



# *Planning for our future*

## **Resourcing Strategy 2024 – 2034**

Part 1: Workforce Management Plan

Part 2: Asset Management Strategy

Part 3: Long Term Financial Plan

# *Living and loving the Tweed*

## **Council values and statements**

### **What we value**

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 acknowledgment of the Bundjalung Aboriginal Nation**

We wish to recognise the generations of the local Aboriginal people of the Tweed Bundjalung (Bun-ja-lung) 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 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 2022–2032*.

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

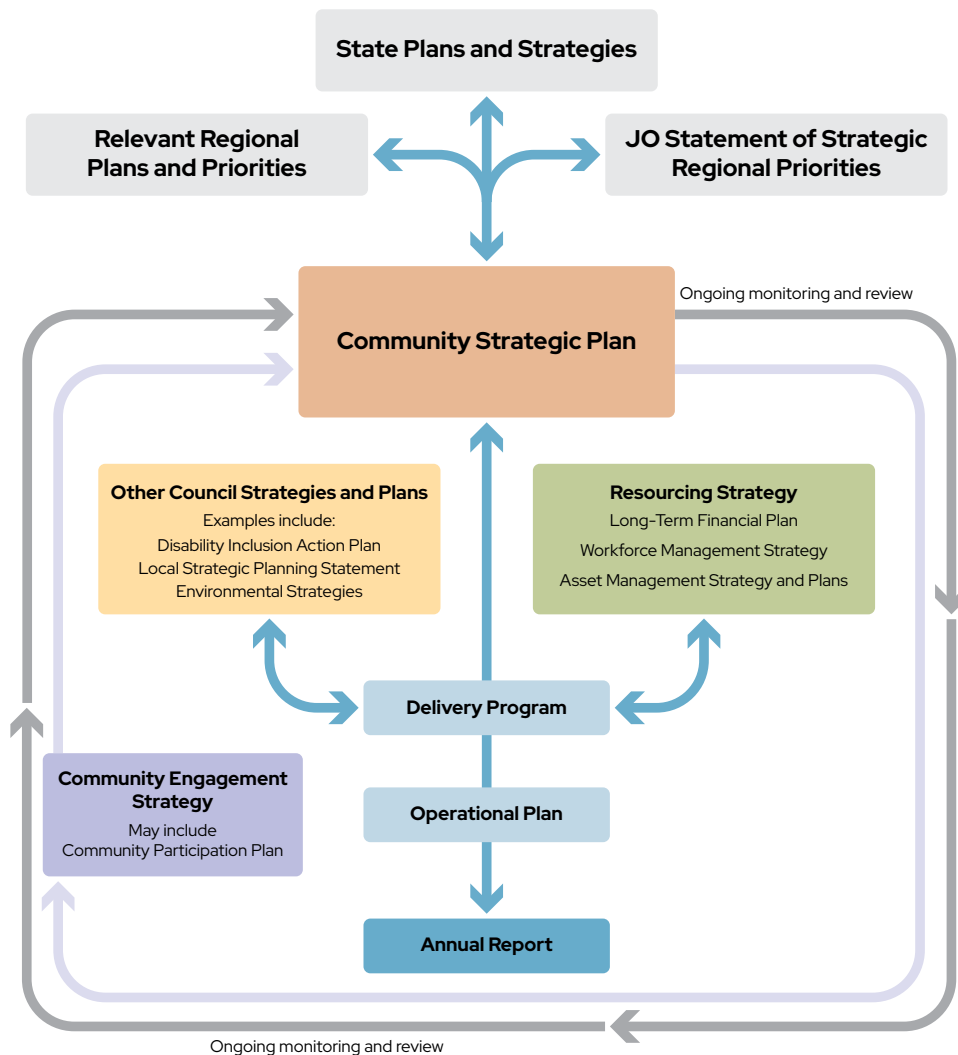
*Living and loving the Tweed*



## Background – legislative framework

The Integrated Planning and Reporting Framework requires that Council prepare:

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









# *Planning for our future*

## **Resourcing Strategy 2024 – 2034**

Part 1: Workforce Management Plan

Part 2: Asset Management Strategy

Part 3: Long Term Financial Plan







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## 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 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, well-being and professional development.
- Meet its legislative requirements.
- Have employee diversity that is reflective of the Tweed community.





## Key themes

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

1. **Establish Council as an employer of choice**
2. **Provide professional learning and development opportunities**
3. **Prioritise staff safety, health and well-being**
4. **Strengthen workplace diversity**
5. **Plan for our future workforce**

The Workforce Management Plan aligns directly with stream 3 of the *Community Strategic Plan 2022–2032*:

### Growing

3. **We want to work together to plan for the future so the Tweed grows and evolves in a sustainable way**



**Goal 3.3: Make sure Council services are supported to deliver effective, transparent programs and operations.**

**Service goal: To support a productive, respectful and safe work environment.**

As with the Community Strategic Plan, Council's Workforce Management Plan is underpinned by support documents that detail planned projects, budgets, time frames and responsibilities.

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.

# Employer of choice



## 1. 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 for 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.
- Increase the number of employees new to Local Government.



# Learning and development



## 2. Provide professional learning and development opportunities

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.

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.
- Identify employees to participate in Future Leaders Program.

# Safety, health and wellbeing

## 3. Prioritise staff safety, health and well-being

At Tweed Shire Council, the safety, health and well-being of our staff is our number one priority.

Council's approach is that all injuries are unacceptable and our commitment is to provide 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 well-being 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 well-being 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 Well-being 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.
- 3.5% Workers compensation insurance premium (as a percentage of wages cost).
- Less than 50% Staff costs (as a percentage of unrestricted revenue).



# Workplace diversity

## 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.
- 2.41% of Council employees identify as Aboriginal or Torres Strait Islander.

### Youth employment

- 15.10% of Council employees are under 35 years of age.
- Council hosts 16 young trainees and apprentices.

### Women employees

- 33.95% of Council employees are women.
- 25.92% of Managers and senior staff are women.
- 52 women are employed in non-traditional female roles such as engineering and trades.

### Ageing workforce

- 51.47% of Council's workforce is 50 or older, with 8.42% being 60 or older.
- 34.22% of Council's current workforce will be able to access their superannuation and retire within the next 5 years with 58% eligible to retire within 10 years.

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 (those born between 1977 and 1995).
- 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.



# Future workforce



## 5. Plan for our future workforce

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

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.

# *Celebrating our successes*

## Recognising our achievements

### Industry Awards and Achievements

We're also an award winning organisation – many times over – recognising the professionalism of our teams and employees across a wide range of industries.

Receiving industry awards and acknowledgements is a great way to recognise how Council and our employees make a difference to our community.

Find out more about Council's awards and achievements on our website.

[tweed.nsw.gov.au/awards-achievements](https://tweed.nsw.gov.au/awards-achievements)

### Organisational Awards and 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 a number of categories which are adjusted each year.









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## Executive summary

Tweed Shire Council is entrusted with providing a wide range of services under the authority and guidance of the NSW Local Government Act, most of which require the use of assets in some form.

This includes infrastructure assets that directly provide services for transport, drainage, recreation, culture, water and wastewater, as well as land, buildings, plant and equipment assets that support these services.

With a replacement value of over \$3.6 billion, these assets play a significant role in Council's service delivery.

The efficient management of these assets is vital in maintaining safe, reliable and efficient services that help achieve the strategic priorities and goals adopted for the community in the Community Strategic Plan.

This Asset Management Strategy provides clear direction to strive to maximise the return on investment in community assets through:

- understanding the community's needs, priorities and levels of service
- understanding the current state of assets and their management
- assessing the optimal position and analysing the gap
- determining a required approach and action plan
- setting a performance monitoring process.

Community needs are largely determined through the development and review of the Community Strategic Plan. While it is important to know how well assets are meeting community needs in terms of use, Council has little discretion over the supply levels of most infrastructure such as transport, drainage and water and wastewater utilities. For these assets, usage is mainly applied in setting a hierarchy for priorities and maintenance and renewal schedules.

The current situation with assets looks at:

- asset condition and capacity
- funding capacity for new; renewal and maintenance
- asset management systems and processes.

The overall current condition of assets as reported in the Special Schedules for 2020-21, based on the percentage of gross replacement cost at each grade is shown below:

Excellent/very good	56.6%
Good	24.5%
Satisfactory	14.1%
Poor	2.3%
Very poor	2.5%

Due to the public nature of council assets and the associated risks, as a minimum 'condition' is generally kept to a satisfactory level. It is estimated that the cost to bring the 5% of assets that are below this level up to satisfactory condition is \$37 million.

The funding capacity for asset management considers the issues of sustainability and intergenerational equity.

Long term maintenance of asset condition and service levels is the main focus of sustainability analysis. Due to the long-term nature of this concept, it is difficult to demonstrate with snap shots.

The Special Schedules for 2020–21 show an overall Asset Maintenance ratio (actual/required expenditure) of 98.9% and that a figure close to 100% is generally achieved. The Asset renewal ratio (actual renewal/annual depreciation) of 65% indicates a lack of capacity to replace assets as they reach end of life.

The 100% benchmark for this ratio however is somewhat unrealistic for long-life assets given that annual depreciation is only a measure of deterioration for the year, and renewal is not required until that deterioration falls below satisfactory.

The main aim for Council is to ensure recurrent operating results break even or better to have the capacity to fund depreciation when required.

The legislative framework Council operates in also has a focus on sound asset management and reporting and Council's commitment should be reflected in compliance with these such as:

- maintaining current strategic documents
- undertaking regular asset reviews and revaluations.

The solutions provided in this strategy therefore cover:

- identifying the current and future asset needs and service levels of the community
- improving asset data to accurately predict optimal operating, maintenance and renewal costs
- improving the internal asset management framework of council to promote efficient and effective planning, reporting and delivery of services.





# Purpose of the Asset Management Strategy

The objective of this Asset Management Strategy (AMS) is to develop a structured set of strategic actions aimed at enabling Council to improve its asset management practices to support Council’s Asset Management Policy and service delivery needs.

It is an important element of the Integrated Planning and Reporting Framework that guides the strategic process for local government in NSW.

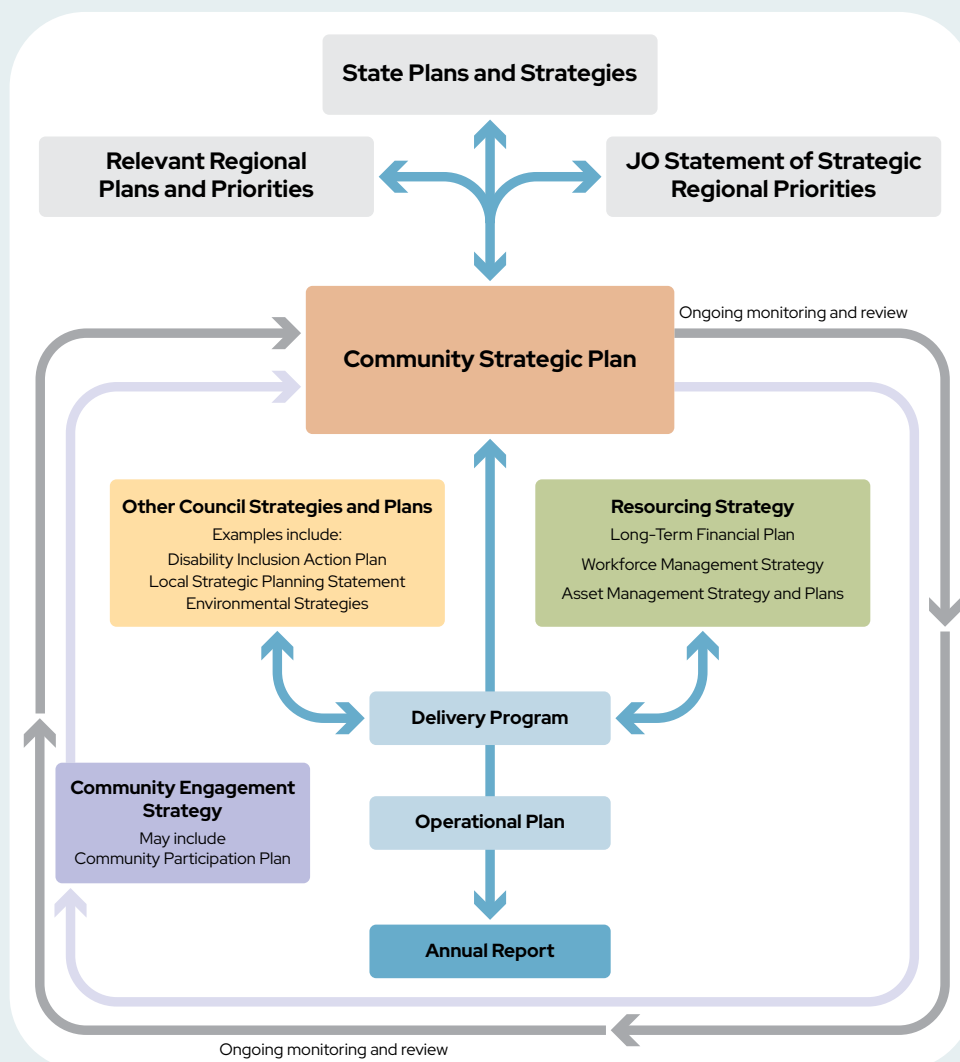


Figure 1: Integrated Planning and Reporting Framework

The Community Strategic Plan (CSP) sets the vision for the Tweed that:

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

The key themes of the CSP then demonstrate the importance of assets in the delivery of essential and desirable services.

The Resourcing Strategy determines how the budget, workforce and assets of council can best deliver the objectives of the Community Strategic Plan through the Delivery Program and Operational Plans.

The Asset Management Policy sets the broad framework and key principles that underpin asset management with the vision that the return on investment in community assets is maximised.

With limited resources to meet a vast range of services and functions, this recognises that the asset portfolio should provide the greatest satisfaction of community needs in the most efficient and effective manner.

The Resource and Appendix section of this document provides links to the Asset Management Policy and the Asset Management Plan for each major asset class which provides Council with detailed comprehensive information and knowledge to assist its short and long term service delivery planning.

## **Key benefits of the strategy implementation**

Tweed Shire Council has clearly endorsed a commitment to asset management in its Community Strategic Plan, while the Delivery Program sets the course for Council's delivery of services and projects over the next 4 years.

To support Council's vision, it is important that our infrastructure is provided and maintained at a reasonable level, commensurate with the community's expectations and affordability.

As infrastructure is subject to various forms of obsolescence, it is necessary that we have a long-term strategy in place to enable us to determine options for planning, acquiring, refurbishing, upgrading, maintaining, operating and disposing of assets.

By implementing this AMS, we are aiming to improve Council's asset management practices to provide a more sustainable service delivery process.

The key benefits are:

- Ability to provide better outputs with fewer resources by better aligning our resources and needs.
- Ability to understand what condition our assets are in and by monitoring the effect our actions are having on them.
- Having a key set of actions that will allow us to manage the provision of these assets into the future at lowest long-term cost.
- Be able to assign appropriate levels of funding for each asset class in line with the respective service level targets.
- Being able to clearly define what service levels we can deliver to our customers, the rate-payers and users.





## Community profile

The Tweed Shire is located in the north east corner of New South Wales, in a diverse area featuring coastal villages, urban centres, rural villages and agricultural activities.

The centrepiece of the Tweed is Wollumbin / Mount Warning, where the sun first hits the Australian continent most of the year. The surrounding McPherson, Tweed, Burringbar and Nightcap Ranges form the caldera of the fertile Tweed Valley.

The Shire stretches over 1,303 square kilometres and adjoins the NSW shires of Byron, Lismore and Kyogle with the Gold Coast City Council area and Scenic Rim Regional Council to its north.

The Shire has 37 kms of natural coastline, wetlands and estuarine forests, and some of the richest pastoral and farm land in NSW. The Tweed River basin is a unique and diverse mountainous region, containing three world-heritage listed national parks.

The 2016 Census confirms that The Tweed is experiencing and will continue to experience growth.

Tweed Shire is home to an estimated 91,371 people (Australian Bureau of Statistics (ABS) 2016), an increase of 7.3% from 85,105 people in 2011.

