



Resourcing Strategy
2012/2013

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Introduction

The Resourcing Strategy forecasts Council's ability to deliver assets and services to the community over the next 10 years in line with the adopted Community Strategic Plan.

Its aim is to ensure that the resources required to achieve the Community Strategic Plan:

- People - Workforce Management Plan;
- Assets - Asset Management Planning;
- Finances - Long Term Financial Plan;

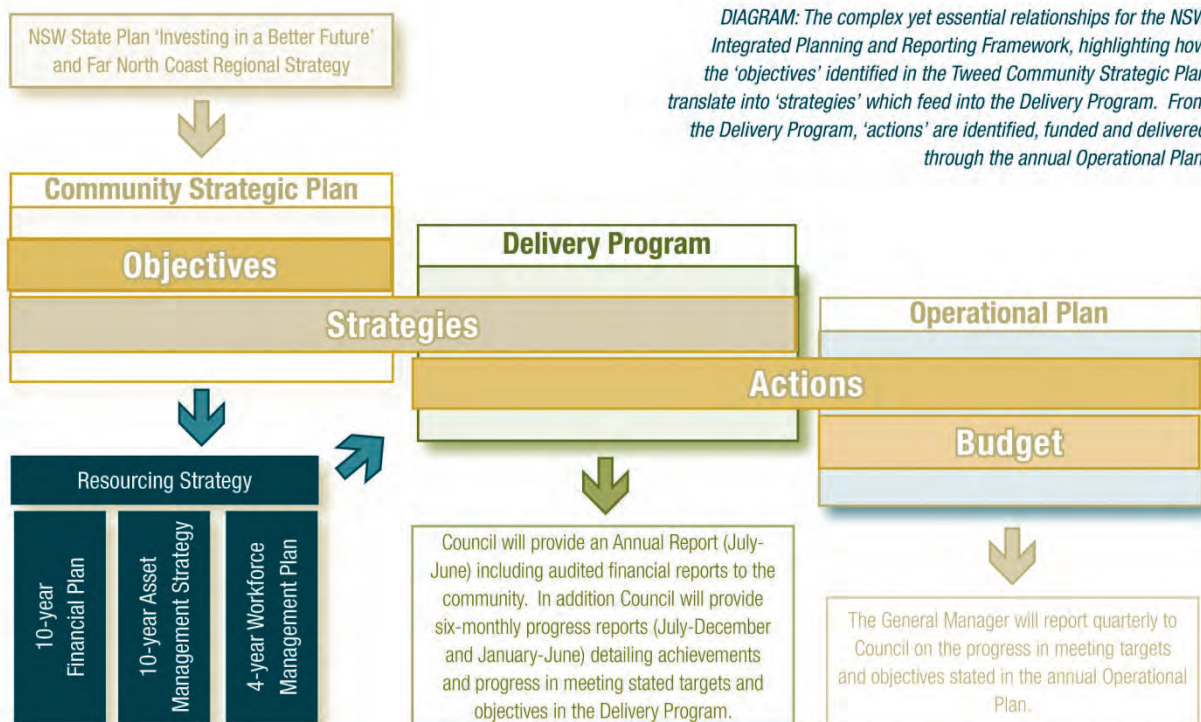
are available as and when required.

Background: Legislative Framework

The Integrated Planning and Reporting Framework requires that Council prepare:

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

The table below graphically demonstrates the flow of the Integrated Planning and Reporting Framework.



Section 1: People - Workforce Management Plan

Introduction

What is Workforce Planning?

Workforce planning is an essential component of the Resourcing Strategy in the Integrated Planning and Reporting Framework designed to ensure Council is able to meet the current and future service and operational needs of the Shire as well as ensuring that it is appropriately staffed to handle the changes and challenges that will need to be faced over the 4 years of the Delivery Program, and more generally over the 10 years of the Community Strategic Plan.

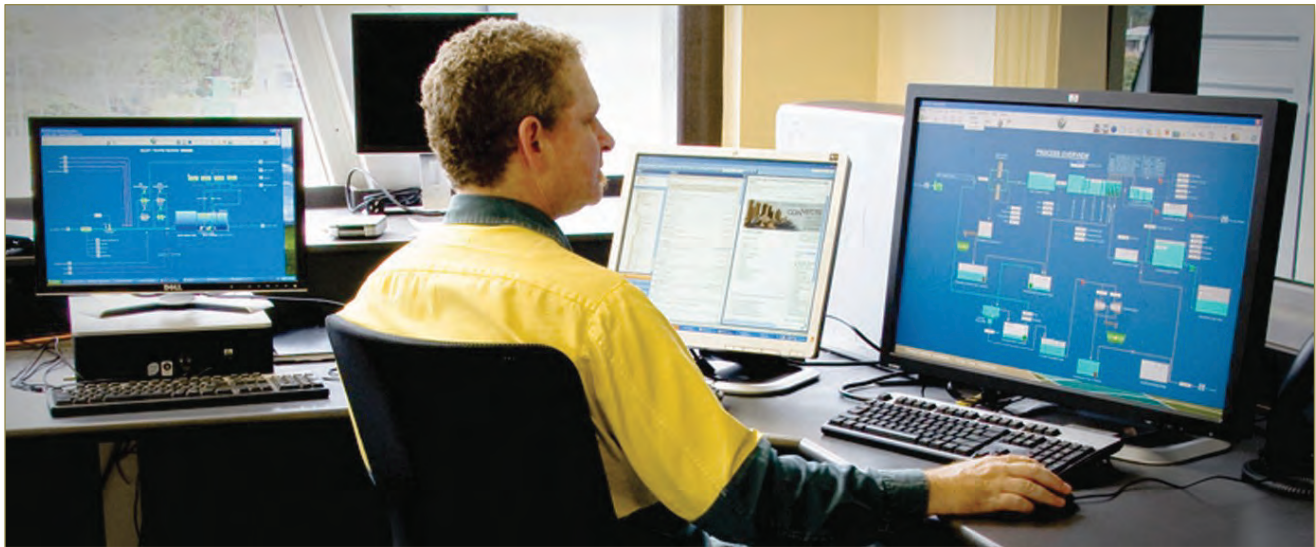
To achieve this it is essential that the Workforce Plan be aligned directly with the objectives detailed within the Community Strategic Plan and Council's Delivery Program.

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

In essence, workforce planning is about predicting Council's future labour market needs. It requires an understanding of the make-up of the current workforce, an investigation into future service needs and an analysis of the type and size of the workforce required to meet them. Labour market supply and demand factors, skill shortage areas, staff retention, work and family considerations, the ageing nature of the workforce, and equity and diversity issues are some of the issues that impact on Council's workforce management plan.

One of the more significant challenges is for Council to minimise its employment costs whilst ensuring it has the right people in the right place at the right time, with the right skills to meet the community's desired needs and its operational objectives.





Part 1: Executive Summary

Council has a long history of providing a stable and skilled employment base to support the community. The Workforce Management Plan aims to ensure Council continues to show leadership within the local community as an employer of choice, contributing to the economic and social fabric of the local community. Further, the Workforce Plan aims to ensure Council has the people best able to inform its strategic direction, develop innovative approaches to complex issues, develop and maintain partnerships, deliver appropriate services effectively and efficiently, and engage productively with the community. The Workforce Management Plan reflects Council's commitment to ensuring legislative compliance and demonstrates a proactive commitment to Equal Employment Opportunity in all employment practices.

In developing this plan reference has been made to Council's Vision and Mission Statements, its Corporate Values, the 2009-2012 Human Resources Strategic Plan, the 2008-2018 Business Plan, the 2008 Corporate Relations Strategy, the 2007 Administration Support Review and Council's Equal Employment Opportunity Management Plan. It also takes into account current Best Practices within the Human Resources field, the external and internal environment, the operational needs of Council and the desired goals of the Community.

The Community Strategic Plan and Delivery Plan detail the Strategies, Objectives and Actions as well as detailing key contributions in achieving these goals, while this Workforce Management Plan details how Council will resource these actions ensuring the availability of the right people in the right place at the right time, with the right skills to achieve the communities goals within budgetary constraints as detailed in the Long Term Financial Plan.

Issues covered within the Workforce Management Plan include:

- Workforce Requirements;
- Workforce Structure;
- Workplace Equity and Diversity;
- Workplace Governance; and
- Employee Support and Development

Part 2: Current Strategies

The legislative requirement for a documented Workforce Management Plan within the structured Resourcing Strategy, as part of the Integrated Planning and Reporting Framework may be new but Council's commitment to managing its human resources to facilitate or enable the performance of its legislative function is long standing. As a consequence, numerous strategies have been identified and implemented through earlier initiatives including, the 2008-2018 Business Plan, 2008 Corporate Relations Strategy, 2007 Administration Support Review, Council's Equal Employment Management Plan and the 2009-2012 Human Resources Strategic Plan. These initiatives see Tweed Shire Council with a well established workforce management framework on which to continue building. Key elements of these initiatives are detailed below:

2.1 Screening Methodology

Council faces financial constraints to funding ongoing programs, such as the maintenance of community assets and infrastructure and the enhancement of services through application of new technologies. Similarly new services, facilities and program enhancements are subject to the availability of funding, including the continuation of special rate increases, future Section 94 funding and successful competition for grant funds. Put simply, funding is limited and not everything can be funded.



To address this issue a screening methodology has been developed and implemented to ensure that Council's limited resources are clearly directed towards areas of highest priority.

A distinction between the *funding* of services by Council and their *delivery* by Council staff or by others such as contractors or an alliance of councils has been made. Contracting or outsourcing services is not seen as an end in itself, however in some situations alternate employment models can provide better value for money for the community or provide greater flexibility to focus on new priorities.

The case for contracting out becomes strong where:

- better value-for-money, either through lower costs (lowered labour, capital costs, interest charges), better quality services for the same cost, or higher service standards (access, convenience, speed etc) can be achieved;
- development of additional products or product differentiation (for instance, the service may lend itself to private sector delivery because the contractor can leverage associated commercial opportunities such as cafes or shops);
- the service is difficult or costly for Council to deliver because it is very demanding of Council resources (e.g. high supervisory workload) or its delivery is subject to a wide fluctuation in workload;
- it requires staff that are in high demand or short supply and hence is associated with high recruitment and training costs;
- the program or service is new, and Council does not currently have a high level of experience or expertise in the area;
- contracting out would have secondary community benefits such as:

- helping Council to meet other community goals e.g. for increased local employment or for economic development in identified industries e.g. tourism;
- there is potential to group with other councils / agencies, with a similar service need, to attract a very favourable bid.

2.2 Flexible Resourcing

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



To this end, resourcing requirements for the next 10 years have been identified by:

- making a realistic projection of resourcing needs, based on present staffing and establishment practices; then
- reviewing the use of 'traditional' positions and identifying alternative ways of delivering programs and services to achieve better value-for-money for the community.

Initiatives have been implemented to unlock and redirect resources to maintain flexibility. These include:

- containment of overall growth through new staff establishment practices and reporting;
- priority given to the filling of positions that are critical to maximising productivity;
- introduction of an Innovation Fund to increase the level of funds directed to new technologies and initiatives that will result in improved services or efficiency gains;
- an ongoing system for managing vacancies and ensuring new positions are created in accordance with corporate priorities;
- establishment control set at 50% of recurrent income. This is to provide a framework for managing employee growth and costs;
- identification of key corporate positions to kick start a program of productivity and business process reviews, fundamental and strategic program reviews, and customer service strategies;
- application of the screening methodology in reviewing all proposed new positions; and
- implementation of technological advancements that assist in reducing administrative cost and/or improve service delivery.

2.3 Service Delivery

High priority has been placed upon improving service delivery by:

- establishing a centralised contact centre comprising telephone and counter services;
- accelerating online services, complemented by targeted marketing campaigns to maximise the uptake of call centre and online services of 'routine' service delivery;

- implementation of an interactive e-Planning service including participation as one of 12 role model council's with the Department of Planning, under the Housing Code, for e-Planning where developers and applicants can register documents, receive real time information on the progress of DAs, and obtain certificates / consents online;
- maximising self service opportunities (e.g., registering food plans; online dog registration, booking services, application and issue of permits); and
- implementing the Telecommunications Infrastructure Action Plan including a proactive and leading regional role through membership of 'Broadband Today' (www.broadbandtoday.com.au) with the National Broadband Network rollout and collaboration with other key contributors and stakeholders, such as Southern Cross University (www.gobroadband.org.au), so that high speed broadband is available within the Shire.



A strategy for service delivery has been developed to ensure that, over time, staff are located as close as possible to their customer or the community they serve. To facilitate this, Council has an ongoing program aimed at:

- mobilising services to better service the frail aged, home bound and remote communities;
- utilising remote access technology enabling field based staff to remain in the field to complete their administrative tasks, maximising resource utilisation and minimising pressure on limited office resources;
- contracting out Shire-wide activities to reduce the need for Council fleet to travel to and from its two depots to service the whole Shire;
- investigating the establishment of satellite coastal offices close to areas of population density; and
- establishing shared, multipurpose facilities where State and Council services are co-located to provide more seamless community services.

In establishing satellite offices, Council will also look, where possible, to establishing them in desirable coastal locations with large population bases close to major public transport links so as to further facilitate the attraction and retention of quality staff.

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

2.4 Workforce Flexibility

Council has comprehensive Flexible Work Hours, Parental Leave, Voluntary Emergency Services Leave, 9 Day Working Fortnight, Banking of Rostered Days Off, Extended Leave at half Pay and Special Leave Without Pay Protocols in place which aim to assist staff to achieve a more sustainable work life balance. The Protocols also serve to maximise organisational flexibility and are key attraction and retention strategies.

These protocols are specifically directed at:

- introducing family friendly practices (combined with other flexible working initiatives to establish Council as an employer of choice);
- widening the available pool of applicants for recruitment of new staff;

- helping to retain older workers, by easing transition to retirement; and
- providing enhanced local employment opportunities, e.g. for people with a disability.

'Working from home' and 'job share' trials are also underway with the aim of further strengthening these protocols.

2.5 Technology Strategy

The *Information Technology Strategy* represents an evolution of Council's existing Information Technology capability to support our workforce and to provide easier access to information for the community. The strategy provides for a phased approach to the implementation of technology based around the following principles:

- quick implementation of core 'back office' applications to full functionality, ensuring an integrated suite of business operations;
- continue to pursue the opportunity to deliver additional web-based services;
- implementation of a transition program for enabling technologies, particularly mobile computing to help front-line field staff to achieve efficiencies;
- uptake of information systems that connect with state government services and enable more effective, multi agency outcomes, for example, eHousing and ePlanning;
- facilitation and support for the local deployment of the National Broadband Network to facilitate improved communications, educational opportunities, health care and economic outcomes; and
- positioning Council to enable the swift uptake of the latest in technological developments for the wider market (e.g. multimedia contact centres).



The Strategy also provides for:

- development of an eGovernment vision for the Tweed Shire;
- establishment of a Tweed Technology Partnership with relevant state government and community sector agencies to work on a Community Portal;
- brokering of partnerships with developers, telecommunication providers and NBN Co to 'future proof' developments by providing high speed data cabling, pits and trenches;
- utilisation of the Innovation Fund to:
 - i. provide certainty for a technology 'transformation' (focussing on capital purchases and investment in core applications to kick start solutions) through the funding of new technologies, innovative projects and service enhancements;
 - ii. resourcing this position with funds to bring in contractors where required and to form flying squads to address backlogs and bottlenecks e.g. in data capture; and

- continuously benchmarking web-based customer service improvements of other councils (e.g. West Lancashire Council in UK, Onkaparinga in SA, Sunshine Coast and Ipswich in Qld, Whittlesea in Vic) to keep ahead of best practice.

2.6 Management Strategy

Over recent years, a range of initiatives have been implemented to increase the level of staff participation in planning and decision-making, strengthen organisational culture and facilitate the adoption of a 'community-enabling' model of governance. This has been done in response to the increasingly rapid pace of change and as a means of developing the capacity of Council to provide leadership to its community and to achieve its vision for the Tweed. These strategies will continue to be supported.

These strategies have included:

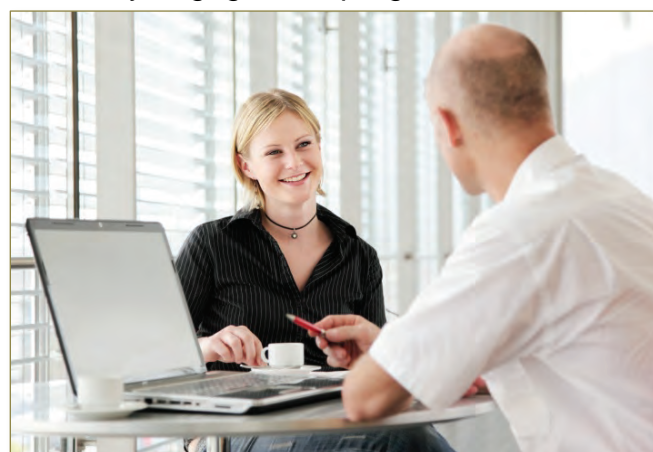
- the Community Engagement Strategy;
- a new set of corporate values;
- implementation of Council's new community-enabling model of governance;
- utilisation of enhanced Performance Planning and Reporting Software;
- fundamental program reviews and evaluations, productivity reviews and business process re-engineering;
- implementation of a biannual staff satisfaction survey and 360 degree performance reviews of the executive team;
- expanded consultation forums; and
- a revamped monthly internal staff newsletter, a formal system of staff notices and face to face presentations.

Initiatives to increase Council's capacity as a leader and community-enabler have also been implemented including:

- formal in-house programs to build the leadership and communication skills of management and the development of targeted staff;
- executive communiqués to staff monthly through InsideOUT as well as other key items of interest– to outline the more significant challenges ahead and how Council will meet them;
- staff task forces to work on solving corporate issues of high priority;
- annual "kick-off" meetings between the General Manager and staff to discuss priorities, hear staff concerns and ideas, recognise performance, etc;
- knowledge systems to increase the information available to staff on community needs and expectations, including results of community engagement programs and corporate image and satisfaction surveys; and
- benchmarking and visits to other councils to promote an outward focus and continually expose staff to new ideas, best practices and cutting edge technologies.

2.7 Training Strategy

A range of additional strategies are currently being implemented to enhance Council's strong commitment to internal training and development. These



strategies include maximising the take up rate of government funded existing worker training schemes, supervisor development, systems training, customer service training, legislative and protocol refresher training, rainy day training and on the job coaching and mentoring.

These programs have been designed to complement Council's existing robust system of compliance training, annual performance and development reviews, leadership development programs, studies assistance protocol and career pathways program.

Council has operated successful internal cadetship and traineeship programs for many years. These programs provide developmental opportunities for junior staff and younger members of the community and aid in addressing areas of skills shortage. Council also hosts approximately 15 trade apprentices and administration trainees at any given time providing local opportunities for youth within the community.

Council staff also participate in personal development programs such as the annual Rotary Youth Leadership Awards program (RYLA) for 19 to 27 year olds, and the annual Local Government Management Challenge. The Challenge is designed to effect positive change in the workplace through improving leadership standards in the Local Government sector.

