18,000	19,000	19,000	19,000	19,000
Investments	142,466	157,861	174,168	197,669	199,463	197,524	211,406	234,271	263,759	283,484
Receivables	19,659	20,470	21,283	22,067	22,767	23,623	24,517	25,456	26,486	27,567
Inventories	1,373	1,415	1,458	1,484	1,523	1,564	1,629	1,651	1,703	1,744
Other	963	994	1,019	1,038	1,066	1,095	1,136	1,155	1,190	1,221
<b>Total current assets</b>	<b>173,779</b>	<b>199,741</b>	<b>216,928</b>	<b>241,258</b>	<b>242,819</b>	<b>241,806</b>	<b>257,688</b>	<b>281,533</b>	<b>312,138</b>	<b>333,016</b>
<b>Non-current assets</b>										
Investments	131,038	142,816	158,512	178,545	182,661	185,525	197,694	217,770	242,590	261,447
Receivables	93	93	93	93	93	93	93	93	93	93
Infrastructure, property, plant and equipment	2,995,441	2,983,109	2,982,300	2,973,181	3,005,195	3,042,188	3,054,907	3,054,539	3,046,290	3,058,530
Investment property	-	-	-	-	-	-	-	-	-	-
Intangible assets	756	679	601	524	505	505	505	505	505	505
Other	-	-	-	-	-	-	-	-	-	-
<b>Total non-current assets</b>	<b>3,127,328</b>	<b>3,126,696</b>	<b>3,141,506</b>	<b>3,152,342</b>	<b>3,188,454</b>	<b>3,228,311</b>	<b>3,253,200</b>	<b>3,272,908</b>	<b>3,289,479</b>	<b>3,320,576</b>
<b>Total assets</b>	<b>3,301,108</b>	<b>3,326,438</b>	<b>3,358,435</b>	<b>3,393,600</b>	<b>3,431,273</b>	<b>3,470,117</b>	<b>3,510,888</b>	<b>3,554,441</b>	<b>3,601,617</b>	<b>3,653,592</b>
<b>LIABILITIES</b>										
<b>Current liabilities</b>										
Payables	14,823	15,005	15,320	15,640	16,146	16,347	16,871	17,103	17,445	17,775
Borrowings	9,265	8,123	8,790	9,411	9,559	9,596	10,109	10,667	11,163	11,464
Provisions	22,418	23,705	25,024	26,379	27,772	29,203	30,673	32,184	33,737	35,333
<b>Total current liabilities</b>	<b>46,506</b>	<b>46,832</b>	<b>49,134</b>	<b>51,430</b>	<b>53,477</b>	<b>55,146</b>	<b>57,653</b>	<b>59,954</b>	<b>62,346</b>	<b>64,572</b>
<b>Non-current liabilities</b>										
Payables	540	540	540	540	540	540	540	540	540	540
Borrowings	150,517	144,610	138,046	130,943	123,660	115,952	107,731	98,564	88,801	78,537
Provisions	7,188	7,462	7,743	8,031	8,328	8,632	8,945	9,267	9,598	9,937
<b>Total non-current liabilities</b>	<b>158,246</b>	<b>152,613</b>	<b>146,330</b>	<b>139,515</b>	<b>132,528</b>	<b>125,125</b>	<b>117,217</b>	<b>108,372</b>	<b>98,939</b>	<b>89,014</b>
<b>Total liabilities</b>	<b>204,753</b>	<b>199,445</b>	<b>195,464</b>	<b>190,945</b>	<b>186,005</b>	<b>180,271</b>	<b>174,870</b>	<b>168,326</b>	<b>161,284</b>	<b>153,586</b>
<b>Net assets</b>	<b>3,096,355</b>	<b>3,126,993</b>	<b>3,162,971</b>	<b>3,202,655</b>	<b>3,245,268</b>	<b>3,289,846</b>	<b>3,336,018</b>	<b>3,386,115</b>	<b>3,440,333</b>	<b>3,500,005</b>
<b>EQUITY</b>										
Retained earnings	1,427,810	1,458,448	1,494,426	1,534,110	1,576,723	1,621,301	1,667,473	1,717,570	1,771,788	1,831,460
Revaluation reserves	1,668,545	1,668,545	1,668,545	1,668,545	1,668,545	1,668,545	1,668,545	1,668,545	1,668,545	1,668,545
<b>Council equity interest</b>	<b>3,096,355</b>	<b>3,126,993</b>	<b>3,162,971</b>	<b>3,202,655</b>	<b>3,245,268</b>	<b>3,289,846</b>	<b>3,336,018</b>	<b>3,386,115</b>	<b>3,440,333</b>	<b>3,500,005</b>
<b>Total equity</b>	<b>3,096,355</b>	<b>3,126,993</b>	<b>3,162,971</b>	<b>3,202,655</b>	<b>3,245,268</b>	<b>3,289,846</b>	<b>3,336,018</b>	<b>3,386,115</b>	<b>3,440,333</b>	<b>3,500,005</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
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>										
<b>Receipts:</b>										
Rates and annual charges	110,950	114,444	118,032	121,701	125,472	129,362	133,359	137,469	141,724	146,135
User charges and fees	46,076	48,448	50,302	52,220	54,205	56,260	58,513	60,887	63,344	65,775
Investment revenue and interest	9,668	10,094	10,863	11,504	12,179	11,959	12,136	12,693	13,577	14,731
Grants and contributions	35,121	36,025	37,028	37,147	37,748	38,673	39,229	39,892	41,156	42,596
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	2,811	2,480	2,553	2,649	2,749	2,853	2,962	3,083	3,212	3,350
<b>Payments:</b>										
Employee benefits and on-costs	(56,393)	(57,818)	(59,238)	(60,896)	(62,601)	(64,351)	(66,156)	(68,007)	(69,923)	(71,871)
Materials & contracts	(50,839)	(49,778)	(49,817)	(50,262)	(51,720)	(53,489)	(55,588)	(56,627)	(58,525)	(60,520)
Borrowing costs	(11,443)	(11,192)	(10,562)	(9,702)	(9,222)	(8,713)	(8,188)	(7,612)	(7,019)	(6,403)
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(16,931)	(17,394)	(17,870)	(18,358)	(18,861)	(19,378)	(19,910)	(20,457)	(21,020)	(21,599)
<b>Net cash provided in operating activities</b>	<b>69,020</b>	<b>75,310</b>	<b>81,292</b>	<b>86,002</b>	<b>89,951</b>	<b>93,177</b>	<b>96,357</b>	<b>101,322</b>	<b>106,526</b>	<b>112,193</b>
<b>Cash flows from investing activities</b>										
<b>Receipts:</b>										
Sale of investments	-	-	-	-	11,463	15,032	-	-	-	-
Sale of infrastructure, property, plant & equipment	2,210	884	1,230	2,345	1,724	2,493	2,433	2,349	2,190	1,176
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of investments	(15,259)	(27,173)	(32,002)	(43,534)	(17,373)	(15,958)	(26,052)	(42,940)	(54,308)	(38,582)
Purchase of infrastructure property, plant & equipment	(46,883)	(32,148)	(44,622)	(38,330)	(79,630)	(87,073)	(64,030)	(52,122)	(45,141)	(64,824)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Net cash used in Investing activities</b>	<b>(59,932)</b>	<b>(58,438)</b>	<b>(75,395)</b>	<b>(79,520)</b>	<b>(83,816)</b>	<b>(85,506)</b>	<b>(87,649)</b>	<b>(92,713)</b>	<b>(97,259)</b>	<b>(102,229)</b>
<b>Cash flows from financing activities</b>										
<b>Receipts:</b>										
Borrowings and advances	3,066	2,076	2,226	2,308	2,276	1,888	1,888	1,500	1,400	1,200
Other	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Borrowings and advances	(8,838)	(9,265)	(8,123)	(8,790)	(9,411)	(9,559)	(9,596)	(10,109)	(10,667)	(11,163)
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Net cash provided by financing activities</b>	<b>(5,772)</b>	<b>(7,189)</b>	<b>(5,897)</b>	<b>(6,482)</b>	<b>(7,135)</b>	<b>(7,671)</b>	<b>(7,708)</b>	<b>(8,609)</b>	<b>(9,267)</b>	<b>(9,963)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>3,317</b>	<b>9,683</b>	<b>(9)</b>	<b>(9)</b>	<b>(1,000)</b>	<b>-</b>	<b>1,000</b>	<b>(9)</b>	<b>-</b>	<b>(9)</b>
<b>Cash and cash equivalents at beginning of reporting period</b>	<b>6,000</b>	<b>9,317</b>	<b>19,000</b>	<b>19,000</b>	<b>19,000</b>	<b>18,000</b>	<b>18,000</b>	<b>19,000</b>	<b>19,000</b>	<b>19,000</b>
<b>Cash and cash equivalents at end of reporting period</b>	<b>9,317</b>	<b>19,000</b>	<b>19,000</b>	<b>19,000</b>	<b>18,000</b>	<b>18,000</b>	<b>19,000</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
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>										
Rates & Annual Charges	74,731	76,677	78,673	80,722	82,825	84,962	87,196	89,469	91,800	94,193
User Charges & Fees	19,177	19,979	20,819	21,699	22,620	23,585	24,588	25,638	26,738	27,775
Interest Received	5,243	5,273	5,304	5,336	5,369	5,402	5,436	5,481	5,526	5,573
Other Operating Revenues	2,624	2,201	2,281	2,364	2,450	2,540	2,634	2,740	2,851	2,967
Operating Grants & Contributions	16,639	16,682	16,913	17,133	17,378	17,628	17,870	18,133	18,332	18,619
Capital Grants & Contributions	2,443	3,141	3,175	3,210	3,247	3,284	3,323	3,362	3,403	3,445
	<b>120,857</b>	<b>123,952</b>	<b>127,165</b>	<b>130,465</b>	<b>133,889</b>	<b>137,423</b>	<b>141,048</b>	<b>144,823</b>	<b>148,652</b>	<b>152,572</b>
<b>Expenditure</b>										
Employee Costs	45,838	46,990	48,169	49,501	50,869	52,273	53,718	55,199	56,720	58,283
Borrowing Costs	5,393	5,235	4,996	4,758	4,497	4,212	3,929	3,644	3,334	3,002
Materials & Contracts	26,190	27,124	28,032	28,347	29,120	29,895	31,484	31,641	32,748	33,528
Depreciation	24,978	25,625	26,292	26,980	27,630	28,422	29,178	29,957	30,658	30,658
Other Expenses	12,708	13,029	13,359	13,696	14,042	14,397	14,761	15,135	15,519	15,913
	<b>115,107</b>	<b>118,003</b>	<b>120,847</b>	<b>123,281</b>	<b>126,159</b>	<b>129,199</b>	<b>133,070</b>	<b>135,576</b>	<b>138,978</b>	<b>141,384</b>
<b>Net Operating Result</b>	<b>5,750</b>	<b>5,950</b>	<b>6,318</b>	<b>7,184</b>	<b>7,730</b>	<b>8,223</b>	<b>7,978</b>	<b>9,247</b>	<b>9,673</b>	<b>11,188</b>
Capital Grants/Contributions	2,443	3,141	3,175	3,210	3,247	3,284	3,323	3,362	3,403	3,445
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>3,307</b>	<b>2,809</b>	<b>3,143</b>	<b>3,973</b>	<b>4,484</b>	<b>4,939</b>	<b>4,655</b>	<b>5,884</b>	<b>6,270</b>	<b>7,743</b>