A substantial population increase is expected to occur in the Tweed LGA by 2031 (128,135). This represents an anticipated annual growth rate of 1.2%. Tweed Heads continues to grow at the fastest rate within the Shire. However over the next 20 years the new areas of Kings Forest and Cobaki Lakes are expected to attract up to 15,000 new residents.

The total population is projected to grow from a 2011 base of 85,106 people past the 2026 figure of 117,310 to 128,135 by 2031. This growth is not expected to occur evenly across the age groups, with relatively little growth anticipated in the younger age groups, especially those under 15 years of age with a very high percentage expected in the retired and frail aged age cohorts.

This projected population profile reflects the socio-demographic changes which have resulted in middle to older age groups undertaking a sea change. This movement to the Tweed Shire up and out from the rest of NSW, as well as the movement of people down from South East Queensland is expected to result in the continuation of the rapid growth rate over the next 2 decades.

# Our shire

## The Tweed



- Located in NSW North Coast.
- Major population centres: Tweed Heads, Murwillumbah, Kingscliff.
- Gateway between Northern NSW and South East Queensland.
- Gold Coast Airport serves as the major international gateway.
- Access to services and employment opportunities not found in many other regional centres.
- Internationally significant environment

## Land use



**1,300km<sup>2</sup>**



## Council infrastructure in the Tweed

### Sport, recreation, community and cultural assets



assets  
**6000**  
value  
**>\$250m**

includes parks, sporting facilities, aquatic centres, cemeteries, office buildings, community centres, auditoriums, halls, leased and licensed buildings, art gallery, museum, library facilities, bushland, foreshores and waterways assets.

### Water assets



**1**

dam

**3**

water treatment plants

**27**

water pump stations

**2**

weirs

**42**

reservoirs

**723km**

water mains

### Stormwater assets



**390km**

stormwater drainage pipes, channels and minor road culverts

**17,650**

stormwater pit structures

### Wastewater assets



**8**

wastewater treatment plants

**542km**

gravity sewer mains

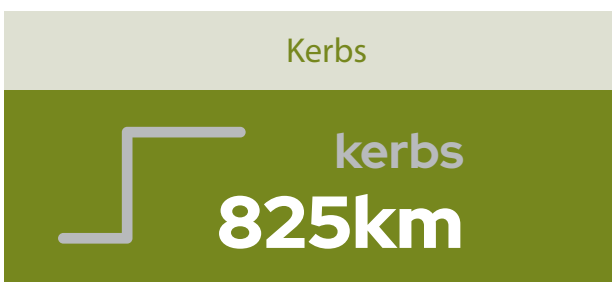
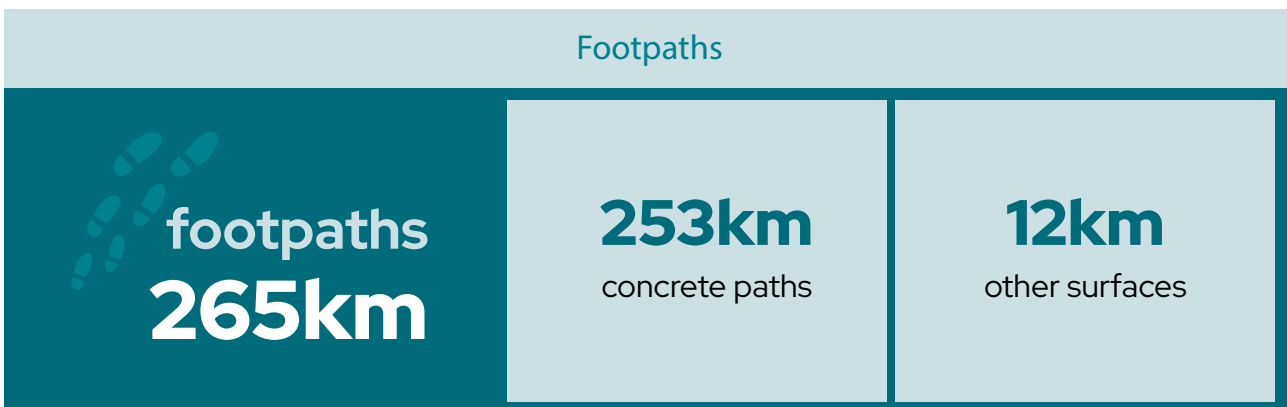
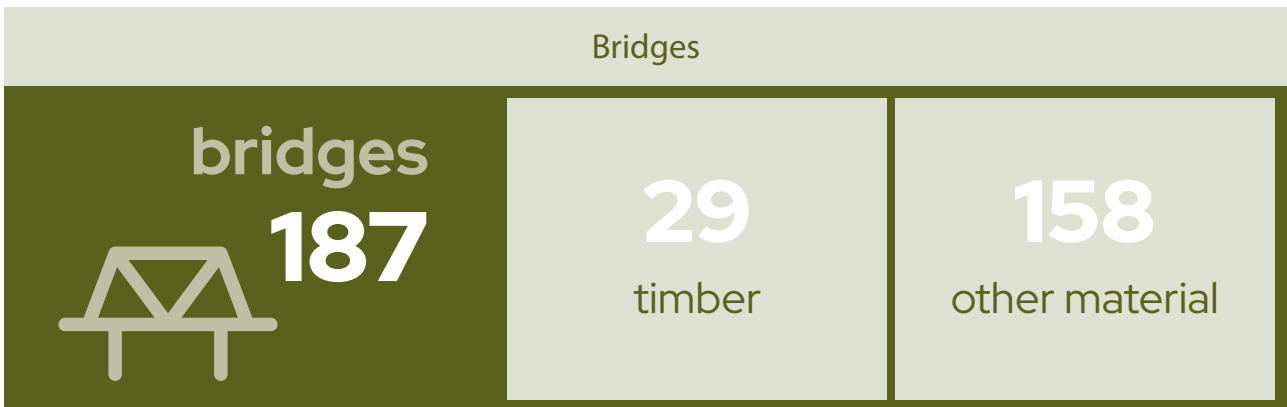
**187**

sewerage pump stations

**174km**

sewer rising mains



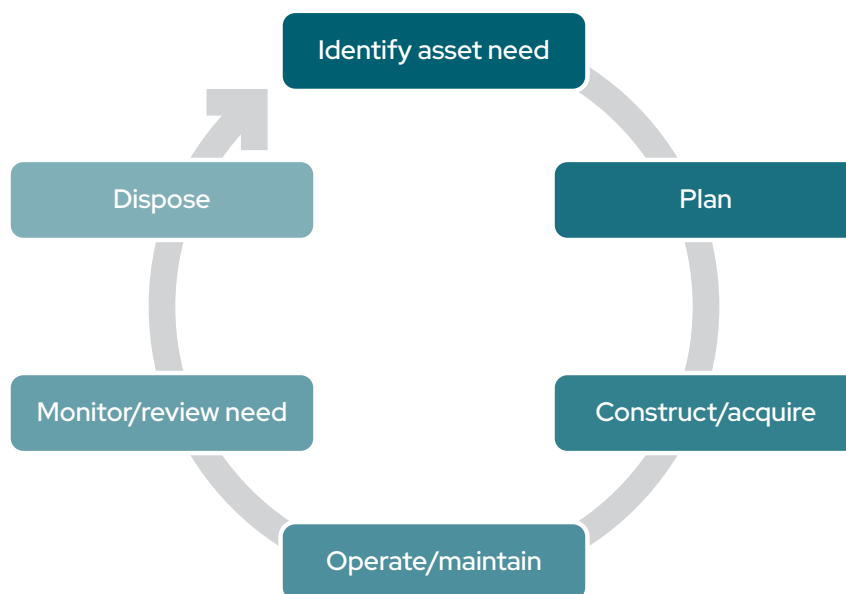


## What is Asset Management?

Asset Management is a process of logic used to guide the planning, acquisition, operation, maintenance, renewal and disposal of assets. Its objective is to maximise asset service delivery potential and manage related risks and costs over their entire life cycle.

The following diagram illustrates the typical life cycle of an asset and associated asset management functions. It does this from planning for the need to create an asset through to its ultimate disposal including audit and review of the performance of that asset.

Figure 2: Asset Life cycle Diagram



In line with the Local Government National Asset Management Framework and State-wide Guidelines, Council is committed to the 7 key elements:

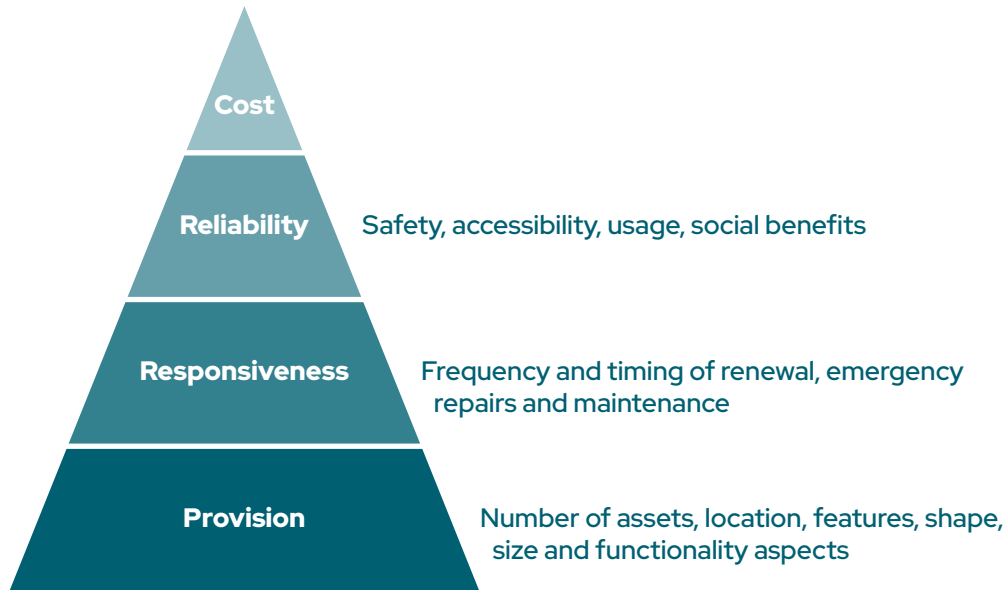
1. Development of an asset management policy
2. Strategy and Planning
3. Governance and Management Arrangements
4. Defining Levels of Service
5. Data and Systems
6. Skills and Processes
7. Evaluation

The key strategic actions documented in Section 7 demonstrate Council's direction in achieving the above outcomes. The key performance indicators described in Section 8 demonstrate how Council intends to measure the success of these actions.

In line with the National Framework, this Strategy is a commitment to adopting a

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

Figure 3: Strategic Asset Management Pyramid



The framework of planning will be:

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

Council's corporate Asset Management System, in conjunction with the corporate GIS system, will hold data, information and attributes that form the 'footprint' of Council's asset stock used in service delivery. This information is now available within the Corporate SAM system.

**Service Responsiveness Layer 2:** Council's Decision Matrix is the determinant of the Responsiveness layer.

This is, in effect, a corporate decision matrix and consists of the planned actions to retain the assets at the desired level of usability over their planned life. The key focus is on the type of intervention (minor repairs, major renewal, replacement) and the trigger for action (condition, capacity, functionality). This information is now available within the Corporate SAM system.

**Service Reliability Layer 3:** The Decision Matrix in the Responsiveness layer will determine asset performance outcomes which are characterised by the Reliability layer.

This is best viewed as the asset performance, as seen and experienced by those using and depending on the assets. Reliability will be measured in terms of performance standards such as safety, condition and functionality. This information is now available within the Corporate SAM system and is constantly monitored with actuals.

**Cost of Delivery Layer 4:** The top of the pyramid is Cost and this is determined by decisions in the layers below.

Application of the Service Driven Framework results in an active pyramid where the Provision, Responsiveness and Reliability are tuned to give optimal outcomes for an affordable cost, which drives the future financial plan. This information is now available within the Corporate SAM system and is the fundamental basis for community consultation and options analysis.

## Legislative control of Asset Management

In addition to using asset management as a tool to manage the community's assets and provide better services to the community, there are also legislative requirements that Council must comply with in relation to the management of its assets.

### NSW Local Government Act

The Integrated Planning and Reporting Framework for local government was introduced to NSW in 2010 as part of a national improvement plan for financial sustainability in the sector.

The Local Government Act has since been revised to include guiding principles for councils which promote sound financial management and integrated planning and reporting.

These place a greater focus on long term planning and sound asset management, with a requirement to prepare a long-term Community Strategic Plan and Resourcing Strategy.



### Australian Accounting Standards

The Division of Local Government requires that councils comply with the accounting standard AASB 116 for reporting on infrastructure assets.

The data required to provide this level of financial reporting is also essential for the planning of future infrastructure renewal requirements.

The following Australian Accounting Standards apply to Local Government assets:

- AASB 116 Property, Plant and Equipment – prescribes requirements for recognition and depreciation of property, plant and equipment assets
- AASB 136 Impairment of Assets – aims to ensure that assets are carried at amounts that are not in excess of their recoverable amounts
- AASB 138 Intangible Assets – prescribes the accounting treatment for intangible assets not dealt with in another standard.
- AASB 1051 Land Under Roads – allows the recognition of land under roads subject to criteria
- AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors – specifies the policies that Council is to have for recognition of assets and depreciation
- AASB 013 Fair Value Measurement – prescribes the valuation process for maintaining the value of assets at current replacement cost less accumulated obsolescence. This provides more relevant data for asset management than historical cost.

There are an array of other legislative requirements that need to be considered in managing infrastructure assets such as the *Disability Discrimination Act 1994* and the Building Code of Australia. These legislative requirements are taken into consideration at a more detailed level in each of the specific Asset Management Plans.

### Community expectations



Council undertakes biennial Be Our Best Resident Survey to understand community satisfaction and importance levels across Council services.



## Strategic Asset Management systems

Council is implementing a number of systems which provide the ability to meet our Strategic Asset Management objectives.

The principle objectives of the Asset Management system are to:

- provide accurate inventory and condition information of Council's assets
- facilitate efficient day-to-day management of the Council's assets
- enable objective long-term asset planning based on a sound knowledge of the current state of the Council's assets i.e. long term impacts of funding decisions.

The software solution chosen by Council has been a) the Assetic system and b) the Enterprise Asset Management system – which integrates to the financial system – that have been developed specifically to meet the needs of Local Government authorities in Australia.

The following diagram illustrates a systematic representation of the Assetic system showing the links to other the Council computer-based systems. Linked systems provide tangible benefits to Council through the removal of data double-handling which is both inefficient and a potential source of errors.

Inventory and condition based data has been collected by a range of specialist contractors and consultants for roads, bridges, footpaths and kerb assets. The data collection task is ongoing and there are a number of asset categories which will require further data to be collected.

As new data becomes available, it is being quality-checked and then imported into the Assetic system by the Asset Management business unit. As a future project, the Asset Management business unit will integrate the data in Assetic and the existing GIS system.