Professional development and maintenance of professional expertise is also supported through attendance at industry conferences, seminars and workshops.

2.8 Equal Employment Opportunity Management Strategy

Council is committed to the principles of Equal Employment Opportunity and has well developed systems and processes in place to ensure that all employment practices are free from unlawful discrimination. Council is committed to eliminating discrimination, harassment, bullying and vilification from the workplace and ensuring that staff are provided with a supportive work environment in which to pursue their careers regardless of gender, race, disability or other factors.



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

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

Council has a well developed Equal Employment Opportunity (EEO) Management Plan, the implementation of which is supported by an EEO Sub-Committee constituted of elected staff representatives. Also in place are nine staff EEO Contact Officers, elected by staff and formally trained by the Anti-Discrimination Board of NSW.

These Contact Officers serve as a first point of contact, along with Workplace Union Representatives, for staff seeking advice or support in relation to equal employment matters.

Well established and documented 'Anti-Bullying, Harassment and Discrimination' and 'Grievance Handling' Protocols are in place with Council having a strong record in addressing identified workplace issues.

Workplace diversity remains an issue of focus, with Council's well developed Flexible Work Hours Protocol providing a broader range of employment options to staff and prospective employees. The outsourcing of Council's casual workforce has provided a greater range of temporary employment opportunities and the option for temporary staff to work for multiple local and regional employers, thereby, providing greater access to employment.

With an Aboriginal staff ratio of 2.5%, Council is one of only a few Public Sector bodies to be close to achieving the Commonwealth Government's Aboriginal Employment target of 2.7% by 2015.



2.9 Work Health and Safety Risk Management

Improving Council's performance in the area of Work Health and Safety (WHS) Risk Management has been a priority management issue over recent years. To facilitate the desired strengthening of Council's safety culture, enhance injury management practices and reduce injury/incident rates and injury severity, Council has implemented:

- An Executive WHS Committee – consisting of the General Manager, Directors, key operational Managers and WHS personnel to provide the required focus, leadership, direction, funding and continual improvement to this vital project;
- Office and Field based WHS Committees – comprised of trained representatives from each work area to provide a forum for consultation, communication, identification and resolution of WHS issues;
- 5 dedicated WHS positions to provide professional expertise and guidance to line management and staff, as well as strategic direction to improving Council's WHS performance;
- A range of proactive strategies to assist in returning injured workers to work and reducing the risk of re-injury;
- Realignment and development of Council's WHS Management System to Australian Standard 4801
- Repositioning of Council's WHS system to achieve compliance with the requirements of new Work Health and Safety Act within prescribed timeframes.

These strategies have already resulted in a significant reduction in workplace incidents and



lost time injury events a trend which is continuing.

Part 3: Resourcing Challenges

Change is nothing new to Council. Over the past decade Council has taken on new responsibilities and challenges and launched major new initiatives through the *Seven Year Infrastructure and Services Plan*.

The challenge now is to determine:



- what the organisation needs to look like within the next 10 years in order to meet the community's service expectations;
- the resourcing implications of these expectations;
- the external and internal factors that will impact on Council's ability to deliver the expected service; and
- how these factors will influence the organisations resourcing needs in the short, medium and long term?

The sort of challenges that need to be considered and addressed within the Workforce Management Plan include:

- does Council's staffing base need to continue to grow in order to respond to the continuing growth in the Shire's population and to service new residential and employment areas as identified in the Far North Coast Regional Strategy and Councils Urban Release Strategy and Local Environment Plan? Can the same level of growth be sustained as in the past?
- Will the population growth concentrated along the coast require another coastal office providing services to communities in new release areas?
- Are our staff ready, and do they have the skills to take full advantage of service delivery opportunities provided by technology?

Underlying these questions and their likely answers is the belief that no one philosophical approach or 'formula' exists for Council to run and resource the organisation. 'Bigger' is not necessarily better. To respond to the challenges ahead, simply by growing a bigger organisation will not necessarily provide the level of service required by the community. It may even entrench traditional work practices when a more flexible approach is required. But becoming a small 'residual' authority is not a viable alternative. Maximising contracting out and minimising Council staff as an end in itself will not guarantee a better service to the community.

In addition to the above factors there are a range of both external and internal challenges that have the potential to impact on the organisation's capacity to supply the required workforce, at the required time, within allocated budget constraints. As such, these challenges need to be recognised, understood and monitored with corrective or mitigating strategies developed and implemented wherever possible.

3.1 External Challenges

Economic, social and political factors, whether on an international, national, state or local level, all have the ability to impact on Council's operations. Factors currently impacting human resource availability, costs and skills include:

- the economic downturn, following the Global Financial Crisis;
- skill shortage areas;

- changing labour demographics and employee expectations;
- changing ratepayer demographic profile;
- increased customer service expectations;
- new expectations;
- increasing labour costs; and
- changing legislative frameworks.

3.1.1 Economic Downturn Following the Global Financial Crisis

The short term impact of the 2008 economic downturn was largely positive in terms of



organisational resourcing. Staff turnover rates, although never high, have declined, there has been a significant increase in the number and quality of applicants across the majority of Council vacancies and skill shortage issues in areas such as Engineering, Town Planning and Electrical and Mechanical trades have been significantly reduced.

This trend is unlikely to be maintained in the long term. As the economy starts to improve Council will again face:

- declining applicant numbers;
- difficulties in attracting and retaining staff in high demand areas such as the electrical and mechanical trades, surveyors, town planners and engineers;
- increased resignation rates; and
- increased salary pressures.

To address these issues further strategies need to be developed and implemented in relation to:

- strengthening Council's position as an employer of choice;
- enhancing attraction and retention strategies;
- identifying alternate applicant sources including non-traditional applicant pools, internal development, apprenticeships/cadetships and overseas recruitment.

3.1.2 Skill Shortages

Skill shortages are becoming a significant problem on an international, national, state and local level with qualified staff, within specific professions, being increasingly difficult to attract and retain. Tweed Shire Council's regional status and proximity to the growth corridor and premium salary market of South East Queensland serves to exacerbate these problems.

Direct Government intervention at the State and Commonwealth level is required for long-term systematic solutions to be achieved. In conjunction with these strategies, Council needs to:

- look to less traditional areas to source its applicants;
- investigate growing its own resources where possible/appropriate,
- ensure appropriate protocols and practices are implemented to maximise the attraction and retention quality staff;
- consider simplifying its vacancy application processes; and
- consider job redesign where appropriate.

3.1.3 Changing Labour Demographics and Employee Expectations

The demographics of the labour force as well as employee expectations are constantly changing. Women, minority groups and the disabled are increasingly entering the work force, people are tending to work longer, there is a decreasing expectation of a job for life, part time and flexible work arrangements are being increasingly demanded, and career and geographic mobility is on the increase, whilst unskilled labour opportunities are decreasing. These factors, along with many others not listed, are changing the face of the labour market.

To keep pace with this change, Council needs to be open to challenging the way it has traditionally worked and to investigate new ways of doing business.

Possible strategies include:

- strengthening Council's workforce diversity;
- introducing additional flexible and family friendly work practices;
- establishing an ageing workforce strategy;
- identifying at risk areas in relation to the loss of key personnel and/or corporate knowledge;
- implementing mitigation strategies including mentoring, succession planning, career breaks and phased retirement to minimise the impact of skill and knowledge losses;
- diversifying retention strategies;
- strengthening performance recognition processes;
- enhancing internal career mobility options; and
- introducing additional planning and communication forums to increase staff participation.



3.1.4 Changing Ratepayer Demographic Profile

An ageing population and self funded retirees will bring pressure for customised products, modern amenities and a quality 'look and feel' for towns and villages. To address these issues Council will need to continue to strengthen its capacity to innovate, to broaden its skills base and pursue new initiatives and services.

Council is already strengthening skills in community development and natural resource management. Such skills are essential in helping the community to manage change and build a sustainable future. Staff in these areas will need to increasingly work closely with other areas of Council to achieve social and environmental outcomes as well as providing leadership to the Tweed community.

Other strategies will include:

- implementing enhanced position description templates to facilitate the development of new roles;
- diversifying advertising strategies to target new skills areas;
- strengthening Council's position as an Employer of Choice;
- strengthening Business Screening Methodologies to ensure internal resources are focused on areas of highest priority; and
- development of strategic partnerships to ensure required services are provided through the most cost effective delivery models.

3.1.5 Increased Customer Service Expectations

Customer expectations in relation to service delivery and communication have increased significantly over recent years and are likely to continue to increase for some time.

This places increased responsibility on Council to ensure that sufficient attention is placed on customer service skills during the recruitment process and adequate training resources are committed to the up skilling of staff. This will be particularly important for the contact



centre staff who will serve as Council's primary service contact point and the field based workforce who have traditionally been seen as an operational area rather than a service function.

In order to respond to changing customer expectations Council will need:

- established training needs analysis methodologies;
- effective change management processes;
- multi skilled staff; and
- a suite of rolling training programs focused on:
 - customer service skills;
 - systems utilisation;
 - problem solving; and
 - project management.

3.1.6 New Expectations

Council's relationship with the community will continue to evolve as communities are established in new release areas and as the needs of these new residents are balanced with those in existing areas. The Community Strategic Plan identifies ways of strengthening relationships between Council and citizens, and responding to community expectations for quality services and increased involvement.

As these expectations become clearer over time, Council will need to respond by ensuring that appropriate services are identified and implemented and that adequate skilled staff exist to service these needs.

To ensure Council remains focused on its core business:

- established Screening Methodologies will be used to determine how new and evolving community expectations are best met.

3.1.7 Increasing Labour Costs

Labour costs are steadily increasing nationally with the impact of this being compounded by areas of labour shortage. For the Tweed, these issues are exacerbated by its proximity to the Gold Coast and South East Queensland where significant public and private sector development is underway. The premium being paid to secure qualified staff in these areas has effectively priced Council out of the market in some employment categories.

To address this issue Council will continue to:

- diversify its advertising strategies;
- identify and market its distinguishing characteristics as an employer;
- implement strategies that enhance its status as an employer of choice;
- challenge its assumptions in relation to vacancy application processes;
- explore alternate staffing models; and

- ensure that Council's resources are appropriately focused on the delivery of priority services.

3.1.8 Changing Industrial Legislation

The Legislative obligations under which Council operates are constantly changing and evolving. From a human resourcing point of view, these changes include the introduction of the Fair Work Australia Act, Federal Paid Maternity Leave Act, National Harmonisation of OHS Legislation, Local Government (State) Award 2010, and Building Professional Accreditation to name but a few.

These legislative changes will constantly challenge Council to ensure compliance whilst maintaining service delivery standards and operational costs. Implementation of appropriate protocols, systems and disciplines to ensure legislative compliance also places additional resourcing demands on Council.

To address these issues, Council will continue to:

- ensure that internal protocols and processes are updated for compliance with legislative change;
- identify and implement best practice processes to minimise the administrative cost of legislative compliance;
- negotiate and implement Council Agreements to facilitate the achievement of Council specific goals within the broader legislative framework; and
- investigate and implement alternate staffing models where they provide a more cost effective delivery method without compromising service outcomes.



3.2 Internal Challenges

Internal challenges will also impact on Council's workforce strategies and hence the ability to resource community expectations.

The most significant resourcing pressures currently facing Council include:

- an ageing workforce;
- workforce demographics;
- injury rates and associated premium costs;
- managing change;
- increasing resource costs;
- supervisory and performance management skills;
- human resource reporting mechanisms; and
- a complex and uncertain operating environment.

3.2.1 Ageing Workforce

With an increasing number of staff remaining in the workforce past the traditional retirement age of 60, and the Commonwealth Government poised to increase the age of retirement, Council's workforce is progressively ageing. Currently 48 employees or 6.88% of Council's workforce are over 60 years of age, however this number is likely to increase significantly, over the next 15 years, given that approximately 50% of Council's workforce is currently aged between 45 and 60 years.

In the short term, the benefits associated with the ageing workforce include reduced turnover rates, recruitment costs, induction costs and training costs, as well as increased worker experience, and an expanded corporate knowledge base.

In the longer term, the ageing workforce poses challenges in terms of fitness for work. For Council these issues are likely to be significant with 40% of the workforce being employed in physically demanding, high risk positions.

Likely consequences of Council's ageing workforce will be the need to:

- redesign jobs or introduce mechanical improvements to accommodate the physical capabilities of older workers;
- increased workers compensation costs due to the recalculation of premium and compensation formulas to accommodate later retirement ages;
- an increase in wear and tear claims; and
- increased training costs associated with re-skilling staff to take on alternate duties.

To address these issues, Council is developing a Fitness for Work Strategy along with a range of strategies to better manage Occupational Health and Safety risk.

3.2.2 Workforce Demographics

Council's workforce demographics are fairly traditional with 74% of total staff, 77% of supervisors and professionals and 93.8% of Managers and Directors being male. This is due partly to the fact that a large proportion of the male workforce are outdoor staff made up of traditionally male dominated trades due to their physical nature. In contrast the representation of female staff in the Indoor workforce is 47%.

Young people under the age of 25, account for only 2.58% of Council's workforce as opposed to 15.63% of the shire wide workforce. Similarly, less than 0.5% of Council's workforce has a declared disability and only 6% work part time.

In contrast 2.5% of Council's workforce identifies as being of Aboriginal or Torres Strait Islander descent which is similar to the shire wide workforce figure of 3.42% and compares favourably with the State Government's aboriginal employment target of 2% and the Commonwealth Government's target of 2.7% by 2015.



To address imbalances, strategies are required to facilitate the long term repositioning of Council's workforce demographics in order to strengthen the organisations culture, address diversity inequities, ensure a sufficient pool of qualified applicants and have a staff compliment which is representative of the community as a whole.

Identified strategies include:

- Development of a Workforce Diversity Strategy;
- Working with Government groups and other providers promoting Aboriginal Employment initiatives;

- Memo of understanding with North Coast Institute of TAFE to provide work experience opportunities for youth;
- Review and strengthening of Council's Equal Employment Opportunity (EEO) Protocol's;
- Establishment of an EEO Sub-Committee;
- Establishment and training of nine EEO Contact Officers;
- Development of EEO data capture methodologies and enhanced establishment reporting to assist with organisational decision making;
- Identification and removal of artificial barriers to recruitment;
- Diversified advertising strategies; and
- Development of alternate employment models including working from home, job sharing, split shifts and staggered start and finish hours.

3.2.3 Injury Rates and Premium Costs

Workplace safety is Council's number one priority as an employer. Workers compensation premium costs are placing increasing financial pressure on Council. This risk exposure is influenced by the organisations safety culture and the documentation and processes in



place such as Council's Health safety and Environment System.

A culture change including increased accountability across all levels of the organisation, skill development programs, streamlining of processes and documentation, a proactive approach to injury management and an increased emphasis on safety and skill development is essential.

Identified strategies include:

- Launching of a Think, Act, Be Safe Marketing Campaign;
- Development and implementation of a revised Fitness for Work Protocol;
- Implementation of competency based manual handling training and incident based refresher training;
- Implementation of a revised and strengthened WHS Induction Program;
- Implementation of changes required under the National Harmonisation Legislation;
- Implement operational components of Council's revised Health safety and Environment System;
- Implement Council's Updated Health Safety and Environment Intranet Site;
- Redevelop Council's Contractor Management Policy to ensure legislative compliance;
- Develop an Asbestos Management Plan to ensure legislative compliance; and
- Develop health surveillance protocol and practices to ensure legislative compliance.

3.2.4 Managing Change

Workplace change is inevitable in the modern work environment. Whether this change is technological advancement, job redesign, the need for increased or broadened skill sets, changing work expectations, altered hours of employment, organisational restructures, expanded or decreased business functions, the pace of change is escalating and there is an increasing expectation that staff will adjust and embrace work place change.

To facilitate this process Council will:

- further improve its internal communication, consultation, change management and project management methodologies;
- increase its investment in staff training;
- source assistance from external consultants and specialists as required;
- enhance the leadership skills of Directors and Managers and the supervision skills of Supervisors;
- provide clear and concise protocols and processes in relation to performance review and management, grievance handling and performance recognition; and
- provide enhanced and streamlined systems training.



3.2.5 Increasing Resource Costs

It has been recognised that simply increasing permanent staff numbers in response to community expectations is not always affordable. Corporate overheads would escalate with the construction of new office and depot accommodation, along with expansion of the vehicle fleet, extension of IT networks and increasing corporate support functions. To address this more sophisticated ways to prioritise budget programs and initiatives, as well as alternate ways of delivering services and more flexible working patterns need to be identified.

Significant productivity gains will also need to be achieved by supporting staff in the uptake of technology, using technology to its full advantage and introducing process improvements and work redesign. The potential to meet increasing service demands through productivity gains is thus a key consideration in the Workforce Plan.

Specific strategies include:

- investigation of the feasibility of establishing satellite offices in coastal areas;
- maximisation of technological advancements supporting the provision of mobile and decentralised services;
- regional resource sharing;
- outsourcing of contracted services where economically viable and supportive of community needs;
- development of a range of alternate staffing models to increase organisational efficiency and cost effectiveness;



- development of real time Human Resource and Establishment reporting to assist in decision making; and
- appropriate utilisation of temporary appointments, and short term labour hire.

3.2.6 Supervisory and Performance Management Skills

With resourcing costs increasing there is added pressure to ensure that staffing resources are being appropriately managed and that performance issues are quickly identified and addressed. To assist in this regard, there is an increasing need for Council to invest in the development of its Supervisory staff to ensure that they are both confident and competent to address staffing issues as and when they emerge.

Work is also required to further develop front line support resources including user friendly protocols, clear performance guidelines and tailored management

reporting mechanisms.

Specific strategies include:

- increased investment in staff training;
- development of a modular Supervisor Training program for all existing and new supervisors;
- provision of revised protocols and processes to assist with performance reviews, performance management, grievance handling and performance recognition; and
- continued funding of leadership and management programs.

3.2.7 Human Resource Reporting Mechanism

To ensure that adequate information is available in real time to management in relation to staffing costs, vacancies, staff demographics, resignation rates, injury rates etc, additional resources need to be invested in the development, and dissemination of key performance data. Without this data, management lacks the depth and detail of information required to ensure that the organisation's human resources are appropriately managed.

The key strategy in this area is the:

- development and deployment of a real time human resources information reporting system to managers and supervisors.