# Attachment 6 – Funding Statement – General Fund

Source and Application of Funds	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	5,750	5,950	6,318	7,184	7,730	8,223	7,978	9,247	9,673	11,188
Add Back non-funded items:										
Depreciation	24,978	25,625	26,292	26,980	27,630	28,422	29,178	29,957	30,658	30,658
Add non-operating funding sources										
Transfers from Externally Restricted Cash	1,554	1,297	1,247	1,247	5,122	1,092	1,040	1,040	1,040	1,040
Transfers from Internally Restricted Cash	3,499	642	541	467	4,241	30	2,107	1,647	30	30
Proceeds from sale of assets	2,210	884	1,230	2,345	1,724	2,493	2,433	2,349	2,190	1,176
Loan Funds Utilised	3,066	2,076	2,226	2,308	2,276	1,888	1,888	1,500	1,400	1,200
Repayments from Deferred Debtors										
<b>Funds Available</b>	<b>41,057</b>	<b>36,473</b>	<b>37,853</b>	<b>40,530</b>	<b>48,724</b>	<b>42,148</b>	<b>44,624</b>	<b>45,741</b>	<b>44,992</b>	<b>45,293</b>
Funds were applied to:										
Purchase and construction of assets	25,543	18,020	19,476	23,348	30,101	24,131	25,666	25,665	22,718	21,115
Repayment of principal on loans	4,419	4,657	4,821	5,214	5,613	5,536	5,332	5,551	5,824	6,034
Transfers to Externally Restricted Cash	7,377	7,521	7,668	7,820	7,977	8,138	8,304	8,475	8,651	8,787
Transfers to Internally Restricted Cash	3,718	6,276	5,888	4,148	5,033	4,344	5,322	6,051	7,798	9,357
<b>Funds Used</b>	<b>41,057</b>	<b>36,473</b>	<b>37,853</b>	<b>40,530</b>	<b>48,724</b>	<b>42,148</b>	<b>44,624</b>	<b>45,741</b>	<b>44,992</b>	<b>45,293</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
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>										
<b>Current assets</b>										
Cash and cash equivalents	5,317	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Investments	51,675	53,150	59,026	64,247	66,650	72,307	77,730	83,664	91,194	99,481
Receivables	10,377	10,846	11,303	11,741	12,077	12,551	13,021	13,521	14,087	14,688
Inventories	1,373	1,415	1,458	1,484	1,523	1,564	1,629	1,651	1,703	1,744
Other	895	922	949	967	992	1,018	1,057	1,074	1,107	1,134
<b>Total current assets</b>	<b>69,637</b>	<b>81,333</b>	<b>87,736</b>	<b>93,439</b>	<b>96,242</b>	<b>102,440</b>	<b>108,437</b>	<b>114,911</b>	<b>123,090</b>	<b>132,047</b>
<b>Non-current assets</b>										
Investments	64,276	66,111	73,420	79,914	82,903	89,939	96,685	104,066	113,432	123,740
Receivables	93	93	93	93	93	93	93	93	93	93
Infrastructure, property, plant and equipment	1,854,685	1,846,274	1,838,306	1,832,407	1,833,172	1,826,387	1,820,442	1,813,801	1,803,671	1,792,952
Investment property										
Intangible assets	756	679	601	524	505	505	505	505	505	505
Other										
<b>Total non-current assets</b>	<b>1,919,810</b>	<b>1,913,156</b>	<b>1,912,419</b>	<b>1,912,937</b>	<b>1,916,673</b>	<b>1,916,924</b>	<b>1,917,726</b>	<b>1,918,465</b>	<b>1,917,701</b>	<b>1,917,290</b>
<b>Total assets</b>	<b>1,989,447</b>	<b>1,994,490</b>	<b>2,000,156</b>	<b>2,006,376</b>	<b>2,012,915</b>	<b>2,019,364</b>	<b>2,026,163</b>	<b>2,033,376</b>	<b>2,040,791</b>	<b>2,049,337</b>
<b>LIABILITIES</b>										
<b>Current liabilities</b>										
Payables	13,446	13,559	13,902	14,201	14,658	14,796	15,277	15,461	15,745	16,002
Borrowings	4,657	4,821	5,214	5,613	5,536	5,332	5,551	5,824	6,034	6,006
Provisions	22,418	23,705	25,024	26,379	27,772	29,203	30,673	32,184	33,737	35,333
<b>Total current liabilities</b>	<b>40,521</b>	<b>42,084</b>	<b>44,140</b>	<b>46,194</b>	<b>47,966</b>	<b>49,331</b>	<b>51,502</b>	<b>53,470</b>	<b>55,517</b>	<b>57,341</b>
<b>Non-current liabilities</b>										
Payables	540	540	540	540	540	540	540	540	540	540
Borrowings	71,460	68,715	65,727	62,422	59,162	55,718	52,055	47,731	43,096	38,290
Provisions	7,188	7,462	7,743	8,031	8,328	8,632	8,945	9,267	9,598	9,937
<b>Total non-current liabilities</b>	<b>79,188</b>	<b>76,718</b>	<b>74,011</b>	<b>70,994</b>	<b>68,030</b>	<b>64,891</b>	<b>61,541</b>	<b>57,538</b>	<b>53,234</b>	<b>48,768</b>
<b>Total liabilities</b>	<b>119,709</b>	<b>118,802</b>	<b>118,150</b>	<b>117,187</b>	<b>115,996</b>	<b>114,222</b>	<b>113,042</b>	<b>111,008</b>	<b>108,751</b>	<b>106,108</b>
<b>Net assets</b>	<b>1,869,738</b>	<b>1,875,688</b>	<b>1,882,005</b>	<b>1,889,189</b>	<b>1,896,919</b>	<b>1,905,142</b>	<b>1,913,120</b>	<b>1,922,367</b>	<b>1,932,040</b>	<b>1,943,228</b>
<b>EQUITY</b>										
Retained earnings	940,286	946,236	952,553	959,737	967,467	975,690	983,668	992,915	1,002,588	1,013,776
Revaluation reserves	929,452	929,452	929,452	929,452	929,452	929,452	929,452	929,452	929,452	929,452
Council equity interest	1,869,738	1,875,688	1,882,005	1,889,189	1,896,919	1,905,142	1,913,120	1,922,367	1,932,040	1,943,228
<b>Total equity</b>	<b>1,869,738</b>	<b>1,875,688</b>	<b>1,882,005</b>	<b>1,889,189</b>	<b>1,896,919</b>	<b>1,905,142</b>	<b>1,913,120</b>	<b>1,922,367</b>	<b>1,932,040</b>	<b>1,943,228</b>