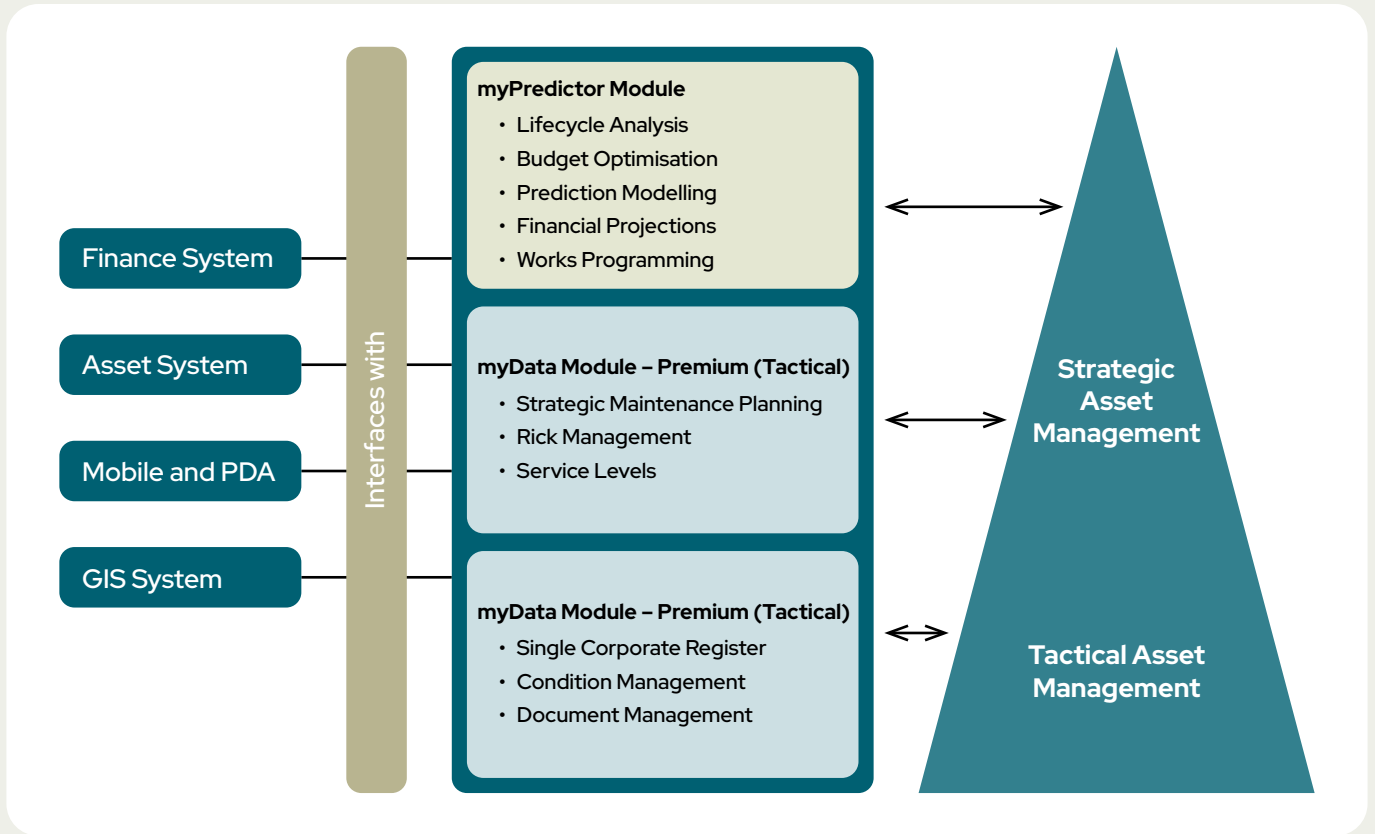


Figure 4: Systematic representation of the Asset Management System





# Current position and status of our asset planning

## Council's asset stock

This Asset Management Strategy is designed to take into consideration all of the Council assets. Assets can be described as the physical objects owned, controlled and/or maintained by Council to support the community's social and economic activities. Assets provide the foundation on which the community carries out its everyday activities whilst contributing to our overall quality of life.

Council manages a broad range of assets that have been grouped into 10 key asset categories.

The challenge for 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 category	Assets
Roads	Sealed Roads, Unsealed Roads, Kerbing, Bridges and Major Culverts, Carparks, Traffic Management Devices and Roadside Furniture
Footpaths	Pathways in roadways and open spaces such as parks and reserves
Parks and Gardens	Parks, Playgrounds, Irrigation, Park Furniture, Shelters, BBQ's, Fencing and Foreshore assets
Buildings	Civic, Operational and Community
IT Infrastructure and Furniture	Computer hardware, Computer Software and Furniture
Plant and Equipment	Heavy/Light Plant, Motor Vehicles and other Fleet items
Land	Operational and Community
Storm Water Drainage	Pits, Pipes, Headwalls and Minor Culverts
Water Supply	Pipes, Fittings, Pump Stations, Treatment Plant, Dams, Weirs, Reservoirs and associated assets
Sewerage	Pipes, Manholes, Pump Stations, Treatment Plant and associated assets

Table 1: Asset categories

## Asset replacement costs

The value, condition and expenditure on assets are reported each year in Council's Annual Report. The values are documented in Section C1 of the Financial Statements, and the condition and expenditures are documented in the Report on Infrastructure Assets.

Note C1-7 in Council's Financial Statements sets out the current values and categories of infrastructure assets that the Council is responsible for.



## C1-7 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2020			Asset movements during the reporting period								At 30 June 2021		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals <sup>1</sup>	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
<b>\$ '000</b>														
Capital work in progress	25,424	–	25,424	16,018	9,650	–	–	(13,052)	(218)	–	–	37,822	–	37,822
Plant and equipment	40,884	(15,385)	25,499	3,240	983	(1,166)	(3,300)	54	–	–	–	42,383	(17,073)	25,310
Office equipment	1,480	(1,014)	466	256	–	–	(162)	–	–	–	–	1,609	(1,049)	560
Furniture and fittings	3,293	(2,397)	896	–	9	–	(148)	–	–	–	–	3,302	(2,545)	757
<b>Land:</b>														
– Operational land	334,292	–	334,292	–	2,880	(50)	–	79	–	–	–	337,201	–	337,201
– Community land	71,564	–	71,564	–	1,296	–	–	–	–	–	–	72,860	–	72,860
– Crown land	74,842	–	74,842	–	–	–	–	–	–	(940)	–	73,902	–	73,902
– Land under roads (pre 1/7/08)	58,814	–	58,814	–	–	(144)	–	–	–	(359)	–	58,311	–	58,311
– Land under roads (post 30/6/08)	1,413	–	1,413	–	78	–	–	–	–	–	–	1,491	–	1,491
<b>Infrastructure:</b>														
– Buildings	187,110	(45,509)	141,601	938	1,299	(435)	(2,676)	1,210	–	–	111	190,009	(47,961)	142,048
– Other structures	695	(379)	316	–	3	–	(14)	22	–	–	–	720	(393)	327
– Roads	736,171	(123,697)	612,474	8,525	5,022	(4,507)	(14,171)	5,149	–	(120)	19	746,573	(134,182)	612,391
– Bridges	201,932	(24,215)	177,717	3	–	(122)	(2,269)	507	–	(209)	–	202,036	(26,409)	175,627
– Footpaths	43,133	(18,618)	24,515	50	968	(15)	(761)	507	–	–	110	44,718	(19,344)	25,374
– Bulk earthworks (non-depreciable)	164,971	–	164,971	–	613	–	–	78	–	–	–	165,662	–	165,662
– Stormwater drainage	243,386	(87,790)	155,596	25	8,287	(55)	(2,664)	133	–	–	455	252,274	(90,497)	161,777
– Water supply network	627,678	(120,278)	507,400	2,560	2,258	(5,072)	(7,609)	2,354	(603)	–	5,099	630,961	(124,574)	506,387
– Sewerage network	716,212	(179,560)	536,652	320	7,033	(956)	(11,810)	1,223	–	–	5,565	729,070	(191,043)	538,027
– Swimming pools	5,180	(3,026)	2,154	–	–	–	(265)	–	2	–	–	5,182	(3,291)	1,891
– Other open space/recreational assets	46,070	(16,261)	29,809	–	656	(241)	(1,742)	1,473	–	–	–	47,561	(17,606)	29,955
– Other infrastructure	21,021	(7,721)	13,300	–	438	–	(687)	263	–	–	1,451	24,090	(9,325)	14,765
<b>Other assets:</b>														
– Artworks	8,416	–	8,416	–	433	–	–	–	–	–	–	8,849	–	8,849
<b>Reinstatement, rehabilitation and restoration assets</b>														
– Tip assets	2,228	(1,336)	892	–	–	–	(385)	–	2,961	–	–	5,190	(1,722)	3,468
– Quarry assets	847	(531)	316	–	–	–	(80)	–	(58)	–	–	788	(610)	178
<b>Total infrastructure, property, plant and equipment</b>	<b>3,617,056</b>	<b>(647,717)</b>	<b>2,969,339</b>	<b>31,935</b>	<b>41,906</b>	<b>(12,763)</b>	<b>(48,743)</b>	<b>–</b>	<b>2,084</b>	<b>(1,628)</b>	<b>12,810</b>	<b>3,682,564</b>	<b>(687,624)</b>	<b>2,994,940</b>



## Levels of service

Tweed Shire has set a series of strategic levels of service (LoS) to guide the management of its assets. For each major asset category, the LoS define a number of service level outcomes in terms of performance outcomes and measures, KPIs and Targets for achievement.

The detailed LoS are available in the respective Asset Management Plan.

## Snapshot of health of asset stock

By understanding the condition of Council's assets and the various types of distresses that affect them, Council can utilise this data to assist in maintaining the level of service the community desires, in the context of affordability, provide intergenerational benefits and also minimise the risk of asset failure.

The consequences of asset failures will result in loss of service delivery and could also lead to legal liability if Council is found to have acted unreasonably in the management of its assets.

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

- damage by service authorities when installing/constructing their infrastructure within Council's road reservation
- movement of the underlying soils. Much of Tweed has been built on highly reactive clay
- suitability of the asset to meet changing demographics and needs. For example, requiring a building that was once used as a senior citizen centre to be upgraded to a childcare centre to meet the demands for the increase in a younger population. This is often referred to as 'fit for purpose'
- increases in the allowable vehicle load limits on Council's roads
- increases in density of private developments in established suburbs, placing additional capacity requirements on assets not designed to cope such as sewer, water and stormwater pipes and treatment plants.

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%) of distress. Major renewal work required.
5	Very Poor	Asset displays significant locations of distress (greater than 50%). Extensive renewal work required.
6	Unserviceable	Asset can no longer provide the service it is intended to provide. It is beyond practical renewal and requires replacement.

Table 2: Condition scoring table

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

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

The financial implications of the work required for roads, footpaths and buildings are discussed in Section 6.

## Report on infrastructure assets as at 30 June 2021

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard \$ '000	Estimated cost to bring to the agreed level of service set by Council \$ '000	2020/21 Required maintenance <sup>a</sup> \$ '000	2020/21 Actual maintenance \$ '000	Net carrying amount \$ '000	Gross replacement cost (GRC) \$ '000	Assets in condition as a percentage of gross replacement cost				
								1	2	3	4	5
<b>Buildings</b>	Civic Buildings/Admin	497	497	378	320	30,513	42,599	21.3%	37.4%	25.7%	15.0%	0.6%
	Community	311	311	153	210	14,965	20,375	34.7%	25.7%	28.9%	7.5%	3.3%
	Cultural	33	33	36	150	24,851	32,566	36.4%	56.7%	5.4%	1.4%	0.0%
	Emergency	108	108	46	53	2,519	3,828	10.0%	23.4%	49.9%	14.1%	2.6%
	Operational	302	302	195	154	31,139	40,932	12.5%	46.2%	27.8%	7.7%	5.8%
	Public Toilets	93	93	66	184	5,985	7,852	31.2%	25.3%	31.0%	8.6%	3.9%
	Recreation	287	287	274	307	29,107	38,071	14.1%	44.2%	31.8%	9.6%	0.4%
	Residential	69	69	38	45	2,969	3,786	64.2%	0.2%	13.9%	21.7%	0.0%
	<b>Sub-total</b>	<b>1,700</b>	<b>1,700</b>	<b>1,186</b>	<b>1,423</b>	<b>142,048</b>	<b>190,009</b>	<b>23.0%</b>	<b>41.2%</b>	<b>24.7%</b>	<b>9.1%</b>	<b>2.0%</b>
<b>Other structures</b>	Other structures	145	145	120	–	327	720	51.2%	4.7%	5.1%	30.6%	8.5%
	<b>Sub-total</b>	<b>145</b>	<b>145</b>	<b>120</b>	<b>–</b>	<b>327</b>	<b>720</b>	<b>51.2%</b>	<b>4.7%</b>	<b>5.1%</b>	<b>30.6%</b>	<b>8.5%</b>
<b>Roads</b>	Sealed roads	720	720	1,587	2,653	530,257	646,935	72.1%	21.4%	6.0%	0.5%	0.0%
	Unsealed roads	–	–	15	671	5,596	8,400	74.5%	21.7%	3.7%	0.0%	0.0%
	Bridges	–	–	69	330	175,627	202,036	93.2%	6.7%	0.0%	0.0%	0.0%
	Footpaths	57	57	583	520	25,374	44,718	7.7%	36.8%	55.0%	0.4%	0.1%
	Kerb and gutter	831	831	296	92	53,188	65,185	72.5%	13.7%	8.7%	4.4%	0.7%
	Street furniture	18	18	10	170	16,421	17,405	95.2%	3.2%	1.2%	0.3%	0.1%
	Car parks	106	106	39	3	6,929	8,648	75.2%	9.3%	10.9%	4.1%	0.5%
	Bulk earthworks	–	–	–	–	165,662	165,662	100.0%	0.0%	0.0%	0.0%	0.0%
	<b>Sub-total</b>	<b>1,732</b>	<b>1,732</b>	<b>2,599</b>	<b>4,439</b>	<b>979,054</b>	<b>1,158,989</b>	<b>77.7%</b>	<b>15.6%</b>	<b>6.1%</b>	<b>0.6%</b>	<b>0.1%</b>

## Report on infrastructure assets as at 30 June 2021 (continued)

Asset Class	Asset Category	Estimated cost		2020/21 Required maintenance <sup>a</sup>	2020/21 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost					
		Estimated cost to bring assets to satisfactory standard	to bring to the agreed level of service set by Council					1	2	3	4	5	
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000						
<b>Water supply network</b>	Dams/weirs	75	75	467	317	67,572	78,582	10.0%	81.0%	9.0%	0.0%	0.0%	
	Mains	1,560	1,560	2,950	2,834	315,977	377,849	76.0%	18.0%	5.0%	1.0%	0.0%	
	Pumping station/s	576	576	983	868	12,226	24,761	13.0%	44.0%	33.0%	9.0%	1.0%	
	Reservoirs	701	701	595	574	36,007	50,184	10.0%	39.0%	38.0%	13.0%	0.0%	
	Treatment	289	289	2,723	2,752	73,878	98,858	60.0%	34.0%	5.0%	1.0%	0.0%	
	Other	–	–	–	–	727	727	0.0%	0.0%	0.0%	0.0%	100.0%	
	<b>Sub-total</b>	<b>3,201</b>	<b>3,201</b>	<b>7,718</b>	<b>7,345</b>	<b>506,387</b>	<b>630,961</b>	<b>57.5%</b>	<b>31.0%</b>	<b>9.2%</b>	<b>2.1%</b>	<b>0.2%</b>	
<b>Sewerage network</b>	Mains	7,272	7,272	2,481	2,150	330,470	408,198	66.0%	19.0%	6.0%	2.0%	7.0%	
	Pumping station/s	508	508	4,597	3,710	55,957	93,964	20.0%	46.0%	31.0%	3.0%	0.0%	
	Treatment	829	829	5,225	4,608	151,600	226,907	24.0%	42.0%	31.0%	3.0%	0.0%	
	<b>Sub-total</b>	<b>8,609</b>	<b>8,609</b>	<b>12,303</b>	<b>10,468</b>	<b>538,027</b>	<b>729,069</b>	<b>47.0%</b>	<b>29.6%</b>	<b>17.0%</b>	<b>2.4%</b>	<b>3.9%</b>	
<b>Stormwater drainage</b>	Stormwater drainage	17,552	17,552	981	1,041	161,777	252,274	15.9%	23.3%	48.3%	1.6%	10.8%	
	<b>Sub-total</b>	<b>17,552</b>	<b>17,552</b>	<b>981</b>	<b>1,041</b>	<b>161,777</b>	<b>252,274</b>	<b>15.9%</b>	<b>23.3%</b>	<b>48.3%</b>	<b>1.6%</b>	<b>10.8%</b>	
<b>Open space / recreational assets</b>	Swimming pools	387	387	42	34	1,891	4,992	0.3%	84.8%	1.1%	13.9%	0.0%	
	Recreation other structures	2,644	2,644	828	761	29,955	47,561	32.4%	20.9%	5.4%	15.4%	25.8%	
	<b>Sub-total</b>	<b>3,031</b>	<b>3,031</b>	<b>870</b>	<b>795</b>	<b>31,846</b>	<b>52,553</b>	<b>29.4%</b>	<b>27.0%</b>	<b>5.0%</b>	<b>15.3%</b>	<b>23.4%</b>	
<b>Other infrastructure assets</b>	Other	1,043	1,043	287	266	14,765	21,722	62.0%	5.0%	22.0%	5.0%	6.0%	
	<b>Sub-total</b>	<b>1,043</b>	<b>1,043</b>	<b>287</b>	<b>266</b>	<b>14,765</b>	<b>21,722</b>	<b>62.0%</b>	<b>5.0%</b>	<b>22.0%</b>	<b>5.0%</b>	<b>6.0%</b>	
<b>Total – all assets</b>		<b>37,013</b>	<b>37,013</b>	<b>26,064</b>	<b>25,777</b>	<b>2,374,231</b>	<b>3,036,297</b>	<b>56.6%</b>	<b>24.5%</b>	<b>14.1%</b>	<b>2.3%</b>	<b>2.5%</b>	



## Long-term financial projections

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

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

Tweed Shire Council's situation is challenging as the municipality had bursts of urban development in 1940-1950's – which results in significant demands for reconstruction in the 2020's and is also seeing increases in new assets being contributed to Council from developers.