3.2.8A Complex and Uncertain Operating Environment

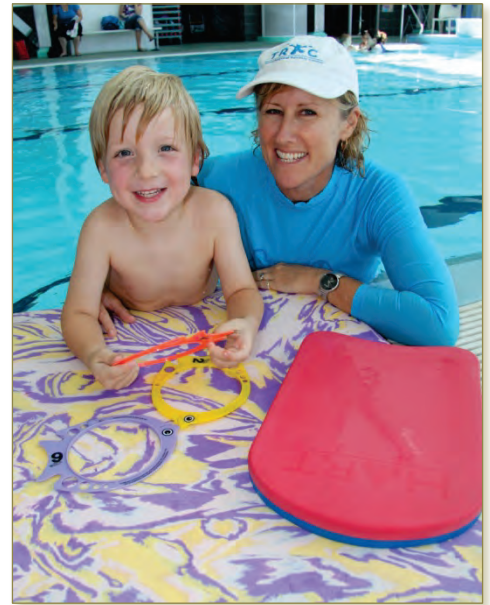
The North Coast Regional Strategy provides for an additional 19,100 dwellings in the Shire by 2031 the NSW Department of Planning in 2010 provided some initial basic analysis of population projections as an update for the Far North Coast Regional Strategy (FNCRS) showing a population projection of 124,700 in 2031. In comparison the Tweed Urban and Employment Land Release Strategy (TUELRS) 2009 projects a population of 118,754 by 2031. Whilst there is some discrepancy in the two projections based on the Department of Planning's estimate of 91,700 persons living in the Tweed in 2011, a population increase of between 29% and 36% is probable by 2031. The increase in population predicted for Tweed exceeds the projected average population growth rate for the State.

According to the TUELRS it isn't just that the population will increase at a rate significantly above the State and National averages, but there will be a significant transition in the demography of the population in comparison to the State as well; in 2011 the median age of the Tweed population was 48 (compared with 38 for NSW), but by 2031, it is projected to change to 56 (compared with just 42 for NSW). This will have significant impact on the nature of the rating and employment base of the Shire, a matter which needs significant and direct action by Council through employment generating initiatives and lifestyle and tourism options.

The level of uncertainty in the development area, along with increasing community expectations for Council to 'solve' social problems and protect the environment at all cost, and continuing intervention and cost shifting from State Government is unlikely to ease in the short term. Such a complex, rapidly changing, political and uncertain environment demands a new model of governance, a different way of resourcing the organisation, and different work patterns to the past.

The recognition of Local Government in the Constitution is currently being debated. Tweed Shire Council resolved in 2010 to support Constitutional Recognition of local government as a referendum item at the next Federal election as it would permit and provide for the Commonwealth Government to directly fund local government.

There is a real need for the community to acknowledge the pressures of the Tweed and the resource constraints in which Council operates under. This means that residents need to be involved in decisions about the future of the Tweed and importantly, consider creative, contemporary alternatives to accommodate this projected increase in population.



Part 4: Organisational Structure and Staffing Projection

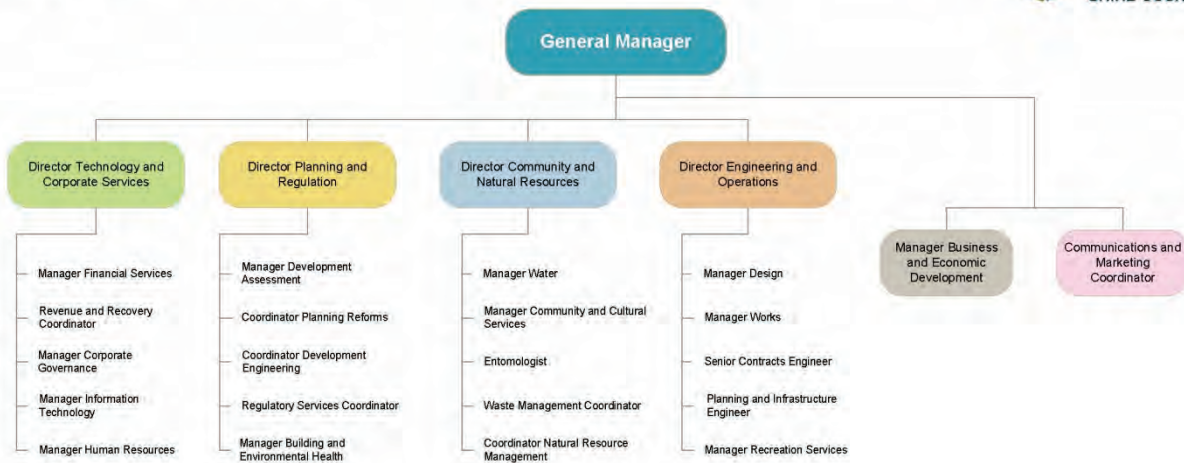
Whilst zero growth in staff numbers has been incorporated into the 10 year long term financial plan, Council recognises that as new neighbourhoods are developed, in line with the Far North Coast Regional Strategy, that these neighbourhoods will need to be serviced and new assets maintained. This will include human resources to maintain parks and streetscapes, sports grounds, garbage and waste collection, street lights and facilities such as toilets, bus shelters, foot paths, community centres and an increasing demand on library and other community facilities and services.

An increasing population also places additional demands on administration resources in areas such as revenue, financial services, planning and engineering and in turn support areas like human resources and information technology. These demands can be resourced through the employment of additional staff, letting contracts to undertake the services, directing resources from existing areas, or through efficiency gains which permit diversion of existing resources. It is likely that a combination of all methods, with the exception of reducing services in other areas, will be pursued.

Any increases to staff establishment numbers will be done so in accordance with the 50% of recurrent income rule and will be incorporated into the annual review of the long term financial plan.

Organisational Structure

March 2011



TOTAL NUMBER OF PERMANENT EMPLOYEES AS AT FEBRUARY 2011: 635

REPORTING STRUCTURE

Part 5: What sort of Organisation will Council be in 10 years?

With changing community expectations, shifting rate payer demographics and changing workforce dynamics, Council is likely to be a very different organisation in 10 years to what it is now. This vision of the future, which is guided by the Community Strategic Plan and proceeding strategic documents, will strongly influence Council's resourcing needs over the next 4 to 10 years.

According to this vision, Council will be better able to:

- respond to changes in our community and to the continued growth of the Shire;
- balance the needs of new residents with the needs of those that have grown up in the Shire; and
- balance the need for growth and development of the Shire with the need to preserve the environment and its natural beauty.

Council will have earned a greater respect within the community:

- for the professional manner in which affairs are conducted;
- for fairness and transparency in resolving conflict and disputes;
- for willingness to partner with others; and
- for the value-for-money that is offered to the community and citizens.

Council will:

- be clearly focussed, understanding its role as a purchaser and provider of services, and as a facilitator of networks, alliances, and partnerships for developing social capital and improving social outcomes;
- be employing the most modern management systems and business-like practices; and
- know exactly what costs and resources go into providing direct services, community programs and commercial services.

As an organisation Council will:

- have an employee and skill base to match its role;
- maintain technical expertise despite skills shortages and limits on funding;
- identify innovative sources of funding, including sponsorships, trusts and joint ventures;
- communicate with the community better;
- be highly skilled in community education and engagement techniques;
- ensure that the community is empowered, well-informed and engaged in local planning and community activities;
- foster self-reliance among citizens;
- strengthen its capacity as a risk manager, project manager, resource manager and strategic thinker;
- implement enhanced flexible working conditions;
- ensure that staff have access to the training they require;
- foster greater staff participation in decision-making;
- provide access to advanced technology and information systems; and
- foster a positive, progressive, change embracing, and safety conscious work culture.

Part 6: Workforce Planning Objectives

In order to address the challenges faced by Council in resourcing the Community Strategic Plan this Workforce Management Plan identifies 6 key strategies and a multitude of associated actions that will be implemented to ensure that Council is appropriately resourced.

Strategy 1

Maximise Employee Diversity

Actions

- Develop a workforce diversity strategy to strengthen the representation, at all levels within the organisation, of identifiable groups within the community including those with a disability, youth, women, Aboriginal and Torres Strait Islanders.
- Continue to develop a flexible approach to employment through the implementation and enhancement of work life balance strategies, including flexible work hours, job sharing, transition to retirement, telecommuting and job design.
- Develop protocols and processes to ensure employee fitness for work and proactively address issues associated with an ageing workforce.
- Conduct a workforce review to identify at risk areas/positions in relation to succession planning and skill/knowledge loss at all levels of the organisation.
- Implement mitigating strategies including mentoring, succession planning, career breaks and phased retirement to minimise the impact of personnel, skill and knowledge losses.
- Implement training strategies to identify and address current and anticipated skill gaps within Council's workforce.
- Review position descriptions, selection criteria, employment options and recruitment protocols to ensure that they are non discriminatory and do not create artificial barriers to employment.
- Diversify vacancy advertising strategies and alternate applicant sources to target non traditional applicant pools, internal development, new skills areas, apprenticeships/cadetships, and overseas recruitment.
- Implement strategies to address discrimination, harassment and bullying in the workplace and to reinforce a culture of acceptance and tolerance for all.
- Implement data capture and reporting protocols to ensure appropriate and timely information is available on Council's employment demographics, and recruitment and resignation trends.

Strategy 2

Strengthen Council's Position as an Employer of Choice

Actions

- Develop and implement a multi-faceted performance recognition program that meets with the approval of staff and management.
- Continue to seek and implement best practice methodologies to ensure a positive staffing environment/culture.
- Negotiate and implement Council specific or modified award entitlements that reflect Council's operational needs.
- Strengthen consultative and participative processes within the organisation to maximise staff involvement and commitment.

- Continue to develop alternate staffing, employment and remuneration strategies that support Council's strategic goals.
- Redesign and strengthen Exit Interview practices as an effective barometer of staff opinion.
- Continue to develop and enhance the range of Council specific attraction and retention strategies.
- Continue to expand flexible and family friendly work options available to staff.
- Develop and implement strategies to strengthen the internal career development and mobility options for staff.
- Ensure employment practices and protocols are updated in accordance with Legislative changes.
- Implement enhanced position description templates to facilitate the accurate description and marketing of roles.
- Identify and market Council's distinguishing characteristics as an employer.

Strategy 3

Sustainable Employment Growth and Costs

Actions

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

Strategy 4

Encourage a Proactive, Change Embracing and Learning Friendly Culture.

Actions

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

Strategy 5

Focus Council Resources on Core Business Activities

Actions

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

Strategy 6

Strengthen Enterprise Risk Management Practices.

Actions

Further develop strategies that enhance the practical application of Council's commitment to a work environment free from all forms of inappropriate workplace behaviour including Discrimination and Bullying.

- Further develop strategies that ensure the practical application of management's commitment to safety as its number one priority.
- Launch Safety Campaign under the Think, Act, Be Safe slogan.
- Develop and implement a revised Fitness for Work Protocol.
- Implement a competency based manual handling training and incident based refresher training program.
- Implement a revised and strengthened WHS Induction Program.
- Implement the changes required under the National Harmonisation Legislation.
- Realign Council's Health Safety and Environment System with Australian Standard 4801.
- Implement Council's Updated Health Safety and Environment Intranet Site.
- Review Council protocols to ensure legislative compliance.

Section 2: Assets - Asset Management Planning

Introduction

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

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

Asset Management

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

The following diagram illustrates the typical lifecycle of an asset and associated asset management functions from planning for the need to create an asset through to its ultimate disposal.



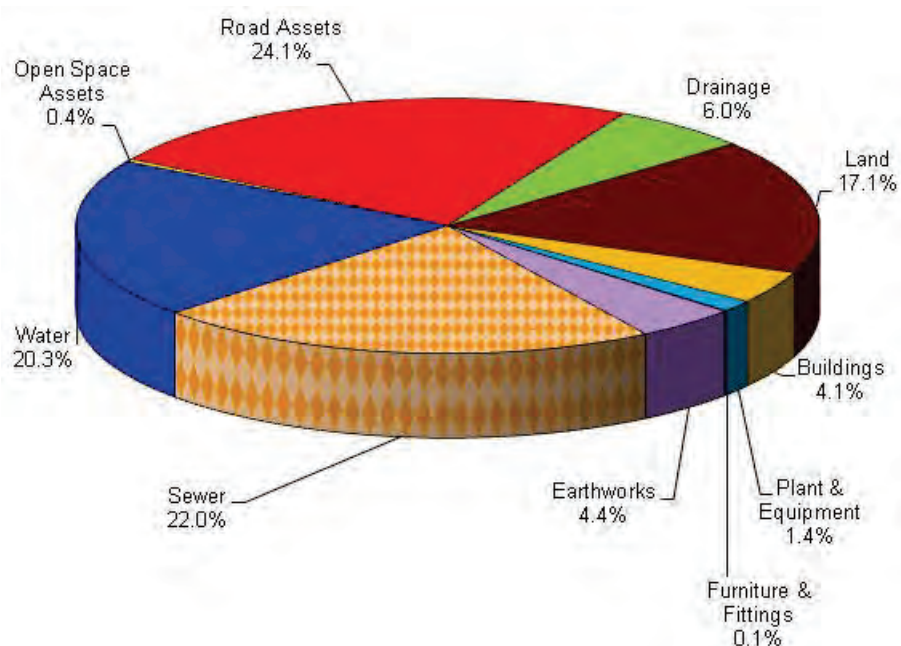
Asset Lifecycle Diagram

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

Council's Asset stock

Tweed Shire Council manages a broad range of assets valued in excess of \$2.6 billion that have been grouped into ten key asset categories as set out in the following table.

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



Asset Stock Statistics:

<i>Asset Type</i>	<i>Quantity</i>	<i>Asset Type</i>	<i>Quantity</i>	<i>Asset Type</i>	<i>Quantity</i>
Transport		Stormwater Drainage		Water	
Sealed Roads	1,262 km	Stormwater Pipes	316,467 m	Permanent population supplied	73,534
Unsealed Roads	185 km	Stormwater Nodes	15,379	Number of residential connections	32,284
Kerbs	699 km	Stormwater Culverts	238	Number of non-residential connections	1,976
Footpaths	150 km	Stormwater Channels	32,013 m	Headworks transfer mains length	3 km
Road Bridges	277	Flood Gates	209	Reticulation mains length	505 km
Footbridges	62			Trunk mains length	185 km
Bus Shelters	157	Fleet		Total length of water mains	693 km
		Light Vehicles	107	Pumping stations - potable and non-potable	27
Building		Commercial Vehicles	183	Number of service reservoirs	41
Ancillary	27	Heavy Plant	202	Volume Treated (2009/10)	10,550 ML/yr
Aquatic Centre	3	Small Plant	560		
Civic Centre	2			Wastewater	
Community Centres	24	Open Space/Land (m²)		Permanent population served	68,775
Cultural Buildings	6	Community	2,583,150	Residential Connections	30,618
Depot Structures	15	Operational	667,803	Non-residential Connections	1,734
Emergency Services	21	Easement	655	Gravity / reticulation mains length	513 km
Hall	21	Crown Land	140,804	Pressure / Rising mains length	178 km
Library	3	Catholic Church	8,094	Total length of wastewater mains	691 km
Maternal Child Health	8	Tweed Shire Council Crown	2,556,891	Volume Treated (2009/10)	8,530 ML/yr
Public Toilets	67	Road Reserve	269,504		
Recreation	65				
Residential	20				
Cemetery buildings	6				

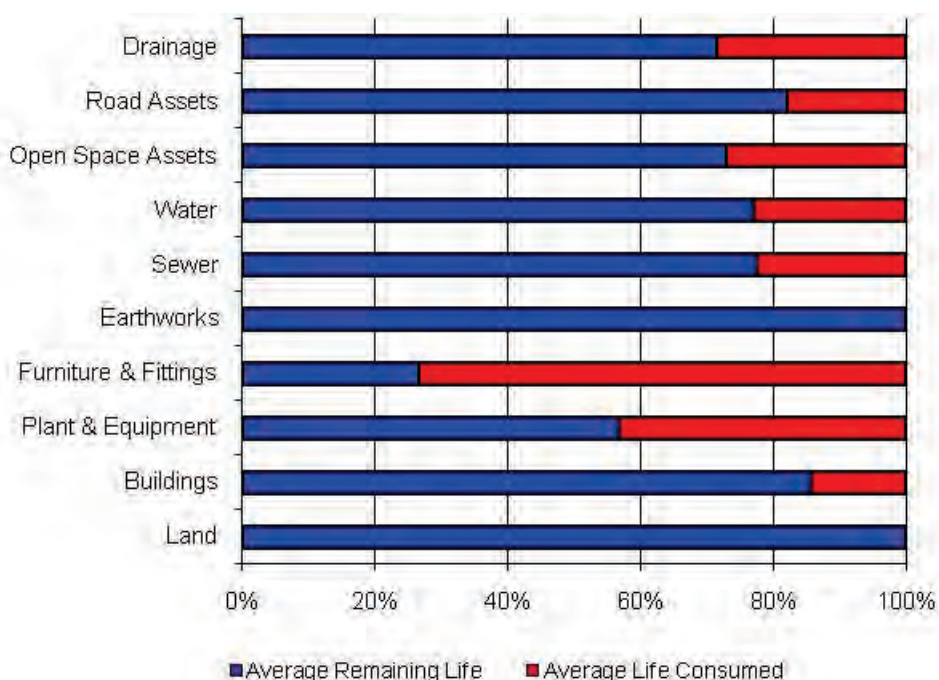
Health of Asset Stock

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

There are many reasons why Council assets fail/deteriorate and therefore do not meet current performance standards and community expectations, 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;
- Increases in the allowable vehicle load limits on Council's roads; and
- Increases in density of private developments in established suburbs, placing additional capacity requirements on assets not designed to cope i.e. sewer, water and stormwater pipes and treatment plants.

Based on condition audits and inspections carried out in the years from 1996 to 2010, Council's assets are estimated to be in average condition as shown in the following diagrams. On a network basis, on average Council's assets have consumed 25% of their useful life.



Average Useful Life Consumed of Council's Asset Stock

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

Condition Score	Community Rating	Description
1	Brand new or Excellent	Asset is New or Near New with minimal signs of wear or use.
2	Good	Asset has limited signs of wear and use that only require routine maintenance.
3	Fair	Asset has numerous signs of wear and use. While the condition is still acceptable for normal use, minor capital works are required to prevent further deterioration.
4	Poor	Asset has considerable signs of wear and use. The condition is impacting on the use of the asset and major capital works are required to return the asset to an acceptable condition.
5	Very Poor	Asset is near the end of its useful life and only provides a severely degraded service. It requires replacement in the near future.
6 (End of Life)	Unserviceable	Asset can no longer provide the service it is intended to provide. It is beyond practical renewal and requires replacement.

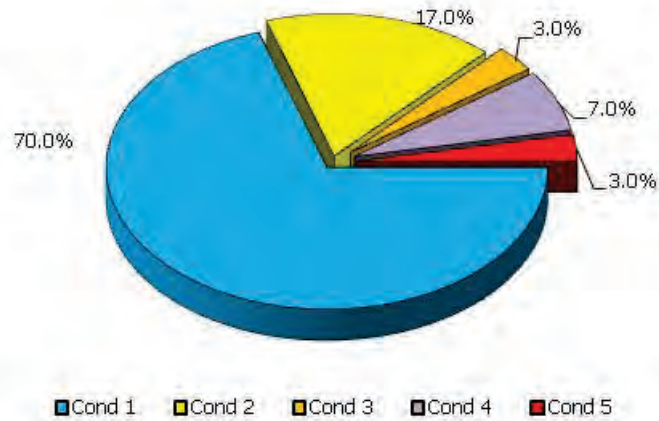
Condition Scoring Table

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

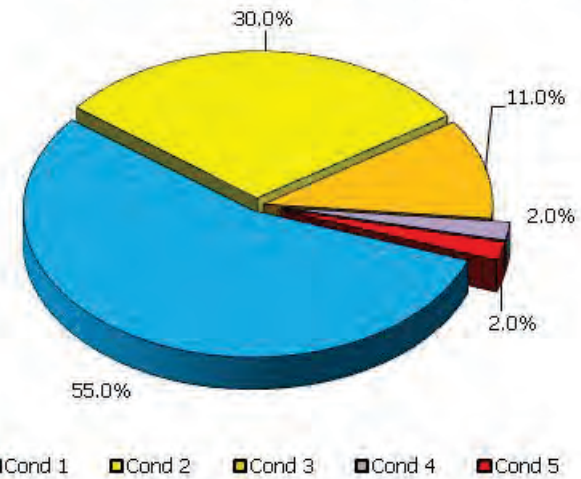
The descriptions in the Condition Scoring Table are a general guide to assist in understanding the meaning of each condition score. In practice the condition score for an asset is determined by a range of measures and indicators that vary for each asset category.