## Attachment 8 – Cash Flow Statement – General Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>										
<b>Receipts:</b>										
Rates and annual charges	74,614	76,586	78,580	80,626	82,726	84,881	87,093	89,362	91,691	94,081
User charges and fees	19,130	19,953	20,792	21,671	22,591	23,555	24,556	25,605	26,703	27,741
Investment revenue and interest	5,090	5,022	5,058	5,115	5,259	5,161	5,206	5,229	5,211	5,228
Grants and contributions	19,386	19,772	20,069	20,326	20,605	20,892	21,174	21,474	21,719	22,042
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	2,677	2,150	2,208	2,289	2,372	2,459	2,550	2,652	2,761	2,879
<b>Payments:</b>										
Employee benefits and on-costs	(44,315)	(45,429)	(46,569)	(47,857)	(49,180)	(50,537)	(51,935)	(53,366)	(54,836)	(56,348)
Materials & contracts	(29,358)	(26,877)	(27,782)	(28,173)	(28,881)	(29,652)	(31,126)	(31,474)	(32,449)	(33,273)
Borrowing costs	(5,400)	(5,249)	(5,010)	(4,774)	(4,516)	(4,232)	(3,948)	(3,666)	(3,358)	(3,028)
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(12,708)	(13,029)	(13,359)	(13,696)	(14,042)	(14,397)	(14,761)	(15,135)	(15,519)	(15,913)
<b>Net cash provided in operating activities</b>	<b>29,116</b>	<b>32,898</b>	<b>33,988</b>	<b>35,526</b>	<b>36,935</b>	<b>38,129</b>	<b>38,808</b>	<b>40,681</b>	<b>41,923</b>	<b>43,410</b>
<b>Cash flows from investing activities</b>										
<b>Receipts:</b>										
Sale of investments	-	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment	2,210	884	1,230	2,345	1,724	2,493	2,433	2,349	2,190	1,176
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of investments	-	(3,310)	(13,184)	(11,715)	(5,392)	(12,693)	(12,170)	(13,314)	(16,895)	(18,596)
Purchase of infrastructure property, plant & equipment	(26,656)	(18,209)	(19,439)	(23,250)	(29,930)	(24,282)	(25,627)	(25,665)	(22,793)	(21,155)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	(24,445)	(20,635)	(31,394)	(32,621)	(33,598)	(34,482)	(35,364)	(36,630)	(37,499)	(38,575)
<b>Net cash used in Investing activities</b>	<b>(24,445)</b>	<b>(20,635)</b>	<b>(31,394)</b>	<b>(32,621)</b>	<b>(33,598)</b>	<b>(34,482)</b>	<b>(35,364)</b>	<b>(36,630)</b>	<b>(37,499)</b>	<b>(38,575)</b>
<b>Cash flows from financing activities</b>										
<b>Receipts:</b>										
Borrowings and advances	3,066	2,076	2,226	2,308	2,276	1,888	1,888	1,500	1,400	1,200
Other	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Borrowings and advances	(4,419)	(4,657)	(4,821)	(5,214)	(5,613)	(5,536)	(5,332)	(5,551)	(5,824)	(6,034)
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Net cash provided by financing activities</b>	<b>(1,353)</b>	<b>(2,581)</b>	<b>(2,595)</b>	<b>(2,906)</b>	<b>(3,337)</b>	<b>(3,648)</b>	<b>(3,444)</b>	<b>(4,051)</b>	<b>(4,424)</b>	<b>(4,834)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>3,317</b>	<b>9,683</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash and cash equivalents at beginning of reporting period</b>	<b>2,000</b>	<b>5,317</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>
<b>Cash and cash equivalents at end of reporting period</b>	<b>5,317</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>	<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
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>										
Rates & Annual Charges	5,724	5,961	6,214	6,472	6,738	7,013	7,297	7,590	7,897	8,220
User Charges & Fees	24,354	25,232	26,132	27,053	27,998	28,965	30,132	31,329	32,556	33,814
Interest Received	1,891	2,060	2,417	2,494	2,428	2,007	2,069	2,457	2,767	3,378
Other Operating Revenues	314	328	343	359	375	392	410	429	449	470
Operating Grants & Contributions	409	419	429	440	451	462	474	486	498	510
Capital Grants & Contributions	9,999	10,300	10,770	10,647	10,846	11,266	11,431	11,661	12,326	13,065
	<b>42,691</b>	<b>44,300</b>	<b>46,305</b>	<b>47,465</b>	<b>48,836</b>	<b>50,106</b>	<b>51,813</b>	<b>53,952</b>	<b>56,494</b>	<b>59,457</b>
<b>Expenditure</b>										
Employee Costs	4,697	4,841	4,968	5,121	5,280	5,443	5,612	5,786	5,978	6,152
Borrowing Costs	4,243	4,155	4,000	3,882	3,743	3,605	3,456	3,258	3,075	2,895
Materials & Contracts	11,091	12,514	11,381	11,139	11,597	12,091	12,371	12,645	13,169	13,785
Depreciation	7,449	7,601	7,701	7,927	8,050	8,459	8,902	9,042	9,231	9,324
Other Expenses	1,462	1,511	1,562	1,615	1,669	1,726	1,784	1,844	1,907	1,971
	<b>28,942</b>	<b>30,622</b>	<b>29,612</b>	<b>29,684</b>	<b>30,339</b>	<b>31,323</b>	<b>32,126</b>	<b>32,576</b>	<b>33,360</b>	<b>34,127</b>
<b>Net Operating Result</b>	<b>13,749</b>	<b>13,678</b>	<b>16,693</b>	<b>17,781</b>	<b>18,497</b>	<b>18,783</b>	<b>19,687</b>	<b>21,376</b>	<b>23,134</b>	<b>25,330</b>