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

Council utilises a modern local government asset modelling and prediction tool that has applied asset performance and life-cycle models which simulate the behaviour of the asset in real-life.

The life-cycle models are capable of infrastructure modelling to take account of different:

- service level objectives for the Council's assets
- asset management practices
- financial strategies for funding asset maintenance, renewal and upgrade.

Council currently has a backlog of assets that require renewal and/or rehabilitation.

By incrementally increasing the annual capital works expenditure, together with the actions identified in this AMS (such as setting agreed and affordable levels of service that will be provided to the community and implementing systems and frameworks), Council will be in a better position to maximise the use of its existing assets to better allow Council to manage its assets and meet its vision and goals for the Tweed community.

## Strategic actions

Council has made significant improvements in asset management practices over the past several years and has also invested in modern advanced asset management tools and an Asset Management Software System.

It is vital that Council capitalises on its efforts to date and keeps on travelling down a path of continuous improvement.

Importantly, the following strategies are a series of linked steps that will enable the Council to produce advanced Asset Management Plans that will guide the long-term financial planning for its assets.

### Strategy 1: Service levels review and monitoring

Council has already established Strategic Service Levels for its key infrastructure asset categories. Moving forward, Council should:

- Review its Strategic Service Levels to ensure they provide adequate guidance for the strategic decisions required for effective asset management and all have measurable performance targets

*Responsibility:* Asset Management Business Unit (AMBU)

*Target:* Biennial

- Review Operational Service Levels that provide Performance Outcomes, Measures and Targets for day-to-day asset management activities and decision making. The targets set should be consistent with delivering the desired Strategic Service Levels.

*Responsibility:* Asset Management Business Unit

*Target:* Biennial

- Annually monitor the Council's performance with respect to the Strategic and Operational Service Levels and recommend changes of practices or Service Levels if necessary.

*Responsibility:* Asset Management Business Unit

*Target:* Annual



## Strategy 2: Advanced condition management

Tweed Shire can improve the quality of its asset decision making and prediction through adopting more advanced asset condition assessment practices:

- Determine the appropriate range of condition, capacity and functionality measures for each asset category that will provide a cost-effective measure of the condition of each asset.

*Responsibility:* Asset Management Business Unit

*Target:* In conjunction with Asset Management Plan updates

- Develop cost-effective assessment tools for each condition, capacity and functionality measure and document in Asset Assessment Manuals for each asset category.

*Responsibility:* Asset Management Business Unit

*Target:* In conjunction with Asset Management Plan updates.

- Update asset condition assessment scores using Advanced Condition Management tools.

*Responsibility:* Relevant Business Unit for each asset category.

*Target:* In conjunction with Asset Management Plan updates.

- Undertake Community Satisfaction Surveys to gauge the community's satisfaction with the current levels of service being delivered.

*Responsibility:* Communication and Customer Experience Unit in conjunction with the relevant Business Unit for each asset category

*Target:* Biennial



### Strategy 3: Enhanced long-term modelling

The Advanced Condition Management practices will allow Council to undertake enhanced long-term modelling of its asset portfolios and thus generate more robust financial projections:

- Develop enhanced model cost parameters to match the advanced condition management practices.

*Responsibility:* Relevant Business Unit for each asset category.

*Target:* In conjunction with Asset Management Plan updates.

- Generate enhanced long-term financial projections from myPredictor using the scores obtained through Strategy 2.

*Responsibility:* Asset Management Business Unit

*Target:* In conjunction with Asset Management Plan updates.

### Strategy 4: Linking long-term financial planning with advanced asset management

Developing long-term financial projections for infrastructure assets is of little value unless the process is linked in to the long-term financial process of the Council. This step is critical for success:

- Integrate the asset long-term financial projections into the Council's Long-Term Financial Plan, making adjustments to Service Levels and/or funding source models as necessary to achieve asset portfolios that are both affordable and sustainable in the long-term.

*Responsibility:* Asset Management Business Unit and Finance

*Target:* Annual each December.

### Strategy 5: Asset management plans for major asset categories

The key asset management plans for Council are:

- Transportation Asset Management Plan (TAMP) incorporating footpaths and bridges
- Building Asset Management Plan (BAMP)
- Water Activity Management Plan
- Wastewater Activity Management Plan
- Stormwater Drainage Asset Management Plan (DAMP)
- Open Space Asset Management Plan (OSAMP)
- Fleet Asset Management Plan (FAMP)
- Review Asset Management Plans on rolling 4 to 5 year cycle.

*Responsibility:* Asset Management Business Unit

*Target:* Rolling cycle.





## Key performance indicators

The following below sets out the relevant Key Performance Indicators (KPIs) that Council will use to assess the quality and effectiveness of its asset management practices.

KPI	Measurement Method
Asset Service Levels	Measuring actual vs targets.
Renewal Funding Index	Ratio of Net Present Worth (NPW) of planned capital expenditure (LTFP) divided by the desired capital expenditure (as per the AM plans)
Customer Satisfaction	Measured in terms of customer response through the Council surveys.
Asset Condition Index	Ratio of average condition loss over two network level condition audits
Asset Consumption Index	The current written down book value divided by the current gross value
Sustainability Index	Capital Expenditure on Replacement and Renewal divided by Depreciation Expense
Asset Health Index	Ratio of the Network Level Remaining Life to the Expected Useful Life at a Portfolio Level.

Table 3: Key performance indicators for quality assessment of asset management practices

## Strategy review

Any Strategy must be a dynamic document, reflecting and responding to changes over time. A full review of this Asset Management Strategy should take place every 4 years to document progress and set out proposals for the next Community Strategic Plan.

# References and appendix

## References

Tweed Community Strategic Plan  
Tweed Shire Financial Statements  
Tweed Shire Council Annual Report  
Tweed Shire Urban Land Release Strategy  
Tweed Shire Council Community Profiles

## Appendix A – Asset Management Policy

Tweed Shire Asset Management Policy 2022

## Appendix B – Asset Management Plans

Buildings Asset Management Plan  
Stormwater Drainage Asset Management Plan  
Open Space Asset Management Plan  
Plant and Fleet Asset Management Plan  
Transportation Asset Management Plan  
Wastewater Asset Management Plan  
Water Asset Management Plan







# *Planning for our future*

## **Resourcing Strategy 2024 – 2034**

Part 1: Workforce Management Plan

Part 2: Asset Management Strategy

Part 3: Long Term Financial Plan







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## 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.

## 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.

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	$\frac{\text{Total continuing operating revenue (excluding capital grants and contributions) less operating expenses}}{\text{Total continuing operating revenue (excluding capital grants and contributions)}}$	Greater than or equal to break-even average over 3 years
Own source revenue ratio	$\frac{\text{Total continuing operating revenue less all grants and contributions}}{\text{Total continuing operating revenue inclusive of capital grants and contributions}}$	Greater than 60% – average over 3 years
Building and asset renewal ratio	$\frac{\text{Asset renewals (building and infrastructure)}}{\text{Depreciation, amortisation and impairment (building and infrastructure)}}$	Greater than 100% – average over 3 years
<b>Infrastructure and service management</b>		
Infrastructure backlog ratio	$\frac{\text{Estimated cost to bring assets to satisfactory condition}}{\text{Total (WDV) of infrastructure, buildings, other structures and depreciable land improvement assets}}$	Less than 2%
Asset maintenance ratio	$\frac{\text{Actual asset maintenance}}{\text{Required asset maintenance}}$	Greater than 100% – average over 3 years
Debt service ratio	$\frac{\text{Cost of debt service (interest and principal)}}{\text{Total continuing operating revenues (excluding capital grants and contributions)}}$	Greater than 0% and less than or equal to 20% – average over 3 years
<b>Efficiency</b>		
Real operating expenditure	$\frac{\text{Operating expenditure}}{\text{Population}}$	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

- Local and national economic activity to remain similar to current conditions.
- Asset management or service expenditures created by new infrastructure and facilities, funded from Section 7.11 plans or contributed by developers, will commence in the year following construction/contribution.
- Any budget surplus for general fund has been placed into a reserve to cover any future budget deficit and/or asset renewal works. 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>For 2024/25, the Independent Pricing and Regulatory Tribunal has set the rate peg at 4.6% for Tweed Shire Council.</p> <p>Water access charges are predicted to increase by 8.49% for 2024/25 and by CPI indexation thereafter.</p> <p>Sewer access charges are predicted to increase by 2.86% for 2024/25 and by CPI indexation thereafter.</p> <p>Domestic waste management charges are based on the reasonable costs calculations as required by legislation.</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.</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 CPI.</p>
<b>Interest received</b>	Interest on investments estimated at 4%.
<b>Other revenues</b>	Other revenues to increase by 3% 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 2% per annum.</p>
<b>Capital grants and contributions</b>	<p>Section 7.11 fees to have variable increase approximating 2% per annum.</p> <p>Projects funded from Section 7.11 plans will commence only when the relevant plan/s have accumulated sufficient funds. The projection of Section 7.11 receipts is highly uncertain due to the unpredictable timing of developments.</p> <p>Section 64 fees are based on predicted population increases used in the calculation of developer services plan charges.</p>

## Income statement – expenditure

Employee benefits and on-costs	Employee costs are expected to increase at various rates of between 2.5% and 4.75% over the next 10 years.
Borrowing costs	<p>Interest rate for new borrowings predicted to be 6%.</p> <p>Repayments of interest and principal of existing loans are known from current loan repayment schedules.</p>
Materials and contracts	Materials, contracts, and other costs to increase on average by 3% per annum.
Depreciation and amortisation	Depreciation expense has been calculated based on expected acquisitions and useful lives.
Other expenses	Other expenses to increase on average by 3% per annum.

## Balance sheet – assets

Cash and cash equivalents	Balance from changes in cash flow statement.
Investments	Maintained at current levels.
Receivables	Maintained at current levels.
Inventories	Maintained at current levels.
Other assets	Maintained at current levels.
Infrastructure, property, plant and equipment	Additions – from capital expenditure list. Disposal – from cash flow statement. Depreciation – income statement.
Investment property	Maintained at current levels.
Intangible assets	Maintained at current levels.

## Balance sheet – liabilities & equity

Payables	Maintained at current levels.
Borrowings	Balance from loan borrowings and repayments in cash flow statement.
Provisions	Maintained at current levels.
Equity	Retained earnings from income statement. Revaluation reserves maintained at current level.

## Cash flow – operating activities

Receipts	From income statement.
Payments	From income statement.

## Cash flow – investing activities

Receipts	Disposals from budget.
Payments	Additions – from capital expenditure list.

## Cash flow – financing activities

Receipts	Balance from loan borrowings in budget.
Payments	Balance from repayments in budget.

\* Changes in accrual values have not been estimated as the timing of receipts and payments is too difficult to predict.

A listing of proposed capital expenditure projects contained with the *Long Term Financial Plan* and a forecast of a typical rate notice for each year of the plan have also been included below.



## Reviewing of the *Long Term Financial Plan*

A review of the *Long Term Financial Plan* in relation to results, estimates and forecasts will be under taken in conjunction with the annual operational plan.

### Commentary on projections

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

The operating results for the consolidated and 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 (i.e. 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 2 onwards.

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

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

## Attachments – planned scenario

Fund	Attachment	Attachment No.
Consolidated	Income statement	1
	Funding statement	2
	Balance sheet	3
	Cash flow statement	4
General fund	Income statement	5
	Funding statement	6
	Balance sheet	7
	Cash flow statement	8
Water fund	Income statement	9
	Funding statement	10
	Balance sheet	11
	Cash flow statement	12
Sewer fund	Income statement	13
	Funding statement	14
	Balance sheet	15
	Cash flow statement	16
Consolidated	Unrestricted current ratio	17
	Capital expenditure	18
	Sensitivity analysis	19
	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
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>										
Rates & Annual Charges	142,908	147,380	151,280	155,286	159,775	163,955	168,319	172,768	177,329	182,015
User Charges & Fees	61,558	63,659	65,267	66,926	68,618	70,361	72,162	73,996	75,876	77,783
Interest Received	10,480	10,121	11,099	11,119	10,450	9,840	10,118	10,575	10,992	10,771
Other Operating Revenues	711	733	756	780	805	831	858	886	915	945
Operating Grants & Contributions	22,268	26,431	23,088	20,873	21,098	21,328	21,560	21,798	22,038	22,279
Capital Grants & Contributions	7,416	7,430	7,238	7,554	7,760	7,877	8,143	8,392	8,426	8,590
	<b>245,340</b>	<b>255,754</b>	<b>258,728</b>	<b>262,538</b>	<b>268,506</b>	<b>274,191</b>	<b>281,160</b>	<b>288,414</b>	<b>295,577</b>	<b>302,382</b>
<b>Expenditure</b>										
Employee Costs	70,565	72,375	74,641	76,442	78,438	80,479	82,830	85,288	87,613	89,968
Borrowing Costs	7,625	7,181	8,144	7,614	7,015	6,488	5,907	5,332	4,755	4,184
Materials & Contracts	62,651	62,813	64,644	67,628	68,052	68,454	70,401	72,366	75,353	76,114
Depreciation	59,254	60,689	62,161	64,121	66,115	68,333	70,578	72,157	73,721	75,432
Other Expenses	18,639	18,941	19,454	19,997	20,449	20,907	21,431	21,991	22,509	23,028
	<b>218,734</b>	<b>221,999</b>	<b>229,044</b>	<b>235,802</b>	<b>240,069</b>	<b>244,661</b>	<b>251,148</b>	<b>257,135</b>	<b>263,951</b>	<b>268,725</b>
<b>Net Operating Result</b>	<b>26,607</b>	<b>33,755</b>	<b>29,684</b>	<b>26,736</b>	<b>28,437</b>	<b>29,531</b>	<b>30,012</b>	<b>31,280</b>	<b>31,626</b>	<b>33,657</b>
Capital Grants/Contributions	7,416	7,430	7,238	7,554	7,760	7,877	8,143	8,392	8,426	8,590
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>19,191</b>	<b>26,325</b>	<b>22,446</b>	<b>19,182</b>	<b>20,677</b>	<b>21,654</b>	<b>21,869</b>	<b>22,888</b>	<b>23,199</b>	<b>25,068</b>