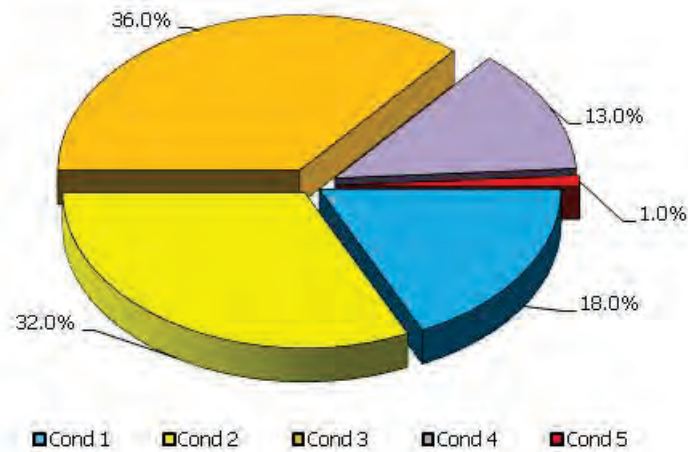
Distribution of Sealed Road Pavement Condition



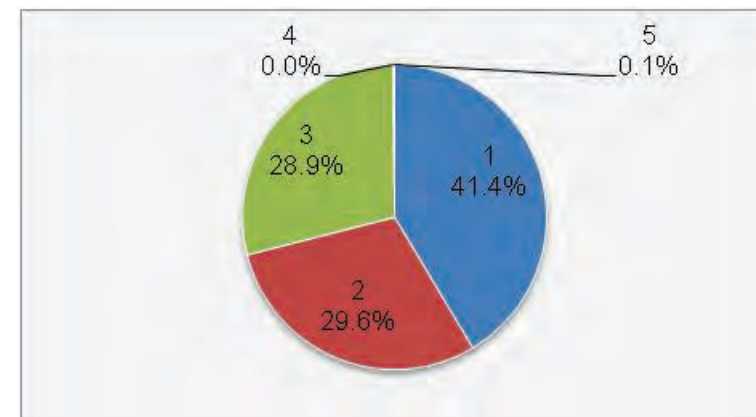
Distribution of Sealed Road Surface Condition



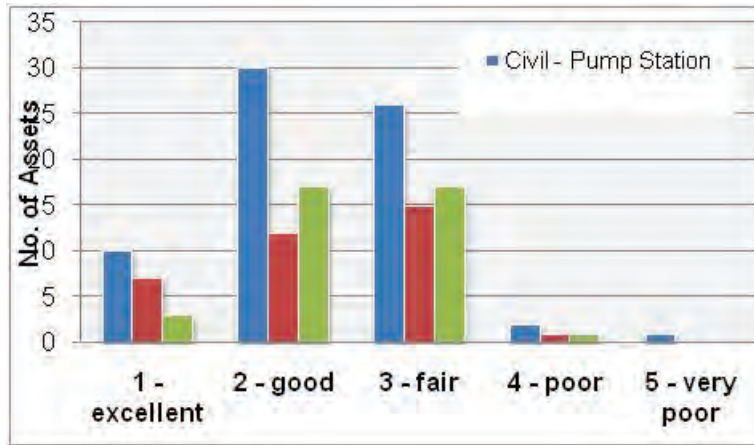
Distribution of Building Portfolio Condition



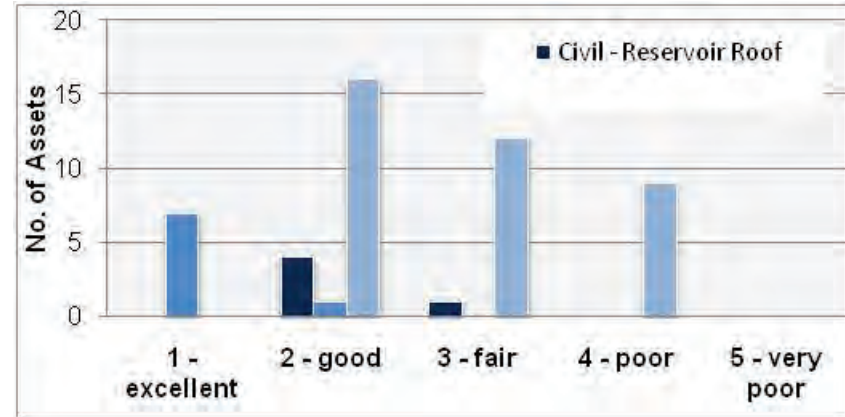
Water Pipeline Condition Profile (by % of total Length)



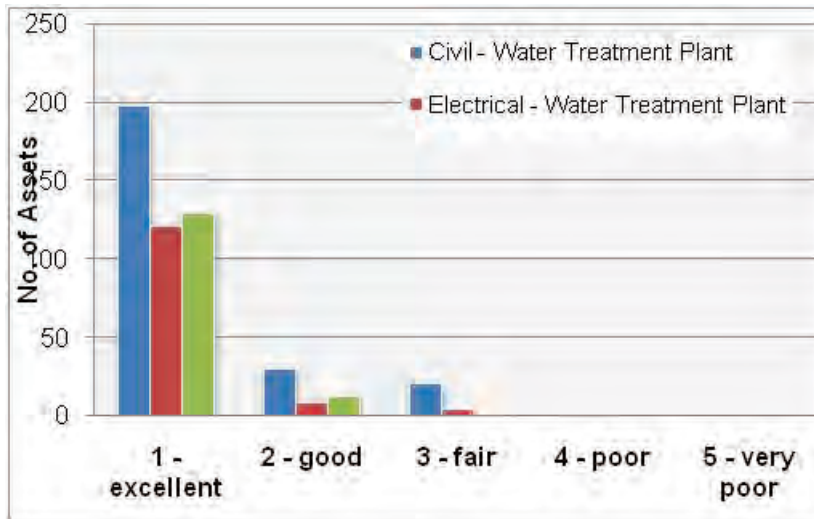
Water Pumping Stations Overall Condition Profile



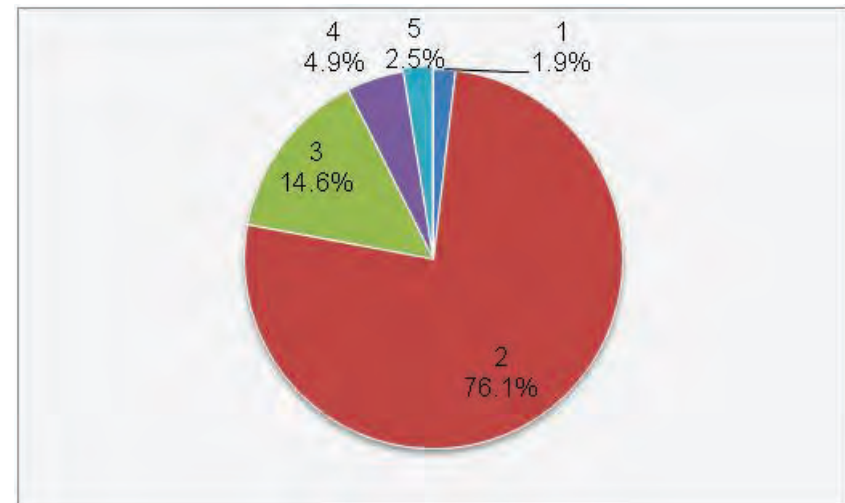
Reservoirs Overall Condition Profile



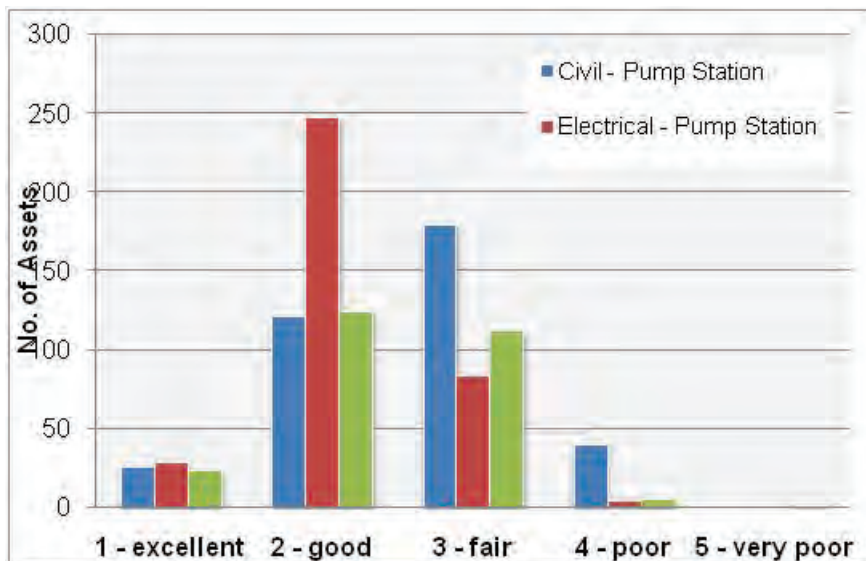
Water Treatment Plants Overall Condition Profile



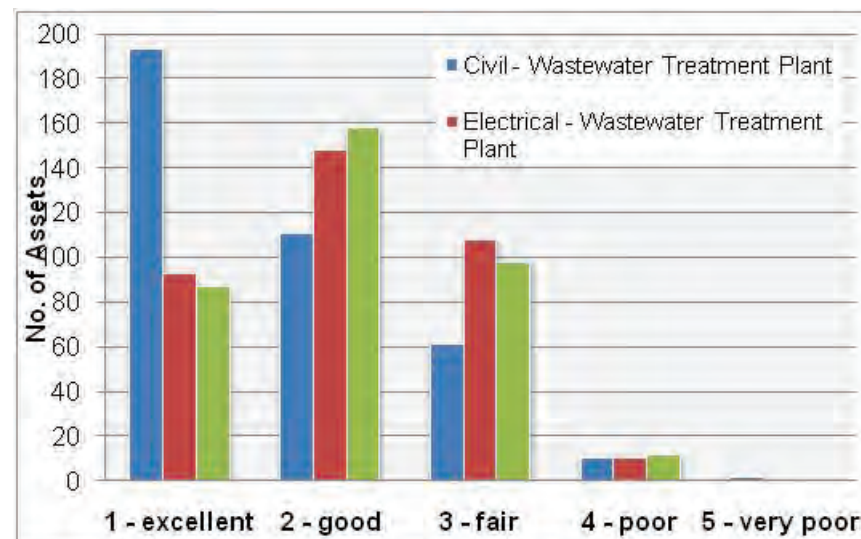
Sewer Pipeline Condition Profile by % of total



Wastewater Pumping Stations Overall Condition Profile



Wastewater Treatment Plants Overall Condition Profile



Asset Management Approach

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



Strategic Asset Management Pyramid

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

Service Responsiveness Layer 2: The Responsiveness layer is a corporate decision matrix, and consists of the planned actions to retain the assets at the desired level of usability over their planned life. The key focus is on the type intervention (minor repairs, major renewal, replacement, etc) and the trigger for action (condition, capacity, functionality, etc).

Service Reliability Layer 3: The Reliability layer is best viewed as the asset performance as seen and experienced by those using and depending on the assets. Reliability will be measured in terms of performance standards i.e. safety, condition, functionality, etc.

Cost of Delivery Layer 4: The top of the pyramid is Cost and this is determined by decisions in the layers below. Application of the Service Driven Framework results in an active pyramid where the Provision, Responsiveness and Reliability are tuned to give optimal outcomes for an affordable cost, which drives the future financial plan.

Long-Term Financial Projections

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

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

Council is committed to responsible financial management, in a constantly changing environment. In order 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.

The following graph illustrates the *current* asset management funding shortfall in the General Fund, as presented in the Long Term Financial Plan (LTFP). The required level of funding is based on maintaining Council assets at their current condition levels.

The Water and Wastewater Funds of Council are established for the provision of water and wastewater services. These funds regularly review their revenue requirements in line with long term forecasts of asset requirements and will overcome the current asset management funding shortfall over the longer term.

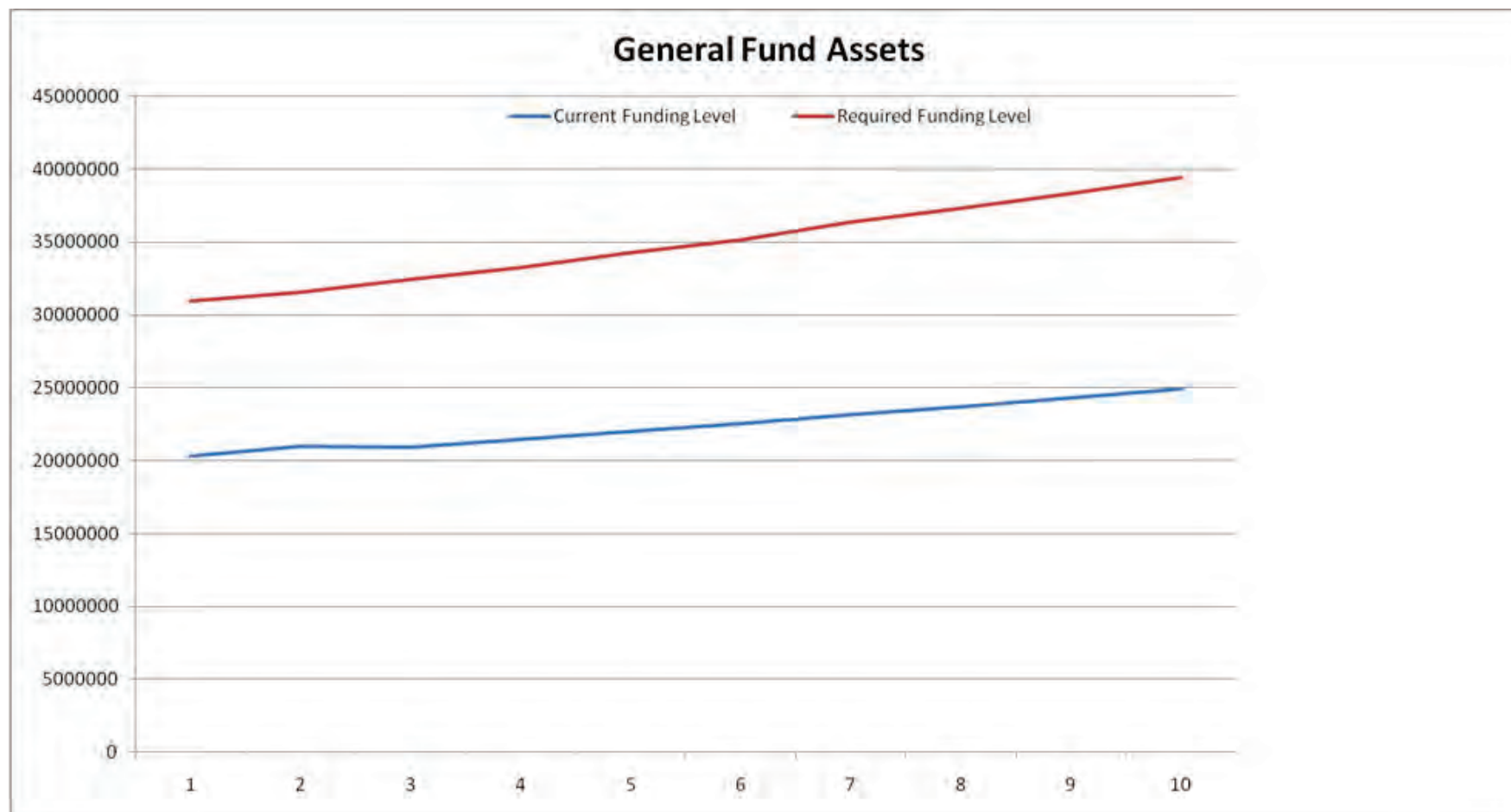
Qualification

Asset prediction modelling and assumptions used for Asset Management Plans need more testing and maturity before detailed information is considered highly accurate. The asset management funding shortfall in the general fund, as predicted, will need to be addressed by Council and the community in the coming years and budgets.

ASSET MANAGEMENT FUNDING - General Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
LTFP - Current funding level										
Transport	13,161,820	13,902,010	13,647,114	14,023,267	14,406,861	14,797,924	15,196,647	15,603,187	16,018,004	16,441,076
Drainage	2,108,200	1,990,798	2,017,927	2,044,459	2,071,678	2,099,625	2,128,304	2,157,745	2,187,968	2,218,993
Buildings	915,252	916,125	936,016	956,834	977,856	999,092	1,020,566	1,042,606	1,064,218	1,086,823
Open Space	4,151,104	4,213,244	4,321,104	4,434,871	4,549,791	4,665,856	4,783,115	4,902,192	5,021,457	5,143,291
Total Funding	20,336,376	21,022,178	20,922,161	21,459,430	22,006,186	22,562,496	23,128,633	23,705,730	24,291,648	24,890,182
Asset Management Plans (AMP) - Required funding level										
Transport	18,138,000	18,705,000	19,288,000	19,890,000	20,509,000	21,147,000	21,803,000	22,480,000	23,177,000	23,872,310
Drainage	4,203,000	4,173,000	4,302,000	4,434,000	4,565,000	4,705,000	4,844,000	4,993,000	5,140,000	5,294,200
Buildings	4,675,000	4,707,000	4,777,000	4,736,000	4,867,000	4,863,000	4,940,000	4,998,000	5,108,000	5,261,240
Open Space	3,926,000	3,967,000	4,086,000	4,208,000	4,335,000	4,465,000	4,753,000	4,816,000	4,879,000	5,025,370
Total AMP	30,942,000	31,552,000	32,453,000	33,268,000	34,276,000	35,180,000	36,340,000	37,287,000	38,304,000	39,453,120
Shortfall	10,605,624	10,529,822	11,530,839	11,808,570	12,269,814	12,617,504	13,211,367	13,581,270	14,012,352	14,562,938

The asset management plan information is only updated every three years – the above figures were derived from 2011/12 calculations.



The graph depicts that assets are currently underfunded in the order of \$11 million per year, which will mean that the condition of assets will deteriorate over time unless this is addressed.