Capital Grants/Contributions	9,999	10,300	10,770	10,647	10,846	11,266	11,431	11,661	12,326	13,065
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>3,750</b>	<b>3,378</b>	<b>5,923</b>	<b>7,134</b>	<b>7,651</b>	<b>7,517</b>	<b>8,257</b>	<b>9,714</b>	<b>10,808</b>	<b>12,265</b>



# Attachment 10 – Funding Statement – Water Fund

Source and Application of Funds	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	13,749	13,678	16,693	17,781	18,497	18,783	19,687	21,376	23,134	25,330
Add Back non-funded items:										
Depreciation	7,449	7,601	7,701	7,927	8,050	8,459	8,902	9,042	9,231	9,324
Add non-operating funding sources										
Transfers from Externally Restricted Cash	15,474	12,642	9,135	15,962	39,731	37,874	17,782	20,548	13,633	28,586
Transfers from Internally Restricted Cash										
Proceeds from sale of assets										
Loan Funds Utilised										
Repayments from Deferred Debtors										
<b>Funds Available</b>	<b>36,672</b>	<b>33,922</b>	<b>33,530</b>	<b>41,670</b>	<b>66,278</b>	<b>65,116</b>	<b>46,372</b>	<b>50,966</b>	<b>45,998</b>	<b>63,240</b>
Funds were applied to:										
Purchase and construction of assets	14,295	8,017	20,307	11,894	36,732	39,846	13,670	17,881	9,661	24,688
Repayment of principal on loans	1,552	1,640	1,794	1,912	2,051	2,189	2,338	2,536	2,719	2,899
Transfers to Externally Restricted Cash	20,826	24,265	11,429	27,864	27,495	23,080	30,364	30,549	33,618	35,652
Transfers to Internally Restricted Cash										
<b>Funds Used</b>	<b>36,672</b>	<b>33,922</b>	<b>33,530</b>	<b>41,670</b>	<b>66,278</b>	<b>65,116</b>	<b>46,372</b>	<b>50,966</b>	<b>45,998</b>	<b>63,240</b>
<b>Increase/(Decrease) in Available Working Capital</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
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'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	2,000	2,000	2,000	2,000
Investments	38,220	45,361	46,613	53,888	46,737	37,360	44,405	50,458	62,732	66,943
Receivables	6,481	6,714	6,958	7,190	7,438	7,698	7,999	8,310	8,642	8,985
Inventories	-	-	-	-	-	-	-	-	-	-
Other	34	38	35	34	36	37	38	39	41	43
<b>Total current assets</b>	<b>46,734</b>	<b>54,113</b>	<b>55,606</b>	<b>63,113</b>	<b>55,211</b>	<b>46,095</b>	<b>54,443</b>	<b>60,807</b>	<b>73,415</b>	<b>77,971</b>
<b>Non-current assets</b>										
Investments	23,047	27,353	28,108	32,495	28,183	22,528	26,777	30,426	37,828	40,367
Receivables	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant and equipment	554,673	555,089	567,695	571,662	600,343	631,731	636,498	645,337	645,767	661,132
Investment property										
Intangible assets										
Other										
<b>Total non-current assets</b>	<b>577,720</b>	<b>582,442</b>	<b>595,803</b>	<b>604,156</b>	<b>628,526</b>	<b>654,259</b>	<b>663,275</b>	<b>675,763</b>	<b>683,595</b>	<b>701,499</b>
<b>Total assets</b>	<b>624,454</b>	<b>636,554</b>	<b>651,409</b>	<b>667,269</b>	<b>683,737</b>	<b>700,354</b>	<b>717,717</b>	<b>736,571</b>	<b>757,010</b>	<b>779,469</b>
<b>LIABILITIES</b>										
<b>Current liabilities</b>										
Payables	525	586	541	533	554	577	592	605	630	658
Borrowings	1,640	1,794	1,912	2,051	2,189	2,338	2,536	2,719	2,899	3,117
Provisions										
<b>Total current liabilities</b>	<b>2,164</b>	<b>2,380</b>	<b>2,453</b>	<b>2,584</b>	<b>2,744</b>	<b>2,915</b>	<b>3,128</b>	<b>3,325</b>	<b>3,529</b>	<b>3,776</b>
<b>Non-current liabilities</b>										
Payables										
Borrowings	57,558	55,764	53,852	51,801	49,612	47,274	44,738	42,018	39,119	36,002
Provisions										
<b>Total non-current liabilities</b>	<b>57,558</b>	<b>55,764</b>	<b>53,852</b>	<b>51,801</b>	<b>49,612</b>	<b>47,274</b>	<b>44,738</b>	<b>42,018</b>	<b>39,119</b>	<b>36,002</b>
<b>Total liabilities</b>	<b>59,722</b>	<b>58,144</b>	<b>56,305</b>	<b>54,385</b>	<b>52,356</b>	<b>50,189</b>	<b>47,865</b>	<b>45,343</b>	<b>42,648</b>	<b>39,777</b>
<b>Net assets</b>	<b>564,732</b>	<b>578,410</b>	<b>595,103</b>	<b>612,884</b>	<b>631,381</b>	<b>650,164</b>	<b>669,852</b>	<b>691,228</b>	<b>714,362</b>	<b>739,692</b>
<b>EQUITY</b>										
Retained earnings	229,546	243,224	259,917	277,698	296,195	314,978	334,666	356,042	379,176	404,506
Revaluation reserves	335,186	335,186	335,186	335,186	335,186	335,186	335,186	335,186	335,186	335,186
Council equity interest	564,732	578,410	595,103	612,884	631,381	650,164	669,852	691,228	714,362	739,692
<b>Total equity</b>	<b>564,732</b>	<b>578,410</b>	<b>595,103</b>	<b>612,884</b>	<b>631,381</b>	<b>650,164</b>	<b>669,852</b>	<b>691,228</b>	<b>714,362</b>	<b>739,692</b>