## Attachment 2 – funding statement consolidated

<i>Source and Application of Funds</i>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>	<b>Year 8</b>	<b>Year 9</b>	<b>Year 10</b>
	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	26,607	33,755	29,684	26,736	28,437	29,531	30,012	31,280	31,626	33,657
<i>Add Back non-funded items:</i>										
Depreciation	59,254	60,689	62,161	64,121	66,115	68,333	70,578	72,157	73,721	75,432
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	16,383	15,343	90,629	47,780	57,702	54,341	11,896	11,566	17,671	55,033
Transfers from Internally Restricted Cash	9,006	9,424	16,470	2,937	3,762	2,776	1,478	949	781	641
Proceeds from sale of assets	1,953	1,460	1,361	1,695	1,470	1,955	2,024	2,024	2,059	2,059
Loan Funds Utilised	2,276	2,276	36,400	1,200	1,950	1,950	1,950	1,950	1,950	1,950
Repayments from Deferred Debtors	20	20	2,044	2,044	2,044	2,039	2,024	2,024	2,024	2,024
<b>Funds Available</b>	<b>115,499</b>	<b>122,967</b>	<b>238,750</b>	<b>146,514</b>	<b>161,481</b>	<b>160,926</b>	<b>119,962</b>	<b>121,950</b>	<b>129,832</b>	<b>170,796</b>
<i>Funds were applied to:</i>										
Purchase and construction of assets	68,177	75,756	126,785	86,389	103,986	95,237	49,427	48,035	59,940	93,500
Repayment of principal on loans	7,829	8,252	46,377	11,794	12,012	12,347	12,252	12,722	13,093	10,773
Transfers to Externally Restricted Cash	34,795	30,013	59,771	30,811	27,361	33,794	38,611	41,310	37,738	43,233
Transfers to Internally Restricted Cash	4,697	8,945	5,815	17,519	18,122	19,547	19,672	19,883	19,060	23,289
<b>Funds Used</b>	<b>115,499</b>	<b>122,967</b>	<b>238,749</b>	<b>146,513</b>	<b>161,480</b>	<b>160,925</b>	<b>119,962</b>	<b>121,950</b>	<b>129,832</b>	<b>170,796</b>
<b>Increase/(Decrease) in Available Working Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Attachment 3 – balance sheet – consolidated

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>										
<b>Current assets</b>										
Cash and cash equivalents	66,382	94,397	86,865	125,226	111,495	86,844	100,924	103,914	94,439	73,537
Investments	277,932	264,088	263,063	220,272	225,984	244,820	273,626	317,290	333,088	352,815
Receivables	18,391	18,391	18,391	18,391	18,391	18,391	18,391	18,391	18,391	18,391
Inventories	961	961	961	961	961	961	961	961	961	961
Contract assets	6,122	6,122	6,122	6,122	6,122	6,122	6,122	6,122	6,122	6,122
Other	604	604	604	604	604	604	604	604	604	604
<b>Total current assets</b>	<b>370,392</b>	<b>384,563</b>	<b>376,006</b>	<b>371,576</b>	<b>363,557</b>	<b>357,742</b>	<b>400,628</b>	<b>447,282</b>	<b>453,605</b>	<b>452,430</b>
<b>Non-current assets</b>										
Investments	141,217	141,217	141,217	141,217	131,211	131,211	131,211	131,211	161,211	171,211
Receivables	430	430	430	430	430	430	430	430	430	430
Inventories	9,830	9,830	9,830	9,830	9,830	9,830	9,830	9,830	9,830	9,830
Infrastructure, property, plant and equipment	3,385,683	3,399,290	3,462,554	3,483,126	3,519,526	3,544,475	3,521,300	3,495,153	3,479,313	3,495,323
Investments Accounted for using the equity method	1,566	1,566	1,566	1,566	1,566	1,566	1,566	1,566	1,566	1,566
Intangible assets	1,023	1,023	1,023	1,023	1,023	1,023	1,023	1,023	1,023	1,023
Right of use assets	258	258	258	258	258	258	258	258	258	258
<b>Total non-current assets</b>	<b>3,540,007</b>	<b>3,553,614</b>	<b>3,616,878</b>	<b>3,637,450</b>	<b>3,663,844</b>	<b>3,688,793</b>	<b>3,665,618</b>	<b>3,639,471</b>	<b>3,653,631</b>	<b>3,679,641</b>
<b>Total assets</b>	<b>3,910,399</b>	<b>3,938,178</b>	<b>3,992,884</b>	<b>4,009,026</b>	<b>4,027,402</b>	<b>4,046,535</b>	<b>4,066,245</b>	<b>4,086,753</b>	<b>4,107,237</b>	<b>4,132,071</b>

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>LIABILITIES</b>										
<b>Current liabilities</b>										
Payables	27,985	27,985	27,985	27,985	27,985	27,985	27,985	27,985	27,985	27,985
Contract liabilities	10,604	10,604	10,604	10,604	10,604	10,604	10,604	10,604	10,604	10,604
Lease liabilities	71	71	71	71	71	71	71	71	71	71
Borrowings	7,708	7,708	7,708	7,708	7,708	7,708	7,708	7,708	7,708	7,708
Provisions	19,338	19,338	19,338	19,338	19,338	19,338	19,338	19,338	19,338	19,338
Other	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440
<b>Total current liabilities</b>	<b>67,146</b>	<b>67,146</b>	<b>67,146</b>	<b>67,146</b>	<b>67,146</b>	<b>67,146</b>	<b>67,146</b>	<b>67,146</b>	<b>67,146</b>	<b>67,146</b>
<b>Non-current liabilities</b>										
Payables	681	681	681	681	681	681	681	681	681	681
Lease liabilities	204	204	204	204	204	204	204	204	204	204
Borrowings	102,189	96,212	121,235	110,641	100,580	90,183	79,881	69,109	57,967	49,144
Provisions	8,832	8,832	8,832	8,832	8,832	8,832	8,832	8,832	8,832	8,832
<b>Total non-current liabilities</b>	<b>111,906</b>	<b>105,929</b>	<b>130,952</b>	<b>120,358</b>	<b>110,297</b>	<b>99,900</b>	<b>89,598</b>	<b>78,826</b>	<b>67,684</b>	<b>58,861</b>
<b>Total liabilities</b>	<b>179,052</b>	<b>173,075</b>	<b>198,098</b>	<b>187,504</b>	<b>177,443</b>	<b>167,046</b>	<b>156,744</b>	<b>145,972</b>	<b>134,830</b>	<b>126,007</b>
<b>Net assets</b>	<b>3,731,348</b>	<b>3,765,102</b>	<b>3,794,786</b>	<b>3,821,522</b>	<b>3,849,959</b>	<b>3,879,490</b>	<b>3,909,501</b>	<b>3,940,781</b>	<b>3,972,407</b>	<b>4,006,064</b>
<b>EQUITY</b>										
Retained earnings	1,686,923	1,720,677	1,750,361	1,777,097	1,805,534	1,835,065	1,865,076	1,896,356	1,927,982	1,961,639
Revaluation reserves	2,044,425	2,044,425	2,044,425	2,044,425	2,044,425	2,044,425	2,044,425	2,044,425	2,044,425	2,044,425
<b>Council equity interest</b>	<b>3,731,348</b>	<b>3,765,102</b>	<b>3,794,786</b>	<b>3,821,522</b>	<b>3,849,959</b>	<b>3,879,490</b>	<b>3,909,501</b>	<b>3,940,781</b>	<b>3,972,407</b>	<b>4,006,064</b>
<b>Total equity</b>	<b>3,731,348</b>	<b>3,765,102</b>	<b>3,794,786</b>	<b>3,821,522</b>	<b>3,849,959</b>	<b>3,879,490</b>	<b>3,909,501</b>	<b>3,940,781</b>	<b>3,972,407</b>	<b>4,006,064</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
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>										
<b>Receipts:</b>										
Rates and annual charges	142,908	147,380	151,280	155,286	159,775	163,955	168,319	172,768	177,329	182,015
User charges and fees	61,558	63,659	65,267	66,926	68,618	70,361	72,162	73,996	75,876	77,783
Investment revenue and interest	10,480	10,121	11,099	11,119	10,450	9,840	10,118	10,575	10,992	10,771
Grants and contributions	29,684	33,861	30,326	28,426	28,858	29,205	29,703	30,190	30,465	30,868
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	711	733	756	780	805	831	858	886	915	945
<b>Payments:</b>										
Employee benefits and on-costs	(70,565)	(72,375)	(74,641)	(76,442)	(78,438)	(80,479)	(82,830)	(85,288)	(87,613)	(89,968)
Materials & contracts	(62,651)	(62,813)	(64,644)	(67,628)	(68,052)	(68,454)	(70,401)	(72,366)	(75,353)	(76,114)
Borrowing costs	(7,625)	(7,181)	(8,144)	(7,614)	(7,015)	(6,488)	(5,907)	(5,332)	(4,755)	(4,184)
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(18,639)	(18,941)	(19,454)	(19,997)	(20,449)	(20,907)	(21,431)	(21,991)	(22,509)	(23,028)
<b>Net cash provided in operating activities</b>	<b>85,861</b>	<b>94,444</b>	<b>91,845</b>	<b>90,857</b>	<b>94,552</b>	<b>97,864</b>	<b>100,590</b>	<b>103,437</b>	<b>105,347</b>	<b>109,089</b>
<b>Cash flows from investing activities</b>										
<b>Receipts:</b>										
Sale of investments	5,458	14,519	10,401	44,339	28,529	589	-	-	-	3,371
Sale of infrastructure, property, plant & equipment	1,953	1,460	1,361	1,695	1,470	1,955	2,024	2,024	2,059	2,059
<b>Payments:</b>										
Purchase of investments	(7,946)	(675)	(9,376)	(1,548)	(24,235)	(19,425)	(28,806)	(43,664)	(45,798)	(33,098)
Purchase of infrastructure property, plant & equipment	(68,177)	(75,756)	(126,785)	(86,389)	(103,986)	(95,237)	(49,427)	(48,035)	(59,940)	(93,500)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Net cash used in Investing activities</b>	<b>(68,713)</b>	<b>(60,452)</b>	<b>(124,399)</b>	<b>(41,903)</b>	<b>(98,221)</b>	<b>(112,118)</b>	<b>(76,209)</b>	<b>(89,675)</b>	<b>(103,679)</b>	<b>(121,168)</b>



	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from financing activities</b>										
<i>Receipts:</i>										
Borrowings and advances	2,276	2,276	36,400	1,200	1,950	1,950	1,950	1,950	1,950	1,950
Other										
<i>Payments:</i>										
Borrowings and advances	(7,829)	(8,252)	(11,377)	(11,794)	(12,012)	(12,347)	(12,252)	(12,722)	(13,093)	(10,773)
Lease Liabilities										
Other										
<b>Net cash provided by financing activities</b>	<b>(5,553)</b>	<b>(5,976)</b>	<b>25,023</b>	<b>(10,594)</b>	<b>(10,062)</b>	<b>(10,397)</b>	<b>(10,302)</b>	<b>(10,772)</b>	<b>(11,143)</b>	<b>(8,823)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	11,595	28,015	(7,532)	38,361	(13,731)	(24,651)	14,079	2,990	(9,475)	(20,902)
<b>Cash and cash equivalents at beginning of reporting period</b>	54,787	66,382	94,397	86,865	125,226	111,495	86,844	100,924	103,914	94,439
<b>Cash and cash equivalents at end of reporting period</b>	<b>66,382</b>	<b>94,397</b>	<b>86,865</b>	<b>125,226</b>	<b>111,495</b>	<b>86,844</b>	<b>100,924</b>	<b>103,914</b>	<b>94,439</b>	<b>73,537</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
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>										
Rates & Annual Charges	98,566	101,155	103,810	106,540	109,353	112,180	115,160	118,187	121,292	124,483
User Charges & Fees	26,825	27,426	28,041	28,681	29,328	30,001	30,693	31,390	32,105	32,818
Interest Received	5,580	5,676	5,771	5,872	5,972	6,078	6,183	6,293	6,403	6,513
Other Operating Revenues	711	733	756	780	805	831	858	886	915	945
Operating Grants & Contributions	21,339	25,491	22,137	19,911	20,125	20,345	20,566	20,792	21,021	21,250
Capital Grants & Contributions	2,744	2,603	2,124	2,152	2,180	2,209	2,238	2,269	2,299	2,330
	<b>155,764</b>	<b>163,084</b>	<b>162,640</b>	<b>163,936</b>	<b>167,764</b>	<b>171,644</b>	<b>175,697</b>	<b>179,816</b>	<b>184,035</b>	<b>188,339</b>
<b>Expenditure</b>										
Employee Costs	55,525	56,951	58,486	59,485	61,092	62,752	64,453	66,207	68,007	69,847
Borrowing Costs	4,169	3,923	3,669	3,344	2,989	2,714	2,391	2,123	1,849	1,608
Materials & Contracts	42,175	41,825	42,662	44,553	44,464	44,349	45,400	46,413	48,691	48,765
Depreciation	32,508	33,158	33,809	34,491	35,174	35,889	36,604	37,352	38,099	38,847
Other Expenses	14,981	15,187	15,522	15,870	16,223	16,588	16,958	17,344	17,733	18,124
	<b>149,358</b>	<b>151,044</b>	<b>154,147</b>	<b>157,744</b>	<b>159,943</b>	<b>162,292</b>	<b>165,807</b>	<b>169,438</b>	<b>174,379</b>	<b>177,191</b>
<b>Net Operating Result</b>	<b>6,406</b>	<b>12,040</b>	<b>8,493</b>	<b>6,193</b>	<b>7,820</b>	<b>9,351</b>	<b>9,890</b>	<b>10,378</b>	<b>9,656</b>	<b>11,148</b>
Capital Grants/Contributions	2,744	2,603	2,124	2,152	2,180	2,209	2,238	2,269	2,299	2,330
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>3,662</b>	<b>9,437</b>	<b>6,369</b>	<b>4,040</b>	<b>5,640</b>	<b>7,142</b>	<b>7,652</b>	<b>8,109</b>	<b>7,357</b>	<b>8,818</b>

## Attachment 6 – funding statement – general fund

<i>Source and Application of Funds</i>	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	6,406	12,040	8,493	6,193	7,820	9,351	9,890	10,378	9,656	11,148
<i>Add Back non-funded items:</i>										
Depreciation	32,508	33,158	33,809	34,491	35,174	35,889	36,604	37,352	38,099	38,847
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	1,040	1,040	2,056	1,040	1,026	1,012	1,012	1,012	1,012	1,012
Transfers from Internally Restricted Cash	9,006	9,424	16,470	2,937	3,762	2,776	1,478	949	781	641
Proceeds from sale of assets	1,953	1,460	1,361	1,695	1,470	1,955	2,024	2,024	2,059	2,059
Loan Funds Utilised	2,276	2,276	1,400	1,200	1,950	1,950	1,950	1,950	1,950	1,950
Repayments from Deferred Debtors	20	20	20	20	20	15	-	-	-	-
<b>Funds Available</b>	<b>53,210</b>	<b>59,419</b>	<b>63,610</b>	<b>47,576</b>	<b>51,223</b>	<b>52,949</b>	<b>52,959</b>	<b>53,665</b>	<b>53,558</b>	<b>55,658</b>
<i>Funds were applied to:</i>										
Purchase and construction of assets	39,896	41,599	48,593	20,609	23,645	23,827	24,028	24,321	24,931	25,413
Repayment of principal on loans	5,491	5,716	6,010	6,221	6,195	6,278	5,925	6,089	6,157	3,507
Transfers to Externally Restricted Cash	3,125	3,158	3,191	3,226	3,261	3,297	3,334	3,372	3,410	3,448
Transfers to Internally Restricted Cash	4,697	8,945	5,815	17,519	18,122	19,547	19,672	19,883	19,060	23,289
<b>Funds Used</b>	<b>53,210</b>	<b>59,419</b>	<b>63,610</b>	<b>47,576</b>	<b>51,223</b>	<b>52,949</b>	<b>52,959</b>	<b>53,665</b>	<b>53,558</b>	<b>55,658</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 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
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>										
<b>Current assets</b>										
Cash and cash equivalents	44,254	54,385	35,469	50,670	51,551	54,311	56,249	56,005	55,178	61,159
Investments	117,890	109,377	118,753	120,301	135,994	152,275	170,852	192,390	213,894	232,997
Receivables	11,715	11,715	11,715	11,715	11,715	11,715	11,715	11,715	11,715	11,715
Inventories	961	961	961	961	961	961	961	961	961	961
Contract assets	6,122	6,122	6,122	6,122	6,122	6,122	6,122	6,122	6,122	6,122
Other	555	555	555	555	555	555	555	555	555	555
<b>Total current assets</b>	<b>181,497</b>	<b>183,115</b>	<b>173,575</b>	<b>190,324</b>	<b>206,898</b>	<b>225,939</b>	<b>246,454</b>	<b>267,748</b>	<b>288,425</b>	<b>313,509</b>
<b>Non-current assets</b>										
Investments	101,706	101,706	101,706	101,706	101,706	101,706	101,706	101,706	101,706	101,706
Receivables	430	430	430	430	430	430	430	430	430	430
Inventories	9,830	9,830	9,830	9,830	9,830	9,830	9,830	9,830	9,830	9,830
Infrastructure, property, plant and equipment	2,206,005	2,212,986	2,226,409	2,210,832	2,197,832	2,183,815	2,169,215	2,154,160	2,138,932	2,123,439
Intangible assets	993	993	993	993	993	993	993	993	993	993
Right of use assets	258	258	258	258	258	258	258	258	258	258
Investments Accounted for using the equity method	1,566	1,566	1,566	1,566	1,566	1,566	1,566	1,566	1,566	1,566
<b>Total non-current assets</b>	<b>2,320,788</b>	<b>2,327,769</b>	<b>2,341,192</b>	<b>2,325,615</b>	<b>2,312,615</b>	<b>2,298,598</b>	<b>2,283,998</b>	<b>2,268,943</b>	<b>2,253,715</b>	<b>2,238,222</b>
<b>Total assets</b>	<b>2,502,284</b>	<b>2,510,884</b>	<b>2,514,767</b>	<b>2,515,938</b>	<b>2,519,513</b>	<b>2,524,537</b>	<b>2,530,452</b>	<b>2,536,691</b>	<b>2,542,140</b>	<b>2,551,730</b>
<b>LIABILITIES</b>										
<b>Current liabilities</b>										
Payables	26,971	26,971	26,971	26,971	26,971	26,971	26,971	26,971	26,971	26,971
Contract liabilities	10,604	10,604	10,604	10,604	10,604	10,604	10,604	10,604	10,604	10,604
Lease liabilities	71	71	71	71	71	71	71	71	71	71
Borrowings	5,519	5,519	5,519	5,519	5,519	5,519	5,519	5,519	5,519	5,519
Provisions	19,338	19,338	19,338	19,338	19,338	19,338	19,338	19,338	19,338	19,338
<b>Total current liabilities</b>	<b>62,503</b>	<b>62,503</b>	<b>62,503</b>	<b>62,503</b>	<b>62,503</b>	<b>62,503</b>	<b>62,503</b>	<b>62,503</b>	<b>62,503</b>	<b>62,503</b>