Asset Management Issues

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

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

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

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

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

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

Draft Asset Management Policy

Draft Asset Management Strategy

Draft Asset Management Plans for:	Transport	Drainage	Fleet
	Buildings	Open Space	Wastewater
	Water		

Copies of the full documents are available on Council's website at www.tweed.nsw.gov.au/IntegratedPlanning

Section 3: Finance - Long Term Financial Plan

Introduction

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

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

Long Term Financial Plan Structure and Format

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

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

Income Statement

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

Balance Sheet

Discloses the assets, liabilities and equity of Council.

Cash Flow Statement

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

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

Financial Goals

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

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

	Consolidated	General	Water	Sewer
<i>Unrestricted Current ratio</i>	> 2:1	> 2:1	n/a	n/a
<i>Unrestricted Cash</i>	>\$8m	>\$4m	>\$2m	>\$2m
<i>Debt Service Ratio</i>	<=15%	<=10%	<=25%	<=25%

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

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

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

Assumption and Estimates

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

Global

- The 2011/2012 Budget is used as the base year for the Long Term Financial Plan.
- Local and national economic activity to remain similar to current conditions.
- Revenue funded seven year plan projects too continue as ongoing expenditure after 2012/13.
- Asset management or service expenditures created by new infrastructure and facilities, funded from Section 94 plans or contributed by developers, will commence in the year following construction/contribution.
- Any budget surplus for General Fund has been utilised for asset management expenditure. Any surpluses in Water and Sewer Funds have been placed into reserves for future asset replacement works.

Income Statement - Revenue

Rates and Annual Charges	<p>Rate pegging limit (set by IPART), 3% per annum following completion of the Seven Year Plan in year 2012/13. Rate income growth from an increased number of assessable properties to grow by 500 assessments per annum.</p> <p>Water Access Charges are predicted to increase by \$17.00 in year 2013/14 and then \$15.00 for each of the remaining 8 years.</p> <p>Sewer Access Charges are predicted to increase \$41.00 each year to 2017/18 and then \$43.00 for 2018/19, \$45.00 for 2019/20, \$48.00 for 2020/21 and \$50 for 2021/22.</p> <p>Domestic Waste Management charges are based on the reasonable costs calculations as required by legislation. The introduction of the Waste Levy by the NSW Government will see charges increase initially before more moderate increases in later years.</p>
User Charges and fees	<p>Statutory fees where the fee is set by the State government, such as most planning fees, to remain static for the life of the Plan. Due to uncertainty in timing, no attempt has been made to estimate increased development fees arising from new developments.</p> <p>Water Volumetric Charges are predicted to increase 20c/kl from 2012/13 to 2014/15 and then 10c/kl for each of the remaining 7 years.</p> <p>Other fees and charges to increase by 5% per annum.</p>
Interest received	Interest on investments estimated at 6%.
Other revenues	Other revenues to increase by 5% per annum.
Operating Grants and Contributions	<p>Financial Assistance grant to increase by 1% per annum.</p> <p>Pensioner Rate Subsidies to remain static.</p> <p>Recurring operating grants and contributions to increase by 3% per annum.</p>
Capital Grants and Contributions	<p>Section 94 fees to increase by 3% pa.</p> <p>Projects funded from Section 94 plans will commence only when the relevant plan/s have accumulated sufficient funds. The projection of Section 94 receipts is highly uncertain due to the unpredictable timing of developments.</p> <p>Section 64 fees are based on predicted population increases used in the calculation of Developer Services Plan charges.</p>

Income Statement - Expenditure

Employee benefits and on-costs	<p>Employee costs to increase by 3.5% per annum. Based on known award increases for the next 2 years.</p> <p>Refer to Part 5 of the Workforce Management Plan.</p>										
Borrowing Costs	<p>Interest rate for new borrowings predicted to be 8%.</p> <p>Repayments of interest and principal of existing loans are known from current loan repayment schedules.</p> <p>The proposed borrowings program excluding the 7 year plan requirements provides for annual borrowings of approximately:-</p> <table border="0" style="margin-left: 40px;"> <thead> <tr> <th style="text-align: left;">General</th> <th style="text-align: right;">Annual</th> </tr> </thead> <tbody> <tr> <td>Public Toilets</td> <td style="text-align: right;">\$100,000</td> </tr> <tr> <td>Bridges</td> <td style="text-align: right;">\$776,000</td> </tr> <tr> <td>Drainage</td> <td style="text-align: right;">\$1,100,000</td> </tr> <tr> <td>Flood Mitigation</td> <td style="text-align: right;">\$100,000 to \$200,000</td> </tr> </tbody> </table>	General	Annual	Public Toilets	\$100,000	Bridges	\$776,000	Drainage	\$1,100,000	Flood Mitigation	\$100,000 to \$200,000
General	Annual										
Public Toilets	\$100,000										
Bridges	\$776,000										
Drainage	\$1,100,000										
Flood Mitigation	\$100,000 to \$200,000										
Materials and Contracts	<p>Materials, contracts, and other costs to increase by 3% per annum based on recent CPI.</p> <p>Plant hire (Council's own fleet) costs to increase by 3.2% per annum.</p>										
Depreciation and Amortisation	<p>Depreciation expense has been calculated based on expected acquisitions and useful lives. Asset prediction modelling and assumptions need more testing and maturity before detailed information is known.</p>										
Other Expenses	<p>Electricity costs (excluding street lighting) to increase by 10% per annum.</p> <p>Insurance premiums (excluding workers compensation) to increase by 5% per annum.</p>										

Balance Sheet - Assets

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

Balance Sheet - Liabilities & Equity

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

Cash Flow - operating activities

Receipts	From Income Statement
Payments	From Income Statement

Cash Flow - investing activities

Receipts	Disposals from budget
Payments	Additions - from capital expenditure list

Cash Flow - financing activities

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

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

A listing of proposed Capital Expenditure projects contained with the Long Term Financial Plan and a forecast of a typical Rate Notice for each year of the plan have also been included below.

Reviewing of the Long Term Financial Plan

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

Commentary on Projections:Operating Result: (attachment 1,5,9,13)

The operating results for the consolidated and individual fund Income Statements show surpluses before capital contributions at various stages. A surplus is a positive result and meets one of the key financial goals of providing surplus results before capital grants and contributions.

It is important to note that a surplus result indicates the funding of depreciation (ie. asset consumption) for the year, it is not a measure of what funds are needed for future asset renewal and maintenance/condition requirements.

Asset Management (attachment 21)

Attachment 21 highlights a shortfall in asset management funding for General Fund assets which is not significantly improved over the ten year period.

As stated in Section 2 of the Resourcing Strategy, the asset prediction modelling and assumptions used for Asset Management Plans need more testing and maturity before detailed information is considered highly accurate. The asset management funding shortfall in the general fund, as predicted, will need to be addressed by Council and the community in the coming years and budgets.

Unrestricted Current Ratio (attachment 17)

The Unrestricted Current ratio maintains a balance above 2:1 for all ten years of the Long Term Financial Plan. When the ratio begins to approach 3:1, consideration should be given to using these excess funds to improve the asset management funding gap as highlighted in Section 2 of the Resourcing Strategy.

Debt Service Ratio (attachment 22)

The predicted Debt Service Ratio's in the early years of the Long Term Financial Plan are slightly above the financial goals for the General and Consolidated Funds, and well above for the Water Fund financial goals. However by Year 4 and beyond all results are within the target range. Water Fund has a predicted borrowing in year 10 of \$66m for dam augmentation.

Sensitivity Analysis (Modelling Scenarios) (attachment 19)

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

Attachments - planned scenario

Fund	Attachment	Attachment No.
Consolidated	Income Statement	1
	Funding Statement	2
	Balance Sheet	3
	Cash Flow Statement	4
General Fund	Income Statement	5
	Funding Statement	6
	Balance Sheet	7
	Cash Flow Statement	8
Water Fund	Income Statement	9
	Funding Statement	10
	Balance Sheet	11
	Cash Flow Statement	12
Sewer Fund	Income Statement	13
	Funding Statement	14
	Balance Sheet	15
	Cash Flow Statement	16
Consolidated	Unrestricted Current Ratio	17
	Capital Expenditure	18
	Sensitivity Analysis	19
	Forecast Rate Notice	20
General Fund	Asset Management	21
Consolidated and Funds	Debt Service Ratio	22

Attachment 1 - Income Statement Consolidated

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Income										
Rates & Annual Charges	(84,274,996)	(88,348,953)	(92,643,966)	(97,865,656)	(103,147,586)	(108,848,588)	(114,954,553)	(121,634,536)	(129,091,074)	(137,226,447)
User Charges & Fees	(34,238,612)	(36,990,406)	(39,805,268)	(43,079,214)	(46,212,347)	(48,118,265)	(51,814,092)	(55,655,389)	(59,800,563)	(63,707,379)
Interest Received	(6,088,556)	(5,143,625)	(4,231,263)	(4,270,224)	(4,581,805)	(5,147,012)	(5,759,225)	(6,268,676)	(6,550,689)	(5,239,522)
Other Operating Revenues	(1,854,519)	(1,915,835)	(1,979,122)	(2,044,661)	(2,112,325)	(2,182,538)	(2,255,112)	(2,318,346)	(2,393,007)	(2,469,203)
Operating Contributions	(1,908,360)	(1,756,731)	(1,805,112)	(1,853,506)	(1,901,912)	(1,950,329)	(1,998,759)	(2,047,202)	(2,095,658)	(2,144,127)
Operating Grants	(14,288,749)	(14,375,971)	(14,570,402)	(14,734,220)	(14,954,408)	(15,178,960)	(15,407,905)	(15,642,403)	(15,883,526)	(16,212,594)
Capital Contributions	(6,434,376)	(8,242,497)	(8,316,900)	(7,958,172)	(8,088,455)	(9,912,200)	(11,790,039)	(11,895,463)	(14,704,337)	(14,834,285)
Capital Grants	(1,263,354)	(2,463,354)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
	(150,351,522)	(159,237,372)	(163,392,033)	(171,845,653)	(181,038,838)	(191,377,892)	(204,019,685)	(215,502,015)	(230,558,854)	(241,873,558)
Expenditure										
Employee Costs	45,632,065	45,781,966	47,275,707	48,825,568	50,468,182	52,147,663	53,864,190	55,654,212	57,517,320	59,365,542
Borrowing Costs	13,589,303	13,704,363	13,380,418	13,114,443	12,830,208	12,514,099	12,167,989	11,831,572	11,438,321	15,664,182
Materials & Contracts	45,819,511	42,817,676	43,671,095	45,191,997	47,060,000	48,422,870	50,376,357	52,496,805	55,138,856	56,738,754
Depreciation	39,643,527	41,081,604	42,288,545	43,478,212	45,056,389	46,472,116	47,967,582	49,349,134	50,974,976	53,818,834
Other Expenses	14,716,099	15,818,040	16,987,496	18,232,384	19,259,249	20,298,839	21,412,420	22,632,307	23,937,258	26,957,908
	159,400,504	159,203,648	163,603,262	168,842,605	174,674,028	179,855,586	185,788,538	191,964,030	199,006,731	212,545,220
Net Operating Result	9,048,982	(33,724)	211,229	(3,003,048)	(6,364,810)	(11,522,306)	(18,231,147)	(23,537,985)	(31,552,123)	(29,328,338)
Capital Grants/Contributions	(7,697,730)	(10,705,851)	(8,356,900)	(7,998,172)	(8,128,455)	(9,952,200)	(11,830,039)	(11,935,463)	(14,744,337)	(14,874,285)
Net Operating Result before Capital Grants & Contributions	16,746,712	10,672,127	8,568,129	4,995,124	1,763,645	(1,570,106)	(6,401,108)	(11,602,522)	(16,807,786)	(14,454,053)

Attachment 2 - Funding Statement Consolidated

<i>Source and Application of Funds</i>	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Operating Result (Income Statement)	(9,048,982)	33,724	(211,229)	3,003,048	6,364,810	11,522,306	18,231,147	23,537,985	31,552,123	29,328,338
<i>Add Back non-funded items:</i>										
Depreciation	39,643,527	41,081,604	42,288,545	43,478,212	45,056,389	46,472,116	47,967,582	49,349,134	50,974,976	53,818,834
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	13,519,601	23,551,477	13,967,387	12,271,528	13,088,288	14,014,535	21,017,747	24,108,289	32,454,524	70,845,237
Transfers from Internally Restricted Cash	14,735,810	19,936,765	17,438,869	18,882,152	15,284,183	28,817,139	20,552,455	19,755,198	34,776,066	36,424,938
Proceeds from sale of assets	2,293,391	2,405,737	2,545,088	3,559,113	2,822,389	3,068,142	1,881,885	3,525,977	3,140,408	1,276,705
Loan Funds Utilised	6,160,360	2,076,000	2,076,000	2,176,000	2,126,000	2,126,000	2,126,000	2,176,000	2,874,485	94,788,862
Repayments from Deferred Debtors	0	0	0	0	0	0	0	0	0	0
Funds Available	67,303,706	89,085,306	78,104,660	83,370,053	84,742,059	106,020,237	111,776,816	122,452,583	155,772,582	286,482,914
<i>Funds were applied to:</i>										
Purchase and construction of assets	41,480,194	52,677,872	36,067,089	39,014,020	37,258,186	49,092,088	47,426,578	51,744,297	76,695,551	201,030,966
Repayment of principal on loans	7,094,251	7,605,696	7,663,109	7,544,346	7,856,926	8,239,363	8,627,792	9,019,395	7,775,927	9,961,269
Transfers to Externally Restricted Cash	5,528,460	6,749,235	6,626,026	6,471,564	6,417,338	8,091,971	9,570,658	9,272,146	11,352,579	9,389,893
Transfers to Internally Restricted Cash	13,200,802	22,052,503	27,748,436	30,340,124	33,209,609	40,596,815	46,151,788	52,416,746	59,948,524	66,100,785
Funds Used	67,303,707	89,085,306	78,104,660	83,370,054	84,742,059	106,020,237	111,776,816	122,452,584	155,772,581	286,482,913
<i>Increase/(Decrease) in Available Working Capital</i>	0	0	0	0	0	0	0	0	0	0

Attachment 3 -Balance Sheet - Consolidated

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	15,988	1,301	4,270	9,928	21,182	27,039	41,191	59,017	63,087	31,308
Investments	19,400	19,400	19,400	19,400	19,400	19,400	19,400	19,400	19,400	19,400
Receivables	19,185	19,185	19,185	19,185	19,185	19,185	19,185	19,185	19,185	19,185
Inventories	1,660	1,660	1,660	1,660	1,660	1,660	1,660	1,660	1,660	1,660
Other	2,369	2,369	2,369	2,369	2,369	2,369	2,369	2,369	2,369	2,369
Total current assets	58,602	43,915	46,884	52,542	63,796	69,653	83,805	101,631	105,701	73,922
Non-current assets										
Investments	54,190	54,190	54,190	54,190	54,190	54,190	54,190	54,190	54,190	54,190
Receivables	2,913	2,913	2,913	2,913	2,913	2,913	2,913	2,913	2,913	2,913
Infrastructure, property, plant and equipment	2,590,926	2,600,117	2,591,350	2,583,327	2,572,706	2,572,258	2,569,835	2,568,704	2,591,285	2,737,220
Investment property	1,688	1,688	1,688	1,688	1,688	1,688	1,688	1,688	1,688	1,688
Intangible assets	615	615	615	615	615	615	615	615	615	615
Total non-current assets	2,650,332	2,659,523	2,650,756	2,642,733	2,632,112	2,631,664	2,629,241	2,628,110	2,650,691	2,796,626
Total assets	2,708,934	2,703,438	2,697,640	2,695,275	2,695,908	2,701,317	2,713,047	2,729,741	2,756,392	2,870,548
LIABILITIES										
Current liabilities										
Payables	14,786	14,786	14,786	14,786	14,786	14,786	14,786	14,786	14,786	14,786
Borrowings	7,606	7,663	7,544	7,857	8,239	8,628	9,019	7,776	9,961	8,233
Provisions	16,916	16,916	16,916	16,916	16,916	16,916	16,916	16,916	16,916	16,916
Total current liabilities	39,308	39,365	39,246	39,559	39,941	40,330	40,721	39,478	41,663	39,935

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Non-current liabilities										
Payables	523	523	523	523	523	523	523	523	523	523
Borrowings	180,560	174,973	169,505	163,824	157,711	151,209	144,315	138,716	131,629	218,185
Provisions	4,943	4,943	4,943	4,943	4,943	4,943	4,943	4,943	4,943	4,943
Total non-current liabilities	186,026	180,439	174,971	169,290	163,177	156,675	149,781	144,182	137,095	223,651
Total liabilities	225,334	219,804	214,217	208,849	203,118	197,005	190,503	183,659	178,758	263,586
Net assets	2,483,600	2,483,634	2,483,423	2,486,426	2,492,790	2,504,313	2,522,544	2,546,082	2,577,634	2,606,962
EQUITY										
Retained earnings	1,192,048	1,192,082	1,191,871	1,194,874	1,201,238	1,212,761	1,230,992	1,254,530	1,286,082	1,315,410
Revaluation reserves	1,291,552	1,291,552	1,291,552	1,291,552	1,291,552	1,291,552	1,291,552	1,291,552	1,291,552	1,291,552
Council equity interest	2,483,600	2,483,634	2,483,423	2,486,426	2,492,790	2,504,313	2,522,544	2,546,082	2,577,634	2,606,962
Total equity	2,483,600	2,483,634	2,483,423	2,486,426	2,492,790	2,504,313	2,522,544	2,546,082	2,577,634	2,606,962

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
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	84,275	88,349	92,644	97,866	103,148	108,849	114,955	121,635	129,091	137,226
User charges and fees	34,205	36,956	39,770	43,042	46,175	48,079	51,774	55,614	59,758	62,749
Investment revenue and interest	6,089	5,144	4,231	4,270	4,582	5,147	5,759	6,269	6,551	5,240
Grants and contributions	23,895	26,839	24,732	24,586	24,985	27,081	29,237	29,625	32,724	33,231
Other	1,855	1,916	1,979	2,045	2,112	2,183	2,255	2,318	2,393	2,469
<i>Payments:</i>										
Employee benefits and on-costs	(45,632)	(45,782)	(47,276)	(48,826)	(50,468)	(52,148)	(53,864)	(55,654)	(57,517)	(59,366)
Materials & contracts	(44,931)	(41,501)	(42,318)	(43,802)	(45,632)	(46,955)	(48,868)	(50,947)	(53,546)	(54,186)
Borrowing costs	(13,589)	(13,704)	(13,380)	(13,114)	(12,830)	(12,514)	(12,168)	(11,832)	(11,438)	(15,664)
Other	(15,887)	(17,103)	(18,311)	(19,596)	(20,663)	(21,745)	(22,902)	(24,167)	(25,518)	(28,587)
Net cash provided in operating activities	30,279	41,112	42,071	46,471	51,408	57,977	66,177	72,862	82,497	83,113
Cash flows from investing activities										
<i>Receipts:</i>										
Sale of infrastructure, property, plant & equipment	2,293	2,406	2,545	3,559	2,822	3,068	1,882	3,526	3,140	1,277
<i>Payments:</i>										
Purchase of infrastructure property, plant & equipment	(41,480)	(52,678)	(36,067)	(39,014)	(37,258)	(49,092)	(47,427)	(51,744)	(76,696)	(201,031)
Net cash used in Investing activities	(39,187)	(50,272)	(33,522)	(35,455)	(34,436)	(46,024)	(45,545)	(48,218)	(73,555)	(199,754)
Cash flows from financing activities										
<i>Receipts:</i>										
Borrowings and advances	6,160	2,076	2,076	2,176	2,126	2,126	2,126	2,176	2,874	94,789
<i>Payments:</i>										
Borrowings and advances	(7,094)	(7,606)	(7,663)	(7,544)	(7,857)	(8,239)	(8,628)	(9,019)	(7,776)	(9,961)
Net cash provided by financing activities	(934)	(5,530)	(5,587)	(5,368)	(5,731)	(6,113)	(6,502)	(6,843)	(4,901)	84,828
Net increase/(decrease) in cash and cash equivalents	(9,842)	(14,690)	2,962	5,648	11,241	5,840	14,131	17,800	4,041	(31,814)
Cash and cash equivalents at beginning of reporting period	99,104	89,578	74,891	77,860	83,518	94,772	100,629	114,781	132,607	136,677
Cash and cash equivalents at end of reporting period	89,262	74,888	77,853	83,508	94,758	100,612	114,760	132,581	136,647	104,863