Attachment 12 – Cash Flow Statement – Water Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>										
<b>Receipts:</b>										
Rates and annual charges	5,713	5,949	6,201	6,459	6,725	7,000	7,283	7,575	7,882	8,205
User charges and fees	24,151	25,024	25,918	26,835	27,774	28,736	29,855	31,045	32,265	33,515
Investment revenue and interest	1,891	2,060	2,417	2,494	2,428	2,007	2,069	2,457	2,767	3,378
Grants and contributions	10,353	10,710	11,185	11,090	11,290	11,715	11,899	12,140	12,803	13,552
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	310	324	339	355	371	388	405	424	444	464
<b>Payments:</b>										
Employee benefits and on-costs	(4,697)	(4,841)	(4,968)	(5,121)	(5,280)	(5,443)	(5,612)	(5,786)	(5,978)	(6,152)
Materials & contracts	(11,097)	(12,456)	(11,423)	(11,146)	(11,577)	(12,069)	(12,358)	(12,632)	(13,146)	(13,769)
Borrowing costs	(4,243)	(4,155)	(4,000)	(3,882)	(3,743)	(3,605)	(3,456)	(3,258)	(3,075)	(2,895)
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,462)	(1,511)	(1,562)	(1,615)	(1,669)	(1,726)	(1,784)	(1,844)	(1,907)	(1,971)
<b>Net cash provided in operating activities</b>	<b>20,920</b>	<b>21,104</b>	<b>24,107</b>	<b>25,469</b>	<b>26,319</b>	<b>27,003</b>	<b>28,302</b>	<b>30,120</b>	<b>32,055</b>	<b>34,338</b>
<b>Cash flows from investing activities</b>										
<b>Receipts:</b>										
Sale of investments	-	-	-	-	11,463	15,032	-	-	-	-
Sale of infrastructure, property, plant & equipment	-	-	-	-	-	-	-	-	-	-
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of investments	(5,074)	(11,447)	(2,007)	(11,663)	-	-	(11,294)	(9,703)	(19,676)	(6,750)
Purchase of infrastructure property, plant & equipment	(14,295)	(8,017)	(20,307)	(11,894)	(36,732)	(39,846)	(13,670)	(17,881)	(9,661)	(24,688)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Net cash used in Investing activities</b>	<b>(19,369)</b>	<b>(19,464)</b>	<b>(22,314)</b>	<b>(23,557)</b>	<b>(25,268)</b>	<b>(24,814)</b>	<b>(24,964)</b>	<b>(27,584)</b>	<b>(29,336)</b>	<b>(31,438)</b>
<b>Cash flows from financing activities</b>										
<b>Receipts:</b>										
Borrowings and advances	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Borrowings and advances	(1,552)	(1,640)	(1,794)	(1,912)	(2,051)	(2,189)	(2,338)	(2,536)	(2,719)	(2,899)
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Net cash provided by financing activities</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>(2,719)</b>	<b>(2,899)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,000)</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</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>2,000</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>2,000</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
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>										
Rates & Annual Charges	30,680	31,969	33,314	34,679	36,087	37,549	39,053	40,603	42,226	43,928
User Charges & Fees	3,389	3,507	3,628	3,752	3,879	4,009	4,143	4,279	4,419	4,562
Interest Received	2,687	3,013	3,388	3,894	4,492	4,791	4,861	5,007	5,599	6,125
Other Operating Revenues	17	17	18	18	19	19	19	20	20	21
Operating Grants & Contributions	505	520	536	552	569	586	604	622	641	660
Capital Grants & Contributions	4,877	5,024	5,237	5,179	5,284	5,480	5,552	5,657	5,993	6,341
	<b>42,155</b>	<b>44,051</b>	<b>46,121</b>	<b>48,074</b>	<b>50,329</b>	<b>52,434</b>	<b>54,232</b>	<b>56,188</b>	<b>58,898</b>	<b>61,638</b>
<b>Expenditure</b>										
Employee Costs	7,381	7,548	7,701	7,919	8,141	8,371	8,609	8,854	9,108	9,371
Borrowing Costs	2,030	1,928	1,551	1,046	963	876	784	688	587	480
Materials & Contracts	10,426	10,452	10,629	10,969	11,288	11,806	12,131	12,554	12,962	13,532
Depreciation	10,196	10,260	10,323	10,373	10,401	10,555	10,837	11,141	11,237	11,385
Other Expenses	2,761	2,853	2,949	3,047	3,150	3,255	3,364	3,477	3,594	3,715
	<b>32,794</b>	<b>33,041</b>	<b>33,153</b>	<b>33,355</b>	<b>33,943</b>	<b>34,863</b>	<b>35,725</b>	<b>36,714</b>	<b>37,488</b>	<b>38,484</b>
<b>Net Operating Result</b>	<b>9,362</b>	<b>11,010</b>	<b>12,967</b>	<b>14,720</b>	<b>16,386</b>	<b>17,571</b>	<b>18,507</b>	<b>19,474</b>	<b>21,411</b>	<b>23,154</b>
Capital Grants/Contributions	4,877	5,024	5,237	5,179	5,284	5,480	5,552	5,657	5,993	6,341
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>4,485</b>	<b>5,986</b>	<b>7,730</b>	<b>9,541</b>	<b>11,102</b>	<b>12,092</b>	<b>12,955</b>	<b>13,817</b>	<b>15,418</b>	<b>16,813</b>