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Non-current liabilities</b>										
Payables	681	681	681	681	681	681	681	681	681	681
Lease liabilities	204	204	204	204	204	204	204	204	204	204
Borrowings	54,915	51,475	46,865	41,843	37,598	33,270	29,295	25,156	20,949	19,391
Provisions	8,832	8,832	8,832	8,832	8,832	8,832	8,832	8,832	8,832	8,832
<b>Total non-current liabilities</b>	<b>64,632</b>	<b>61,192</b>	<b>56,582</b>	<b>51,560</b>	<b>47,315</b>	<b>42,987</b>	<b>39,012</b>	<b>34,873</b>	<b>30,666</b>	<b>29,108</b>
<b>Total liabilities</b>	<b>127,135</b>	<b>123,695</b>	<b>119,085</b>	<b>114,063</b>	<b>109,818</b>	<b>105,490</b>	<b>101,515</b>	<b>97,376</b>	<b>93,169</b>	<b>91,611</b>
<b>Net assets</b>	<b>2,375,149</b>	<b>2,387,189</b>	<b>2,395,682</b>	<b>2,401,875</b>	<b>2,409,695</b>	<b>2,419,047</b>	<b>2,428,937</b>	<b>2,439,315</b>	<b>2,448,971</b>	<b>2,460,119</b>
<b>EQUITY</b>										
Retained earnings	1,155,520	1,167,560	1,176,053	1,182,246	1,190,066	1,199,418	1,209,308	1,219,686	1,229,342	1,240,490
Revaluation reserves	1,219,629	1,219,629	1,219,629	1,219,629	1,219,629	1,219,629	1,219,629	1,219,629	1,219,629	1,219,629
Council equity interest	2,375,149	2,387,189	2,395,682	2,401,875	2,409,695	2,419,047	2,428,937	2,439,315	2,448,971	2,460,119
<b>Total equity</b>	<b>2,375,149</b>	<b>2,387,189</b>	<b>2,395,682</b>	<b>2,401,875</b>	<b>2,409,695</b>	<b>2,419,047</b>	<b>2,428,937</b>	<b>2,439,315</b>	<b>2,448,971</b>	<b>2,460,119</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
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>										
<b>Receipts:</b>										
Rates and annual charges	98,566	101,155	103,810	106,540	109,353	112,180	115,160	118,187	121,292	124,483
User charges and fees	26,825	27,426	28,041	28,681	29,328	30,001	30,693	31,390	32,105	32,818
Investment revenue and interest	5,580	5,676	5,771	5,872	5,972	6,078	6,183	6,293	6,403	6,513
Grants and contributions	24,083	28,094	24,262	22,063	22,305	22,554	22,804	23,061	23,320	23,580
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	711	733	756	780	805	831	858	886	915	945
<b>Payments:</b>										
Employee benefits and on-costs	(55,525)	(56,951)	(58,486)	(59,485)	(61,092)	(62,752)	(64,453)	(66,207)	(68,007)	(69,847)
Materials & contracts	(42,175)	(41,825)	(42,662)	(44,553)	(44,464)	(44,349)	(45,400)	(46,413)	(48,691)	(48,765)
Borrowing costs	(4,169)	(3,923)	(3,669)	(3,344)	(2,989)	(2,714)	(2,391)	(2,123)	(1,849)	(1,608)
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(14,981)	(15,187)	(15,522)	(15,870)	(16,223)	(16,588)	(16,958)	(17,344)	(17,733)	(18,124)
<b>Net cash provided in operating activities</b>	<b>38,915</b>	<b>45,198</b>	<b>42,302</b>	<b>40,684</b>	<b>42,994</b>	<b>45,240</b>	<b>46,495</b>	<b>47,730</b>	<b>47,756</b>	<b>49,995</b>

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from investing activities</b>										
<b>Receipts:</b>										
Sale of investments	-	8,513	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment	1,953	1,460	1,361	1,695	1,470	1,955	2,024	2,024	2,059	2,059
Sale of interests in joint ventures/associates										
Other										
<b>Payments:</b>										
Purchase of investments	(7,946)	-	(9,376)	(1,548)	(15,693)	(16,281)	(18,577)	(21,538)	(21,504)	(19,103)
Purchase of infrastructure property, plant & equipment	(39,896)	(41,599)	(48,593)	(20,609)	(23,645)	(23,827)	(24,028)	(24,321)	(24,931)	(25,413)
Purchase of real estate										
Purchase of interests in joint ventures/associates										
Other	-	-	-	-	-	-	-	-	-	-
<b>Net cash used in Investing activities</b>	<b>(45,890)</b>	<b>(31,627)</b>	<b>(56,608)</b>	<b>(20,462)</b>	<b>(37,868)</b>	<b>(38,152)</b>	<b>(40,581)</b>	<b>(43,835)</b>	<b>(44,376)</b>	<b>(42,457)</b>
<b>Cash flows from financing activities</b>										
<b>Receipts:</b>										
Borrowings and advances	2,276	2,276	1,400	1,200	1,950	1,950	1,950	1,950	1,950	1,950
Other										
<b>Payments:</b>										
Borrowings and advances	(5,491)	(5,716)	(6,010)	(6,221)	(6,195)	(6,278)	(5,925)	(6,089)	(6,157)	(3,507)
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other										
<b>Net cash provided by financing activities</b>	<b>(3,215)</b>	<b>(3,440)</b>	<b>(4,610)</b>	<b>(5,021)</b>	<b>(4,245)</b>	<b>(4,328)</b>	<b>(3,975)</b>	<b>(4,139)</b>	<b>(4,207)</b>	<b>(1,557)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(10,190)</b>	<b>10,131</b>	<b>(18,916)</b>	<b>15,200</b>	<b>882</b>	<b>2,760</b>	<b>1,938</b>	<b>(245)</b>	<b>(827)</b>	<b>5,981</b>
<b>Cash and cash equivalents at beginning of reporting period</b>	<b>54,444</b>	<b>44,254</b>	<b>54,385</b>	<b>35,469</b>	<b>50,670</b>	<b>51,551</b>	<b>54,311</b>	<b>56,249</b>	<b>56,005</b>	<b>55,178</b>
<b>Cash and cash equivalents at end of reporting period</b>	<b>44,254</b>	<b>54,385</b>	<b>35,469</b>	<b>50,670</b>	<b>51,551</b>	<b>54,311</b>	<b>56,249</b>	<b>56,005</b>	<b>55,178</b>	<b>61,159</b>

## Attachment 9 – income statement – water fund

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>										
Rates & Annual Charges	7,791	8,138	8,367	8,602	9,212	9,470	9,736	10,008	10,287	10,574
User Charges & Fees	31,016	32,327	33,220	34,135	35,074	36,037	37,024	38,038	39,077	40,143
Interest Received	1,561	1,652	1,693	1,627	946	200	207	307	431	689
Other Operating Revenues	-	-	-	-	-	-	-	-	-	-
Operating Grants & Contributions	366	369	372	374	377	380	383	385	388	391
Capital Grants & Contributions	2,868	2,969	3,140	3,318	3,428	3,481	3,627	3,762	3,758	3,833
	<b>43,602</b>	<b>45,455</b>	<b>46,792</b>	<b>48,055</b>	<b>49,036</b>	<b>49,568</b>	<b>50,976</b>	<b>52,500</b>	<b>53,941</b>	<b>55,630</b>
<b>Expenditure</b>										
Employee Costs	6,510	6,639	6,946	7,301	7,412	7,568	7,898	8,173	8,384	8,556
Borrowing Costs	3,456	3,258	4,475	4,270	4,026	3,773	3,516	3,210	2,906	2,576
Materials & Contracts	9,929	10,126	10,594	11,135	11,305	11,542	12,045	12,465	12,787	13,049
Depreciation	12,309	12,671	13,045	13,627	14,423	15,368	16,422	16,793	17,150	17,514
Other Expenses	1,323	1,349	1,412	1,484	1,506	1,538	1,605	1,661	1,704	1,739
	<b>33,527</b>	<b>34,043</b>	<b>36,472</b>	<b>37,815</b>	<b>38,672</b>	<b>39,790</b>	<b>41,486</b>	<b>42,302</b>	<b>42,931</b>	<b>43,434</b>
<b>Net Operating Result</b>	<b>10,075</b>	<b>11,412</b>	<b>10,320</b>	<b>10,240</b>	<b>10,365</b>	<b>9,778</b>	<b>9,490</b>	<b>10,198</b>	<b>11,010</b>	<b>12,196</b>
Capital Grants/Contributions	2,868	2,969	3,140	3,318	3,428	3,481	3,627	3,762	3,758	3,833
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>7,206</b>	<b>8,443</b>	<b>7,179</b>	<b>6,922</b>	<b>6,937</b>	<b>6,297</b>	<b>5,863</b>	<b>6,436</b>	<b>7,252</b>	<b>8,362</b>

## Attachment 10 – funding statement – water fund

<i>Source and Application of Funds</i>	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	10,075	11,412	10,320	10,240	10,365	9,778	9,490	10,198	11,010	12,196
<i>Add Back non-funded items:</i>										
Depreciation	12,309	12,671	13,045	13,627	14,423	15,368	16,422	16,793	17,150	17,514
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	9,461	8,979	17,871	39,812	49,100	51,383	9,383	9,728	4,346	9,260
Transfers from Internally Restricted Cash	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Loan Funds Utilised	-	-	35,000	-	-	-	-	-	-	-
Repayments from Deferred Debtors	-	-	-	-	-	-	-	-	-	-
<b>Funds Available</b>	<b>31,845</b>	<b>33,061</b>	<b>76,236</b>	<b>63,678</b>	<b>73,888</b>	<b>76,530</b>	<b>35,295</b>	<b>36,719</b>	<b>32,505</b>	<b>38,969</b>
<i>Funds were applied to:</i>										
Purchase and construction of assets	12,595	16,496	28,618	42,285	52,571	55,960	13,344	12,933	6,999	12,870
Repayment of principal on loans	2,338	2,536	5,367	5,573	5,816	6,069	6,326	6,632	6,936	7,266
Transfers to Externally Restricted Cash	16,911	14,029	42,250	15,820	15,500	14,500	15,625	17,153	18,571	18,833
Transfers to Internally Restricted Cash	-	-	-	-	-	-	-	-	-	-
<b>Funds Used</b>	<b>31,845</b>	<b>33,061</b>	<b>76,235</b>	<b>63,678</b>	<b>73,888</b>	<b>76,530</b>	<b>35,294</b>	<b>36,718</b>	<b>32,505</b>	<b>38,969</b>
<b><i>Increase/(Decrease) in Available Working Capital</i></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>

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>										
<b>Current assets</b>										
Cash and cash equivalents	9,617	13,992	41,723	45,928	40,857	4,564	6,242	3,604	6,637	2,215
Investments	64,177	64,852	61,500	33,303	14,780	14,191	18,755	28,819	10,011	14,006
Receivables	3,319	3,319	3,319	3,319	3,319	3,319	3,319	3,319	3,319	3,319
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-
Other	20	20	20	20	20	20	20	20	20	20
<b>Total current assets</b>	<b>77,133</b>	<b>82,183</b>	<b>106,562</b>	<b>82,570</b>	<b>58,976</b>	<b>22,094</b>	<b>28,336</b>	<b>35,762</b>	<b>19,987</b>	<b>19,560</b>
<b>Non-current assets</b>										
Investments	10,006	10,006	10,006	10,006	-	-	-	-	30,000	40,000
Receivables	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant and equipment	589,065	592,890	608,464	637,123	675,271	715,863	712,784	708,924	698,773	694,130
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Intangible assets	13	13	13	13	13	13	13	13	13	13
Right of use assets	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
<b>Total non-current assets</b>	<b>599,084</b>	<b>602,909</b>	<b>618,483</b>	<b>647,142</b>	<b>675,284</b>	<b>715,876</b>	<b>712,797</b>	<b>708,937</b>	<b>728,786</b>	<b>734,143</b>
<b>Total assets</b>	<b>676,217</b>	<b>685,092</b>	<b>725,045</b>	<b>729,712</b>	<b>734,260</b>	<b>737,970</b>	<b>741,133</b>	<b>744,699</b>	<b>748,773</b>	<b>753,703</b>
<b>LIABILITIES</b>										
<b>Current liabilities</b>										
Payables	688	688	688	688	688	688	688	688	688	688
Borrowings	2,189	2,189	2,189	2,189	2,189	2,189	2,189	2,189	2,189	2,189
Provisions	-	-	-	-	-	-	-	-	-	-
<b>Total current liabilities</b>	<b>2,877</b>	<b>2,877</b>	<b>2,877</b>	<b>2,877</b>	<b>2,877</b>	<b>2,877</b>	<b>2,877</b>	<b>2,877</b>	<b>2,877</b>	<b>2,877</b>



## Attachment 11 – balance sheet – water fund

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Non-current liabilities</b>										
Payables										
Borrowings	47,274	44,738	74,370	68,798	62,981	56,912	50,586	43,954	37,018	29,752
Provisions										
<b>Total non-current liabilities</b>	<b>47,274</b>	<b>44,738</b>	<b>74,370</b>	<b>68,798</b>	<b>62,981</b>	<b>56,912</b>	<b>50,586</b>	<b>43,954</b>	<b>37,018</b>	<b>29,752</b>
<b>Total liabilities</b>	<b>50,151</b>	<b>47,615</b>	<b>77,247</b>	<b>71,675</b>	<b>65,858</b>	<b>59,789</b>	<b>53,463</b>	<b>46,831</b>	<b>39,895</b>	<b>32,629</b>
<b>Net assets</b>	<b>626,066</b>	<b>637,478</b>	<b>647,797</b>	<b>658,037</b>	<b>668,402</b>	<b>678,180</b>	<b>687,670</b>	<b>697,868</b>	<b>708,878</b>	<b>721,074</b>
<b>EQUITY</b>										
Retained earnings	235,454	246,866	257,185	267,425	277,790	287,568	297,058	307,256	318,266	330,462
Revaluation reserves	390,612	390,612	390,612	390,612	390,612	390,612	390,612	390,612	390,612	390,612
Council equity interest	626,066	637,478	647,797	658,037	668,402	678,180	687,670	697,868	708,878	721,074
<b>Total equity</b>	<b>626,066</b>	<b>637,478</b>	<b>647,797</b>	<b>658,037</b>	<b>668,402</b>	<b>678,180</b>	<b>687,670</b>	<b>697,868</b>	<b>708,878</b>	<b>721,074</b>