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
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Income										
Rates & Annual Charges	(59,722,034)	(61,837,420)	(64,198,464)	(66,907,251)	(69,617,764)	(72,384,156)	(75,260,786)	(78,252,167)	(81,362,998)	(84,946,982)
User Charges & Fees	(17,198,481)	(18,212,955)	(19,249,747)	(20,322,446)	(21,203,173)	(22,015,623)	(22,908,071)	(23,853,989)	(24,848,962)	(25,517,375)
Interest Received	(3,134,953)	(3,111,757)	(2,996,335)	(2,948,747)	(2,976,615)	(2,972,612)	(3,006,813)	(2,993,128)	(2,957,304)	(2,858,503)
Other Operating Revenues	(1,627,053)	(1,681,545)	(1,737,802)	(1,796,104)	(1,856,309)	(1,918,839)	(1,983,501)	(2,038,589)	(2,104,858)	(2,173,097)
Operating Contributions	(1,908,360)	(1,756,731)	(1,805,112)	(1,853,506)	(1,901,912)	(1,950,329)	(1,998,759)	(2,047,202)	(2,095,658)	(2,144,127)
Operating Grants	(13,356,356)	(13,415,606)	(13,581,226)	(13,715,395)	(13,905,000)	(14,098,037)	(14,294,534)	(14,495,653)	(14,702,371)	(14,996,008)
Capital Contributions	(2,280,366)	(2,382,489)	(2,384,752)	(1,987,179)	(2,039,772)	(2,092,514)	(2,145,442)	(2,198,545)	(2,251,820)	(2,292,980)
Capital Grants	(1,263,354)	(1,263,354)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
	(100,490,956)	(103,661,857)	(105,993,438)	(109,570,628)	(113,540,545)	(117,472,110)	(121,637,906)	(125,919,273)	(130,363,971)	(134,969,073)
Expenditure										
Employee Costs	35,309,721	35,610,590	36,779,619	37,961,691	39,226,799	40,518,982	41,838,379	43,212,408	44,640,787	46,095,237
Borrowing Costs	6,221,146	6,484,413	6,382,772	6,286,777	6,173,444	6,041,751	5,894,637	5,748,585	5,571,944	5,377,236
Materials & Contracts	27,291,840	26,620,820	27,750,695	28,836,033	30,297,884	31,198,464	32,667,682	34,298,196	36,443,394	37,262,703
Depreciation	24,055,546	24,837,444	25,561,367	26,207,796	27,190,813	28,047,458	28,802,734	29,460,085	30,188,131	31,693,273
Other Expenses	11,217,705	11,950,719	12,711,578	13,505,508	14,034,853	14,514,207	15,013,387	15,547,716	16,102,929	18,224,875
	104,095,958	105,503,986	109,186,031	112,797,805	116,923,793	120,320,862	124,216,819	128,266,990	132,947,186	138,653,323
Net Operating Result	3,605,002	1,842,129	3,192,594	3,227,177	3,383,248	2,848,752	2,578,913	2,347,717	2,583,215	3,684,250
Capital Grants/Contributions	(3,543,720)	(3,645,843)	(2,424,752)	(2,027,179)	(2,079,772)	(2,132,514)	(2,185,442)	(2,238,545)	(2,291,820)	(2,332,980)
Net Operating Result before Capital Grants & Contributions	7,148,722	5,487,972	5,617,346	5,254,356	5,463,020	4,981,266	4,764,355	4,586,262	4,875,035	6,017,230

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
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Operating Result (Income Statement)	(3,605,002)	(1,842,129)	(3,192,594)	(3,227,177)	(3,383,248)	(2,848,752)	(2,578,913)	(2,347,717)	(2,583,215)	(3,684,250)
<i>Add Back non-funded items:</i>										
Depreciation	24,055,546	24,837,444	25,561,367	26,207,796	27,190,813	28,047,458	28,802,734	29,460,085	30,188,131	31,693,273
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	2,346,248	5,453,645	5,996,270	2,516,265	2,890,462	3,853,605	1,360,535	5,003,309	3,106,270	6,400,909
Transfers from Internally Restricted Cash	2,083,500	1,150,000	0	3,302,296	345,000	11,100,000	650,000	0	547,720	0
Proceeds from sale of assets	2,293,391	2,405,737	2,545,088	3,559,113	2,822,389	3,068,142	1,881,885	3,525,977	3,140,408	1,276,705
Loan Funds Utilised	6,160,360	2,076,000	2,076,000	2,176,000	2,126,000	2,126,000	2,126,000	2,176,000	2,176,000	2,176,000
Repayments from Deferred Debtors										
Funds Available	33,334,043	34,080,697	32,986,132	34,534,293	31,991,416	45,346,453	32,242,241	37,817,654	36,575,314	37,862,636
<i>Funds were applied to:</i>										
Purchase and construction of assets	22,129,684	23,164,783	20,951,653	22,581,883	18,996,284	31,572,246	16,459,547	23,120,895	21,408,158	22,757,808
Repayment of principal on loans	3,071,974	3,435,211	3,428,334	3,680,606	3,822,283	4,020,305	4,209,737	4,410,977	4,567,465	4,950,801
Transfers to Externally Restricted Cash	2,356,640	2,330,335	2,211,447	2,160,050	2,183,728	2,175,154	2,204,403	2,206,373	2,164,797	2,059,686
Transfers to Internally Restricted Cash	5,775,746	5,150,368	6,394,698	6,111,754	6,989,120	7,578,747	9,368,554	8,079,410	8,434,894	8,094,341
Funds Used	33,334,044	34,080,697	32,986,132	34,534,293	31,991,415	45,346,452	32,242,241	37,817,655	36,575,314	37,862,636
<i>Increase/(Decrease) in Available Working Capital</i>	0	0	0	0	0	0	0	0	0	0

Attachment 7 - Balance Sheet - General Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	12,603	13,480	16,090	18,543	24,480	19,280	28,843	34,125	41,071	44,824
Investments	4,525	4,525	4,525	4,525	4,525	4,525	4,525	4,525	4,525	4,525
Receivables	8,871	8,871	8,871	8,871	8,871	8,871	8,871	8,871	8,871	8,871
Inventories	1,660	1,660	1,660	1,660	1,660	1,660	1,660	1,660	1,660	1,660
Other	2,340	2,340	2,340	2,340	2,340	2,340	2,340	2,340	2,340	2,340
Total current assets	29,999	30,876	33,486	35,939	41,876	36,676	46,239	51,521	58,467	62,220
Non-current assets										
Investments	43,190	43,190	43,190	43,190	43,190	43,190	43,190	43,190	43,190	43,190
Receivables	1,003	1,003	1,003	1,003	1,003	1,003	1,003	1,003	1,003	1,003
Infrastructure, property, plant and equipment	1,562,550	1,558,471	1,551,317	1,544,132	1,533,115	1,533,571	1,519,346	1,509,481	1,497,561	1,487,348
Investment property	471	471	471	471	471	471	471	471	471	471
Intangible assets	615	615	615	615	615	615	615	615	615	615
Total non-current assets	1,607,829	1,603,750	1,596,596	1,589,411	1,578,394	1,578,850	1,564,625	1,554,760	1,542,840	1,532,627
Total assets	1,637,827	1,634,626	1,630,081	1,625,349	1,620,270	1,615,527	1,610,864	1,606,281	1,601,307	1,594,848
LIABILITIES										
Current liabilities										
Payables	10,865	10,865	10,865	10,865	10,865	10,865	10,865	10,865	10,865	10,865
Borrowings	3,435	3,428	3,681	3,822	4,020	4,210	4,411	4,567	4,951	4,866
Provisions	16,402	16,402	16,402	16,402	16,402	16,402	16,402	16,402	16,402	16,402
Total current liabilities	30,702	30,695	30,948	31,089	31,287	31,477	31,678	31,834	32,218	32,133

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Non-current liabilities										
Payables	523	523	523	523	523	523	523	523	523	523
Borrowings	80,486	79,134	77,529	75,883	73,989	71,905	69,620	67,228	64,454	61,764
Provisions	4,943	4,943	4,943	4,943	4,943	4,943	4,943	4,943	4,943	4,943
Total non-current liabilities	85,952	84,600	82,995	81,349	79,455	77,371	75,086	72,694	69,920	67,230
Total liabilities	116,654	115,295	113,943	112,438	110,742	108,848	106,764	104,529	102,137	99,363
Net assets	1,521,173	1,519,331	1,516,138	1,512,911	1,509,528	1,506,679	1,504,100	1,501,752	1,499,169	1,495,485
EQUITY										
Retained earnings	816,643	814,801	811,608	808,381	804,998	802,149	799,570	797,222	794,639	790,955
Revaluation reserves	704,530	704,530	704,530	704,530	704,530	704,530	704,530	704,530	704,530	704,530
Council equity interest	1,521,173	1,519,331	1,516,138	1,512,911	1,509,528	1,506,679	1,504,100	1,501,752	1,499,169	1,495,485
Total equity	1,521,173	1,519,331	1,516,138	1,512,911	1,509,528	1,506,679	1,504,100	1,501,752	1,499,169	1,495,485

Attachment 8 - Cash Flow Statement - General

	Year 1 2012/13	Year 2 2013/14	Year 3 2014/15	Year 4 2015/16	Year 5 2016/17	Year 6 2017/18	Year 7 2018/19	Year 8 2019/20	Year 9 2020/21	Year 10 2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	59,722	61,837	64,198	66,907	69,618	72,384	75,261	78,252	81,363	84,947
User charges and fees	17,073	18,084	19,117	20,185	21,062	21,870	22,758	23,700	24,690	24,439
Investment revenue and interest	3,135	3,112	2,996	2,949	2,977	2,973	3,007	2,993	2,957	2,859
Grants and contributions	18,808	18,818	17,811	17,596	17,887	18,181	18,479	18,781	19,090	19,473
Other	1,627	1,682	1,738	1,796	1,856	1,919	1,984	2,039	2,105	2,173
<i>Payments:</i>										
Employee benefits and on-costs	(35,310)	(35,611)	(36,780)	(37,962)	(39,227)	(40,519)	(41,838)	(43,212)	(44,641)	(46,095)
Materials & contracts	(33,772)	(32,747)	(33,991)	(35,193)	(36,774)	(37,795)	(39,388)	(41,143)	(43,416)	(43,449)
Borrowing costs	(6,221)	(6,484)	(6,383)	(6,287)	(6,173)	(6,042)	(5,895)	(5,749)	(5,572)	(5,377)
Other	(12,244)	(13,164)	(13,961)	(14,793)	(15,361)	(15,880)	(16,420)	(16,996)	(17,595)	(19,763)
Internal transfers	7,633	7,468	7,623	7,781	7,943	8,108	8,276	8,448	8,624	8,803
Net cash provided in operating activities	20,451	22,995	22,369	22,981	23,808	25,199	26,224	27,112	27,605	28,009
Cash flows from investing activities										
<i>Receipts:</i>										
Sale of infrastructure, property, plant & equipment	2,293	2,406	2,545	3,559	2,822	3,068	1,882	3,526	3,140	1,277
<i>Payments:</i>										
Purchase of infrastructure property, plant & equipment	(22,130)	(23,165)	(20,952)	(22,582)	(18,996)	(31,572)	(16,460)	(23,121)	(21,408)	(22,758)
Net cash used in Investing activities	(19,836)	(20,759)	(18,407)	(19,023)	(16,174)	(28,504)	(14,578)	(19,595)	(18,268)	(21,481)
Cash flows from financing activities										
<i>Receipts:</i>										
Borrowings and advances	6,160	2,076	2,076	2,176	2,126	2,126	2,126	2,176	2,176	2,176
<i>Payments:</i>										
Borrowings and advances	(3,072)	(3,435)	(3,428)	(3,681)	(3,822)	(4,020)	(4,210)	(4,411)	(4,567)	(4,951)
Net cash provided by financing activities	3,088	(1,359)	(1,352)	(1,505)	(1,696)	(1,894)	(2,084)	(2,235)	(2,391)	(2,775)
Net increase/(decrease) in cash and cash equivalents	3,703	877	2,610	2,453	5,937	(5,200)	9,562	5,282	6,946	3,753
Cash and cash equivalents at beginning of reporting period	56,615	60,318	61,195	63,805	66,258	72,195	66,995	76,558	81,840	88,786
Cash and cash equivalents at end of reporting period	60,318	61,195	63,805	66,258	72,195	66,995	76,558	81,840	88,786	92,539

Attachment 9 - Income Statement - Water Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Income										
Rates & Annual Charges	(4,006,728)	(4,374,826)	(4,750,840)	(5,300,040)	(5,861,141)	(6,455,533)	(7,088,666)	(7,916,799)	(8,812,467)	(9,740,984)
User Charges & Fees	(15,639,151)	(17,334,440)	(19,069,222)	(21,225,876)	(23,432,361)	(24,478,522)	(27,233,179)	(30,078,374)	(33,176,882)	(36,390,223)
Interest Received	(1,062,570)	(540,481)	(181,616)	(152,101)	(299,791)	(558,955)	(711,641)	(783,443)	(1,222,828)	(1,039,882)
Other Operating Revenues	(207,167)	(213,382)	(219,784)	(226,375)	(233,169)	(240,166)	(247,372)	(254,791)	(262,434)	(269,620)
Operating Contributions	0	0	0	0	0	0	0	0	0	0
Operating Grants	(477,621)	(491,950)	(506,708)	(521,896)	(537,562)	(553,706)	(570,327)	(587,426)	(605,050)	(623,200)
Capital Contributions	(2,805,758)	(3,958,046)	(4,006,772)	(4,033,009)	(4,085,484)	(5,281,679)	(6,514,285)	(6,549,624)	(8,410,849)	(8,470,819)
Capital Grants	0	(1,200,000)	0	0	0	0	0	0	0	0
	(24,198,995)	(28,113,125)	(28,734,942)	(31,459,297)	(34,449,508)	(37,568,561)	(42,365,470)	(46,170,457)	(52,490,510)	(56,534,728)
Expenditure										
Employee Costs	4,022,247	4,133,368	4,251,467	4,401,745	4,555,973	4,714,163	4,876,387	5,046,449	5,224,279	5,355,233
Borrowing Costs	4,773,058	4,725,862	4,608,673	4,536,002	4,444,940	4,347,277	4,242,546	4,154,611	4,000,406	8,543,108
Materials & Contracts	9,832,120	9,052,691	8,595,355	8,845,195	9,103,466	9,370,853	9,647,207	9,932,187	10,218,316	10,514,938
Depreciation	7,053,733	7,371,668	7,600,801	7,860,777	8,137,051	8,417,813	8,792,117	9,203,402	9,563,316	10,300,724
Other Expenses	1,575,878	1,746,908	1,936,894	2,147,584	2,381,298	2,642,776	2,932,096	3,254,530	3,610,893	4,029,897
	27,257,036	27,030,497	26,993,190	27,791,303	28,622,728	29,492,882	30,490,353	31,591,179	32,617,210	38,743,900
Net Operating Result	3,058,041	(1,082,628)	(1,741,752)	(3,667,994)	(5,826,780)	(8,075,679)	(11,875,117)	(14,579,278)	(19,873,300)	(17,790,828)
Capital Grants/Contributions	(2,805,758)	(5,158,046)	(4,006,772)	(4,033,009)	(4,085,484)	(5,281,679)	(6,514,285)	(6,549,624)	(8,410,849)	(8,470,819)
Net Operating Result before Capital Grants & Contributions	5,863,799	4,075,418	2,265,020	365,015	(1,741,296)	(2,794,000)	(5,360,832)	(8,029,654)	(11,462,451)	(9,320,009)

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
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Operating Result (Income Statement)	(3,058,041)	1,082,628	1,741,752	3,667,994	5,826,780	8,075,679	11,875,117	14,579,278	19,873,300	17,790,828
<i>Add Back non-funded items:</i>										
Depreciation	7,053,733	7,371,668	7,600,801	7,860,777	8,137,051	8,417,813	8,792,117	9,203,402	9,563,316	10,300,724
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	7,065,333	12,438,345	5,702,188	7,476,633	7,915,155	7,867,866	13,831,201	15,473,219	11,282,528	43,157,511
Transfers from Internally Restricted Cash	6,855,076	6,933,513	9,219,972	7,743,523	6,983,398	9,582,605	10,310,640	9,927,375	11,528,333	10,502,692
Proceeds from sale of assets										
Loan Funds Utilised	0	0	0	0	0	0	0	0	0	66,587,315
Repayments from Deferred Debtors										
Funds Available	17,916,101	27,826,154	24,264,713	26,748,927	28,862,384	33,943,963	44,809,075	49,183,274	52,247,477	148,339,070
<i>Funds were applied to:</i>										
Purchase and construction of assets	8,539,101	13,800,467	9,271,550	9,493,912	9,358,825	11,728,363	18,421,895	19,880,359	17,095,433	108,249,076
Repayment of principal on loans	1,021,070	1,068,266	1,185,456	1,258,126	1,349,189	1,446,851	1,551,582	1,639,517	1,793,722	3,536,391
Transfers to Externally Restricted Cash	2,832,119	3,666,396	3,651,544	3,548,645	3,457,507	4,556,720	5,514,942	5,215,646	6,969,183	5,728,402
Transfers to Internally Restricted Cash	5,523,811	9,291,025	10,156,163	12,448,244	14,696,863	16,212,029	19,320,656	22,447,752	26,389,139	30,825,201
Funds Used	17,916,101	27,826,154	24,264,713	26,748,927	28,862,384	33,943,963	44,809,075	49,183,274	52,247,477	148,339,070
<i>Increase/(Decrease) in Available Working Capital</i>	0	0	0	0	0	0	0	0	0	0