## Attachment 14 – Funding Statement – Sewer Fund

Source and Application of Funds	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	9,362	11,010	12,967	14,720	16,386	17,571	18,507	19,474	21,411	23,154
Add Back non-funded items:										
Depreciation	10,196	10,260	10,323	10,373	10,401	10,555	10,837	11,141	11,237	11,385
Add non-operating funding sources										
Transfers from Externally Restricted Cash	8,631	7,787	5,850	5,228	12,361	23,153	22,688	10,699	14,807	13,502
Transfers from Internally Restricted Cash	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Loan Funds Utilised	-	-	-	-	-	-	-	-	-	-
Repayments from Deferred Debtors	-	-	-	-	-	-	-	-	-	-
<b>Funds Available</b>	<b>28,188</b>	<b>29,056</b>	<b>29,140</b>	<b>30,321</b>	<b>39,148</b>	<b>51,279</b>	<b>52,033</b>	<b>41,314</b>	<b>47,454</b>	<b>48,041</b>
Funds were applied to:										
Purchase and construction of assets	5,933	5,923	4,877	3,186	12,969	22,946	24,734	8,576	12,687	18,980
Repayment of principal on loans	2,867	2,969	1,508	1,664	1,747	1,834	1,926	2,022	2,123	2,229
Transfers to Externally Restricted Cash	19,389	20,164	22,755	25,471	24,433	26,500	25,373	30,716	32,644	26,832
Transfers to Internally Restricted Cash	-	-	-	-	-	-	-	-	-	-
<b>Funds Used</b>	<b>28,188</b>	<b>29,056</b>	<b>29,140</b>	<b>30,321</b>	<b>39,148</b>	<b>51,279</b>	<b>52,033</b>	<b>41,314</b>	<b>47,454</b>	<b>48,041</b>
<b>Increase/(Decrease) in Available Working Capital</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
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'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	52,572	59,351	68,529	79,534	86,076	87,858	89,271	100,149	109,833	117,060
Receivables	2,802	2,910	3,022	3,135	3,252	3,373	3,497	3,625	3,757	3,894
Inventories	-	-	-	-	-	-	-	-	-	-
Other	34	34	35	36	37	39	40	42	43	45
<b>Total current assets</b>	<b>57,408</b>	<b>64,295</b>	<b>73,586</b>	<b>84,706</b>	<b>91,366</b>	<b>93,271</b>	<b>94,808</b>	<b>105,815</b>	<b>115,633</b>	<b>122,998</b>
<b>Non-current assets</b>										
Investments	43,716	49,353	56,985	66,136	71,575	73,058	74,232	83,278	91,331	97,340
Receivables										
Infrastructure, property, plant and equipment	586,083	581,746	576,300	569,113	571,680	584,070	597,967	595,402	596,852	604,447
Investment property										
Intangible assets										
Other										
<b>Total non-current assets</b>	<b>629,798</b>	<b>631,099</b>	<b>633,284</b>	<b>635,249</b>	<b>643,255</b>	<b>657,128</b>	<b>672,200</b>	<b>678,679</b>	<b>688,183</b>	<b>701,787</b>
<b>Total assets</b>	<b>687,206</b>	<b>695,394</b>	<b>706,870</b>	<b>719,955</b>	<b>734,621</b>	<b>750,399</b>	<b>767,008</b>	<b>784,494</b>	<b>803,816</b>	<b>824,785</b>
<b>LIABILITIES</b>										
<b>Current liabilities</b>										
Payables	852	860	878	906	933	974	1,002	1,036	1,070	1,115
Borrowings	2,969	1,508	1,664	1,747	1,834	1,926	2,022	2,123	2,229	2,341
Provisions										
<b>Total current liabilities</b>	<b>3,822</b>	<b>2,368</b>	<b>2,541</b>	<b>2,653</b>	<b>2,767</b>	<b>2,899</b>	<b>3,024</b>	<b>3,159</b>	<b>3,299</b>	<b>3,456</b>
<b>Non-current liabilities</b>										
Payables										
Borrowings	21,500	20,131	18,467	16,720	14,886	12,960	10,938	8,815	6,586	4,245
Provisions										
<b>Total non-current liabilities</b>	<b>21,500</b>	<b>20,131</b>	<b>18,467</b>	<b>16,720</b>	<b>14,886</b>	<b>12,960</b>	<b>10,938</b>	<b>8,815</b>	<b>6,586</b>	<b>4,245</b>
<b>Total liabilities</b>	<b>25,322</b>	<b>22,499</b>	<b>21,008</b>	<b>19,373</b>	<b>17,653</b>	<b>15,860</b>	<b>13,962</b>	<b>11,974</b>	<b>9,885</b>	<b>7,700</b>
<b>Net assets</b>	<b>661,885</b>	<b>672,895</b>	<b>685,862</b>	<b>700,582</b>	<b>716,968</b>	<b>734,539</b>	<b>753,046</b>	<b>772,520</b>	<b>793,931</b>	<b>817,085</b>
<b>EQUITY</b>										
Retained earnings	257,978	268,988	281,955	296,675	313,061	330,632	349,139	368,613	390,024	413,178
Revaluation reserves	403,907	403,907	403,907	403,907	403,907	403,907	403,907	403,907	403,907	403,907
Council equity interest	661,885	672,895	685,862	700,582	716,968	734,539	753,046	772,520	793,931	817,085
<b>Total equity</b>	<b>661,885</b>	<b>672,895</b>	<b>685,862</b>	<b>700,582</b>	<b>716,968</b>	<b>734,539</b>	<b>753,046</b>	<b>772,520</b>	<b>793,931</b>	<b>817,085</b>