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>										
<b>Receipts:</b>										
Rates and annual charges	7,791	8,138	8,367	8,602	9,212	9,470	9,736	10,008	10,287	10,574
User charges and fees	31,016	32,327	33,220	34,135	35,074	36,037	37,024	38,038	39,077	40,143
Investment revenue and interest	1,561	1,652	1,693	1,627	946	200	207	307	431	689
Grants and contributions	3,235	3,338	3,512	3,692	3,805	3,861	4,010	4,147	4,146	4,224
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Employee benefits and on-costs	(6,510)	(6,639)	(6,946)	(7,301)	(7,412)	(7,568)	(7,898)	(8,173)	(8,384)	(8,556)
Materials & contracts	(9,929)	(10,126)	(10,594)	(11,135)	(11,305)	(11,542)	(12,045)	(12,465)	(12,787)	(13,049)
Borrowing costs	(3,456)	(3,258)	(4,475)	(4,270)	(4,026)	(3,773)	(3,516)	(3,210)	(2,906)	(2,576)
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,323)	(1,349)	(1,412)	(1,484)	(1,506)	(1,538)	(1,605)	(1,661)	(1,704)	(1,739)
<b>Net cash provided in operating activities</b>	<b>22,384</b>	<b>24,082</b>	<b>23,365</b>	<b>23,866</b>	<b>24,788</b>	<b>25,147</b>	<b>25,912</b>	<b>26,991</b>	<b>28,160</b>	<b>29,709</b>
<b>Cash flows from investing activities</b>										
<b>Receipts:</b>										
Sale of investments	1,823	-	3,352	28,197	28,529	589	-	-	-	-
Sale of infrastructure, property, plant & equipment	-	-	-	-	-	-	-	-	-	-
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of investments	-	(675)	-	-	-	-	(4,564)	(10,064)	(11,192)	(13,995)
Purchase of infrastructure property, plant & equipment	(12,595)	(16,496)	(28,618)	(42,285)	(52,571)	(55,960)	(13,344)	(12,933)	(6,999)	(12,870)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Net cash used in Investing activities</b>	<b>(10,772)</b>	<b>(17,171)</b>	<b>(25,266)</b>	<b>(14,088)</b>	<b>(24,042)</b>	<b>(55,371)</b>	<b>(17,908)</b>	<b>(22,997)</b>	<b>(18,191)</b>	<b>(26,865)</b>

## Attachment 12 – cash flow statement – water fund

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from financing activities</b>										
<b>Receipts:</b>										
Borrowings and advances	-	-	35,000	-	-	-	-	-	-	-
Other										
<b>Payments:</b>										
Borrowings and advances	(2,338)	(2,536)	(5,367)	(5,573)	(5,816)	(6,069)	(6,326)	(6,632)	(6,936)	(7,266)
Lease Liabilities										
Other										
<b>Net cash provided by financing activities</b>	<b>(2,338)</b>	<b>(2,536)</b>	<b>29,633</b>	<b>(5,573)</b>	<b>(5,816)</b>	<b>(6,069)</b>	<b>(6,326)</b>	<b>(6,632)</b>	<b>(6,936)</b>	<b>(7,266)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>9,274</b>	<b>4,375</b>	<b>27,731</b>	<b>4,205</b>	<b>(5,071)</b>	<b>(36,293)</b>	<b>1,678</b>	<b>(2,638)</b>	<b>3,033</b>	<b>(4,422)</b>
<b>Cash and cash equivalents at beginning of reporting period</b>	343	9,617	13,992	41,723	45,928	40,857	4,564	6,242	3,604	6,637
<b>Cash and cash equivalents at end of reporting period</b>	<b>9,617</b>	<b>13,992</b>	<b>41,723</b>	<b>45,928</b>	<b>40,857</b>	<b>4,564</b>	<b>6,242</b>	<b>3,604</b>	<b>6,637</b>	<b>2,215</b>

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>										
Rates & Annual Charges	36,551	38,087	39,103	40,144	41,211	42,304	43,423	44,573	45,750	46,958
User Charges & Fees	3,717	3,905	4,007	4,111	4,216	4,324	4,445	4,569	4,694	4,822
Interest Received	3,339	2,794	3,634	3,621	3,531	3,562	3,729	3,975	4,158	3,570
Other Operating Revenues	-	-	-	-	-	-	-	-	-	-
Operating Grants & Contributions	563	571	579	587	595	603	612	621	629	638
Capital Grants & Contributions	1,803	1,858	1,973	2,084	2,152	2,186	2,277	2,361	2,369	2,427
	<b>45,974</b>	<b>47,215</b>	<b>49,296</b>	<b>50,547</b>	<b>51,706</b>	<b>52,979</b>	<b>54,486</b>	<b>56,098</b>	<b>57,601</b>	<b>58,414</b>
<b>Expenditure</b>										
Employee Costs	8,530	8,785	9,210	9,657	9,934	10,160	10,478	10,908	11,222	11,565
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	10,547	10,862	11,387	11,940	12,283	12,562	12,956	13,488	13,876	14,299
Depreciation	14,437	14,860	15,307	16,004	16,518	17,076	17,552	18,012	18,472	19,071
Other Expenses	2,335	2,405	2,521	2,643	2,719	2,781	2,868	2,986	3,072	3,166
	<b>35,849</b>	<b>36,912</b>	<b>38,425</b>	<b>40,243</b>	<b>41,454</b>	<b>42,578</b>	<b>43,855</b>	<b>45,394</b>	<b>46,641</b>	<b>48,100</b>
<b>Net Operating Result</b>	<b>10,125</b>	<b>10,303</b>	<b>10,871</b>	<b>10,303</b>	<b>10,252</b>	<b>10,401</b>	<b>10,631</b>	<b>10,704</b>	<b>10,959</b>	<b>10,314</b>
Capital Grants/Contributions	1,803	1,858	1,973	2,084	2,152	2,186	2,277	2,361	2,369	2,427
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>8,322</b>	<b>8,445</b>	<b>8,898</b>	<b>8,220</b>	<b>8,100</b>	<b>8,215</b>	<b>8,354</b>	<b>8,343</b>	<b>8,590</b>	<b>7,887</b>

## Attachment 13 – income statement – sewer fund

<i>Source and Application of Funds</i>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>	<b>Year 8</b>	<b>Year 9</b>	<b>Year 10</b>
	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	10,125	10,303	10,871	10,303	10,252	10,401	10,631	10,704	10,959	10,314
<i>Add Back non-funded items:</i>										
Depreciation	14,437	14,860	15,307	16,004	16,518	17,076	17,552	18,012	18,472	19,071
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	5,882	5,323	70,702	6,928	7,576	1,946	1,501	827	12,313	44,761
Transfers from Internally Restricted Cash	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Loan Funds Utilised	-	-	-	-	-	-	-	-	-	-
Repayments from Deferred Debtors	-	-	2,024	2,024	2,024	2,024	2,024	2,024	2,024	2,024
<b>Funds Available</b>	<b>30,444</b>	<b>30,487</b>	<b>98,904</b>	<b>35,259</b>	<b>36,370</b>	<b>31,447</b>	<b>31,708</b>	<b>31,567</b>	<b>43,769</b>	<b>76,170</b>
<i>Funds were applied to:</i>										
Purchase and construction of assets	15,685	17,661	49,574	23,494	27,770	15,450	12,055	10,781	28,010	55,217
Repayment of principal on loans	-	-	35,000	-	-	-	-	-	-	-
Transfers to Externally Restricted Cash	14,759	12,826	14,330	11,765	8,600	15,996	19,653	20,786	15,758	20,952
Transfers to Internally Restricted Cash	-	-	-	-	-	-	-	-	-	-
<b>Funds Used</b>	<b>30,444</b>	<b>30,487</b>	<b>98,904</b>	<b>35,259</b>	<b>36,370</b>	<b>31,446</b>	<b>31,708</b>	<b>31,567</b>	<b>43,768</b>	<b>76,169</b>
<b><i>Increase/(Decrease) in Available Working Capital</i></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 14 – funding statement – sewer fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>										
<b>Current assets</b>										
Cash and cash equivalents	12,512	26,020	9,673	28,628	19,087	27,969	38,433	44,306	32,625	10,163
Investments	95,865	89,859	82,810	66,668	75,210	78,354	84,019	96,081	109,183	105,812
Receivables	3,357	3,357	3,357	3,357	3,357	3,357	3,357	3,357	3,357	3,357
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets										
Other	29	29	29	29	29	29	29	29	29	29
<b>Total current assets</b>	<b>111,763</b>	<b>119,265</b>	<b>95,869</b>	<b>98,682</b>	<b>97,683</b>	<b>109,709</b>	<b>125,838</b>	<b>143,773</b>	<b>145,194</b>	<b>119,361</b>
<b>Non-current assets</b>										
Investments	29,505	29,505	29,505	29,505	29,505	29,505	29,505	29,505	29,505	29,505
Receivables										
Infrastructure, property, plant and equipment	590,613	593,414	627,681	635,171	646,423	644,797	639,301	632,070	641,608	677,755
Investments Accounted for using the equity method										
Intangible assets	17	17	17	17	17	17	17	17	17	17
Right of use assets										
Investments Accounted for using the equity method										
<b>Total non-current assets</b>	<b>620,135</b>	<b>622,936</b>	<b>657,203</b>	<b>664,693</b>	<b>675,945</b>	<b>674,319</b>	<b>668,823</b>	<b>661,592</b>	<b>671,130</b>	<b>707,277</b>
<b>Total assets</b>	<b>731,898</b>	<b>742,201</b>	<b>753,073</b>	<b>763,376</b>	<b>773,628</b>	<b>784,029</b>	<b>794,660</b>	<b>805,364</b>	<b>816,324</b>	<b>826,637</b>
<b>LIABILITIES</b>										
<b>Current liabilities</b>										
Payables	326	326	326	326	326	326	326	326	326	326
Borrowings	-	-	-	-	-	-	-	-	-	-
Provisions										
Other	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440
<b>Total current liabilities</b>	<b>1,766</b>	<b>1,766</b>	<b>1,766</b>	<b>1,766</b>	<b>1,766</b>	<b>1,766</b>	<b>1,766</b>	<b>1,766</b>	<b>1,766</b>	<b>1,766</b>

## Attachment 15 – balance sheet – sewer fund

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Non-current liabilities</b>										
Payables										
Borrowings	-	-	-	-	-	-	-	-	-	-
Provisions										
<b>Total non-current liabilities</b>	-	-	-	-	-	-	-	-	-	-
<b>Total liabilities</b>	1,766	1,766	1,766	1,766	1,766	1,766	1,766	1,766	1,766	1,766
<b>Net assets</b>	730,132	740,435	751,307	761,610	771,862	782,263	792,894	803,598	814,558	824,871
<b>EQUITY</b>										
Retained earnings	295,948	306,251	317,123	327,426	337,678	348,079	358,710	369,414	380,374	390,687
Revaluation reserves	434,184	434,184	434,184	434,184	434,184	434,184	434,184	434,184	434,184	434,184
Council equity interest	730,132	740,435	751,307	761,610	771,862	782,263	792,894	803,598	814,558	824,871
<b>Total equity</b>	730,132	740,435	751,307	761,610	771,862	782,263	792,894	803,598	814,558	824,871

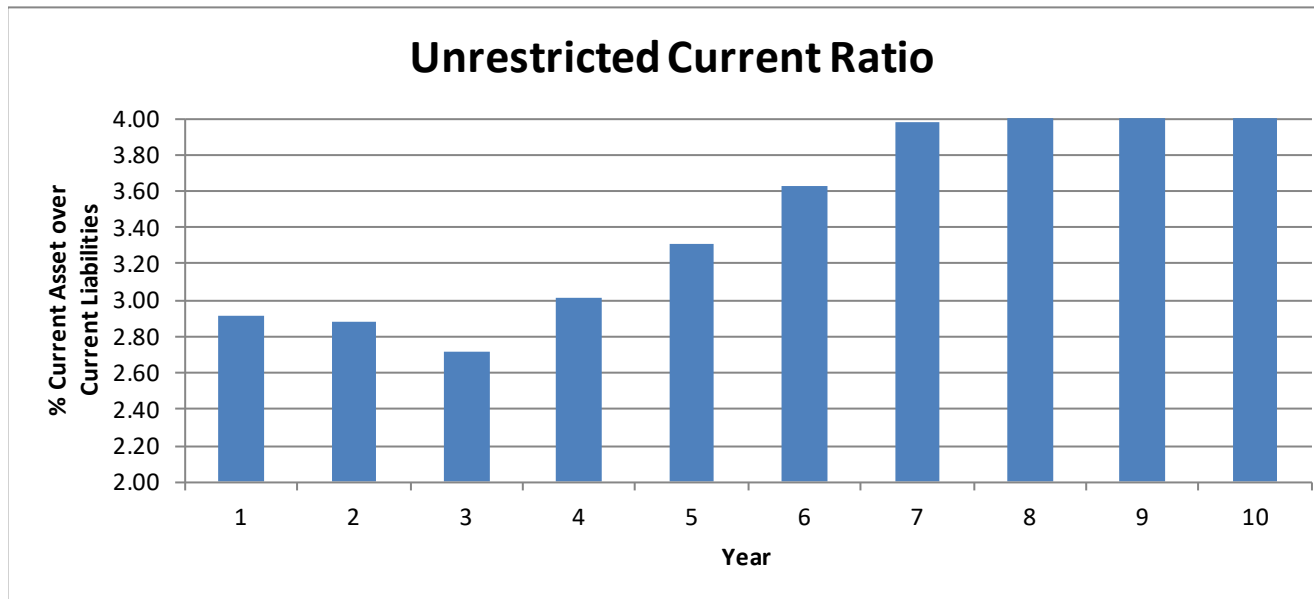
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>										
<b>Receipts:</b>										
Rates and annual charges	36,551	38,087	39,103	40,144	41,211	42,304	43,423	44,573	45,750	46,958
User charges and fees	3,717	3,905	4,007	4,111	4,216	4,324	4,445	4,569	4,694	4,822
Investment revenue and interest	3,339	2,794	3,634	3,621	3,531	3,562	3,729	3,975	4,158	3,570
Grants and contributions	2,366	2,429	2,552	2,671	2,748	2,790	2,889	2,982	2,998	3,065
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Internal transfers										
<b>Payments:</b>										
Employee benefits and on-costs	(8,530)	(8,785)	(9,210)	(9,657)	(9,934)	(10,160)	(10,478)	(10,908)	(11,222)	(11,565)
Materials & contracts	(10,547)	(10,862)	(11,387)	(11,940)	(12,283)	(12,562)	(12,956)	(13,488)	(13,876)	(14,299)
Borrowing costs	-	-	-	-	-	-	-	-	-	-
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(2,335)	(2,405)	(2,521)	(2,643)	(2,719)	(2,781)	(2,868)	(2,986)	(3,072)	(3,166)
<b>Net cash provided in operating activities</b>	<b>24,562</b>	<b>25,164</b>	<b>26,178</b>	<b>26,307</b>	<b>26,770</b>	<b>27,477</b>	<b>28,183</b>	<b>28,716</b>	<b>29,431</b>	<b>29,385</b>
<b>Cash flows from investing activities</b>										
<b>Receipts:</b>										
Sale of investments	3,635	6,006	7,049	16,142	-	-	-	-	-	3,371
Sale of infrastructure, property, plant & equipment										
Sale of interests in joint ventures/associates										
Other										
<b>Payments:</b>										
Purchase of investments	-	-	-	-	(8,542)	(3,144)	(5,665)	(12,062)	(13,102)	-
Purchase of infrastructure property, plant & equipment	(15,685)	(17,661)	(49,574)	(23,494)	(27,770)	(15,450)	(12,055)	(10,781)	(28,010)	(55,217)
Purchase of real estate										
Purchase of interests in joint ventures/associates										
Other										
<b>Net cash used in Investing activities</b>	<b>(12,050)</b>	<b>(11,655)</b>	<b>(42,525)</b>	<b>(7,352)</b>	<b>(36,312)</b>	<b>(18,594)</b>	<b>(17,720)</b>	<b>(22,843)</b>	<b>(41,112)</b>	<b>(51,846)</b>