Attachment 11 -Balance Sheet - Water Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	4,107	(2,308)	(3,422)	(2,646)	610	3,928	4,622	6,885	17,432	326
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	7,118	7,118	7,118	7,118	7,118	7,118	7,118	7,118	7,118	7,118
Inventories	0	0	0	0	0	0	0	0	0	0
Other	13	13	13	13	13	13	13	13	13	13
Total current assets	11,238	4,823	3,709	4,485	7,741	11,059	11,753	14,016	24,563	7,457
Non-current assets										
Investments	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Receivables	262	262	262	262	262	262	262	262	262	262
Infrastructure, property, plant and equipment	478,469	484,898	486,569	488,202	489,424	492,734	502,364	513,041	520,573	618,522
Investment property	746	746	746	746	746	746	746	746	746	746
Intangible assets	0	0	0	0	0	0	0	0	0	0
Total non-current assets	482,477	488,906	490,577	492,210	493,432	496,742	506,372	517,049	524,581	622,530
Total assets	493,715	493,729	494,286	496,695	501,173	507,802	518,125	531,065	549,145	629,986
LIABILITIES										
Current liabilities										
Payables	426	426	426	426	426	426	426	426	426	426
Borrowings	1,068	1,185	1,258	1,349	1,447	1,552	1,640	1,794	3,536	1,912
Provisions	0	0	0	0	0	0	0	0	0	0
Total current liabilities	1,494	1,611	1,684	1,775	1,873	1,978	2,066	2,220	3,962	2,338

Attachment 11 -Balance Sheet - Water Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Non-current liabilities	0	0	0	0	0	0	0	0	0	0
Payables	65,990	64,804	63,546	62,197	60,750	59,198	57,559	55,765	52,229	116,904
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	65,990	64,804	63,546	62,197	60,750	59,198	57,559	55,765	52,229	116,904
Total non-current liabilities	67,484	66,416	65,230	63,972	62,623	61,176	59,624	57,985	56,191	119,242
Total liabilities	0	0	0	0	0	0	0	0	0	0
Net assets	426,231	427,314	429,055	432,723	438,550	446,626	458,501	473,080	492,953	510,744
EQUITY										
Retained earnings	175,766	176,849	178,590	182,258	188,085	196,161	208,036	222,615	242,488	260,279
Revaluation reserves	250,465	250,465	250,465	250,465	250,465	250,465	250,465	250,465	250,465	250,465
Council equity interest	426,231	427,314	429,055	432,723	438,550	446,626	458,501	473,080	492,953	510,744
Total equity	426,231	427,314	429,055	432,723	438,550	446,626	458,501	473,080	492,953	510,744

Attachment 12 - Cash Flow Statement - Water

	Year 1 2012/13	Year 2 2013/14	Year 3 2014/15	Year 4 2015/16	Year 5 2016/17	Year 6 2017/18	Year 7 2018/19	Year 8 2019/20	Year 9 2020/21	Year 10 2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	4,007	4,375	4,751	5,300	5,861	6,456	7,089	7,917	8,812	9,741
User charges and fees	15,707	17,405	19,141	21,300	23,509	24,557	27,314	30,162	33,263	36,479
Investment revenue and interest	1,063	540	182	152	300	559	712	783	1,223	1,040
Grants and contributions	3,283	5,650	4,513	4,555	4,623	5,835	7,085	7,137	9,016	9,094
Other	207	213	220	226	233	240	247	255	262	270
<i>Payments:</i>										
Employee benefits and on-costs	(4,022)	(4,133)	(4,251)	(4,402)	(4,556)	(4,714)	(4,876)	(5,046)	(5,224)	(5,355)
Materials & contracts	(6,051)	(5,195)	(4,660)	(4,831)	(5,008)	(5,193)	(5,386)	(5,585)	(5,783)	(5,991)
Borrowing costs	(4,773)	(4,726)	(4,609)	(4,536)	(4,445)	(4,347)	(4,243)	(4,155)	(4,000)	(8,543)
Other	(1,576)	(1,747)	(1,937)	(2,148)	(2,381)	(2,643)	(2,932)	(3,255)	(3,611)	(4,030)
Internal transfers	(3,850)	(3,928)	(4,007)	(4,089)	(4,172)	(4,256)	(4,343)	(4,431)	(4,521)	(4,613)
Net cash provided in operating activities	3,996	8,454	9,343	11,529	13,964	16,493	20,667	23,783	29,437	28,092
Cash flows from investing activities										
<i>Receipts:</i>										
Sale of infrastructure, property, plant & equipment										
<i>Payments:</i>										
Purchase of infrastructure property, plant & equipment	(8,539)	(13,800)	(9,272)	(9,494)	(9,359)	(11,728)	(18,422)	(19,880)	(17,095)	(108,249)
Net cash used in Investing activities	(8,539)	(13,800)	(9,272)	(9,494)	(9,359)	(11,728)	(18,422)	(19,880)	(17,095)	(108,249)
Cash flows from financing activities										
<i>Receipts:</i>										
Borrowings and advances	0	0	0	0	0	0	0	0	0	66,587
<i>Payments:</i>										
Borrowings and advances	(1,021)	(1,068)	(1,185)	(1,258)	(1,349)	(1,447)	(1,552)	(1,640)	(1,794)	(3,536)
Net cash provided by financing activities	(1,021)	(1,068)	(1,185)	(1,258)	(1,349)	(1,447)	(1,552)	(1,640)	(1,794)	63,051
Net increase/(decrease) in cash and cash equivalents	(5,564)	(6,414)	(1,114)	777	3,256	3,318	694	2,263	10,547	(17,107)
Cash and cash equivalents at beginning of reporting period	12,671	7,107	692	(422)	354	3,610	6,928	7,622	9,885	20,432
Cash and cash equivalents at end of reporting period	7,107	692	(422)	354	3,610	6,928	7,622	9,885	20,432	3,326

Attachment 13 - Income Statement - Sewer Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Income										
Rates & Annual Charges	(20,546,234)	(22,136,707)	(23,694,662)	(25,658,365)	(27,668,681)	(30,008,899)	(32,605,101)	(35,465,570)	(38,915,609)	(42,538,481)
User Charges & Fees	(1,400,981)	(1,443,011)	(1,486,299)	(1,530,892)	(1,576,813)	(1,624,120)	(1,672,842)	(1,723,026)	(1,774,719)	(1,799,781)
Interest Received	(1,891,033)	(1,491,387)	(1,053,312)	(1,169,376)	(1,305,399)	(1,615,445)	(2,040,771)	(2,492,105)	(2,370,557)	(1,341,137)
Other Operating Revenues	(20,299)	(20,908)	(21,536)	(22,182)	(22,847)	(23,533)	(24,239)	(24,966)	(25,715)	(26,486)
Operating Contributions	0	0	0	0	0	0	0	0	0	0
Operating Grants	(454,772)	(468,415)	(482,468)	(496,929)	(511,846)	(527,217)	(543,044)	(559,324)	(576,105)	(593,386)
Capital Contributions	(1,348,252)	(1,901,962)	(1,925,376)	(1,937,984)	(1,963,199)	(2,538,007)	(3,130,312)	(3,147,294)	(4,041,668)	(4,070,486)
Capital Grants	0	0	0	0	0	0	0	0	0	0
	(25,661,570)	(27,462,390)	(28,663,653)	(30,815,728)	(33,048,785)	(36,337,221)	(40,016,309)	(43,412,285)	(47,704,373)	(50,369,757)
Expenditure										
Employee Costs	6,300,097	6,038,008	6,244,622	6,462,132	6,685,410	6,914,517	7,149,424	7,395,355	7,652,254	7,915,073
Borrowing Costs	2,595,099	2,494,088	2,388,973	2,291,664	2,211,824	2,125,071	2,030,806	1,928,376	1,865,971	1,743,838
Materials & Contracts	8,695,551	7,144,165	7,325,045	7,510,769	7,658,650	7,853,553	8,061,467	8,266,422	8,477,146	8,961,113
Depreciation	8,534,248	8,872,492	9,126,377	9,409,639	9,728,525	10,006,845	10,372,731	10,685,647	11,223,529	11,824,837
Other Expenses	1,922,516	2,120,413	2,339,024	2,579,292	2,843,098	3,141,856	3,466,937	3,830,061	4,223,436	4,703,136
	28,047,510	26,669,166	27,424,041	28,253,496	29,127,506	30,041,842	31,081,366	32,105,861	33,442,336	35,147,997
Net Operating Result	2,385,940	(793,224)	(1,239,612)	(2,562,232)	(3,921,279)	(6,295,379)	(8,934,943)	(11,306,424)	(14,262,037)	(15,221,760)
Capital Grants/Contributions	(1,348,252)	(1,901,962)	(1,925,376)	(1,937,984)	(1,963,199)	(2,538,007)	(3,130,312)	(3,147,294)	(4,041,668)	(4,070,486)
Net Operating Result before Capital Grants & Contributions	3,734,192	1,108,738	685,764	(624,248)	(1,958,080)	(3,757,372)	(5,804,631)	(8,159,130)	(10,220,369)	(11,151,274)

Attachment 14 - Funding Statement - Sewer Fund

<i>Source and Application of Funds</i>	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Operating Result (Income Statement)	(2,385,940)	793,224	1,239,612	2,562,232	3,921,279	6,295,379	8,934,943	11,306,424	14,262,037	15,221,760
<i>Add Back non-funded items:</i>										
Depreciation	8,534,248	8,872,492	9,126,377	9,409,639	9,728,525	10,006,845	10,372,731	10,685,647	11,223,529	11,824,837
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	4,108,020	5,659,487	2,268,929	2,278,630	2,282,671	2,293,064	5,826,011	3,631,761	18,065,726	21,286,817
Transfers from Internally Restricted Cash	5,797,234	11,853,252	8,218,897	7,836,333	7,955,785	8,134,534	9,591,815	9,827,823	22,700,013	25,922,246
Proceeds from sale of assets										
Loan Funds Utilised	0	0	0	0	0	0	0	0	698,485	26,025,547
Repayments from Deferred Debtors										
Funds Available	16,053,562	27,178,455	20,853,815	22,086,834	23,888,260	26,729,822	34,725,500	35,451,655	66,949,790	100,281,207
<i>Funds were applied to:</i>										
Purchase and construction of assets	10,811,409	15,712,622	5,843,886	6,938,225	8,903,077	5,791,479	12,545,136	8,743,043	38,191,960	70,024,082
Repayment of principal on loans	3,001,207	3,102,219	3,049,319	2,605,614	2,685,454	2,772,207	2,866,473	2,968,901	1,414,740	1,474,077
Transfers to Externally Restricted Cash	339,701	752,504	763,035	762,869	776,103	1,360,097	1,851,313	1,850,127	2,218,599	1,601,805
Transfers to Internally Restricted Cash	1,901,245	7,611,110	11,197,575	11,780,126	11,523,626	16,806,039	17,462,578	21,889,584	25,124,491	27,181,243
Funds Used	16,053,562	27,178,455	20,853,815	22,086,834	23,888,260	26,729,822	34,725,500	35,451,655	66,949,790	100,281,207
<i>Increase/(Decrease) in Available Working Capital</i>	0	0	0	0	0	0	0	0	0	0

Attachment 15 -Balance Sheet - Sewer Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	(721)	(9,870)	(8,398)	(5,970)	(3,908)	3,830	7,726	18,006	4,584	(13,842)
Investments	14,875	14,875	14,875	14,875	14,875	14,875	14,875	14,875	14,875	14,875
Receivables	3,196	3,196	3,196	3,196	3,196	3,196	3,196	3,196	3,196	3,196
Inventories	0	0	0	0	0	0	0	0	0	0
Other	16	16	16	16	16	16	16	16	16	16
Total current assets	17,366	8,217	9,689	12,117	14,179	21,917	25,813	36,093	22,671	4,245
Non-current assets										
Investments	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Receivables	1,648	1,648	1,648	1,648	1,648	1,648	1,648	1,648	1,648	1,648
Infrastructure, property, plant and equipment	549,907	556,747	553,465	550,993	550,168	545,953	548,125	546,182	573,151	631,350
Investment property	471	471	471	471	471	471	471	471	471	471
Intangible assets	0	0	0	0	0	0	0	0	0	0
Total non-current assets	560,026	566,866	563,584	561,112	560,287	556,072	558,244	556,301	583,270	641,469
Total assets	577,392	575,083	573,273	573,230	574,466	577,989	584,057	592,395	605,941	645,714
LIABILITIES										
Current liabilities										
Payables	3,495	3,495	3,495	3,495	3,495	3,495	3,495	3,495	3,495	3,495
Borrowings	3,102	3,049	2,606	2,685	2,772	2,866	2,969	1,415	1,474	1,455
Provisions	514	514	514	514	514	514	514	514	514	514
Total current liabilities	7,111	7,058	6,615	6,694	6,781	6,875	6,978	5,424	5,483	5,464

Attachment 15 -Balance Sheet - Sewer Fund

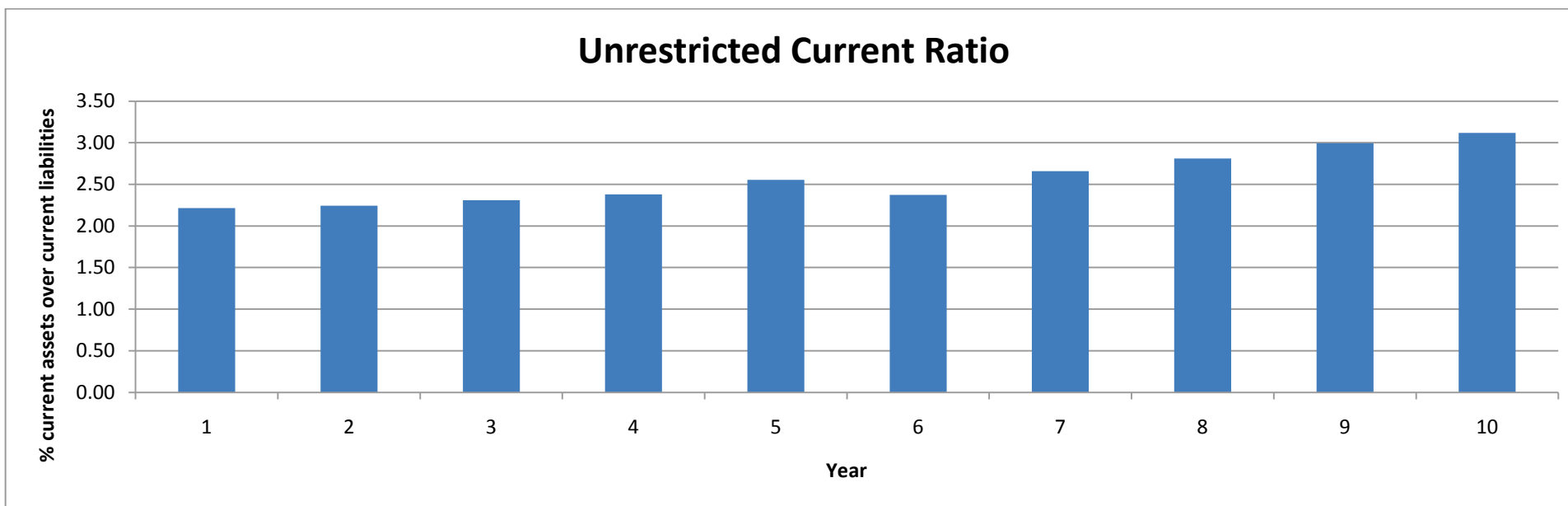
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Non-current liabilities										
Payables	0	0	0	0	0	0	0	0	0	0
Borrowings	34,085	31,035	28,430	25,744	22,972	20,106	17,137	15,722	14,946	39,517
Provisions	0	0	0	0	0	0	0	0	0	0
Total non-current liabilities	34,085	31,035	28,430	25,744	22,972	20,106	17,137	15,722	14,946	39,517
Total liabilities	41,196	38,094	35,044	32,439	29,753	26,981	24,115	21,146	20,429	44,981
Net assets	536,196	536,989	538,229	540,791	544,712	551,008	559,943	571,249	585,511	600,733
EQUITY										
Retained earnings	199,639	200,432	201,672	204,234	208,155	214,451	223,386	234,692	248,954	264,176
Revaluation reserves	336,557	336,557	336,557	336,557	336,557	336,557	336,557	336,557	336,557	336,557
Council equity interest	536,196	536,989	538,229	540,791	544,712	551,008	559,943	571,249	585,511	600,733
Total equity	536,196	536,989	538,229	540,791	544,712	551,008	559,943	571,249	585,511	600,733

Attachment 16 - Cash Flow Statement - Sewer

	Year 1 2012/13	Year 2 2013/14	Year 3 2014/15	Year 4 2015/16	Year 5 2016/17	Year 6 2017/18	Year 7 2018/19	Year 8 2019/20	Year 9 2020/21	Year 10 2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	20,546	22,137	23,695	25,658	27,669	30,009	32,605	35,466	38,916	42,538
User charges and fees	1,425	1,467	1,511	1,557	1,604	1,652	1,701	1,752	1,805	1,831
Investment revenue and interest	1,891	1,491	1,053	1,169	1,305	1,615	2,041	2,492	2,371	1,341
Grants and contributions	1,803	2,370	2,408	2,435	2,475	3,065	3,673	3,707	4,618	4,664
Other	20	21	22	22	23	24	24	25	26	26
<i>Payments:</i>										
Employee benefits and on-costs	(6,300)	(6,038)	(6,245)	(6,462)	(6,685)	(6,915)	(7,149)	(7,395)	(7,652)	(7,915)
Materials & contracts	(5,108)	(3,559)	(3,667)	(3,778)	(3,850)	(3,966)	(4,095)	(4,219)	(4,346)	(4,746)
Borrowing costs	(2,595)	(2,494)	(2,389)	(2,292)	(2,212)	(2,125)	(2,031)	(1,928)	(1,866)	(1,744)
Other	(2,067)	(2,192)	(2,413)	(2,655)	(2,921)	(3,223)	(3,550)	(3,916)	(4,312)	(4,794)
Internal transfers	(3,467)	(3,538)	(3,609)	(3,683)	(3,757)	(3,834)	(3,912)	(3,991)	(4,073)	(4,155)
Net cash provided in operating activities	6,148	9,666	10,366	11,972	13,650	16,302	19,308	21,992	25,486	27,047
Cash flows from investing activities										
<i>Receipts:</i>										
Sale of infrastructure, property, plant & equipment										
<i>Payments:</i>										
Purchase of infrastructure property, plant & equipment	(10,811)	(15,713)	(5,844)	(6,938)	(8,903)	(5,791)	(12,545)	(8,743)	(38,192)	(70,024)
Net cash used in Investing activities	(10,811)	(15,713)	(5,844)	(6,938)	(8,903)	(5,791)	(12,545)	(8,743)	(38,192)	(70,024)
Cash flows from financing activities										
<i>Receipts:</i>										
Borrowings and advances	0	0	0	0	0	0	0	0	698	26,026
<i>Payments:</i>										
Borrowings and advances	(3,001)	(3,102)	(3,049)	(2,606)	(2,685)	(2,772)	(2,866)	(2,969)	(1,415)	(1,474)
Net cash provided by financing activities	(3,001)	(3,102)	(3,049)	(2,606)	(2,685)	(2,772)	(2,866)	(2,969)	(716)	24,551
Net increase/(decrease) in cash and cash equivalents	(7,664)	(9,149)	1,473	2,428	2,061	7,739	3,896	10,280	(13,423)	(18,426)
Cash and cash equivalents at beginning of reporting period	29,818	22,154	13,005	14,477	16,905	18,967	26,705	30,601	40,881	27,459
Cash and cash equivalents at end of reporting period	22,154	13,005	14,477	16,905	18,967	26,705	30,601	40,881	27,459	9,033