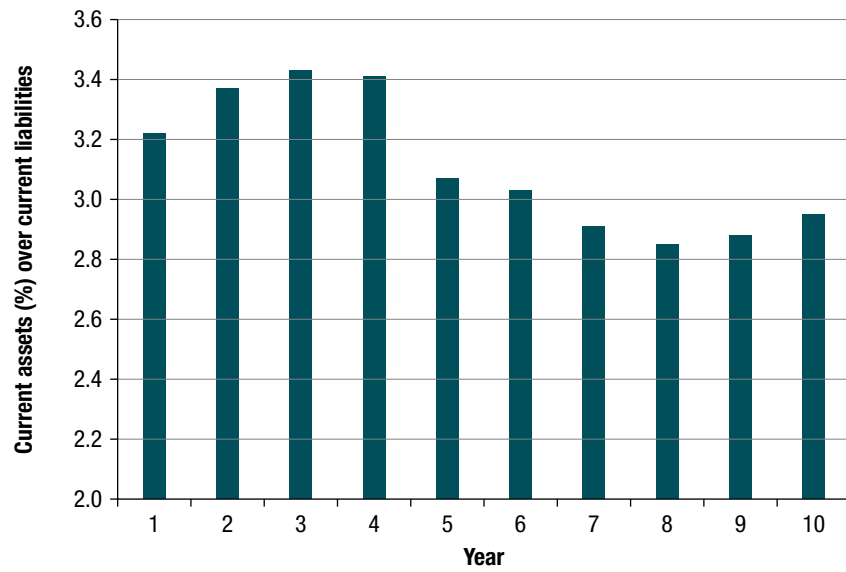
Attachment 16 – Cash Flow Statement – Sewer Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>										
<b>Receipts:</b>										
Rates and annual charges	30,622	31,909	33,251	34,616	36,021	37,481	38,983	40,531	42,150	43,849
User charges and fees	2,794	3,471	3,591	3,714	3,841	3,970	4,102	4,238	4,376	4,518
Investment revenue and interest	2,687	3,013	3,388	3,894	4,492	4,791	4,861	5,007	5,599	6,125
Grants and contributions	5,382	5,544	5,773	5,731	5,852	6,065	6,156	6,278	6,634	7,002
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	(177)	5	6	6	6	6	6	6	7	7
Internal transfers										
<b>Payments:</b>										
Employee benefits and on-costs	(7,381)	(7,548)	(7,701)	(7,919)	(8,141)	(8,371)	(8,609)	(8,854)	(9,108)	(9,371)
Materials & contracts	(10,383)	(10,445)	(10,612)	(10,942)	(11,262)	(11,767)	(12,104)	(12,520)	(12,929)	(13,489)
Borrowing costs	(1,800)	(1,788)	(1,551)	(1,046)	(963)	(876)	(784)	(688)	(587)	(480)
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(2,761)	(2,853)	(2,949)	(3,047)	(3,150)	(3,255)	(3,364)	(3,477)	(3,594)	(3,715)
<b>Net cash provided in operating activities</b>	<b>18,985</b>	<b>21,308</b>	<b>23,196</b>	<b>25,006</b>	<b>26,697</b>	<b>28,044</b>	<b>29,247</b>	<b>30,521</b>	<b>32,548</b>	<b>34,445</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	(10,185)	(12,416)	(16,810)	(20,156)	(11,981)	(3,265)	(2,588)	(19,923)	(17,738)	(13,235)
Purchase of infrastructure property, plant & equipment	(5,933)	(5,923)	(4,877)	(3,186)	(12,969)	(22,946)	(24,734)	(8,576)	(12,687)	(18,980)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Net cash used in investing activities</b>	<b>(16,118)</b>	<b>(18,339)</b>	<b>(21,687)</b>	<b>(23,343)</b>	<b>(24,950)</b>	<b>(26,210)</b>	<b>(27,321)</b>	<b>(28,499)</b>	<b>(30,424)</b>	<b>(32,216)</b>
<b>Cash flows from financing activities</b>										
<b>Receipts:</b>										
Borrowings and advances	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Borrowings and advances	(2,867)	(2,969)	(1,508)	(1,664)	(1,747)	(1,834)	(1,926)	(2,022)	(2,123)	(2,229)
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Net cash provided by financing activities</b>	<b>(2,867)</b>	<b>(2,969)</b>	<b>(1,508)</b>	<b>(1,664)</b>	<b>(1,747)</b>	<b>(1,834)</b>	<b>(1,926)</b>	<b>(2,022)</b>	<b>(2,123)</b>	<b>(2,229)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</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>2,000</b>	<b>2,000</b>	<b>2,000</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>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
2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
3.22	3.37	3.43	3.41	3.07	3.03	2.91	2.85	2.88	2.95

### Unrestricted Current Ratio





## Attachment 18 – Capital Works – Consolidated

Asset Category	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Bridges	816	576	776	808	776	388	388	0	0	0
Community Land	1,000	300	300	300	300	300	300	656	0	0
Concrete Footpaths	147	152	156	160	164	169	174	178	183	188
Equipment	5	5	5	5	5	5	5	6	6	6
Fleet	7,170	2,441	3,770	7,233	5,852	7,974	9,153	9,173	6,150	4,174
Intangibles: Software	226	133	137	141	145	149	153	157	161	166
Multi Asset Class Projects - Transport & SWD	0	1,838	1,838	1,838	1,838	1,838	1,838	1,838	1,838	1,838
Non Specialised Buildings	640	609	275	280	285	290	295	301	306	312
Operational Land	2,284	2,352	0	0	0	0	0	0	0	0
Other Infrastructure	3,200	300	300	300	8,050	0	0	0	0	0
Roads	11,025	10,397	10,695	11,004	11,403	11,730	12,067	12,413	12,770	13,121
Sewer Infrastructure	5,933	5,923	4,877	3,186	12,969	22,946	24,734	8,576	12,687	18,980
Stormwater Drainage	1,444	1,402	1,360	1,419	1,428	1,437	1,446	1,455	1,465	1,475
Water Infrastructure	11,881	5,532	20,169	11,753	36,587	39,697	13,517	17,368	9,499	24,522
<b>Grand Total</b>	<b>45,771</b>	<b>31,960</b>	<b>44,659</b>	<b>38,428</b>	<b>79,801</b>	<b>86,922</b>	<b>64,069</b>	<b>52,122</b>	<b>45,066</b>	<b>64,783</b>