## Attachment 16 – cash flow statement – sewer fund

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from financing activities</b>										
<b>Receipts:</b>										
Borrowings and advances	-	-	-	-	-	-	-	-	-	-
Other										
<b>Payments:</b>										
Borrowings and advances	-	-	-	-	-	-	-	-	-	-
Lease Liabilities										
Other										
<b>Net cash provided by financing activities</b>	-	-	-	-	-	-	-	-	-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>	12,512	13,509	(16,347)	18,955	(9,541)	8,882	10,463	5,873	(11,681)	(22,462)
<b>Cash and cash equivalents at beginning of reporting period</b>	-	12,512	26,020	9,673	28,628	19,087	27,969	38,433	44,306	32,625
<b>Cash and cash equivalents at end of reporting period</b>	<b>12,512</b>	<b>26,020</b>	<b>9,673</b>	<b>28,628</b>	<b>19,087</b>	<b>27,969</b>	<b>38,433</b>	<b>44,306</b>	<b>32,625</b>	<b>10,163</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
2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
2.92	2.88	2.72	3.01	3.31	3.63	3.98	4.35	4.71	5.14





## Attachment 18 – capital works

Asset Category	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Artworks	36	36	37	38	38	39	40	41	42	42
Bridges	276	276	276	400	750	750	750	750	750	750
Concrete Footpaths	123	125	133	131	134	137	141	143	146	148
Community Land	0	0	0	0	0	388	0	0	0	0
Equipment	133	335	338	141	144	147	150	153	156	160
Fleet	2,587	3,821	3,483	2,584	4,522	3,937	3,784	3,784	4,063	4,246
Intangibles: Software	1,628	1,360	1,657	30	30	31	32	32	33	34
Kerb & Gutter	85	87	88	90	92	94	96	98	100	102
Non Specialised Buildings	3,168	14,792	13,043	240	245	249	253	258	263	268
Office Equipment	70	72	73	74	76	77	79	81	82	84
Operational Land	693	0	600	0	0	0	0	0	0	0
Other Infrastructure	15,630	5,600	15,000	0	0	0	0	0	0	0
Roads	14,903	14,367	14,124	14,370	14,620	14,877	15,138	15,406	15,678	15,952
Sewer Infrastructure	15,685	17,461	49,374	23,494	27,770	15,450	12,055	10,781	28,010	55,217
Stormwater Drainage	838	745	752	759	1,466	1,474	1,481	1,489	1,497	1,504
Street Furniture	49	50	51	52	53	54	55	56	57	59
Water Infrastructure	11,881	16,474	27,996	42,262	51,272	55,936	13,319	12,908	6,973	12,843
<b>Grand Total</b>	<b>67,785</b>	<b>75,601</b>	<b>127,025</b>	<b>84,666</b>	<b>101,211</b>	<b>93,641</b>	<b>47,373</b>	<b>45,980</b>	<b>57,849</b>	<b>91,409</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
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
General Fund Rates	O	+2.00%	1,224	1,245	1,299	1,325	1,352	1,379	1,406	1,434	1,463	1,492
	A		62,248	64,955	66,255	67,580	68,931	70,310	71,716	73,150	74,613	76,106
	W	-1.00%	(612)	(622)	(650)	(663)	(676)	(689)	(703)	(717)	(732)	(746)
User Charges & Fees (non statutory)	O	+1.00%	601	622	638	654	671	688	705	723	742	761
	A		63,145	65,294	66,951	68,661	70,404	72,200	74,057	75,947	77,886	79,853
	W	-2.00%	(1,203)	(1,244)	(1,275)	(1,308)	(1,341)	(1,375)	(1,411)	(1,447)	(1,484)	(1,521)
Interest Received	O	+2.00%	6,002	5,797	6,356	6,368	5,986	5,637	5,797	6,058	6,297	6,171
	A		10,503	10,145	11,123	11,144	10,475	9,865	10,144	10,602	11,019	10,799
	W	-2.00%	(6,002)	(5,797)	(6,356)	(6,368)	(5,986)	(5,637)	(5,797)	(6,058)	(6,297)	(6,171)
Employee Costs	O	-1.00%	(688)	(703)	(725)	(752)	(769)	(786)	(810)	(836)	(865)	(885)
	A		70,906	72,213	74,291	76,747	78,202	79,671	81,860	84,122	86,715	88,496
	W	+0.50%	344	351	363	376	384	393	405	418	432	443
Borrowing Costs	O	-2.00%	(40)	(85)	(131)	(859)	(883)	(922)	(961)	(1,000)	(1,039)	(1,078)
	A		7,506	7,065	8,031	7,505	6,910	6,387	5,811	5,241	4,668	4,103
	W	+2.00%	40	85	131	859	883	922	961	1,000	1,039	1,078
Materials & Contracts	O	-1.00%	(596)	(608)	(627)	(649)	(662)	(675)	(694)	(715)	(736)	(752)
	A		61,243	62,429	64,404	66,705	67,996	69,306	71,328	73,415	75,634	77,244
	W	+1.00%	596	608	627	649	662	675	694	715	736	752

O = Optimistic

A = Adopted

W = Worse case

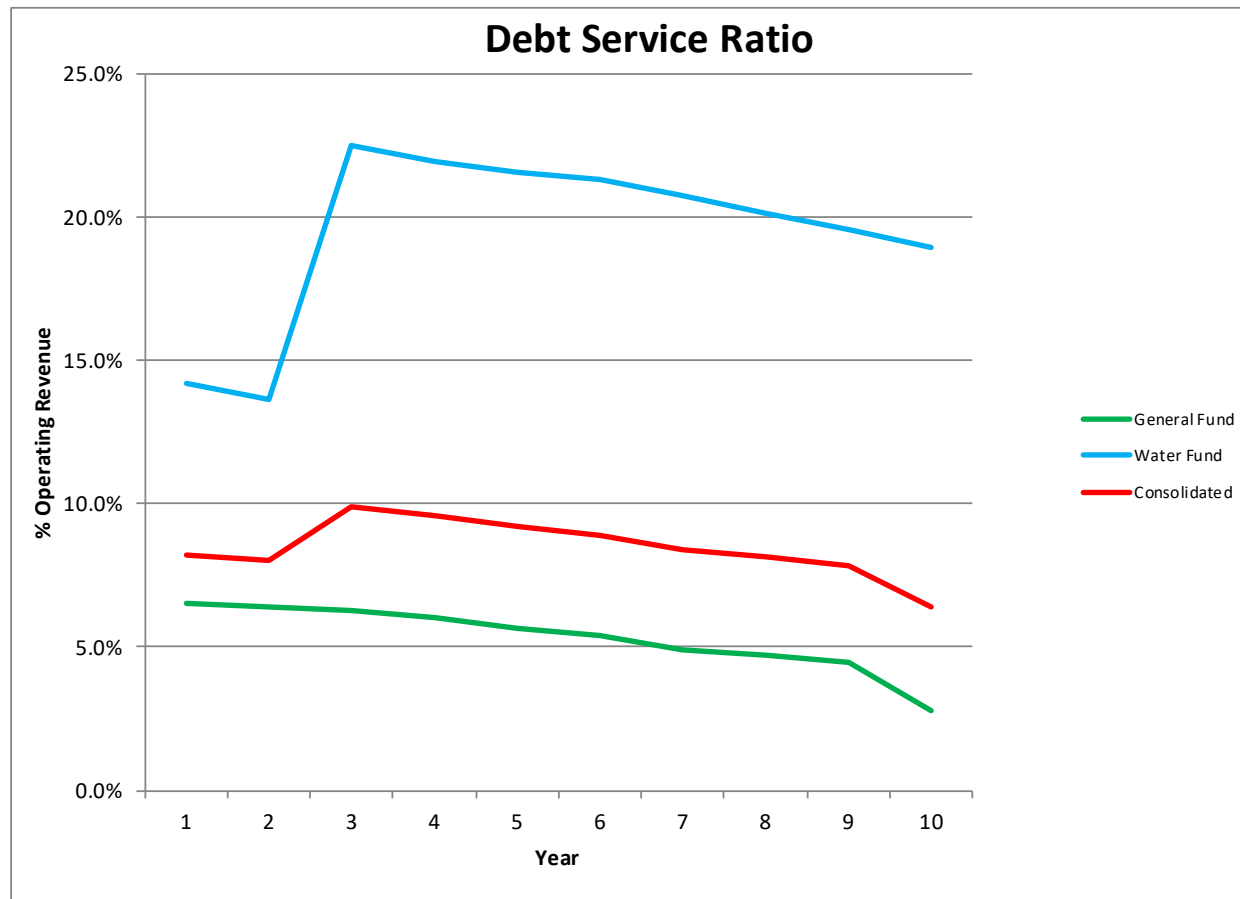
## Attachment 20 – rate notice estimate

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>Rates - minimum</b>										
Residential - @ 2% increase	\$1,220.35	\$1,244.80	\$1,269.70	\$1,295.10	\$1,321.00	\$1,347.40	\$1,374.30	\$1,401.80	\$1,429.80	\$1,458.40
<b>Waste Management</b>										
Domestic Waste Service Charge *	\$208.10	\$214.30	\$220.70	\$227.30	\$234.10	\$241.10	\$248.30	\$255.70	\$263.40	\$271.30
Domestic Waste Management Charge	\$81.60	\$84.00	\$86.50	\$89.10	\$91.80	\$94.60	\$97.40	\$100.30	\$103.30	\$106.40
Waste Minimisation and Recycling Charge *	\$88.50	\$91.20	\$93.90	\$96.70	\$99.60	\$102.60	\$105.70	\$108.90	\$112.20	\$115.60
Organic Waste Collection Charge	\$125.00	\$128.80	\$132.70	\$136.70	\$140.80	\$145.00	\$149.40	\$153.90	\$158.50	\$163.30
Landfill Management Charge	\$65.00	\$67.00	\$69.00	\$71.10	\$73.20	\$75.40	\$77.70	\$80.00	\$82.40	\$84.90
	\$568.20	\$585.30	\$602.80	\$620.90	\$639.50	\$658.70	\$678.50	\$698.80	\$719.80	\$741.50
<b>Sewer Access Charge</b>	\$961.30	\$975.72	\$990.36	\$1,005.22	\$1,020.30	\$1,035.60	\$1,051.13	\$1,066.90	\$1,082.90	\$1,099.14
<b>Water Access Charge</b>										
20mm service	\$209.60	\$212.74	\$215.93	\$219.17	\$222.46	\$225.80	\$229.19	\$232.63	\$236.12	\$239.66
<b>Water Volumetric</b>										
@ 200 KI	\$784.00	\$798.00	\$812.00	\$826.00	\$840.00	\$854.00	\$868.00	\$882.00	\$896.00	\$912.00
Water Volumetric /KI	\$3.92	\$3.99	\$4.06	\$4.13	\$4.20	\$4.27	\$4.34	\$4.41	\$4.48	\$4.56
<b>Total for a Residential Property</b>	<b>\$3,743.45</b>	<b>\$3,816.56</b>	<b>\$3,890.79</b>	<b>\$3,966.39</b>	<b>\$4,043.26</b>	<b>\$4,121.50</b>	<b>\$4,201.12</b>	<b>\$4,282.13</b>	<b>\$4,364.62</b>	<b>\$4,450.70</b>

\* based on typical bin sizes and collection frequency

## Attachment 21 – debt service ratio

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Financial Go.
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
General Fund	6.5%	6.4%	6.3%	6.0%	5.7%	5.4%	4.9%	4.7%	4.5%	2.8%	10.0%
Water Fund	14.2%	13.6%	22.5%	22.0%	21.5%	21.3%	20.7%	20.2%	19.6%	19.0%	25.0%
Consolidated	8.23%	7.99%	9.89%	9.60%	9.20%	8.92%	8.39%	8.14%	7.85%	6.40%	15.00%



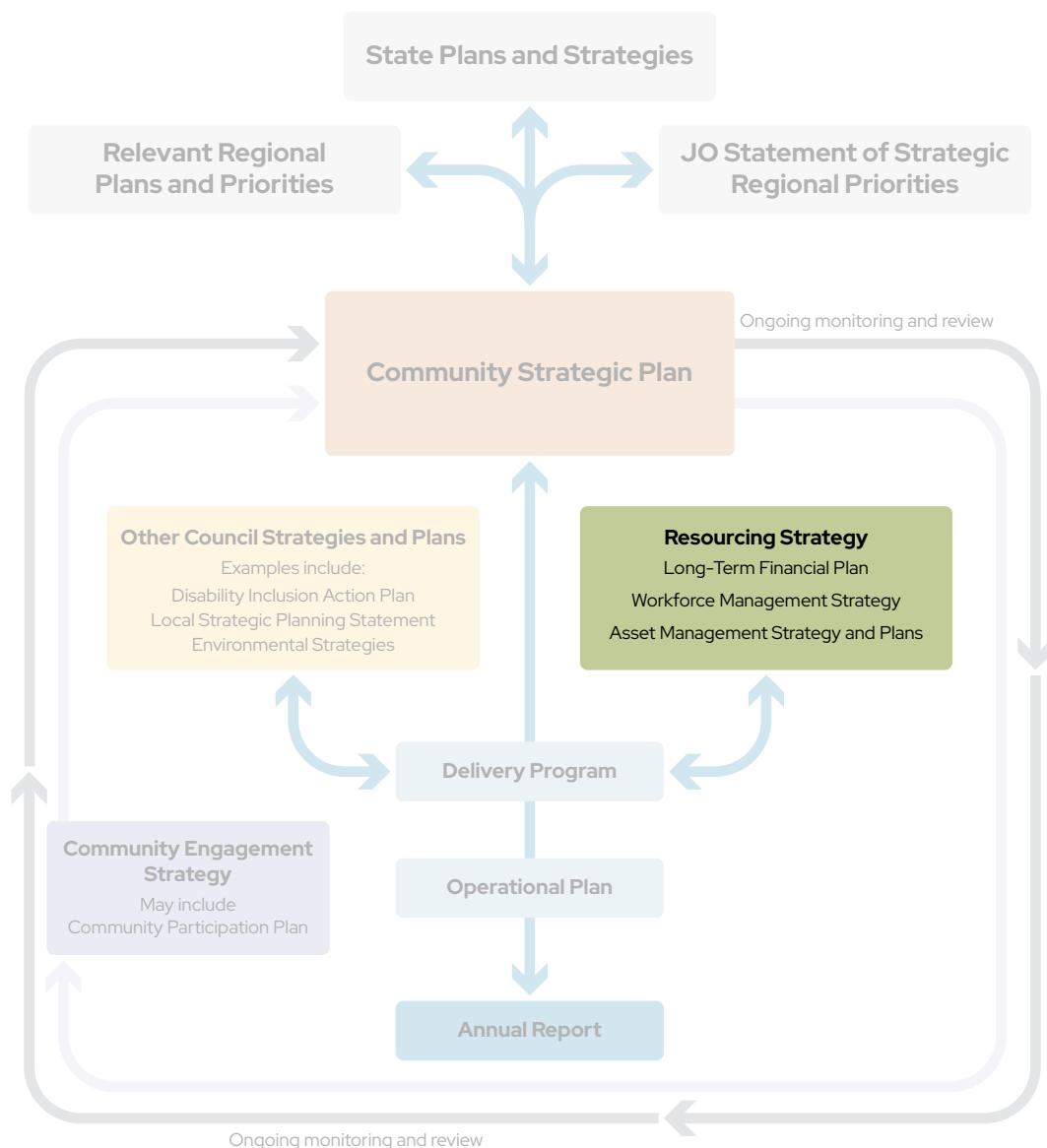




## Connection to the Integrated Planning and Reporting Framework

For Tweed Shire Council this document is the 10-year Resourcing Strategy which includes the *Long Term Financial Plan*, *Workforce Management Strategy* and *Asset Management Strategy* and plans as part of the NSW Government’s [Integrated Planning and Reporting framework](#).

Find out more about planning and reporting for the Tweed community at: [tweed.nsw.gov.au/planning-reporting-to-community](https://tweed.nsw.gov.au/planning-reporting-to-community)





# Notes

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