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
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Unrestricted	2.21	2.24	2.31	2.38	2.55	2.37	2.66	2.81	2.99	3.12



Attachment 18 Capital Works

Job/Project Number	2012/13 LTFP	2013/14 LTFP	2014/15 LTFP	2015/16 LTFP	2016/17 LTFP	2017/18 LTFP	2018/19 LTFP	2019/20 LTFP	2020/21 LTFP	2021/22 LTFP
Community Buildings	0	246,283	990,961	0	0	990,961	0	1,500,000	985,000	0
A1562. Kingscliff Community Centre	0	0	0	0	0	0	0	1,500,000	0	0
A2455. S94 Comm Fac Shire Wide	0	246,283	990,961	0	0	990,961	0	0	985,000	0
Art & Culture	150,000	0	0	0	0	0	0	0	0	0
Libraries	0	0	0	0	0	0	0	0	0	4,152,600
Community Development	26,783	27,648	28,538	29,464	30,417	31,398	32,406	33,452	34,539	35,654
A2385. Access Funding	26,783	27,648	28,538	29,464	30,417	31,398	32,406	33,452	34,539	35,654
Domestic Waste	920,000	598,000	0	1,170,000	0	5,772,000	338,000	0	86,000	0
Non-Domestic Waste	850,000	552,000	0	1,080,000	0	5,328,000	312,000	0	80,000	0
Sewer Mains	2,744,750	12,240,064	4,023,660	3,826,794	7,255,315	4,087,157	6,063,842	4,365,254	4,511,359	7,322,967
Sewer Pumping Stations	2,210,000	2,346,899	1,044,123	789,819	816,382	843,843	1,046,140	822,405	681,449	1,410,599
Sewer Treatment Plants	5,856,659	1,125,659	776,103	2,321,612	831,380	860,479	5,435,154	3,555,384	32,999,152	61,290,516
D3500. STP Estimate Only	0	0	776,103	803,266	831,380	860,479	890,595	921,766	954,028	2,821,198
D3523. Banora Pt WWTP Outfall Upgrade to 125,000 EP	4,000,000	0	0	0	0	0	0	0	0	0
D3524. Banora Point WWTP Upgrade to 125,000ep	0	0	0	0	0	0	2,544,559	2,633,618	31,346,639	32,443,771
D3537. Kingscliff WWTP Upgrade	0	0	0	0	0	0	0	0	698,485	26,025,547
D3552. Hastings Point STP Sludge Lagoon	0	459,009	0	0	0	0	0	0	0	0
D3553. Hastings Pt WWTP sludge dewatering beds	150,000	0	0	0	0	0	0	0	0	0
D3554. Hastings Pt WWTP storm & balance lagoons	0	0	0	491,702	0	0	0	0	0	0
D3570. Tyalgum STP	0	180,000	0	51,250	0	0	0	0	0	0
D3590. Burringbar STP	706,755	0	0	0	0	0	0	0	0	0
D3591. Burringbar Retic	937,904	0	0	0	0	0	0	0	0	0
D4050. Memorial Park Tweed Heads	0	0	0	803,266	0	0	0	0	0	0
D4051. Arkinstall Park	0	0	0	172,128	0	0	0	0	0	0
D4054. Turf Farm Rd Mtn Rd	0	436,650	0	0	0	0	0	0	0	0
D4057. Burringbar Mooball Recycled Water Scheme	50,000	50,000	0	0	0	0	0	0	0	0
D4062. Parkes Lane Sewerage Scheme	0	0	0	0	0	0	2,000,000	0	0	0
D5002. Banora Pt WWTP Outfall Actuator	12,000	0	0	0	0	0	0	0	0	0

Job/Project Number	2012/13 LTFP	2013/14 LTFP	2014/15 LTFP	2015/16 LTFP	2016/17 LTFP	2017/18 LTFP	2018/19 LTFP	2019/20 LTFP	2020/21 LTFP	2021/22 LTFP
Dams & Weirs	3,436,557	5,695,765	1,294,253	2,903,233	1,104,548	1,143,207	1,183,220	5,084,199	8,323,670	87,411,670
B1301. Water Asset Replacement allocation	0	0	1,031,108	1,067,196	1,104,548	1,143,207	1,183,220	1,224,632	1,267,495	1,311,857
B1401. CH Dam Spillway	1,837,125	4,006,382	0	0	0	0	0	0	0	0
B1403. Clarrie Hall Dam improvements	330,000	0	0	0	0	0	0	0	0	0
B1450. Preferred Augmentation Option	1,269,432	1,689,383	263,145	1,836,037	0	0	0	3,859,567	4,262,235	86,099,813
B1480. Bray Park Weir	0	0	0	0	0	0	0	0	2,793,940	0
Reservoirs	750,000	1,612,771	1,050,226	424,584	3,291,503	454,824	470,743	4,013,716	504,272	4,299,594
Water Pumping Stations	1,990,350	221,660	682,078	240,815	720,646	507,849	266,814	927,310	285,691	6,355,215
Water Treatment	400,000	1,060,900	2,400,000	1,125,509	0	1,194,052	0	1,266,770	0	1,343,916
B1276. Bray Park WTP capital non project	0	1,060,900	0	1,125,509	0	1,194,052	0	1,266,770	0	1,343,916
B1580. Uki WTP	100,000	0	2,400,000	0	0	0	0	0	0	0
B1590. Tyalgum WTP Upgrade	300,000	0	0	0	0	0	0	0	0	0
Water Fund Management	51,750	53,302	54,902	56,547	58,245	59,994	61,795	63,647	65,557	67,523
B1300. Catchment Management	51,750	53,302	54,902	56,547	58,245	59,994	61,795	63,647	65,557	67,523
Public Facilities	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Active Recreation	350,000	3,386,261	0	0	1,254,689	0	0	0	0	600,000
Passive Recreation	250,000	710,732	251,136	0	549,780	0	0	0	250,000	0
Traffic & Street Lighting	0	13,100	0	13,100	0	0	13,100	13,100	0	13,100
Roads	8,688,285	8,385,299	7,189,830	7,099,260	7,315,154	7,537,607	7,766,528	8,002,702	8,246,270	8,497,098
Bridges	776,000	776,000	776,000	776,000	776,000	776,000	776,000	776,000	776,000	776,000
Drainage	4,015,840	1,607,244	1,623,472	1,640,365	1,657,750	1,675,626	1,998,996	2,323,059	1,854,845	2,058,153
Cycleways & Pedestrian Facil.	543,680	557,581	571,898	586,637	601,823	617,456	633,558	534,530	667,182	562,119
Tweed Roads Contribution Plan	0	0	3,654,000	1,400,000	0	1,800,000	0	1,950,000	700,000	0
Plant Administration	5,230,636	5,954,055	5,502,569	8,415,909	6,431,389	6,655,538	4,192,668	7,582,873	7,313,989	5,241,210
Airfield	13,305	13,704	14,115	14,538	14,975	15,424	15,888	16,364	16,855	17,360
Emergency Services	0	0	0	0	0	0	0	0	0	400,000
Information Technology	215,154	236,877	249,134	256,609	264,308	272,236	280,403	288,815	297,479	304,514
Grand Total	41,480,194	52,677,872	36,067,089	39,014,020	37,258,186	49,092,088	47,426,578	51,744,297	76,695,551	201,030,966

Attachment 19 - Sensitivity Analysis - Consolidated

			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
General Fund Rates	O	+2.00%	(942,813)	(977,453)	(1,016,667)	(1,062,465)	(1,107,154)	(1,153,722)	(1,202,248)	(1,252,813)	(1,305,505)	(1,360,412)
	A		(48,554,858)	(50,338,845)	(52,358,342)	(54,716,964)	(57,018,444)	(59,416,684)	(61,915,755)	(64,519,894)	(67,233,522)	(70,061,243)
	W	-1.00%	471,406	488,727	508,333	531,233	553,577	576,861	601,124	626,407	652,753	680,206
User Charges & Fees (non statutory)	O	+1.00%	(326,082)	(352,290)	(379,098)	(410,278)	(440,118)	(458,269)	(493,468)	(530,051)	(569,529)	(606,737)
	A		(34,238,612)	(36,990,406)	(39,805,268)	(43,079,214)	(46,212,347)	(48,118,265)	(51,814,092)	(55,655,389)	(59,800,563)	(63,707,379)
	W	-2.00%	652,164	704,579	758,196	820,556	880,235	916,538	986,935	1,060,103	1,139,058	1,213,474
Interest Received	O	+2.00%	(2,029,519)	(1,714,542)	(1,410,421)	(1,423,408)	(1,527,268)	(1,715,671)	(1,919,742)	(2,089,559)	(2,183,563)	(1,746,507)
	A		(6,088,556)	(5,143,625)	(4,231,263)	(4,270,224)	(4,581,805)	(5,147,012)	(5,759,225)	(6,268,676)	(6,550,689)	(5,239,522)
	W	-2.00%	2,029,519	1,714,542	1,410,421	1,423,408	1,527,268	1,715,671	1,919,742	2,089,559	2,183,563	1,746,507
Employee Costs	O	-1.00%	(440,890)	(442,338)	(456,770)	(471,745)	(487,615)	(503,842)	(520,427)	(537,722)	(555,723)	(573,580)
	A		45,632,065	45,781,966	47,275,707	48,825,568	50,468,182	52,147,663	53,864,190	55,654,212	57,517,320	59,365,542
	W	+0.50%	220,445	221,169	228,385	235,872	243,808	251,921	260,213	268,861	277,861	286,790
Borrowing Costs	O	-2.00%	(194,125)	(317,332)	(358,852)	(400,372)	(443,892)	(486,412)	(528,932)	(571,452)	(614,972)	(672,462)
	A		13,589,303	13,704,363	13,380,418	13,114,443	12,830,208	12,514,099	12,167,989	11,831,572	11,438,321	15,664,182
	W	+2.00%	194,125	317,332	358,852	400,372	443,892	486,412	528,932	571,452	614,972	672,462
Materials & Contracts	O	-1.00%	(428,958)	(394,453)	(402,109)	(416,223)	(433,689)	(446,231)	(464,411)	(484,266)	(509,160)	(521,384)
	A		44,182,722	40,628,616	41,417,250	42,870,984	44,669,934	45,961,830	47,834,291	49,879,350	52,443,484	53,702,571
	W	+1.00%	428,958	394,453	402,109	416,223	433,689	446,231	464,411	484,266	509,160	521,384

O = Optimistic

A = Adopted

W = Worse case

Attachment 20 - Rate Notice	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Rates										
Residential	\$936.75	\$964.85	\$993.80	\$1,023.61	\$1,054.32	\$1,085.95	\$1,118.53	\$1,152.08	\$1,186.65	\$1,222.25
Waste Management										
Garbage charge	\$260.35	\$268.16	\$276.21	\$284.49	\$293.03	\$301.82	\$310.87	\$320.20	\$329.80	\$339.70
Landfill management charge	\$35.00	\$40.00	\$41.20	\$42.44	\$43.71	\$45.02	\$46.37	\$47.76	\$49.19	\$50.67
Greenwaste collection charge x 1	\$54.00	\$52.00	\$52.00	\$52.00	\$52.19	\$52.51	\$52.81	\$53.11	\$53.39	\$54.99
	\$349.35	\$360.16	\$369.41	\$378.93	\$388.93	\$399.35	\$410.05	\$421.07	\$432.38	\$445.36
Sewer Access Charge	\$650.00	\$691.00	\$732.00	\$773.00	\$814.00	\$855.00	\$898.00	\$943.00	\$991.00	\$1,041.00
Water Access Charge										
20mm service	\$128.00	\$145.00	\$160.00	\$175.00	\$190.00	\$205.00	\$220.00	\$235.00	\$250.00	\$265.00
Water Volumetric										
@ 200 KI	\$410.00	\$450.00	\$490.00	\$510.00	\$530.00	\$550.00	\$570.00	\$590.00	\$610.00	\$630.00
Water Volumetric /KI	\$2.05	\$2.25	\$2.45	\$2.55	\$2.65	\$2.75	\$2.85	\$2.95	\$3.05	\$3.15
Total for a Residential Property	\$2,474.10	\$2,611.01	\$2,745.21	\$2,860.54	\$2,977.25	\$3,095.30	\$3,216.58	\$3,341.15	\$3,470.03	\$3,603.60

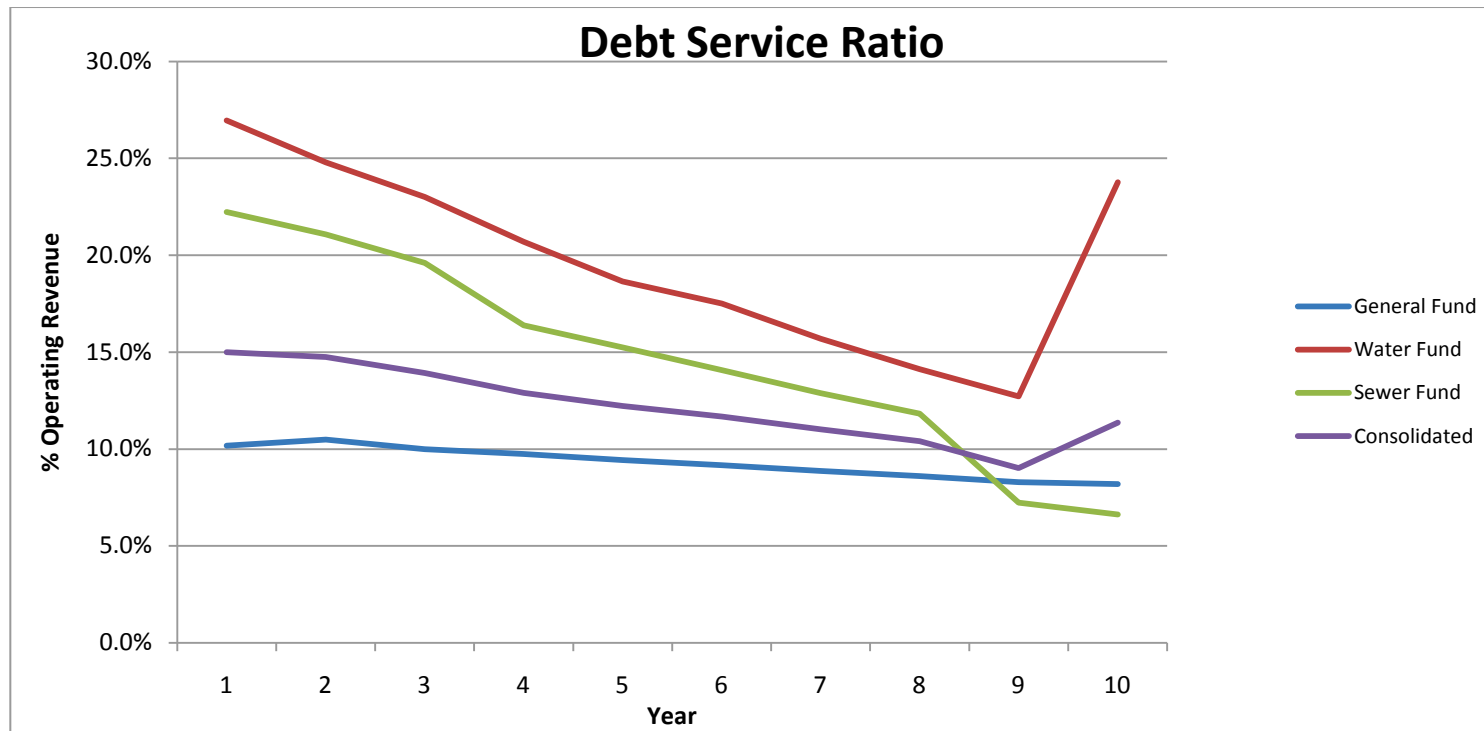
**Attachment
21**

ASSET MANAGEMENT FUNDING - General Fund

	Year 1 2011/12	Year 2 2012/13	Year 3 2013/14	Year 4 2014/15	Year 5 2015/16	Year 6 2016/17	Year 7 2017/18	Year 8 2018/19	Year 9 2019/20	Year 10 2020/21
Funding Provided										
Transport	13,161,820	13,902,010	13,647,114	14,023,267	14,406,861	14,797,924	15,196,647	15,603,187	16,018,004	16,441,076
Drainage	2,108,200	1,990,798	2,017,927	2,044,459	2,071,678	2,099,625	2,128,304	2,157,745	2,187,968	2,218,993
Buildings	915,252	916,125	936,016	956,834	977,856	999,092	1,020,566	1,042,606	1,064,218	1,086,823
Open Space	4,151,104	4,213,244	4,321,104	4,434,871	4,549,791	4,665,856	4,783,115	4,902,192	5,021,457	5,143,291
Total Funding	20,336,376	21,022,178	20,922,161	21,459,430	22,006,186	22,562,496	23,128,633	23,705,730	24,291,648	24,890,182
Asset Management Plans (AMP)										
Transport	18,138,000	18,705,000	19,288,000	19,890,000	20,509,000	21,147,000	21,803,000	22,480,000	23,177,000	23,872,310
Drainage	4,203,000	4,173,000	4,302,000	4,434,000	4,565,000	4,705,000	4,844,000	4,993,000	5,140,000	5,294,200
Buildings	4,675,000	4,707,000	4,777,000	4,736,000	4,867,000	4,863,000	4,940,000	4,998,000	5,108,000	5,261,240
Open Space	3,926,000	3,967,000	4,086,000	4,208,000	4,335,000	4,465,000	4,753,000	4,816,000	4,879,000	5,025,370
Total	30,942,000	31,552,000	32,453,000	33,268,000	34,276,000	35,180,000	36,340,000	37,287,000	38,304,000	39,453,120
Shortfall	10,605,624	10,529,822	11,530,839	11,808,570	12,269,814	12,617,504	13,211,367	13,581,270	14,012,352	14,562,938

The asset management plan information is only updated every three years – the above figures were derived from 2011/12 calculations.

Attachment 22	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Financial Goals
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
General Fund	10.2%	10.5%	10.0%	9.8%	9.4%	9.2%	8.9%	8.6%	8.3%	8.2%	10%
Water Fund	27.0%	24.8%	23.0%	20.7%	18.6%	17.5%	15.7%	14.1%	12.7%	23.8%	25%
Sewer Fund	22.2%	21.1%	19.6%	16.4%	15.2%	14.1%	12.9%	11.8%	7.2%	6.6%	25%
Consolidated	14.99%	14.74%	13.92%	12.90%	12.22%	11.68%	11.02%	10.41%	9.01%	11.37%	15%





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