# 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
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
General Fund Rates	O	1,121,980	1,147,784	1,176,477	1,205,888	1,236,034	1,266,934	1,298,606	1,331,069	1,364,345	1,398,452
	A	57,389,257	58,823,935	60,294,466	61,801,764	63,346,743	64,930,347	66,553,533	68,217,304	69,922,667	71,670,658
	W	(560,990)	(573,892)	(588,239)	(602,944)	(618,017)	(633,467)	(649,303)	(665,535)	(682,172)	(699,226)
User Charges & Fees (non statutory)	O	447	464	482	500	519	539	561	583	607	630
	A	46,920	48,718	50,579	52,505	54,497	56,560	58,863	61,246	63,713	66,150
	W	(894)	(928)	(963)	(1,000)	(1,038)	(1,077)	(1,121)	(1,167)	(1,214)	(1,260)
Interest Received	O	5,612	5,912	6,348	6,700	7,022	6,972	7,066	7,397	7,939	8,615
	A	9,821	10,346	11,109	11,725	12,289	12,201	12,366	12,945	13,893	15,076
	W	(5,612)	(5,912)	(6,348)	(6,700)	(7,022)	(6,972)	(7,066)	(7,397)	(7,939)	(8,615)
Employee Costs	O	(562)	(578)	(594)	(613)	(632)	(652)	(673)	(694)	(716)	(738)
	A	57,915	59,379	60,837	62,540	64,290	66,087	67,939	69,839	71,806	73,806
	W	281	289	297	306	316	326	336	347	358	369
Borrowing Costs	O	(40)	(101)	(142)	(187)	(233)	(279)	(316)	(354)	(384)	(412)
	A	11,665	11,317	10,547	9,686	9,204	8,693	8,169	7,590	6,995	6,377
	W	40	101	142	187	233	279	316	354	384	412
Materials & Contracts	O	(464)	(487)	(487)	(491)	(506)	(524)	(545)	(553)	(573)	(592)
	A	47,707	50,090	50,043	50,455	52,005	53,792	55,986	56,840	58,879	60,845
	W	464	487	487	491	506	524	545	553	573	592

O = Optimistic      A = Adopted      W = Worse case

Attachment 20 – Rate Notice estimate – Consolidated

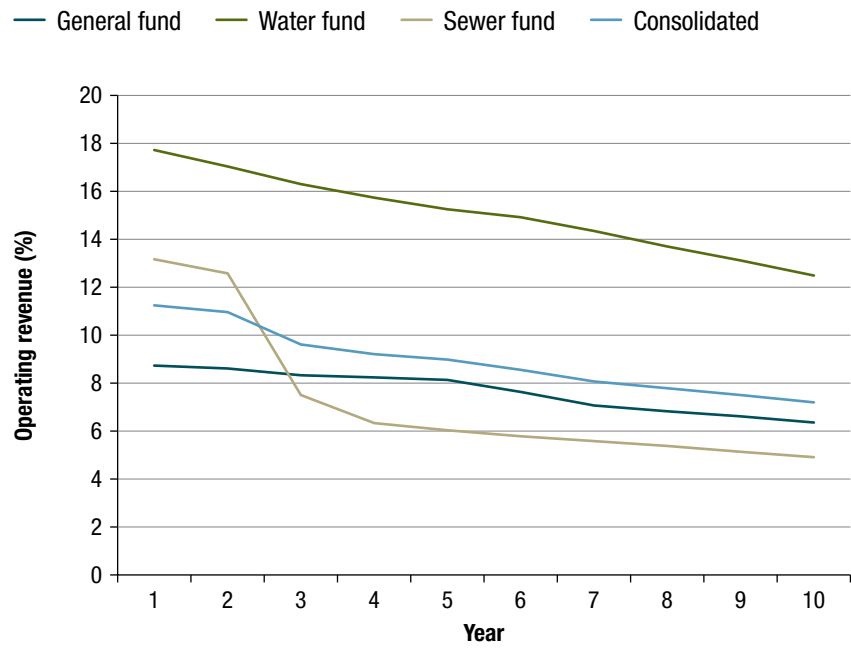
	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Year 6 2023/24	Year 7 2024/25	Year 8 2025/26	Year 9 2026/27	Year 10 2027/28
<b>Rates - minimum</b>										
Residential - @ 2% increase	\$1,046.45	\$1,072.60	\$1,099.40	\$1,126.90	\$1,155.10	\$1,184.00	\$1,213.60	\$1,243.90	\$1,275.00	\$1,306.90
<b>Waste Management</b>										
Domestic Waste Service Charge *	\$186.00	\$191.60	\$197.30	\$203.20	\$209.30	\$215.60	\$222.10	\$228.80	\$235.70	\$242.80
Domestic Waste Management Charge	\$69.80	\$71.90	\$74.10	\$76.30	\$78.60	\$81.00	\$83.40	\$85.90	\$88.50	\$91.20
Waste Minimisation and Recycling Charge *	\$54.50	\$56.10	\$57.80	\$59.50	\$61.30	\$63.10	\$65.00	\$67.00	\$69.00	\$71.10
Landfill Management Charge	\$52.00	\$53.60	\$55.20	\$56.90	\$58.60	\$60.40	\$62.20	\$64.10	\$66.00	\$68.00
	\$362.30	\$373.20	\$384.40	\$395.90	\$407.80	\$420.10	\$432.70	\$445.80	\$459.20	\$473.10
<b>Sewer Access Charge</b>	\$837.95	\$850.70	\$866.35	\$882.30	\$898.55	\$915.10	\$931.95	\$949.10	\$966.55	\$1,002.40
<b>Water Access Charge</b>										
20mm service	\$173.15	\$175.80	\$179.05	\$182.35	\$185.70	\$189.10	\$192.60	\$196.15	\$199.75	\$203.42
<b>Water Volumetric</b>										
@ 200 KI	\$592.00	\$604.00	\$616.00	\$628.00	\$640.00	\$652.00	\$664.00	\$676.00	\$688.00	\$712.00
Water Volumetric /KI	\$2.96	\$3.02	\$3.08	\$3.14	\$3.20	\$3.26	\$3.32	\$3.38	\$3.44	\$3.56
<b>Total for a Residential Property</b>	<b>\$3,011.85</b>	<b>\$3,076.30</b>	<b>\$3,145.20</b>	<b>\$3,215.45</b>	<b>\$3,287.15</b>	<b>\$3,360.30</b>	<b>\$3,434.85</b>	<b>\$3,510.95</b>	<b>\$3,588.50</b>	<b>\$3,697.82</b>

\* based on typical bin sizes and collection frequency

## Attachment 21 – Debt Service Ratio – Consolidated and Funds

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
General Fund	8.7%	8.6%	8.3%	8.2%	8.1%	7.6%	7.1%	6.8%	6.6%	6.4%
Water Fund	17.7%	17.0%	16.3%	15.7%	15.3%	14.9%	14.3%	13.7%	13.1%	12.5%
Sewer Fund	13.2%	12.6%	7.5%	6.3%	6.0%	5.8%	5.6%	5.4%	5.1%	4.9%
Consolidated	11.25%	10.96%	9.61%	9.21%	8.98%	8.56%	8.07%	7.79%	7.51%	7.20%

### Debt Service Ratio





**Customer Service | 1300 292 872 | (02) 6670 2400**

[tsc@tweed.nsw.gov.au](mailto:tsc@tweed.nsw.gov.au)

[www.tweed.nsw.gov.au](http://www.tweed.nsw.gov.au)



PO Box 816 Murwillumbah NSW 2484